

Self-Esteem, Job Satisfaction and Performance as Drivers Of Employee Engagement in the Context of Pharmaceutical Companies during Covid-19 Pandemic

Jeanne G. Acosta, Stilo Floyd P. Schneider

University of Mindanao, Davao City, Philippines

Abstract: Using structural equation modeling (SEM), the study sought to determine which employee engagement model among 400 pharmaceutical company employees in Region XII provided the greatest match. Self-esteem, job satisfaction, and job performance are some of the exogenous factors in the study. Employee engagement is an endogenous variable. The study used a quantitative nonexperimental research methodology with a descriptive predictive design, and the respondents were chosen using a stratified sample technique. Mean, Pearson product-moment correlation, multiple regression, and structural equation modelling were employed in the data analysis. The findings indicated that, while job satisfaction, job performance, and employee engagement are all at high levels, self-esteem is at a very high level. Additionally, all three exogenous factors show a statistical correlation with employee engagement according to the significant connection test. However, it was discovered through regression that the one factor that best predicts employee engagement, as measured by their level of cognitive, emotional, and physical involvement, is their work performance. According to the model fit, it was discovered that the moment correlation model 2 has indices that consistently suggest a good match for the data and fall inside each requirement.

Keywords: Business Management, Employee Engagement, Job Performance, Job Satisfaction, Philippines, Self-Esteem, Structural Equation Model

I. Introduction

The healthcare sector, in particular pharmaceutical firms, may be cited as one of the crucial industries that emerged as the COVID-19 pandemic's significant participants. As a result, according to Ashiru-Oredope, et al. (2020, [1]), pharmaceutical teams are important frontline healthcare personnel. Employees were requested to support and lessen the load on congested emergency rooms as a result of the rising demand as vital members of the healthcare team (Tsai 2021,[2]). Despite the significance of the role they played, research found that many pharmaceutical employees struggled with their job engagement, particularly with regard to their performance, self-esteem, and job satisfaction (Berrasa, Chiro, and Fanta 2021; [3] Gordon and Hood 2020,[4]; Maarof& Mat 2019,[5]).

Engagement of employees is essential for every firm. To sustain efficient and successful company operations amid the COVID-19 pandemic, businesses are finding it more and more challenging to engage employees. As a result of this challenge, businesses must adopt a range of employee engagement strategies to engage their workers in more complex ways. (Chanana 2021,[6]). When Kahn's model was tested, the results revealed that meaningfulness, security, and the accessibility of psychological factors are favorably related to engagement. Furthermore, motivated employees help the organization accomplish its goals, execute its plan, and generate considerable financial gains. (Chanana& Sangeeta 2020, [7]). Engaged employees are focused on their job and the company's success, and they are continuously hopeful that their hard work and dedication will pay off. Additionally, productive individuals provide greater levels of client satisfaction, positive increases in revenue, and increased profitability for the businesses. Employee engagement is a technique that increases a company's chances of success while improving organizational and individual performance, productivity, and employee well-being. Actively invested employees are continually optimistic, maintain excellent interpersonal connections, and perform effectively for the firm. (Jena, Pradhan, &Panigrahy, 2018, [8]). According to Tiwari &Lenka (2019, [9]), the degree of engagement among employees is increased by functional, financial, and psychological rewards.

Organizations should never forget that effective employees promote workplace productivity, which contributes to increased satisfaction among clients and, as a result, increases in sales and profit for the company (Chanana& Sangeeta, 2020, [7]). Employee engagement is often higher in persons who have a higher level of psychological happiness (Barreiro

&Treglown, 2020 [10]). Effectively utilizing human resources within a firm is crucial to its success. Without employee participation, an organization cannot survive for a long time. Additionally, many businesses implement employee engagement strategies in highly unique and novel ways to keep their staff members happy and dedicated to the business. During this challenging epidemic period, employee engagement measures are crucial (Chanaa& Sangeeta 2020, [7]). Brunswick Group (Metts, 2020, [11]), in order to sustain worker morale and encourage interpersonal ties, firms must develop employee engagement and communication programs. Fallon (2020, [12]) gives further information on how the team interacted throughout the coronavirus crisis. Leaders set an example by working efficiently from home, refraining from micromanaging and maintaining cordial relationships with others. find out how the staff members are feeling at the virtual workplace. Engaged employees are continuously positive, have strong interpersonal ties with colleagues, and perform well in the firm, as stated by Jena, Panigraphy, & Pradhan (2018, [8]). According to Meyers, et al.,(2019,[13]), employees that are engaged are more likely to stick with and be devoted to their jobs. Additionally, their emotional, cognitive, and physical involvement might be used to gauge how engaged they were. Self-esteem, work contentment, and performance are some ways that this is demonstrated (Knight, 2011,[14]).

Self-esteem is considered to be a crucial factor in determining whether or not an employee would actively engage in motivating programs in order to attain and enhance their performance (Riyanto, Endri, &Herlisha 2021, [15]). Work-life conflict and work-life enrichment are strongly correlated with organizational self-esteem. Pharmaceutical workers' job involvement varied in its ability to buffer the link between organizational-based self-esteem and enrichment and conflict in their work-life. Organizational support also served to mitigate the association between the two aforementioned measures (Gordon & Hood 2020, [4]).

Retention, motivation, and productivity are just a few of the significant human and organizational outcomes that are correlated with job satisfaction. Employee engagement is also strongly predicted by it (Rotich 2016, [16]). Job satisfaction may be measured by compensation and advancement, supervision, perks and incentives, and working environment, as listed further by (Ayers, 2010, [17]). However, a study by Berrasa, Chiro, and Fanta, (2021, [3]) found that the pandemic's poor working conditions and organizational factors, such as insufficient staffing, a heavy workload, low pay, inadequate welfare services, and a lack of professionalism, were linked to the low job satisfaction of pharmaceutical workers.

Work engagement is recognized to be influenced by job performance (Maarof& Mat 2019, [5]). Additionally, it is asserted that there is solid evidence to support the idea that employee engagement predicts outcomes related to health and wellbeing, including stress, strain, and burnout, as well as task and contextual performance. According to a research by Ousman (2022, [18]), health professionals—including those who work in pharmaceutical—performed less well on the job during the COVID-19. However, Zaman and Memon (2022, [19]) concluded that they did a satisfactory job.

It is impossible to ignore or deny the part that pharmaceutical firms played in the COVID-19 epidemic. Additionally, a number of claims—both favorable and negative—have been made regarding the participation of pharmaceutical personnel during the COVID-19 epidemic and their link to their self-worth, job happiness, and job performance. So, this study was carried out to further evaluate the association between the listed factors.

According to Kahn's Engagement Model, which is based on psychological safety, availability, and meaningfulness (Kahn, 1990, [20]), employee engagement (EE) is influenced to some extent by self-esteem (SE), job satisfaction (JS), and job performance (JP). Some of the ideal engagement circumstances that should exist are listed above. According to Kahn (1990, [20]), psychological safety refers to the degree to which an employee feels that their workplace is a place where they can be themselves without risking their jobs or themselves. Meaning that workers are free to express themselves without worrying about how it may affect their self-image (Kahn, 1990, [20]). When an employee is available, it means they feel they have all the tools they need to execute their jobs. Physical, psychological, and emotional resources are among them (Kahn, 1990, [20]). At work, people deal with a range of challenges and obligations, and their level of job engagement with role performance is influenced by the resources they have or can access. According to Shuck, Collins, Rocco, and Diaz (2016, [21]), the degree to which employees appreciate their jobs and put a lot of effort into performing well at work is the degree to which a job is meaningful to them. Psychological meaningfulness, according to Kahn (1990, [20]), characterizes how employees see the financial return on their investment of physical, mental, and emotional energy in doing their job. When employees regard their current work as essential, useful, and valuable, they experience meaning (Kahn 1990, [20]).

Because it is a fundamental psychological idea, self-esteem may also be used to motivate academic engagement. (Lim & Lee 2017 [22]). Additionally, Chaudhary (2019, [23]) discovered that the relationship between corporate social responsibility and employee engagement was totally mediated by the psychological variables of meaningfulness, safety, and availability.

Furthermore, as supported by the theories, the conceptual model shows a direct relationship between the endogenous variable Employee Engagement (EE) and the exogenous variables Self-Esteem (SE), Job Satisfaction (JS),

and Job Performance (JP). According to Cenkci and Otken (2014, [24]), the first exogenous variable is self-esteem, which has two indicators: organization-based self-respect and organization-based self-confidence. People who have high self-esteem are deserving of kindness, respect, and confidence in their ability to play outstanding roles in the community. Lacking self-esteem causes subordinates to believe they are not executing their jobs successfully and that they won't be able to accomplish their goals either (Pramesti&Sujana 2020, [25]). Positive self-image for the organization may be characterized as organizational-based self-esteem, which expresses the individual's sense of his position as significant, relevant, and useful to the company, according to Sam, Bellani, and Wahyuni's study from 2022, [26]. It also refers to a person's pride in the group to which he or she belongs. People who have a high level of organizational-based self-esteem consider themselves to be members of the organization because they feel that their function within the organization can help them meet some of their requirements. The term "workers' emotions of worth or value inside their company" is used to characterize organizational self-esteem.

Job satisfaction serves as the second external factor. According to Ayers (2010, [17]), it contains nine indicators: pay, promotion, supervision, fringe benefits, contingent rewards, working environment, coworkers, nature of the task, and communication. Job satisfaction refers to employees' feelings about the positive and negative elements of their jobs. Furthermore, work satisfaction is measured by employees' degree of contentment with their jobs and the company. Employees are happy at work when their employers provide an atmosphere that better meets their requirements and preferences (Sandika, Rupasena, &Abeywickrama 2019, [27]). The level of job satisfaction of health professionals was influenced by a variety of factors, including their age, the type of healthcare facility where they worked, how long they had worked in the field, their working environment, professional perks like pay and benefits, and their working environment. As a result, enhancing health worker satisfaction at all levels of the health system requires specific attention from policymakers and health managers. The "performance" of an individual is significantly influenced by their workplace (Merga&Fufa 2019, [28]). Businesses and managers put a lot of effort into enhancing the working conditions for their workers. This should involve showing appreciation for their efforts, sharing the company's progress and successes with them, encouraging employee ownership, building a work-life balance, offering the knowledge and resources needed for productive output, and maintaining a secure working environment. The combination of all these factors in the workplace may improve employee morale and lead to increased productivity (Ahakwa, Yang, Tackie, &Atingabili2021, [29]).

Job Performance is the final exogenous variable. Task performance and contextual performance are its two key markers (Parrish, 2016, [30]). Job performance is one of the most important variables in defining success and reputation of a business in today's rapidly evolving workplace (Anesukanjanakul, Banpot, &Jermittiparsert 2019, [31]; Jermittiparsert, Suan, &Kaliappen 2019, [32]). Job performance is the extent to which a person satisfies the formal criteria of a job and satisfactorily completes the tasks allocated to them (Shin, & Hyun 2019). To become knowledge workers and stay competitive, employees must constantly improve their knowledge and abilities (Jermittiparsert&BoonratanaKittiphumi 2019, [33]). Performance was described as the degree to which activity was applied to satisfy the organization's goals, objectives, vision, and purpose as outlined in its comprehensive planning. Any company will need to have excellent and fiercely competitive human resource management to produce high levels of work performance (Muttaquin, Taqi, & Arifin 2020, [34]). In order to address the economic issue brought on by the Covid-19 epidemic, noted Muttaquin, et al (2020, [34]), improving job performance is crucial. According to the research by Dziuba, Ingaldi, and Zhurauksaya (2020, [35]), job happiness is linked to output, motivation, performance at work, and life satisfaction (Abuhashesh, Al-Dmourb, &Masa'deh 2019, [36]), therefore this also holds true for workers' private lives. A pleased employee, in fact, feels better about the firm, works better, but most importantly, feels safe about his future and job in the organization. Because of this, job satisfaction is a crucial component of workplace safety (Wolniak&Olkiewicz, 2019, [37]). As a result, personality traits are linked to work engagement, which in turn affects how well people perform and feel mentally. (Tisu, Lupșa, Virgă, &Rusu 2020, [38]).

Employee Engagement is an endogenous variable that has three (3) indicators: cognitive engagement, emotional engagement, and physical engagement (Knight 2011). Employee engagement has emerged as one of the top challenges for human resource managers and practitioners as a result of the COVID-19 pandemic. Also, in these challenging times, businesses are consistently coming up with creative and efficient strategies to engage people (Chana, 2021, [6]). Engaged employees boost organizational performance, which is a result of organizations investing in their human resources and developing a comprehensive human resource management system (Tensay& Singh, 2020, [39]). In both good and bad economic circumstances, EE should be a key priority for enterprises (Vicker, 2019, [40]). Additionally, Goswami's paper (2020, [41]) on engaging employees during the lockdown period indicated that industrial firms emphasize employee downtime. Businesses offer possibilities for learning and growth to keep workers interested during a lockdown. Organizations should give EE first priority during the COVID-19 pandemic, according to Singh (2020a, [42]). Employees feel inspired and devoted to their company when they are given important duties and

Self-Esteem, Job Satisfaction and Performance as Drivers Of Employee Engagement.....

businesses continuously offer them possibilities for progress. Engaging remote workers encourages a culture of openness where workers may absorb new concepts. EE programs foster curiosity and encourage the workforce to express its innovative and creative side. As a result, businesses must put in place efficient employee engagement strategies during challenging times.

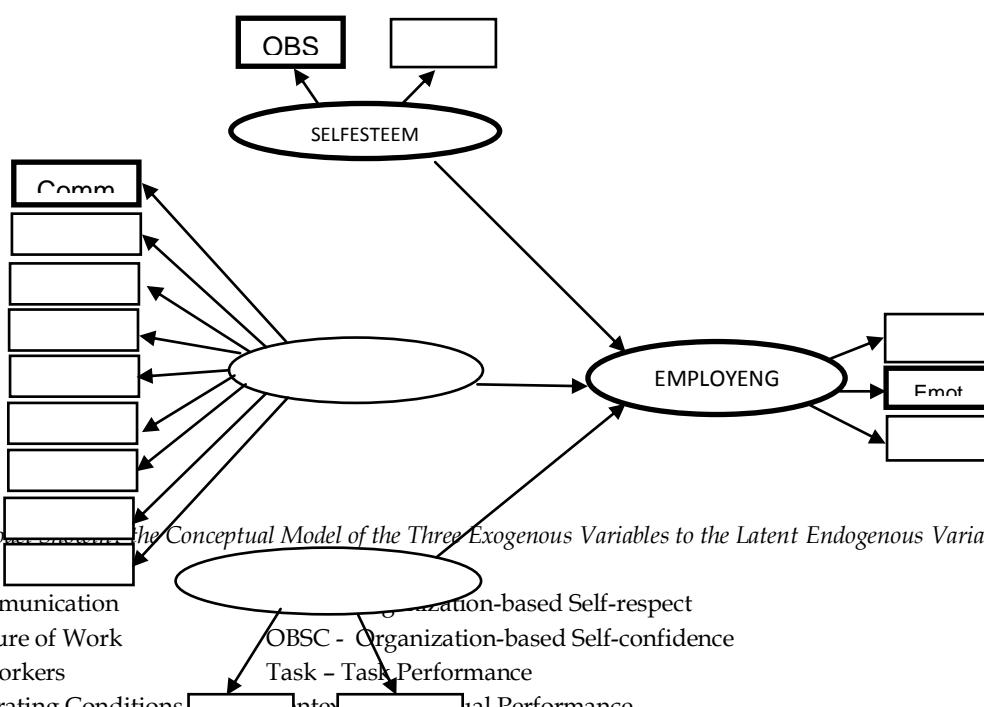
After considering the circumstances, the researcher decided on self-esteem, job satisfaction, and job performance as the three external determinants for employee engagement in the study. A significant relationship has been found between self-esteem and employee engagement (Costantini, Ceschi, Viragos, De Paola & Sartori 2019, [43]), job satisfaction and employee engagement (Reissová, & Papay 2021, [44]), and job performance and employee engagement (Ismail, Iqbal, & Nasr 2019, [45]), but no study has looked at this relationship using a structural equation model (SEM). We also anticipate that this research will greatly contribute to the development of a model for employee engagement at pharmaceutical companies. This study on pharmaceutical employee engagement is the first of its kind in Region XII.

The results will offer important scientific data on employee engagement that takes into account self-worth, job satisfaction, and performance as experienced by pharmaceutical employees in order to retain the best asset that will lead to an increase in productivity and the success of the organization in the challenging business environment both locally and globally. The results might also be used to improve organizational work standards and design policies, which would promote employees' positive job-related well-being. Additionally, they may identify and treat some of the problems caused by the COVID-19 pandemic with the help of this research.

This study provided a theoretical model of employee engagement in the retail sector, particularly pharmaceutical companies, highlighting the significance of employee engagement levels within the business and how this affects employee happiness. Retaining them will help the company acquire a competitive advantage over its rivals and will help the company maintain its integrity.

Pharmaceutical industry workers will become more motivated, committed, and enthusiastic about their jobs. According to Rothbard and Patil (2011, [46]), employee engagement is a crucial factor in determining performance and the financial success of a firm. Finally, the findings may be used as a starting point and secondary data by academics and researchers who wish to explore employee engagement further.

The goal of this study was to identify the model that accurately predicts pharmaceutical employees' employee engagement in Region XII.



The specific goals of this study include determining the level of job satisfaction among pharmaceutical company employees in terms of pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions,

coworkers, nature of work, and communication; and assessing the level of self-esteem in pharmaceutical company employees in terms of organization-based self-respect and organization-based self-confidence; to assess the degree of job performance in pharmaceutical company employees in terms of task performance and contextual performance; to gauge the degree of employee engagement in pharmaceutical company employees in terms of cognitively engaged, emotionally engaged, and physically engaged; to ascertain the connection between self-esteem and employee engagement; job satisfaction and employee engagement; and job performance and employee engagement; and to ascertain the relationship between self-esteem and employee engagement. At a significance level of 0.05, the research study's null hypotheses were evaluated. Furthermore, it was expected that there is no discernible connection between self-esteem, work satisfaction, and employee engagement as well as between job performance and engagement. Self-worth, job happiness, and job performance have no appreciable impact on how engaged pharmaceutical employees are at work. There is no optimal model that accounts for the three external factors in employee engagement.

II. Method

2.1 Research Respondents

There were 400 employees or branch managers that took part in this poll. When using the structural equation model (SEM), a sample size of at least 200 is advised, according to Deng, Yang, and Marcoulides (2018, [47]). SEM utilizes large samples in order to be more effective and reduce measurement errors (Dash & Paul, 2021, [48]). As a consequence, it was appropriate and acceptable to collect a sample of 400 respondents for this investigation.

The researcher's inclusion criteria were taken into account when using this sampling technique to choose the sample. Additionally, compared to other sampling methods, this method produces data with higher degree of precision (Bhardwaj, 2019, [49]). A probability sampling method used in sample surveys is stratified sampling. The individuals who are part of the target population are separated into numerous strata, with constituents within each stratum being comparable in terms of particular survey criteria (Parsons, 2014, [50]).

Pharmaceutical workers who have worked in Region XII for at least three (3) months were considered respondents in the research; workers who have worked there for less than three (3) months will not be counted as respondents. If a respondent feels uneasy, intimidated, or if there is real or prospective bodily, mental, or emotional damage, they are free to leave at any moment.

This study was conducted in Region XII, Philippines, situated on the island of South-Central Mindanao. Sultan Kudarat, Sarangani Province, North Cotabato, and South Cotabato are its four provinces. Employees in Region XII who work in the pharmaceutical industry made up the study's respondents. Because the researcher intended to investigate whether self-esteem, job satisfaction, and job performance affect employee engagement on a larger scale, she decided to conduct the study among pharmaceutical companies in Region XII.

2.2 Materials and Instrument

An adapted and modified questionnaires were used in gathering primary data to measure the constructs, namely: self-esteem, job satisfaction, job performance and employee engagement of employees among pharmaceutical companies in Region XII. The survey questions used in the study were derived from a variety of relevant researches and sources. The instrument was restructured to make it more suitable for contemporary endeavors and in the local business context. It has been confirmed by six professionals in the field of business and management to ensure the appropriateness of the instrument. There were five internal validators and one external validator. As a result, the improved instrument received a rating of 4.55, considered as excellent. Pilot testing was done after validation. Employing Cronbach alpha to assess the reliability of the questionnaires with the following results of alpha coefficients: self-esteem (.960), job satisfaction (.959), job performance (.964) and employee engagement (.853). According to Nawi, Tambi, Samat, and Mustapha (2020), the greater the internal consistency of the scales items is, the closer the findings of the Cronbach's alpha coefficient are to one.

A self-esteem survey tool was modified from Cenkcı and Otken's (2014) research. The tool was created to gauge how confident pharmaceutical businesses feel in themselves. Organizationbased self-respect and organizationbased self-confidence are the indicators of self-esteem. The job satisfaction survey tool was changed and adjusted based on Ayers' (2010) research. Based on the following variables, the instrument was created to evaluate employee job satisfaction at pharmaceutical companies: compensation, promotion, supervision, fringebenefits, contingentrewards, working environment, coworkers, nature of the taskand communication. The work performance survey tool was modified from Parrish (2016, [30]). The goal of the instrument is to assess task performance and contextual performance indicators to assess the operational efficiency of pharmaceutical companies. The poll measuring employee engagement has been adjusted from Knight (2011, [14]). The test was created to gauge the levels of cognitive, emotional, and physical

participation of employees in pharmaceutical firms. The respondents were asked to express their opinions using a Likert scale of one to five with adjectives that vary from "Strongly Disagree to Strongly Agree" using a rating system from 1 to 5.

The scale for interpreting the level of self-esteem, job satisfaction, job performance and employee engagement were as follows: 4.20 – 5.00 range of means described as very high indicated that self-esteem (SE), job satisfaction (JS), job performance (JP), and employee engagement (EE) were always true. 3.40 – 4.19 range of means described as high interpreted that SE, JS, JP, and EE were often true. The range of means rating of 2.60 -3.39 described as moderate indicated that SE, JS, JP, and EE were sometimes true. The range of means rating of 1.80 -2.59 described as low signified that SE, JS, JP and EE were seldom true. The range of means rating of 1.00 -1.79 described as very low indicated that SE, JS, JP, and EE were almost never true.

2.3 Design and Procedure

In order to determine the model that best fits employee engagement, this study used a quantitative nonexperimental research strategy that combined a descriptive predictive technique and a structural equation model. One of the most common forms of research designs is non-experimental research, in which the subject was observed as it naturally occurs without the introduction of any outside variables (Asenahabi 2019, [51]). The goal of descriptive study, meanwhile, was to describe and classify the phenomena (Nassaji 2015, [52]). The factors, situations, and characteristics that were present are described using the descriptive-predictive technique, which is also utilized to explain the phenomena being examined. When assessing intended results, it also demonstrated the optimal decision to make and took into account a variety of potential alternatives (Mon, Akkadechanunt&Chitpakdee 2022, [53]). Additionally, the study employed structural equation modeling (SEM) to create the model that suited the research themes the best. The work by Tripathi and Jha (2018, [54]) made clear that the association between latent variables is established by the structural model. The three exogenous factors in this study—self-esteem, work satisfaction, job performance, and employee engagement—were also compared to one another.

Several procedures were followed in order to acquire the data used in the study. The first step was to obtain permission from the University of Mindanao Ethics Review Committee to conduct the study last October 22, 2022, and letters from the dean of university's professional school approving the survey. The researcher then conducted the pilot testing of the validated questionnaires on the pharmaceutical companies in one of the cities in Sultan Kudarat. The researcher also followed the safety protocol in the conduct of the study due to COVID-19 pandemic. After the result of the Cronbach alpha and the go signal of the statistician to fully conduct the study, the researcher wrote to the mayors' offices of the several cities in Region XII, requesting permission to provide names of registered pharmacies through their respective Business and Licensing Offices. The researcher did it to identify the population and establish the sample size for the study. The researcher distributed and gathered the validated questionnaires to the different cities in region XII from November 2022 to December 2022.

Then came the encoding, tabulating, and analyzing. The study's purpose was used to guide the analysis and interpretation of 400 data sets. The researcher analyzed the obtained data using a variety of statistical methods. Mean was used to measure the level of self-esteem, job satisfaction, job performance and employee engagement of pharmaceutical employees. Pearson Product Moment Correlation (Pearson r) was utilized to determined the relationships between self-esteem, job satisfaction, job performance and employee engagement of pharmaceutical employees. Multiple Regression was used to determine the significant influence of the exogenous variables to the endogenous variable. Structural Equation Modeling (SEM) was utilized to determined the bestfit model. All indices included must fall within the acceptable range to identify the best fit model. Thechi-squareddegrees of freedom value must be less than 5 and the p-value must be more than 0.05. The Pclose value must be larger than 0.05, but the root mean square error approximation value must be less than 0.05. The other indices must all be larger than 0.95, including the normed fit indexTucker-Lewis indexcomparative fit index and quality of the fit index.

In order to respect the respondents' rights and the confidentiality of data supplied by them, the researcher followed ethical standards in the conduct of the research study. Assessment of research protocol and standardized criteria under ethical concerns were thoroughly observed and followed based on the protocol standards and guidelines protocol number UMERC-2022-354 (Appendix F) of the University of Mindanao Ethics Review Committee (UMERC).

III. Results and Discussions

This section of the paper provides information on the results and analysis of the data gathered. The presentation is based on the order of study objectives.

3.1 Self-Esteem of Pharmaceutical Employees

Self-Esteem, Job Satisfaction and Performance as Drivers Of Employee Engagement.....

Shown in Table1 is the level of self-esteem of pharmaceutical employees inRegion XII. The total mean score attained on SE is4.38 with a standard deviation of0.426, characterized as veryhigh. It entailsthat employees of pharmaceutical companies in Region XII always observed SE in the organization. Specifically, the indicators of SE mean ratings reveal as follows: organization-based self-respect obtained a meanrating of 4.39 or veryhigh, organization-based self-confidence mean rating of 4.36 or very high. The general attitude of pharmaceutical employees indicates that the field of self-esteem is most often noticed.

Table 1. Level of Self-esteem of Pharmaceutical Employees

Indicators	Mean	SD	Descriptive Level
organizationbased self-respect	4.39	.481	very high
organizationbased self-confidence	4.36	.516	very high
Overall	4.38	.426	very high

The levelof self-esteem is veryhigh demonstrating that pharmaceutical employees constantly being aware of self-esteem in an organization. Hence, they must project a positive self-image in performing their task and to inspire others since they are the major player during theCOVID-19 pandemic. The realization and acceptance of one's innate virtues and strengths may also be used to define self-esteem. Mindfulness helps people direct their attention away from self-defeating ideas and into the current events, which improves awareness and positive self-description (Dhandra, 2020, [55]). Additionally, Gozali's study from 2022, [56] indicated that pride in oneself or high self-esteem have a large chance to boost happiness. By putting up strong performance and making an effort to seem like they are contributing to the organization, this data factually supports the notion that employees have a high attitude of pride toward themselves. Additionally, a person's level of self-satisfaction is strongly correlated with their level of self-pride, thus the more proud they are of their goodness, the more content they are. Furthermore, the findings demonstrate that employees with high self-esteem are better workers and are more inclined to feel content in their work (Wulandari, Sumadi, &Swara 2020, [57]). Employees who feel valued by their employers have higher self-esteem. This is a result of organizational tasks performed as part of the job, such as workplace communication, employee value assessments, and work-life balance. Employee job self-esteem increases when they have a good attitude toward and a strong sense of company identity. According to Adekiya (2018, [58]), employees feel job self-esteem when they obtain favorable assessments from coworkers or when they are seen as crucial to the business. When one's role or job is valued, one's self-esteem in the workplace rises. Additionally, employees have stronger self-esteem and report higher workplace satisfaction. Because job satisfaction is a qualitative aspect of work life and should be considered a significant role in working life, job self-esteem might be seen as an enlarged version of this. Self-esteem, on the other hand, is a person's perspective on, love for, and appreciation of themselves (Lianopoulos, Theodorakis, Tsigilis, Gardikiotis, &Koustelios 2020, [59]). With the right management, this emotion may serve as a catalyst for success (Korzynski, Xu, Rook, Florent Treacy, & Kets de Vries 2020, [60]). Employees that have high organizational-based self-esteem are more likely to deliver positive results (Lin, Jang, & Roberts 2018, [61]). When employees are aware of their importance to the company, they are more motivated and successful in their work. Additionally, having strong self-esteem among staff members helps them provide better services, satisfy consumers, and draw in new clients (Lin, Jang, & Roberts, 2018). According to Ingale, More, and Shinde (2022, [62]), a person's sociability, self-confidence, and pleasant interactions with other people may be the outcome of that person having high levels of self-esteem. The degree of self-esteem a person possesses may also influence how they behave professionally. Additionally, work happiness among employees is influenced by self-esteem. Employees that have high levels of self-esteem also tend to have high levels of work satisfaction. This is supported by research by Wulandari, Sumadi, and Swara (2020), which discovered that personnel having a strong self-esteem are better workers and can increase job satisfaction from their work. These findings are consistent with those of Kusniawati& Kader's study from 2021,[63], which found a relationship between self-esteem and job satisfaction.

Additionally, Mangi, Goon, and Yako's (2019, [64]) research resulted in the conclusion that competent human resources with strong skill and performance have a high self-efficacy ability to be competitive in their performance, be satisfied with the completion of the job, and have work achievement. According to Clucas' (2020, [65]) research, self-respect specifically contributed to perceived or projected self-esteem, coupled with competence or interpersonal evaluations. The data pattern supports the idea that self-respect is a part of self-esteem linked to morally righteous action. The findings have implications on how we see morality and self-worth (Clucas 2020, [65]). Self-esteem also prompted improved communication abilities and a decline in pessimism (Balat, Sezer, Bayindir, & Yilmaz 2019, [66]). According to research, self-esteem promotes life pleasure (Uzman& Maya 2019, [67]), anxiety reduction, self-realization, self-confidence, self-competence, and the most essential life expectations (Suleiman, 2020, [68]).

3.2 Job Satisfaction of Pharmaceutical Employees

Presented in Table 2 is the result of the level of *job satisfaction* in pharmaceutical companies. The overall mean score is 4.02 and standard deviation of 0.429 described as *high* which signifies that *job satisfaction* in Region XII often observed by employees in pharmaceutical companies. Furthermore, the indicators of *job satisfaction* has the following mean rating: *pay* obtained 4.19 or *high*, *promotion* obtained 4.00 or *high*, *supervision* obtained 3.98 or *high*, *fringe benefits* mean rating is 4.03 or *high*, *contingent rewards* obtained 3.88 or *high*, *operating condition* obtained 3.97 or *high*, *coworkers* obtained 3.83 or *high*, *nature of work* mean rating is 4.16 or *high*, and *communication* obtained a rating of 4.11 or *high*.

Table 2. Level of Job Satisfaction of Pharmaceutical Employees

Indicator	Mean	SD	Descriptive Level
<i>pay</i>	4.19	.633	high
<i>promotion</i>	4.00	.659	high
<i>supervision</i>	3.98	.633	high
<i>fringe benefits</i>	4.03	.700	high
<i>contingent rewards</i>	3.88	.925	high
<i>operating conditions</i>	3.97	.520	high
<i>coworkers</i>	3.83	.513	high
<i>nature of work</i>	4.16	.538	high
<i>communication</i>	4.11	.525	high
Overall	4.02	.429	high

The outcome supports Ali and Anwar's (2021, [69]) claim that one of the most crucial elements of human resource management is employee happiness. Since increasing employee happiness is a must for improving productivity, responsiveness, quality, and service recognition, businesses must make sure that their staff is generally satisfied. When there is effective management, workers are happier (Kakada& Deshpande 2021, [70]). Employees ranked intrinsic incentives higher than extrinsic rewards in terms of value. However, according to Noor and Zainordin (2018, [71]), among corporate employees, the job satisfaction section, the type of work, coworkers, and company operating processes appear to be the most contented circumstances. Additionally, their degree of job satisfaction was impacted by their working environment, professional perks, and benefits including pay and insurance (Merga&Fufa 2019, [28]).

3.3 Job Performance of Pharmaceutical Employees

The degree of work performance of pharmaceutical personnel in Region XI is shown in Table 3. The total mean rating is 4.15 with a standard deviation 0.438, stated as *high*, this implies that *job performance* is often noticed by the employees. The mean score of the indicators were transmitted subsequently: *task performance* obtained a mean of 4.15 or *high*; and *contextual competence* attracted a mean rating of 4.15 or *high*.

Table 3. Level of Job Performance of Pharmaceutical Employees

Indicator	Mean	SD	Descriptive Level
<i>Task performance</i>	4.15	.510	high
<i>contextual performance</i>	4.15	.434	high
Overall	4.15	.438	high

The outcome is in line with the investigation's findings by Buntaran, Andika, and Alfiyana (2019, [72]), which found that each employee's degree of work proficiency varies. Performance is a function of aptitude, effort, and available opportunities. Additionally, the importance of workplace employee happiness has a significant impact on employee performance. Contrarily, contextual performance emphasizes employee behaviors that support the institution's success in addition to task performance and is expressed as the positive employee actions that are not explicitly stated in job descriptions but are nonetheless encouraged by the organization (Guo & Ling 2020, [73]). According to Kalia and Bhardwaj (2019, [74]), greater job stability in the public sector was proven to motivate workers to do high-quality work. Employee performance was improved by working in a broad, well-organized sector with more career options. High-performing employees guarantee an improvement in organizational performance, which in turn boosts the vital for businesses competitiveness. Alessandri, Consiglio, Luthans, and Borgogni (2018, [75]); Blom, Richter, Hallsten, and Svedberg (2018, [76]); Darvishmotevali, Arasli, and Kilic (2017, [77]).

3.4 Employee Engagement in Pharmaceutical Companies

The degree of employee engagement for pharmaceutical businesses in Region XII is shown in Table 4. The level of *employee engagement* in terms of cognitively engaged, emotionally engaged, and physically engaged level showed an overall mean of 3.88 described as *high* with a standard deviation of 0.436. Results indicate that the measures of *employee engagement* among workers of pharmaceutical companies are often observed.

The research's findings were corroborated by a study by Lai, Tang, Lu, Lee, and Lin (2020, [78]), which found that in order to sustain high levels of productivity and functional effectiveness, firms must make sure that their staff are fully engaged in their work. According to Gamiao and Viado (2020, [79]), a company organization has sound and factual employee involvement when all of its members are fervently committed to the achievement of its business policy and plan.

Table 4. Level of Employee Engagement of Pharmaceutical Companies

Indicator	Mean	SD	Descriptive Level
cognitive engagement	3.39	.587	high
emotional engagement	4.12	.691	high
physical engagement	4.14	.553	high
Overall	3.88	.436	high

Additionally, employees face a variety of demands and obstacles at work, and the resources they have access to or can access have an impact on how engaged they are in their job and how well they execute their roles (Lai, Tang, Lu, Lee, & Lin 2020, [78]). The result is in line with Kahn's Personal Engagement Theory from 1990 as a result. The work engagement hypothesis was created to gauge an employee's level of psychological presence or absence at work. According to Kahn (1990, p. 700, [20]), "work engagement" refers to the simultaneous utilization and display of a person's "preferred identity" in tasks that foster attachments to one's job and to others as well, individual engagement (physical, mental, and psychological), and active, complete performances.

3.5 Significance of the Relationship between Self-Esteem and Employee Engagement

Presented in Table 5.1 is the computed R-value on the self-esteem and employee engagement of pharmaceutical companies. The combined computed R-value of .271 denotes a low positive correlation and given the probability value of less than 0.05, the result can be construed that self-esteem has a significant direct relationship with the employee engagement, thus, the null hypothesis is rejected. In addition, esteem for oneself and confidence inside the organization obtained an R-value of .227 and .235, respectively, denoting a low positive correlation on employee engagement.

Table 5.1 Correlation of Self-Esteem and Employee Engagement

Self-esteem	Employee Engagement			
	cognitive	emotional	physical	Overall
organization-based self-respect	.108*	.164**	.217**	.227**
	(.031)	(.001)	(.000)	(.000)
organization-based self-confidence	.115*	.203**	.179**	.235**
	(.021)	(.000)	(.000)	(.000)
Overall	.131**	.216**	.231**	.271**
	(.009)	(.000)	(.000)	(.000)

According to a research by Kim, Milliman, and Lucas published in 2021, [80], employees who feel like a "important part of this place" are less likely to ponder or act on leaving their jobs than those who feel less like a "essential part of this place." Additionally, the results of the study by Costantini, et al., (2019, [43]) showed that the final levels of both organizational-based self-esteem and work engagement were considerably greater than the baseline values. A numerous mediation analysis' finding also revealed that the direct and indirect connections between organizational self-esteem and work engagement varied over time. According to Clucas' (2020, [65]) hypothesis, self-respect specifically contributed to perceived or predicted self-esteem, coupled with competence or interpersonal evaluations. The pattern of data supports the idea that self-respect is a part of self-esteem linked to morally upright behavior, as opposed to performance and social self-esteem, and that it is distinct from those two. According to Chan, Huang, Snape, and Lam (2013, [81]), employees' perceptions of their "importance, meaningfulness, effectiveness, competence, and worthiness within their

organization" are reflected in their organizational-based self-esteem. As a result, self-esteem is described as acceptance of oneself and others. People from all walks of life are all around us, and they contribute significantly to our ability to develop self-esteem. As previously said, low self-esteem makes employees feel as though they are unfit for a certain position or responsibility inside the company. High self-esteem employees encourage optimism in all workplace interactions, and they may also contribute to the development of one's abilities and the accomplishment of organizational objectives.

3.6 Significance of the Relationship between Job Satisfaction and Employee Engagement

Presented below in Table 5.2 is the computed r-value on the job satisfaction and employee engagement of pharmaceutical companies. The r-value of .432 and p<0.05 denotes a moderate positive correlation, thus, the null hypothesis is rejected. Further, it is observed that the following indicators namely: paying, advancing, oversight, perks, cash awards, colleagues, and interaction with resulted r-value of .238, .270, .277, .257, .243, .305, and .361 respectively with p<0.05 reveals a low positive correlation on employee engagement, while operating conditions and nature of work indicators garnered an r-value of .432 and .408 respectively with p<0.05 reveals a moderate positive correlation on employee engagement.

Table 5.2 Correlation of Job Satisfaction and Employee Engagement

Job Satisfaction	Employee Engagement			Overall
	<i>cognitive</i>	<i>emotional</i>	<i>physical</i>	
<i>pay</i>	.209** (.000)	.136** (.006)	.171** (.001)	.238** (.000)
<i>promotion</i>	.217** (.000)	.172** (.001)	.191** (.000)	.270** (.000)
<i>supervision</i>	.074 (.141)	.187** (.000)	.224** (.000)	.227** (.000)
<i>fringe benefits</i>	.169** (.001)	.154** (.002)	.236** (.000)	.257** (.000)
<i>contingent rewards</i>	.155** (.002)	.174** (.000)	.191** (.000)	.243** (.000)
<i>operating conditions</i>	.234** (.000)	.308** (.000)	.388** (.000)	.432** (.000)
<i>co-workers</i>	.136** (.006)	.221** (.000)	.299** (.000)	.305** (.000)
<i>nature of work</i>	.154** (.002)	.334** (.000)	.382** (.000)	.408** (.000)
<i>communication</i>	.172** (.001)	.252** (.000)	.356** (.000)	.361** (.000)
Overall	.246** (.000)	.304** (.000)	.380** (.000)	.432** (.000)

The study's findings support the Social Exchange Theory (SET), which seeks to predict and explain behavior by comprehending variables like reward and cost associated with decision-making (Stafford & Kuiper 2021, [82]). SET is based on specific conditions, such as interdependence, social relations, and obligations between parties (Crapanzano & Mitchell 2005, [83]). According to Walker (2017, [84]), job satisfaction is a sign of a good attitude that improves the working environment and fosters a positive work environment culture (Cao, Liu, Wu, Zhao, & Jiang 2020, [85]). This mindset demonstrates a high level of employee wellbeing and is frequently linked to the desire to devote more time to the company (Eliyana & Ma'arif 2019, [86]). For human resource managers who recognize that retaining workers over the long term and boosting engagement and performance depend on job satisfaction (Eliyana & Ma'arif, 2019, [86]; Nemt, eanu & Dabija, 2020, [87]), this employee attitude (Walker, 2017, [84]) is of utmost significance. Additionally, work circumstances influenced by an employee's interaction with coworkers, relationship with supervisors, and working environment all contribute to their level of happiness (Jutengren, Jaldestad, Dellve & Eriksson 2020, [88]). Monetary worth of the work (Ohara, Nomura, Yamamoto, Okada, Hosoya, Hanada, Hirano, Takei 2019, [89]), the way in which the work is done benefits personal health, work recognition, career chances, job security, and organizational consideration for the requirements of the employee, among other things (Nem, eanu & Dabija 2020, [87]).

3.7 Significance of the Relationship between Job Performance and Employee Engagement

Presented below in Table 5.3 the result of r-value of job performance and employee engagement of pharmaceutical companies. The overall r-value of .468 and $p<0.05$ signifies a moderate positive correlation, thus the null hypothesis is rejected. Furthermore, the indicators namely task performance and contextual performance with resulted r-value of .413, and .459 respectively signifies a moderate positive correlation on employee engagement.

The finding is supported by the study by Ismael, Iqbal, and Nasr (2019, [45]), which demonstrated a considerably positive effect of work performance on employee engagement. Task performance, in the view of Arifin, Nirwanto, and Manan (2019, [90]), indicates how a person fulfills their obligations in the production of products or services as well as the administrative duties specified in their job description.

Table 5.3 Correlation of Job Performance and Employee Engagement

Job Performance	Employee Engagement			Overall
	cognitive	emotional	physical	
task performance	.193** (.000)	.285** (.000)	.415** (.000)	.413** (.000)
contextual performance	.219** (.000)	.323** (.000)	.448** (.000)	.459** (.000)
Overall	.221** (.000)	.326** (.000)	.464** (.000)	.468** (.000)

According to Kustiawan et al., (2022, [91]), the building of regulated behavior that makes an active and constructive contribution to the organization is just as important to work performance as the job itself. According to Koopmans, Bernaards, Hildebrandt, Lerner, De Vet Henrica, and Van Der Beek (2019, [92]), job performance is characterized as a person's attitude or conduct that is important to the goals of an organization when doing activities that call for knowledge, experience, and motivation. A company must also consider other factors, such as task performance, which measures a person's technical proficiency in carrying out a specific task, and contextual performance, which measures a person's behavior in relation to the organization's social environment and psychological environment. According to Koopmans, et al., (2019, [92]), performance focus is sometimes placed on work attitudes rather than results.

3.8 Significance of the Influence of Self-Esteem, Job Satisfaction, and Job Performance on Employee Engagement.

The outcome of the regression analysis demonstrating the impact of exogenous variables: self-esteem, work happiness, and job performance on employee engagement is shown in Table 5.4 below. With an F-value of 51.809 and a p-value less than 0.05, the study's overall findings showed that the three external factors significantly affect employee engagement, rejecting the null hypothesis. Additionally, the R² value of .282 indicates that self-esteem, work happiness, and job performance account for 28.20 percent of the variation in employee engagement. This suggests that other factors beyond the scope of the research account for 71.80 percent of the variation. Additionally, for a single set of independent variables – self-esteem, job satisfaction, and job performance with $p<0.05$ significantly influence the employee engagement of pharmaceutical companies. Of the three variables, only job performance was regarded as the strongest indicator of employee engagement of pharmaceutical companies in Region XII.

Table 5.4 Regression Analysis to test the Significance of the Latent Exogenous Variables to the Latent Endogenous Variable

Employee Engagement					
Exogenous Variables	B	S.E.	β	t	Sig.
(Constant)	1.063	.244		4.355	.000
Self-esteem	.130	.046	.127	2.847	.005**
Job Satisfaction	.250	.051	.246	4.915	.000**
Job Performance	.300	.051	.301	5.879	.000**
$F=51.809, p<0.05$					

R²=0.282

ΔR²=0.276

Compared to job happiness, job performance is a much more important component since it depends on an individual's motivation and aptitude (Guan, Sun, Hou, Zhao, Luan, & Fan 2014, [93]). The amount and quality of work produced by people or organizations is what is referred to as job performance (Dinc, Kuzey, & Steta 2018, [94]). Work performance is reportedly the most crucial factor and topic in the fields of organizational psychology and personnel administration (Yustina&Valerina 2018, [95]). Additionally, a worker's attitude about their employment influences their behavior at work, with job performance being the most crucial aspect of these actions (Guan et al., 2014, [93]). According to studies (Sánchez-Beaskoetxea& Coca Garca 2015, [96]); Yuen, Loh, Zhou, & Wong 2018, [97]), a pleased employee likes to spend all of his or her working hours in the office, avoid being late, and put more precision, attention, and effort into their job to produce higher-quality work. According to Bhatti, Alshagawi, Zakariya, and Juhari (2019, [98]), people who are happy and fulfilled at work perform more effectively than people who lack it (Bhatti, et al., 2019, [98]). Performance also refers to how well a person performs tasks linked to their job, as stated in the research by Omar, Rafie, and Selo in 2020, [99] (Torlak, &Kuzey 2019, [100]). In simple terms, performance is the ability of a person or collection of individuals within an organization to carry out the goals of the organization as a whole in a way that is ethical and moral while complying by all laws and regulations, in accordance with their authority and responsibility (Arifin, et al., 2019, [90]). Furthermore, it is impossible to exaggerate the significance of performance in any firm. It is seen as the fruit of the group's labors at the individual, institutional, and governmental levels. When workers perform well, the firm prospers and endures longer. An employer will often be more concerned with an employee's performance than the employee themselves. Performance at every level of an organization reflects not only the abilities and motivations of the employees, but also that of their managers (Pérez-Rodrguez, Topa, &Beléndez 2019, [101]). The performance of workers, as defined by the job performance theory put out by Akram, Lei, Haider, and Hussain (2020, [102]), is what enables an organization to fulfill a certain task. In the business sector, research on employee job performance is a very helpful resource for any company, according to Chegini, Janati, Asghari-Jafarabadi, and Khosravizadeh (2019, [103]). This is true across all industries and nations. The two sorts of activities are what make up good work performance, according to Faeq and Ismael (2022, [104]). The first category consists of processes that turn raw materials into completed products or services. The upkeep and repair of the technical infrastructure itself fall under the second category. To put it another way, task performance happens when employees use their technical knowledge and expertise to produce goods and services using the organization's primary technical processes or to finish specialized tasks that support these primary functions (Reb, Chaturvedi, Narayanan, &Kudesia 2019, [105]). Job performance, which is crucial for the effective, efficient, and sustainable delivery of healthcare services (Tengilimolu, Işk, &AkboLAT, 2017, [106]), is defined as the degree to which a task is completed or as an employee's behavior in accordance with the required standards (Durmuş, Krlmaz, &Şahin 2020, [107]). Both healthcare providers and patients benefit when the work performance of healthcare professionals is improved (Hoşgör, Dörttepe, &Sağcan, 2020, [108]).

The outcome may be explained by combining the frameworks of the Personal Engagement Theory (Kahn 1990) and Social Exchange Theory (Harden, Boakye, & Ryan 2018, [109]). According to the SET theory, people join an organization with the expectation that it would provide an improved workplace and civilization, and they use their skills and expertise to accomplish their goals (Ahmed, Khuwaja, Brohi, Othman & Bin 2018, [110]). In order to personally engage at a given moment, employees must have the necessary physical, emotional, or psychological resources, and life outside of work may have an influence on this engagement (Kahn, 1990, [20]). Employees also exhibit positive and proactive attitudes and actions toward their job when they feel appreciated and encouraged, promoting desired practices (Zainun, Johari, & Adnan 2019, [111]). According to Osam and Shuck (2020, [112]), a lot of businesses have emphasized creating and executing engagement programs at work in order to reap the rewards of having an engaged workforce. In addition, each person's work performance consists of many acts that assist a corporation in achieving its objectives. When goals for liberty, friendship, and professional development are achieved, employees tend to be more inclined to put their bodies, minds, and emotions into their job (Olsen & Mikkelsen 2021, [113]).

3.9 Best Fit Model of Employee Engagement

The general purposeof this study isto determine the optimal fit method of employee engagement with the use of self-esteem, job satisfaction, and job performance as predictors of pharmaceutical companies in Region XII. Every model produced a framework that was split into two different models, the structural model outlining the connections between assessments of the load placed on each element and their corresponding latent structures. The model is also approved or disapproved depending on theevaluation of fit. In the bestfit model, the relationship among endogenous and exogenous variables is also identified. A good fit for a structured model demonstrates that the model's assumptions about the

Self-Esteem, Job Satisfaction and Performance as Drivers Of Employee Engagement.....

actual connections between variables are correct. The model factor estimations take the strength and angle of the link between each factor into account. To emphasize the data's normality, variable selection was carefully observed. When creating the model, factors with ratios or intervals of information are taken into account. Theories support the study's generated model.

Presented below in Table 6 the summary of Goodness of fit measures with two generated models in the study. The bestfit model was chosen based on the requirement that all indices continuously fall within acceptable parameters. P-values should be less than 0.05, Chi-square/degrees of freedom(CMIN/DF) is $0 < \text{value} < 2$. Further, the goodness of fit index(GFI), comparative fit index(CFI), and tucker-Lewis Index should be greater than 0.95. The root-mean square error(RMSEA) must be less than 0.05 and its corresponding P-close value must be greater than 0.05. Based on the Summary of Goodness of Fit Measured of the two generated model, it was found out that the model 2 presented in figure 2 have indices fall within each criterion and consistently indicate a very good fit. As a result, the model that fits best was discovered. The null hypothesis that there was no best fit model was thus rejected. One may claim that the company does in fact have a best fit model that it uses to forecast employee engagement in pharmaceutical firms throughout Region XII.

Table 6. Summary of Goodness of Fit Measures of the Generated Models

Model	CMIN/DF ($0 < \text{value} < 2$)	GFI (> 0.95)	CFI (> 0.95)	TLI (> 0.95)	RMSEA (< 0.05)	P-close (> 0.05)
1	3.527	.886	.884	.858	.080	.000
2	1.552	.961	.978	.969	.037	.960

Legend: CMIN/DF – Chi Square/Degrees of Freedom

GFI – Goodness of Fit Index

RMSEA – Root Mean Square of Error Approximation

CFI – Comparative Fit Index

TLI – Tucker-Lewis Index

The three indicators—cognitively engaged, emotionally engaged, and physically engaged—were still used as the measuring construct for employee engagement, as seen in figure 2 below. In order to determine the level of an employee's psychological presence or absence at work, Kahn (1990, [20])'s idea of job engagement is supported. According to Kahn (1990, p. 700, [20]), "work engagement" is the simultaneous application and expression of a person's 'preferred persona' in duties which encourage ties within the workplace and to others, personal presence (physical, intellectual, and psychological), and active, full performances. Employee engagement also refers to the participation of contented people who are enthusiastic about the work they undertake. Employees that are engaged are passionate about their work, have a strong connection to the organization, and give their jobs their full attention (Robbins, 2013, [114]). A multifaceted concept known as employee engagement refers to enthusiastic, inspired, and individuals who use their personal qualities, along with their cognitive and affective assessments of their work and organizational contexts, to focus their task performance on achieving the organizational goals are described as being enthusiastic, persistent, focused, and emotionally positive (Sun & Bunchapattanasakda 2019, [115]). Arifin, et al., (2019) study also makes the claim that employee engagement refers to staff members' feelings and thoughts in order to foster an environment where workers are more focused on doing their jobs and carrying out their duties with greater zeal (Yongxing, Hongfei, Baoguo, & Lei, 2017, [116]). According to Priyadarshni (2016, [117]), employee motivation influences work performance, and firms cannot succeed without highly engaged staff members. Employee involvement is undoubtedly a crucial component of work satisfaction for the company (Tzvetana Stoyanova, 2017, [118]). However, disengaged workers are less likely to immerse themselves in their job and are more likely to consider quitting in search of better, more fulfilling employment (Hu and Hirsh, 2017, [119]; Leunissen, Sedikides, Wildschut, & Cohen, 2018, [120]). When the real amount of resources is less than what was anticipated, dissatisfaction results. As a result, overqualification leads to job dissatisfaction due to a lack of psychological need fulfillment (i.e., for autonomy, competence,

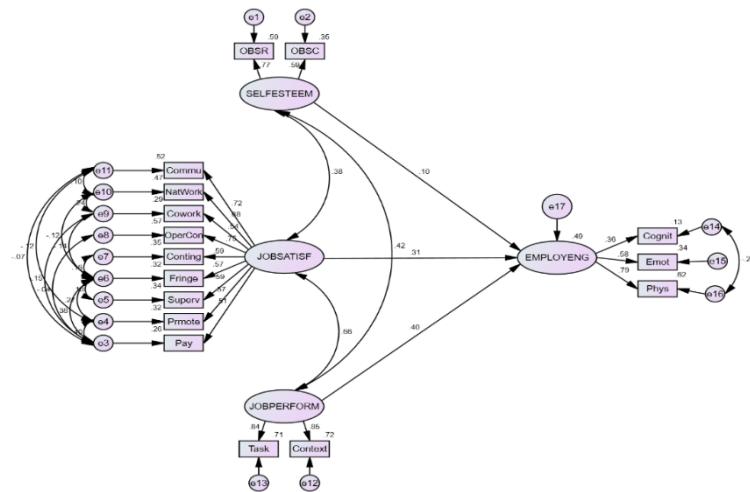


figure 2. Respecified model of Employee Engagement

and relatedness) as well as insufficient levels of extrinsic rewards (e.g., salary), given that these jobs are typically lower-level (Arvan, Pindek, Andel, & Spector 2019, [121]). Work disengagement has gotten minimal attention, despite the fact that it is already a well-established issue in the academic literature (Rastogi & Chaudhary, 2018, [122]). Workplace disengagement, according to Kahn, is "the simultaneous withdrawal from and defense of a person's preferred self in behaviors that promote a lack of connections, physical, cognitive, and emotional absence, and passive, incomplete role performances(p. 701). We define work disengagement as the physical, cognitive, and emotional withdrawal of people from their jobs. Disengagement from the workplace is caused by employees' psychological reactions to the conscious and unconscious aspects of work environments. We contend that as an emotional reaction, employees who feel deceived by their company are more likely to stop participating in their jobs. Unmet expectations, expectations gaps between employees and employers, and perceived injustice in job allocation and recognition are among the key predisposing factors for employee work disengagement, according to the research (Rastogi & Chaudhary, 2018, [122]). In other words, when expectations and pledges are not kept inside the business and there is a tendency for people to quit their jobs, it causes employee discontent.

An analysis by the Chartered Institute of Personnel and Development (CIPD) found that people who are cognitively engaged at work are nearly three times more likely to feel the six key positive emotions of excitement, joy, optimism, contentment, calmness, and relaxation than they are to feel the unfavorable emotions of misery, worry, depression, gloom, tension, or unease. Additionally, individuals who were committed to completing their tasks and engaged in physical activity were more than 10 times more likely to have positive emotions than negative ones (Delina, & Samuel 2020, [123]). Organization-based self-respect and organization-based self-confidence continued to serve as the measuring constructs of the exogenous variable self-esteem for the self-esteem indicators. Additionally, the measuring construct for job satisfaction continued to include compensation, advancement, supervision, fringe benefits, contingent incentives, working conditions, coworkers, the nature of the task, and communication. As the measuring framework for job performance, the indicators task performance and conceptual performance also persisted. Indicators for the three exogenous variables—self-esteem, work satisfaction, and job performance—remain. Consequently, it emerged that each exogenous variable and its indicators had a causal relationship with employee engagement. Because job satisfaction is a qualitative aspect of work life and should be considered a significant role in working life, job self-esteem might be seen as an enlarged version of this. Self-esteem, on the other hand, is a person's perspective on, love for, and appreciation of themselves (Lianopoulos, et al., 2020, [59]). With the right management, this emotion may serve as a catalyst for success (Korzynski, et al., 2020, [60]). Self-esteem and self-efficacy were found to have a favorable and substantial impact on employee working performance in previous research and publications (Korzynski et al., 2020, [60]). Others, however, provided different information (Korzynski et al., 2020, [60]), leaving a gap in our comprehension.

IV. Conclusion and Recommendations

Since a structural equation model goes through the phases of model definition, model estimate, and model assessment, it boosted the study's consistency and dependability. The very high degree of self-esteem shown in the results suggests that this characteristic is consistently present and exhibited. With a high result suggesting that these three factors are often exhibited and noticed in the pharmaceutical firms in Region XII, job satisfaction, job performance,

and employee engagement were all measured on the same level. The outcome shows that in order to achieve a very high level, the overall high results on work satisfaction, job performance, and staff engagement should be improved. The pharmaceutical industry ought to offer employees trainings and programs that will increase their motivation, advance their abilities, and broaden their comprehension of job happiness, job performance, and employee engagement, which will enable them to handle and adjust to change. Active employee engagement is necessary for businesses to accomplish and enhance performance by increasing motivation and guaranteeing job satisfaction (Riyanto, et al., 2021, [15]). Additionally, firms that promote employee engagement, implement clever people management strategies, and have honest, appropriate, and timely interactions with employees will thrive in the current economic climate (Robison 2009, [124]).

Furthermore, the findings demonstrate a strong correlation between employee engagement and self-esteem, work happiness, and job performance. Additionally, it was shown that in Region XII pharmaceutical enterprises, only job performance had the greatest impact on employee engagement. The management of pharmaceutical companies must maintain these three variables because a higher level of these variables will lead to a higher level of employee engagement, according to the significant relationship between the three variables of self-esteem, job satisfaction, and job performance and employee engagement. Never should employee involvement be a one-time event; rather, it should become part of the company's culture. This may be achieved by consistently creating a robust and healthy work environment to guarantee employee performance, contentment, and the availability of productive employees to satisfy organizational demands. The pharmacy should promote strong self-esteem as well since it affects how employees act and think, which is good for the business and increases employee engagement. In order to establish a comfortable work environment, strong communication is also required (Gozali, 2022, [56]). This will ensure that everyone feels content and at ease while at work. Additionally, firms need to keep good, skilled workers in order to succeed and expand over the long run. Employees who are satisfied tend to adapt more and bear pressure better than unsatisfied employees. Employees that are unsatisfied with their jobs will discover issues in everything, large or small. Employees who are satisfied with their jobs are ready to learn new technologies and applications that can help in their career development. (Arifin, et al., 2019, [90]). They are also willing to engage in training programs.

Model 2 is the best fit model out of the two structural models that were investigated since it contains the indices that consistently showed an excellent match to the data. The most appropriate model indicating self-esteem with its indicators; job satisfaction with the remaining indicators; and job performance with the remaining indicators of task performance and contextual performance as well as excellent indicators of employee engagement suggests that the three exogenous variables can be a determinant factor that could be used in developing engagement among employees and employer for the firm's advantage and growth.

This backs up Homans' Social Exchange Theory (SET), which further explains the connections between employee engagement, work performance, and self-esteem. Homans developed the SET in 1958. With addition, according to Ahmed, et al., (2018, [110]), individuals join an organization with the hopes that it would offer a better working environment and culture, and they will utilize their knowledge and talents to accomplish their objectives. In order to personally engage at a given moment, employees must have the necessary physical, emotional, or psychological resources, and life outside of work may have an influence on this engagement (Kahn, 1990). Employees also exhibit positive and proactive attitudes and actions toward their job when they feel appreciated and encouraged, promoting desired practices (Zainun, et al., 2019, [111]).

Further research states that employee engagement should be a continuous process of development and activity. As a result, businesses today should actively seek to satisfy employee expectations and have an impact on that person's performance, which directly influences the organization's success. A healthier bottom line and more productivity are both associated with higher engagement levels. Employee engagement should be a major concern for firms in both good and poor economic times (Vickers, 2019, [40]). It is also advised to carry out a comparable study to find reliable predictors that were not examined in this one and to investigate the selection procedures for the respondents.

Acknowledgements

The entire research study would not have been possible without the help and collaboration of various individuals. Thus, the researcher wishes to convey her heartfelt gratitude and appreciation to the following individuals who supported and extended their assistance in making this dissertation a reality.

To her adviser, Dr. Stilo Floyd P. Schneider, for the patience, guidance, expertise, and kindness in seeing this dissertation through to the end;

To the chairman of the panel, Dr. Vicente Salvador E. Montaño, for his support and encouragement in the course of this study;

Self-Esteem, Job Satisfaction and Performance as Drivers Of Employee Engagement.....

To the panelists, Dr. Joel Tan, Dr. Francis Evan Manayan, Dr. Rebecca Maquiling, and Dr. Kymwell Hinlayagan for the valuable comments and recommendations for the refinement of the study;

To the statistician, Dr. John Vianne B. Murcia, and the grammarian Dr. Jerlyn G. Balones, for their highly valuable inputs that made this research study statistically and grammatically precise;

To the pharmaceutical companies in Region XII, for their trust and honesty in answering the survey questionnaire.

To her husband and children for their overwhelming support, financially, emotionally, and spiritually for the success in the conduct of this study;

To her colleagues and friends for their support and encouragement which motivated the researcher to finish this study;

And above all, to the Almighty God, the source of all wisdom and knowledge, patience and strength enabled the researcher to overcome all the challenges in conducting this study. This work is a manifestation of God's unending love and mercy. With these, the researcher gives back all the glory and praise to Him, the Almighty Father.

REFERENCES

Journal Papers:

- [1.] Ashiru-Oredope, D., Chan, A.H.Y., Olaoye, O. et al 2020, Needs assessment and impact of COVID-19 on pharmacy professionals in 31 commonwealth countries. *J of Pharm Policy and Pract* 13, 72. <https://doi.org/10.1186/s40545-020-00275-7>
- [2.] Tsai, Candace Ying 2022, "Social Support, Self-Esteem, and Levels of Stress, Depression, and Anxiety During the COVID-19 Pandemic". Scripps Senior Theses. 1789. https://scholarship.claremont.edu/scripps_theses/1789
- [3.] Berassa, M.S., Chiro, T.A. & Fanta, S 2021, Assessment of job satisfaction among pharmacy professionals. *J of Pharm Policy and Pract* 14, 71. <https://doi.org/10.1186/s40545-021-00356-1>
- [4.] Gordon, J. R. & Hood, E 2020, Organization-based self-esteem and work-life outcomes. *Personnel Review*.
- [5.] Maarof, Rabiatul Adawiyah & Mat, Norsiah 2019, The Effect of Employee Engagement on The Job Performance of Nurses. <https://journals.eduindex.org/index.php/jsmap>
- [6.] Chanana, N 2021, Employee engagement practices during COVID-19 lockdown. *Journal of public affairs*, 21(4), e2508.
- [7.] Chanana, N., & Sangeeta 2020, *Employee engagement practices during COVID19 lockdown*. *Journal of Public Affairs*. doi:10.1002/pa.2508
- [8.] Jena, L. K., Pradhan, S., & Panigrahy, N. P 2018, Pursuit of organisational trust: Role of employee engagement, psychological well-being and transformational leadership. *Asia Pacific Management Review*, 23(3), 227-234. <https://doi.org/10.1016/j.apmrv.2017.11.001>
- [9.] Tiwari, B., & Lenka, U 2019, Employee engagement: A study of survivors in Indian IT/ITES sector. *IIMB Management Review*. <https://doi.org/10.1016/j.iimb.2019.10.00>
- [10.] Barreiro, C. A., & Treglown, L 2020, What makes an engaged employee? A facet-level approach to trait emotional intelligence as a predictor of employee engagement. *Personality and Individual Differences*, 159, 109892. <https://doi.org/10.1016/j.paid.2020.109892>
- [11.] Metts, R. 2020, February 10, Employee engagement during the coronavirus. Brunswick. <https://www.brunswickgroup.com/employee-engagement-during-the-coronavirus-i15224/>
- [12.] Fallon, N 2020, March 19, Managing from home? Here's how to keep your team engaged during coronavirus. U.S. Chamber of Commerce. Retrieved from <https://www.uschamber.com/co/run/human-resources/keeping-remote-employees-engaged>
- [13.] Meyers, MC., Kooij, D., Kroon, B., de Reuver, R.S.M. & Woerkom, M.V 2019, Organizational Support for Strengths Use, Work Engagement, and Contextual Performance: The Moderating Role of Age. DOI:10.1007/s11482-018-9702-4
- [14.] 14Knight, R 2011, Employee Engagement, A study of employee engagement at Topaz's South Dublin Region Services Stations. Accessed: August 28, 2021 at 10:22 am.
- [15.] Riyanto, S., Endri, E., & Herlisha, N 2021, Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162-174.