ORGANIZATIONAL IDENTIFICATION AND PROFESSIONAL ENGAGEMENT: THEIR IMPLICATIONS FOR THE WORK PERFORMANCE OF LIBRARIANS IN STATE UNIVERSITIES

Ahlam Rohaima A. Usodan

School of Graduate Studies, Liceo de Cagayan University, Cagayan de Oro City, 9000, Philippines

ABSTRACT

This study explored the predictive power of organizational identification and professional engagement on the work performance of librarians in a state university. Using the predictive research design, the study involved purposively selected forty-five (45) academic librarians and four (4) chief librarians. The chief librarians rated the work performance of the librarians under their supervision, while the academic librarians accomplished the survey questionnaires that measured their levels of organizational identification and professional engagement. Data were analyzed using descriptive statistics and multiple linear regression. Findings showed consistently high levels of organizational identification, professional engagement, and work performance. Despite these high levels, the regression analysis showed that neither organizational identification nor professional engagement significantly predicted work performance. The study concludes that the librarians' high levels of organizational identification and professional engagement do not translate into measurable differences in work performance ratings.

Keyword: Organizational identification, professional engagement, work performance, academic librarians

1. INTRODUCTION

Librarians play a critical role in supporting teaching, learning, and research by managing information resources and guiding users in selecting and evaluating credible sources. In academic institutions, the quality of library services depends largely on the competence and performance of librarians. Hence, it is necessary to understand the factors that influence librarians' work performance, especially in the context of state universities where expectations are high and resources are sometimes limited.

Work performance refers to how effectively employees fulfill their responsibilities and contribute to organizational goals. Employee performance is a key driver of organizational success and is shaped by motivation and alignment with institutional objectives [1].

Organizational identification is one of the factors that shape employee behavior and performance. Organizational identification is described through four dimensions: management connection, invested self-concept, integrated goals and values, and co-worker connection [2]. These dimensions reflect how employees relate to leadership, align their personal and institutional values, invest in their professional identity, and build relationships with colleagues.

Professional engagement is another important factor that influences employee performance. This factor involves librarians' active participation in professional organizations and continuing education activities. Engaging in professional development activities allows librarians to remain updated with current trends, uphold professional standards, and respond more effectively to evolving user needs.

Despite their central role in delivering quality educational services, only few studies have focused specifically on librarians in Philippine state universities. This study addressed that gap by examining the determinants of work performance among librarians in state universities. The study would generate insights that could inform institutional policies and strengthen strategies for enhancing the performance and professional well-being of academic librarians.

2. STATEMENT OF THE PROBLEM

This study investigated the extent to which organizational identification and professional engagement influence the work performance of librarians in state universities. Specifically, this study sought to answer the questions below.

1. What is the participants' level of organizational identification in terms of the following dimensions:
   1.1 Management Connection,
   1.2 Invested Self-Concept,
   1.3 Integrated Goals and Values, and
   1.4 Co-worker Connection?

2. What is the participants' level of professional engagement in terms of the following dimensions:
   2.1 Membership in professional organizations and
   2.2 Participation in continuing education?

3. What is the participants' level of work performance in terms of the following dimensions:
   3.1 Quality of Work,
   3.2 Quantity of Work,
   3.3 Character and Conduct,
   3.4 Attitude and Adaptability, and
   3.5 Attendance and Punctuality?

4. Do the participants' organizational identification and professional engagement significantly influence their work performance?

3. METHODOLOGY

This study employed a predictive research design, a non-experimental quantitative approach that examines how a set of independent variables contributes to the prediction of an outcome variable based on observed relationships.

The study was conducted in four (4) selected campuses of a state university system in the Philippines, composed of autonomous but interrelated campuses located across different regions.

This study used purposive sampling to select participants who meet specific inclusion criteria aligned with the research objectives. The inclusion criteria required participants to be licensed librarians with at least one year of service in their respective university libraries. Two groups of respondents participated in the study: chief librarians and academic librarians. There were four (4) chief librarians, corresponding to the four participating campuses, and forty-five (45) academic librarians.

The study utilized a structured survey questionnaire composed of three parts, all measured using a five-point Likert scale. Three experts in the field from the research setting were asked to evaluate the content validity of the survey questionnaires. To establish the reliability of the questionnaires, the researcher conducted a pilot test with thirty (30) librarians from private higher education institutions. The internal consistency of the questionnaires was measured using Cronbach's alpha coefficient, which evaluates the degree to which items within each scale are correlated and measure the same construct [3]. Results of the pilot test revealed high internal consistency across all parts of the instrument, with Cronbach's alpha values ranging from 0.855 to 0.973, confirming the questionnaires' reliability.

The chief librarians evaluated the work performance of the librarians under their supervision, while the academic librarians assessed their levels of organizational identification and professional engagement. The survey questionnaires were distributed in both printed and online formats via Google Forms, depending on the participants' preferences and locations.

The study used descriptive statistics to summarize and describe the characteristics of the data. Moreover, the study used Multiple Linear Regression Analysis to determine the predictive influence of organizational identification and professional engagement on librarians' work performance.

4. RESULTS AND DISCUSSION

The results showed consistently high levels of organizational identification, professional engagement, and work performance.

Summary of Mean Scores and Standard Deviations on the Librarians' Level of Organizational Identification

Indicators	Mean	SD	Interpretation

	Mean	SD	Interpretation
Management Connection	4.173	0.592	High
Invested Self-Concept	4.062	0.659	High
Integrated Goals and Values	4.284	0.533	High
Co-Worker Connection	4.262	0.700	High

Among the four dimensions of organizational identification, Integrated Goals and Values had the highest mean score, suggesting that librarians feel a strong alignment with the University's mission, priorities, and shared values.

Summary of Mean Scores and Standard Deviations on the Librarians' Level of Professional Engagement

Indicators	Mean	SD	Interpretation
Membership in Professional Organizations	4.067	0.678	High
Participation in Continuing Education	4.289	0.598	High

On professional engagement, Participation in Continuing Education got the highest mean score, indicating that the librarians actively pursue seminars, workshops, and trainings to stay current in their field.

Summary of Mean Scores and Standard Deviations on the Librarians' Level of Work Performance

Indicators	Mean	SD	Interpretation
Quality of Work	3.911	0.638	Very Good
Quantity of Work	3.907	0.657	Very Good
Character and Conduct	3.898	0.753	Very Good
Attitude and Adaptability	3.969	0.612	Very Good
Attendance and Punctuality	3.582	0.742	Very Good

The librarians' work performance, as evaluated by chief librarians, was rated very good across all five dimensions. Attitude and Adaptability received the highest score, which suggests that librarians respond well to the demands of their environment and effectively adjust to changes in tasks or processes.

Summary of Multiple Regression Analysis for Organizational Identification as Predictor of Work Performance

Model	Unstandardized Coefficients		Standard Coefficient	t	Sig.	Interpretation
	B	Std. Error	Beta			
(Constant)	3.690	1.002		3.684	< .001	
Management Connection	0.332	0.238	0.321	1.396	.171	Not Significant
Invested Self-Concept	-0.301	0.284	-0.324	-1.061	.295	Not Significant
Integrated Goals and Values	-0.319	0.300	-0.279	-1.066	.293	Not Significant
Co-Worker Connection	0.190	0.237	0.218	0.803	.427	Not Significant

$R = 0.341$, $R^2 = 0.116$, $F = 0.831$, $P = 0.553$

Summary of Multiple Regression Analysis for Professional Engagement as Predictor of Work Performance

Model	Unstandardized Coefficients		Standard Coefficient	t	Sig.	Interpretation
	B	Std. Error	Beta			
(Constant)	3.690	1.002		3.684	< .001	
Membership in Professional Organizations	0.234	0.178	0.260	1.318	.195	Not Significant
Participation in Continuing Education	-0.092	0.196	-0.090	-0.469	.642	Not Significant

$R = 0.341$, $R^2 = 0.116$, $F = 0.831$, $P = 0.553$

However, the multiple regression analysis found that neither organizational identification nor professional engagement significantly predicted work performance. None of the dimensions of organizational identification and professional engagement showed a significant effect. Overall, the results indicate that while organizational identification and professional engagement levels were high, they did not account for meaningful differences in work performance ratings.

5. CONCLUSIONS

The findings of this study lead to several key conclusions. First, librarians' personal and professional values are compatible with the institution's identity. Second, the librarians' high level of professional engagement, shows that they understand the value of staying updated in the field and take an active role in enhancing their competencies. Third, their very high work performance ratings demonstrate resilience, flexibility, and professionalism in managing the evolving demands of library work.

Despite these strengths, the study found that organizational identification and professional engagement did not predict the librarians' work performance.

On a final note, the study implies that while organizational identification and professional engagement remain important for professional growth and workplace cohesion, they may not directly influence how performance is evaluated within the University.

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