JETIR.ORG ISSN: 2349-5162 | ESTD Year : 2014 | Monthly Issue
JOURNAL OF EMERGING TECHNOLOGIES AND INNOVATIVE RESEARCH (JETIR)
An International Scholarly Open Access, Peer-reviewed, Refereed Journal

SOCIAL ENTREPRENEURSHIP COMPETENCY AND CORPORATE CITIZENSHIP AS PREDICTORS OF EMPLOYEE ENGAGEMENT AMONG BANKS IN TAGUM CITY

Author: April Joy P. Reyes
Tagum City, Philippines

Co-author: Dindo L. Alcuizar, DBA
Tagum City, Philippines

ABSTRACT

The main purpose of this study was to determine whether social entrepreneurship competency and corporate citizenship can significantly predict employee engagement among bank employees in Tagum City. This study employed Quantitative Non-Experimental Design using Causal Effect Technique with Regression Analysis. The total sample size of the study was 270 bank employees. Respondents were employees from 44 banks in Tagum City. Data analysis included Average Weighted Mean, Pearson-r, and Multiple Regression Analysis as statistical tools. The final analysis revealed that the levels of all the variables namely social entrepreneurship competency, corporate citizenship, and employee engagement among the respondents are very high. Moreover, it was found that there is a significant relationship between social entrepreneurship competency and employee engagement as well as between corporate citizenship and employee engagement. It was also revealed that both social entrepreneurship competency and corporate citizenship can significantly predict employee engagement among the respondents. All indicators of social entrepreneurship competency and all indicators of corporate citizenship can significantly predict employee engagement. Based on the findings, it has been recommended to strengthen innovative features in social entrepreneurship competency, enhance discretionary corporate citizenship through structured volunteerism and partnerships, and reinforce employee vigour by implementing wellness, resilience, and workload-management initiatives. This study supports the Sustainable Development Goals (SDG), particularly SDG 8 (Decent Work and Economic Growth) and SDG 16 (Peace, Justice, and Strong Institutions), as it emphasizes responsible organizational practices, employee engagement, and that contribute to sustainable and inclusive economic development.

Keywords*: Social entrepreneurship competency, corporate citizenship, bank employees, employee engagement, SDG thrust, Philippines*

INTRODUCTION

Recent studies have highlighted a concerning decline in engagement levels among bank employees. For instance, a Gallup poll revealed that employee engagement in the U.S. dropped to an 11-year low in the first quarter of 2024, with only 30% of employees reporting being actively engaged at work (Bano et al. 2024, p. 217). Moreover, low employee engagement has been linked to increased turnover rates, decreased productivity, and diminished customer satisfaction. A study focusing on the Indian banking sector reported a turnover rate of 18.6%, underscoring the pressing need for effective engagement strategies (Ajaz & Bhat 2024, p. 89).

Moreover, recent studies have contributed to understanding the factors that influence employee engagement. For example, Siddiqui and Sahar (2019, p. 142) analyzed the impact of training and communication on engagement in

the banking sector. Also, Theriou and Chovarda (2021, p. 36) investigated the relationship between training opportunities and work engagement among Greek bank employees, concluding that perceived investment in employee development enhances engagement. Additionally, Bešić, Hirt, and Rahimić (2024, p. 275) studied human resource practices during crises in Bosnia and Herzegovina's banking sector, proposing a protective caring approach to maintain employee engagement.

Furthermore, the findings from previous research underscore the critical role of employee engagement in achieving organizational success and highlight various factors influencing engagement in the banking sector. Despite these contributions, gaps remain in understanding how specific competencies, such as social entrepreneurship, and initiatives like corporate citizenship, directly predict employee engagement. This underscores the need for a more comprehensive approach to examine how these elements interact to shape engagement levels among employees. Addressing these gaps is essential, as it not only deepens the understanding of engagement dynamics but also provides actionable insights for organizations seeking to create a more motivated, committed, and productive workforce.

This study, therefore, aimed to fill this gap by exploring the predictive relationship between social entrepreneurship competency (SEC) and corporate citizenship (CC) to employee engagement in banks in Tagum City, offering both theoretical and practical implications for enhancing employee engagement strategies.

Research has demonstrated a positive relationship between social entrepreneurship competency and employee engagement. Individuals with strong social entrepreneurship skills are more likely to be proactive, innovative, and committed to their organization's mission, leading to higher engagement levels (Chu et al. 2020, p. 58). Moreover, the relationship between social entrepreneurship competency and corporate citizenship is also significant. Social entrepreneurs often drive CC initiatives by identifying social issues and developing innovative solutions that align with organizational goals (Koch-Bayram & Biemann 2024, p. 193). Furthermore, corporate citizenship has been shown to positively impact employee engagement. When organizations actively participate in CC activities, employees often experience a sense of pride and alignment with the company's values, which enhances their engagement (Zainee & Puteh 2020, p. 74).

Additionally, there are many related literature and studies that can establish the connection between the variables of this study. In this portion of the paper, correlation between measures will be presented to wit: social entrepreneurship competency and employee engagement, social entrepreneurship competency and corporate citizenship, then followed by corporate citizenship and employee engagement.

Studies indicate that employees in environments fostering social entrepreneurship competencies—such as innovation, adaptability, and a focus on solving social problems—often exhibit higher levels of employee engagement. Organizations implementing social entrepreneurial activities create a sense of value and purpose among employees. This sense of value strengthens the emotional connection between employees and their organization, fostering loyalty and commitment. Moreover, employees who perceive their organization as socially entrepreneurial are more likely to invest emotionally and cognitively in their roles, resulting in heightened engagement. Such findings underscore the need for organizations to integrate social entrepreneurial strategies into their frameworks to boost employee engagement (Memon et al. 2020, p. 112).

Moreover, organizations emphasizing social entrepreneurial practices report significantly higher levels of employee engagement. These behaviors, such as volunteering for tasks outside one's formal responsibilities, are often motivated by the belief that the organization is making a meaningful difference in society. Employees engaged in such environments tend to find their roles more fulfilling, which increases their dedication and enthusiasm for work. Social entrepreneurship fosters this connection by aligning employees' personal values with organizational goals, creating an atmosphere where engagement becomes a natural outcome (Mlilo 2020, p. 87).

Furthermore, leadership plays a pivotal role in bridging social entrepreneurship competency and employee engagement. Servant leadership among social entrepreneurs significantly boosts employee engagement. Servant leaders, who prioritize the well-being of their team and the community, inspire employees to derive meaning and purpose from their work. By modelling entrepreneurial behavior and emphasizing social impact, these leaders create a workplace culture that encourages employees to innovate and collaborate, further driving engagement. Employees in such settings often perceive their contributions as integral to broader organizational success, which deepens their commitment and alignment with organizational objectives (Gupta et al. 2021, p. 203).

In addition, social entrepreneurship competencies, such as creativity and innovation, are directly linked to employee engagement through their impact on workplace dynamics. Emotional competence, a key element of social entrepreneurship, enhances employees' ability to navigate challenges and adapt to change, which contributes

to higher engagement levels. Employees who feel equipped to handle complex problems are more likely to be engaged in their tasks, as they see their work as both challenging and rewarding. Social entrepreneurship competency also empowers employees to take ownership of their roles, fostering a sense of autonomy and pride in their contributions, which are critical drivers of engagement (Chu et al. 2020, p. 54).

Also, social entrepreneurship competency is creating synergistic effects on employee engagement. When organizations invest in socially responsible projects driven by entrepreneurial innovation, employees feel a greater sense of pride and alignment with the organization's values. This alignment enhances their emotional and cognitive engagement. Furthermore, activities that are innovative and purpose-driven allow employees to see the tangible impact of their efforts, which reinforces their motivation and satisfaction at work (Koch-Bayram & Biemann 2024, p. 76).

Additionally, the promotion of social entrepreneurship—where employees innovate solutions to social challenges within their organizations—offers further evidence of the connection between social entrepreneurship competency and employee engagement. Organizations encouraging employees to engage in socially innovative projects report higher levels of retention and engagement, particularly among younger employees. Employees in such environments view their work as not only fulfilling personal career aspirations but also contributing to societal well-being. This dual sense of achievement strengthens their attachment to the organization and enhances their willingness to go beyond their formal duties, which is a hallmark of engaged employees (Zainee & Puteh 2020, p. 91).

On the other hand, the integration of social entrepreneurship competencies within corporate frameworks has been shown to enhance corporate citizenship. For instance, Chang et al. (2024, p. 132) found that social entrepreneurship competencies among employees positively influence sustainable corporate citizenship. This suggests that when organizations cultivate social entrepreneurial skills, they are better equipped to implement effective CC strategies that contribute to sustainable development.

Furthermore, it has been proven that there is a direct connection between social entrepreneurship competency and corporate citizenship. Integrating CC principles into entrepreneurial activities bridges these two domains. Findings reveal that cultivating social entrepreneurship competencies equips individuals and organizations to adopt more socially responsible business practices, thereby amplifying the effectiveness and impact of CC initiatives (González-Ramos et al. 2024, p. 47).

Additionally, the promotion of social and blue entrepreneurship has been linked to the development of social entrepreneurship competency, which in turn is noted to be influencing corporate citizenship. Educational programs focusing on social entrepreneurship can equip individuals with the competencies needed to address social and environmental challenges. This alignment of social entrepreneurship education with CC objectives underscores the potential for entrepreneurial competencies to drive corporate citizenship efforts (Badía et al. 2024, p. 168).

Moreover, by cultivating social entrepreneurship competency within their workforce, organizations can enhance their corporate citizenship initiatives, leading to sustainable business practices that benefit both society and the company. A systematic review identifying organizational enablers of CC suggests that fostering an environment supportive of social entrepreneurial initiatives can enhance a company's CC performance. This integration allows companies to address both business interests and social goals simultaneously (Khalid & Ghani 2024, p. 209).

Besides, the relationship between corporate citizenship (CC) and employee engagement has been the subject of significant research, with findings consistently highlighting the positive influence of CC on employee engagement. Employees often view CC activities as an indicator of their organization's values and priorities, creating a stronger emotional connection to their workplace.

For instance, Memon et al. (2020, p. 112) demonstrated that CC initiatives, such as community outreach and environmental sustainability programs, foster a sense of pride and belonging among employees. This sense of pride motivates employees to contribute more to organizational goals, enhancing their employee engagement. Moreover, CC activities build trust within the workforce by showcasing the company's commitment to ethical practices and societal welfare. Employees in such environments tend to align their personal values with those of the organization, deepening their dedication and satisfaction in their roles. This positive exchange underscores the importance of embedding CC into core business strategies to create a highly engaged workforce.

Moreover, CC initiatives have been shown to provide intrinsic motivation to employees, enhancing their overall sense of purpose and satisfaction, hence their employee engagement. Employees often derive personal fulfillment from participating in CC-related activities, such as volunteering or community development programs. Employees involved in CC projects experience higher levels of job satisfaction and are more likely to exhibit behaviors

indicative of strong engagement, such as going beyond their prescribed roles. This heightened engagement arises from the alignment between personal and organizational values, where employees feel their work contributes not only to the company's success but also to the betterment of society. The intrinsic rewards of being part of a socially responsible organization encourage employees to invest emotionally and cognitively in their roles, leading to enhanced morale, productivity, and overall engagement (Glavas 2019, p. 87).

Furthermore, the generational shift in workplace values further underscores the growing importance of CC in driving employee engagement. Millennials and Generation Z, who now constitute a significant portion of the workforce, prioritize working for companies that demonstrate a commitment to social responsibility. Research suggests that these younger employees are more likely to engage actively when their employers contribute meaningfully to societal causes. For instance, CC initiatives focused on environmental conservation or diversity and inclusion resonate deeply with these demographics, encouraging higher levels of participation and loyalty (Patel & Simmons 2022, p. 156).

Additionally, one of the most profound impacts of CC on employee engagement is through its influence on organizational identification. When employees perceive their organization as socially responsible, they are more likely to feel a sense of pride and belonging, which strengthens their identification with the company. This identification fosters a culture of loyalty and advocacy, where employees actively promote their organization's brand and mission. Employees engaged in such a culture often view their roles as integral to the organization's success, resulting in increased commitment and reduced turnover intentions. CC initiatives have a ripple effect, boosting not only engagement but also organizational reputation. Companies that successfully integrate CC into their operations often benefit from a workforce that is both highly engaged and enthusiastic about representing the organization externally (Rivera & Delgado 2020, p. 64).

In addition, the integration of CC practices within an organization also fosters a collaborative and inclusive work environment, which are key components of employee engagement. CC initiatives, such as team-based volunteering programs or internal sustainability projects, encourage teamwork and build a sense of community among employees. These activities create opportunities for employees to interact across departments, promoting camaraderie and open communication. Such an environment helps employees feel valued and connected to their peers, which enhances their sense of belonging and engagement. Moreover, CC initiatives often align with broader organizational values, reinforcing a shared sense of purpose among employees. This alignment strengthens the emotional bonds employees have with their workplace, fostering a culture of trust, accountability, and mutual respect, which are crucial for sustained engagement (Torres & Nunez 2024, p. 201).

At this point in the paper, theoretical underpinnings are elaborated to establish the scholastic foundation of the study. This study was anchored on the different propositions of various authors regarding the relationships among the variables. Primarily, this study was anchored on the Social Exchange Theory (SET), developed by Homans (1961, p. 75), which provided a robust framework to explain the interrelations between social entrepreneurship competency, corporate citizenship, and employee engagement. According to SET, relationships and behaviors are formed and sustained based on reciprocal exchanges where individuals or entities seek to maximize benefits and minimize costs. This means that organizations demonstrating social entrepreneurship competency engage in CC activities as part of their social exchange with employees. These CC initiatives act as a mediating mechanism that bridges the impact of social entrepreneurship competencies on employee engagement. Employees perceive CC efforts as valuable organizational investments in societal well-being, which they reciprocate with increased commitment, satisfaction, and engagement. The theory posits that such exchanges build trust, loyalty, and a sense of mutual obligation, ultimately fostering stronger organizational ties and higher engagement levels.

Supporting this main theory is the Self-Determination Theory (SDT) by Deci and Ryan (1985, p. 113), which posits that individuals are motivated by the need to satisfy three intrinsic needs: autonomy, competence, and relatedness. Social entrepreneurship competency fosters competence by encouraging employees to take ownership of innovative and meaningful projects, often aligned with CC initiatives. CC initiatives enhance relatedness by connecting employees with broader societal goals. The satisfaction of these intrinsic needs usually leads to heightened employee engagement, as employees feel valued, motivated, and aligned with organizational goals.

Another supporting theory is the Stakeholder Theory by Freeman (1984, p. 92), which explains how organizations prioritize their relationships with stakeholders, including employees, through initiatives like CC. Social entrepreneurship competency equips organizations to design impactful CC programs that resonate with stakeholders, including employees. These programs enhance employee engagement by demonstrating the

organization's commitment to societal and employee well-being, strengthening employees' identification with the company.

Additionally, the Organizational Justice Theory by Greenberg (1987, p. 58) emphasizes fairness in organizational processes, interactions, and resource distributions. Social entrepreneurship competency enables the development of CC initiatives that employees perceive as fair contributions to societal well-being. When employees recognize these efforts as equitable and meaningful, their sense of fairness within the organization increases, significantly enhancing their engagement.

The interconnectedness of these theories provided a comprehensive framework to understand how social entrepreneurship competency, corporate citizenship, and employee engagement interact within an organization. Self-Determination Theory highlights the intrinsic motivation fostered by meaningful work, aligning employees' personal values with organizational goals. This resonates deeply with the principles of Stakeholder Theory, which underscores the importance of prioritizing stakeholder relationships, including those with employees, through initiatives like CC. Organizational Justice Theory complements these perspectives by emphasizing the role of perceived fairness in enhancing employee commitment. Together, these theories suggest that fostering entrepreneurial skills and implementing impactful CC initiatives not only address societal needs but also create a work environment where employees feel valued, empowered, and engaged.

At this stage of the paper, a conceptual framework of the study was elaborated accordingly. The first independent variable of this study, which is the social entrepreneurship competency, has three indicators namely *personal features, social features,* and *innovative features* as proposed by Capella-Peris et al. (2019, p. 110). *Personal features* refer to the associated features such as confidence, goal-oriented motivation, goal-oriented motivation, ability to take risks, ability to learn and evolve, ability to take risks, and creativity. *Social features* refer to the associated features such as offering help and cooperation, social awareness, coexistence and respect for public affairs, resilience, responsibility, commitment and coherence, ability to create ideas, social awareness, ability to learn and evolve, responsibility, and ability to create ideas. *Innovative features* refer to the associated features such as leadership, initiative, ability to change, creativity, belonging to well-informed social networks, and ability to identify opportunities.

On the other hand, the second independent variable of this study, which is corporate citizenship, has four indicators namely *economic citizenship, legal citizenship, ethical citizenship,* and *discretionary citizenship* as proposed by Carroll (1979, 385-401). *Economic citizenship* refers to the individual's active participation in the economic life of the community, including understanding economic processes, making informed financial decisions, and contributing to economic development. *Legal citizenship* refers to the status of an individual as recognized by law, granting them specific rights, responsibilities, and protections within a political community. *Ethical citizenship* refers to the commitment of individuals to act with integrity, fairness, and social responsibility in their interactions within society, guided by moral principles beyond legal obligations. *Discretionary citizenship* refers to the voluntary actions by individuals that go beyond ethical, legal, or economic obligations, such as charitable giving or community involvement, done out of goodwill or a desire to contribute to society.

Meanwhile, the dependent variable of this which is employee engagement has three indicators namely *vigour, dedication,* and *absorption* as proposed by Na-Nan et al. (2020, p. 50). *Vigour* refers to the character of high levels of positive employee energy and mental resilience while working and a willingness to use their abilities to work on and resolve problems and barriers under their responsibility. *Dedication* refers to the concerns of whether a worker is able to be intensively involved in their work and experience a feeling of pride, significance, enthusiasm and challenge for their working responsibilities. *Absorption* refers to the character of being fully focused on, and happily interested in one's work, feeling that time passes quickly, by having difficulties with detaching from work and not abandoning the work they are responsible for.

Shown in the figure on the next page is the conceptual framework of the study.

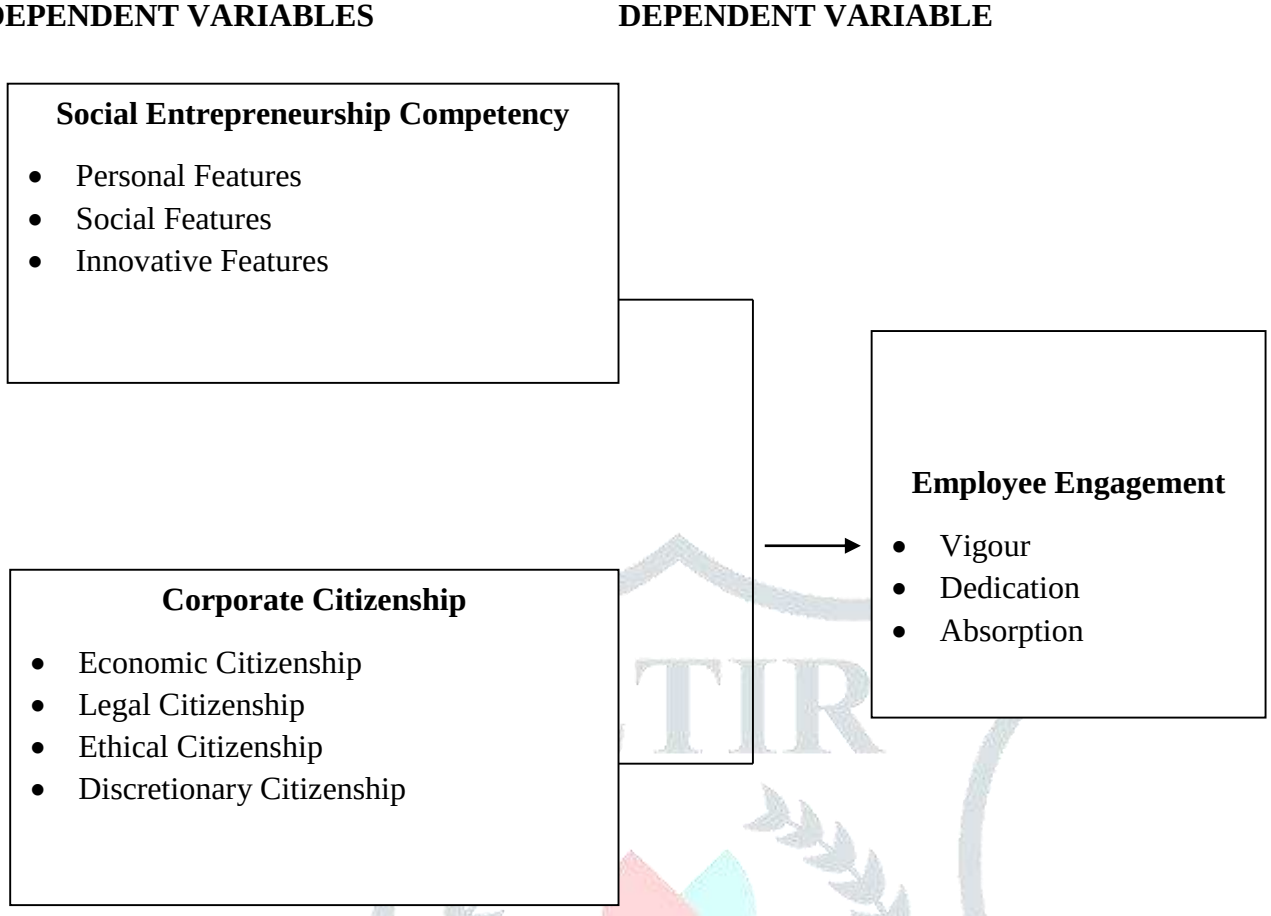

Figure 1. Conceptual Framework of the Study

Despite the growing body of literature on social entrepreneurship competency, corporate citizenship (CC), and employee engagement, research gaps remain in understanding how these variables interact within the specific context of the banking sector in Tagum City. While studies have explored CC's general impact on employee engagement and the role of social entrepreneurship in fostering innovation, there is limited empirical evidence on how social entrepreneurship competency influences CC practices and, in turn, employee engagement. This study addressed the gap by examining these interrelations in a localized setting, where the banking sector faces unique challenges such as rapid urbanization, increasing customer expectations, and the need for sustainable practices. The urgency of this study lies in its potential to provide actionable insights for banks in Tagum City to enhance employee engagement through targeted CC and social entrepreneurial initiatives, ultimately contributing to the sector's competitiveness and sustainability in a dynamic economic landscape.

Moreover, the study aimed to determine whether social entrepreneurship competency and corporate citizenship can significantly predict employee engagement among bank employees in Tagum City. Specifically, it aimed to determine the level of social entrepreneurship competency among bank employees in terms of *personal features, social features,* and *innovative features*. Then, it also measured the level of corporate citizenship among bank employees in terms of *economic citizenship, legal citizenship, ethical citizenship, and discretionary citizenship*. Aside from those, it also measured the level of employee engagement among bank employees in terms of *vigour, dedication,* and *absorption.* After those, the study determined if there is a significant relationship between social entrepreneurship competency and employee engagement among bank employees in Tagum City, as well as if there is a significant relationship between corporate citizenship and employee engagement among bank employees in

Tagum City. Lastly, it determined if there is any domain of social entrepreneurship competency and corporate citizenship that can significantly predict employee engagement among bank employees in Tagum City.

Also, this study contributed to the global discourse on social entrepreneurship competency, corporate citizenship, and employee engagement by providing empirical insights into their interrelations within the banking sector. By addressing the research gap, the study enhanced existing literature by exploring how social entrepreneurship competency drives CC practices and their impact on workforce engagement in a localized context. These findings are applicable globally, offering a framework for other sectors and regions to adopt similar strategies for improving employee well-being and organizational sustainability. The study also held substantial social value, as it highlighted the role of businesses in fostering socially responsible practices that benefit not only employees but also the communities they serve. By promoting CC and entrepreneurial skills, the study underscored the importance of inclusive and sustainable business practices that create shared value for society and organizations alike.

Moreover, the primary beneficiaries of this study included the **banking sector** in Tagum City, specifically banks and financial institutions operating within the area. These institutions will gain actionable insights into how fostering social entrepreneurship competency and implementing robust CC initiatives can enhance employee engagement, leading to better organizational performance.

Moreover, **employees** will benefit from improved workplace conditions and increased opportunities for personal and professional growth. Beyond the banking sector, the **local community** will also benefit, as CC initiatives often include programs addressing social and environmental concerns, leading to enhanced community development.

Additionally, **future researchers** will benefit from this study as it serves as a foundational reference for understanding the dynamics between CC, social entrepreneurship competency, and employee engagement in a specific cultural and economic setting. It offers a framework that can be adapted and expanded in other industries and locations, paving the way for further interdisciplinary research. By bridging theoretical gaps and providing practical applications, this study contributes to advancing knowledge and fostering positive social and organizational change.

METHOD

This section presents the study's research respondents, materials and instruments used in its conduct as well as the design and procedure followed throughout its course.

Research Respondents

The respondents of this study were the bank employees in Tagum City. From a population size of 450 bank employees, this study involved only a total of 270 bank employees as the respondents. In the derivation process of sample size, the Slovin's formula was utilized since it was impossible and impractical to survey every member of the population from each bank. An online website such as the Qualtrics.com was utilized in the computation of the sample sizes for each population size taken from the chosen banks.

To ensure representativeness, the study employed systematic random sampling. Using a list of all employees from each of the selected banks, every 3rd employee was chosen to participate in the study, where 3rd is determined based on the sample size and total population. This method ensured that each employee had an equal opportunity to be included in the sample, while also providing a manageable and efficient way to select participants. The researcher ensured that only those who met the established criteria were included as respondents (Salaria, 2012, p.45).

Furthermore, inclusion criteria in the selection of qualified respondents were the following: (1) should be a bank employee in any of the banks in Tagum City only; (2) should have been employed in the bank for at least two years; (3) should have relevant knowledge of the bank's financial performance and operations. Meanwhile, excluded in this study were bank employees from outside Tagum, with experience of less than two years, and graduates of degrees not related to business management or accountancy. The respondents could withdraw anytime if they feel threatened with the conduct of the study.

Also, the study was conducted in Tagum City, a highly urbanized area in Davao del Norte, Philippines, located in the southeastern part of Mindanao. Known as the "Palm City of the Philippines," Tagum City serves as a hub for commerce, education, and finance in the region, housing a growing number of banks and financial institutions that cater to its thriving local economy. The selection of Tagum City as the study locale is justified by the increasing demand for employee engagement in its banking sector, driven by rapid economic development, heightened competition, and the evolving expectations of employees for socially responsible employers. This context provides

a unique opportunity to examine how social entrepreneurship competency and corporate citizenship influence employee engagement in a dynamic and competitive urban environment, where organizational success increasingly hinges on workforce satisfaction and commitment.

Materials and Instrument

The researcher prepared three sets of questionnaires that tackle the social entrepreneurship competency, corporate citizenship, and employee engagement among bank employees in Tagum City. In this study, the survey questionnaires were downloaded from the internet, adapted, and modified to gather the necessary information and data. The format of the questionnaires is in Likert point scale, where the respondents were given the questions about the variables of the study. Likert establishes the principles of assessing attitudes through asking individuals to respond to a series of statements regarding the topic that was used to definite choice response formats and are designed to assess the opinions or attitudes (McLeod, 2008, p. 9).

For the first independent variable which is the social entrepreneurship competency, the Scale to Assess Social Entrepreneurship Competency by Capella-Peris et al. (2020, p. 2) was used to measure the said variable. The reliability analysis of all items for this questionnaire showed a high 0.820 result on Cronbach's Alpha, demonstrating a strong level of reliability for the instrument. Furthermore, the respondents used a scale ranging from 1 (strongly disagree) to 5 (strongly agree). The parameter of limits for social entrepreneurship competency were as follows:

Range of Means	Descriptive Equivalent	Interpretation
4.20-5.00	Very High	This means that the social entrepreneurship competency is very much felt.
3.40-4.19	High	This means that the social entrepreneurship competency is much felt.
2.60-3.39	Moderate	This means that the social entrepreneurship competency is moderately felt.
1.80-2.59	Low	This means that the social entrepreneurship competency is seldom felt.
1.00-1.79	Very Low	This means that the social entrepreneurship competency is never felt at all.

On the other hand, the second independent variable, which is corporate citizenship, was measured through the Scale for Corporate Citizenship by Maignan & Ferrell (2001, p. 50). The reliability analysis of all items for this questionnaire exceeds the 0.8 threshold value for reliability or internal consistency. Further, the respondents used a scale ranging from 1 (strongly disagree) to 5 (strongly agree). The parameter of limits for corporate citizenship were as follows:

Range of Means	Descriptive Equivalent	Interpretation
4.20-5.00	Very High	This means that the corporate citizenship is very much felt.
3.40-4.19	High	This means that the corporate citizenship is much felt.
2.60-3.39	Moderate	This means that the corporate citizenship is moderately felt.

1.80-2.59	Low	This means that the corporate citizenship is seldom felt.
1.00-1.79	Very Low	This means that the corporate citizenship is never felt at all.

Meanwhile, for the dependent variable, which is employee engagement, the Employee Engagement Questionnaire by Na-Nan et al. (2020, p. 5) was used to measure employee engagement among bank employees in Tagum City. The reliability analysis of all items for this questionnaire revealed excellent internal consistency with Cronbach alpha of 0.88. It has a five-point Likert scale ranging from 1(strongly disagree) to 5 (strongly agree). The parameter of limits for employee engagement was as follows:

Range of Means	Descriptive Equivalent	Interpretation
4.20-5.00	Very High	This means that the employee engagement is very much felt.
3.40-4.19	High	This means that the employee engagement is much felt.
2.60-3.39	Moderate	This means that the employee engagement is moderately felt.
1.80-2.59	Low	This means that the employee engagement is seldom felt.
1.00-1.79	Very Low	This means that the employee engagement is never felt at all.

These instruments underwent validation by a pool of internal and external experts. After integrating their suggestions and corrections, a pilot testing was conducted involving a different set of respondents for reliability testing purposes. Once it achieved a reliability score and description that entailed a passing Cronbach alpha test score, the instruments was ready for conduct.

Design and Procedure

This study employed the Quantitative Non-Experimental Design using Causal Effect Technique with Regression Analysis. This approach is effective for examining relationships and identifying causality between variables without manipulating the study environment. Regression analysis serves as a statistical method to model and analyze the relationships between a dependent variable and one or more independent variables, allowing researchers to assess the strength and nature of these relationships (Salmons, 2023, p. 33). It is an appropriate design to use in determining the influence of the social entrepreneurship and the corporate citizenship to the employee engagement among bank employees in Tagum City.

In gathering the data for this study, the researcher employed the following steps. First, the researcher passed the outline defense before a set of panelists to defend the feasibility and relevance of this research. After the approval, the researcher finalized the three sets of questionnaires. The questionnaires were validated by a pool of experts, including internal and external validators. After validation, corrections and suggestions were incorporated into the questionnaires. Then, the researcher compled with the requirements of the University of Mindanao Ethical Review Committee (UMERC). After receiving certification from the UMERC, the researcher requested a letter of permission from the Dean of the Graduate School to conduct a pilot study. Next, the researcher sought permission from the branch managers or regional heads of selected banks in Tagum City to conduct the study. After receiving approval, the researcher submitted the approved letter and research form to the respective department heads within the participating banks. This step ensured compliance with institutional protocols and established clear communication with the bank administrators, facilitating the effective distribution and retrieval of the study's questionnaires while adhering to ethical standards.

Then, the researcher approached the department heads and other bank employees to distribute the questionnaires. Afterwards, the researcher personally distributed the survey questionnaires. Next, the researcher retrieved the responses to the survey questionnaires after the respondents have completed all the items. Lastly, the researcher

tallied and tabulated all the data gathered from the respondents and subjected it to statistical computation and analysis. Meanwhile, the responses gathered from the questionnaire were counted and tabularized in a master data sheet. The researcher sought assistance from the statistician to evaluate and interpret the results using appropriate tools.

Mean. This was used to measure the areas of social entrepreneurship competency, corporate citizenship, and employee engagement. **Pearson-r**. This was used to determine the significant relationship between the independent variables and the dependent variable. **Linear Regression Analysis**. This was used for determining the domains of social entrepreneurship competency and corporate citizenship that can significantly predict employee engagement among bank employees.

Furthermore, there were considerable ethical issues and concerns that may have specific ramifications for this quantitative inquiry. Such issues and concerns may arise primarily from the methodology involved in this study. The ethical concerns pertinent to this research involved the right to conduct the study, confidentiality, and anonymity. The researcher secured the UMERC certification of approval before conducting the study. The researcher observed and followed full ethical standards during the study, adhering to study protocol assessments and standardized criteria, particularly in managing the population and data. Respondents were given free will to participate without any form of consequence, penalty, or loss of benefits. After the study, the purpose and benefits of the research were described and presented to the participating banks. The rights of the respondents to contribute to the body of knowledge were carefully considered and adhered to.

Moreover, the researcher kept respondents' personal information private and with utmost confidentiality. The research questionnaires were designed without technical terms, making them easy for respondents to understand. This approach provided respondents with a clear view of the potential benefits they may receive from participating in the study. The research questionnaires were administered with the consent of the bank managers or heads of the participating banks. Respondents were also informed about the helpful insights about themselves and their respective workplaces that can be generated from this study. Additionally, respondents were made aware of any support they may need to enhance characteristics or qualities that should be developed.

Also, minimization of risk was a key consideration in this study. The researcher ensured that all potential risks and mitigation measures were properly reviewed. Respondents were protected from any physical, psychological, or socio-economic harm during the conduct of the study. The researcher ensured that all text in the study was properly paraphrased to avoid plagiarism. Plagiarism detection software such as Grammarly or Turnitin was used to confirm originality. There was no fabrication or malicious modification of data and results, and the study presented all findings accurately and transparently. No intentional misrepresentation of conclusions was included, ensuring integrity throughout the research process.

Additionally, to ensure accuracy in the research record, the researcher did not manipulate research materials, equipment, or processes, nor change or omit data and results. There were no conflicts of interest—family, friendships, financial, or social factors—that could compromise the researcher's decisions or actions. The study was conducted transparently and without hidden purposes. The researcher did not use deception and did protect respondents from harm. The use of information technology was guided by principles of integrity, trust, responsibility, and excellence to uphold ethical standards and prevent unauthorized access to computer networks.

Lastly, the researcher of this study is a graduate of Bachelor of Science in Accountancy, and the thesis adviser co-authored this paper. The researcher underwent a series of revisions based on the adviser's recommendations. The study followed the ethical standards set by the University of Mindanao Ethics Review Committee. Professional opinions and guidance from the research adviser were frequently incorporated for a better output, along with valuable feedback from colleagues. After approval, the study underwent pilot testing, and the collected data were analyzed to ensure the consistency and reliability of the research questionnaire.

RESULTS AND DISCUSSION

Presented in this section are the results of the study. They were presented according to the problems raised previously. The results were presented both in textual and tabular forms and discussed in sequence according to the statement of the problem. Meanwhile, the standard deviation ranged from 0.30 to 0.62, suggesting less dispersion in responses compared to what is commonly observed in 5-point Likert-scale data.

Level of Bank Employees' Social Entrepreneurship Competency

Shown in Table 1 is the level of bank employees' social entrepreneurship competency in terms of *personal features, social features,* and *innovative features*. It can be gleaned that the overall mean is 4.43 with an SD of 0.40 described as very high. This means that the social entrepreneurship competency is very much felt. Among the three indicators, *personal features* got the highest mean score of 4.50 with an SD of 0.46 described as very high. This means that the social entrepreneurship competency in terms of *personal features* is very much felt. Second is the *social features* with a mean score of 4.47 and an SD of 0.48 described as very high. This means that the social entrepreneurship competency in terms of *social features* is very much felt. Third is the *innovative features* with a mean score of 4.32 with an SD of 0.54 described as very high. This means that the social entrepreneurship competency in terms of *innovative features* is very much felt.

The very high level of social entrepreneurship competency is strongly supported by the statements that emphasize employees' strong self-belief, resilience, and proactive orientation toward challenges. The dominance of personal features reflect how respondents consistently perceive themselves as capable of dealing with most situations, determined to achieve goals, willing to take calculated risks, and able to think imaginatively, which indicates that social entrepreneurship begins with internal confidence and accountability.

These findings are evident in statements such as believing in one's potential, looking for positive sides in difficult situations, and being open to new ideas, suggesting that employees' personal agency serves as the foundation of socially driven initiatives.

Similarly, the very high social features highlight a collective mindset, as employees do express tendencies to help colleagues, solve problems through dialogue, collaborate voluntarily, and learn from mistakes, reinforcing the interpretation that social entrepreneurship within the organization is embedded in relational practices and shared responsibility. Although innovative features ranked slightly lower, the items related to coordinating group efforts, handling unforeseen situations, improvising when plans change, and recognizing business opportunities still indicate a strong presence of adaptive and creative competencies, implying that innovation operates as an enabling mechanism that supports the broader personal and social dimensions of social entrepreneurship competency.

Apparently, prominence of personal features aligns with evidence from Chu et al. (2020) that frame social entrepreneurship as driven by intrinsic motivation, ethical consciousness, and a strong sense of social mission, particularly in institutional settings such as banking. Moreover, the finding is also in resonance with the empirical studies of Koch-Bayram & Biemann (2024) that personal commitment and value-driven leadership often precede collective and innovative actions in socially oriented organizations. The high level of social features further supports relational and stakeholder-based theories, which posit that social entrepreneurship thrives in environments characterized by collaboration, empathy, and social embeddedness. While innovation is widely recognized in literature as a key dimension of entrepreneurship, empirical evidence also suggests that in regulated and risk-averse sectors like banking, innovation often manifests incrementally rather than disruptively. Thus, the slightly lower yet still very high innovative feature scores align with existing evidence from Zainee & Puteh (2020) that innovation in social entrepreneurship may be moderated by organizational context, reinforcing the theoretical view that personal and social dimensions form the core from which innovative practices emerge.

Table 1

Level of Bank Employees' Social Entrepreneurship Competency

Items	Mean	SD	Descriptive Level
Personal Features	4.50	0.46	Very High
Social Features	4.47	0.48	Very High
Innovative Features	4.32	0.54	Very High
Overall	4.43	0.40	**Very High**

This result likely occurred because banking institutions emphasize professionalism, accountability, and goal-oriented performance, which naturally develop employees' personal competencies before social and innovative competencies. When employees possess strong personal attributes, they become more capable of collaborating with others and participating in socially oriented initiatives within the organization. The high mean of social features further implies that the organizational environment encourages teamwork, communication, and shared responsibility, which are important in service-oriented institutions like banks where coordination and client

relations are essential. Meanwhile, although innovative features obtained the lowest mean among the three, it remained very high, suggesting that employees are capable of adapting to changes and recognizing opportunities, but innovation may be slightly constrained due to the structured and regulated nature of banking operations where risk-taking and experimentation are more controlled.

Level of Bank Employees' Corporate Citizenship

Shown in Table 2 is the level of bank employees' corporate citizenship in terms of *economic citizenship, legal citizenship, ethical citizenship,* and *discretionary citizenship*. It can be gleaned that the overall mean is 4.68 with an SD of 0.39 described as very high. This means that the corporate citizenship is very much felt. Among the four indicators, *ethical citizenship* got the highest mean score of 4.75 with an SD of 0.41 described as very high. This means that the corporate citizenship in terms of ethical citizenship is very much felt. Second is the legal citizenship with a mean score of 4.72 and an SD of 0.44 described as very high. This means that the corporate citizenship in terms of legal citizenship is very much felt. Third is the economic citizenship with a mean score of 4.70 with an SD of 0.39 described as very high. This means that the corporate citizenship in terms of economic citizenship is very much felt. Fourth is the discretionary citizenship with a mean score of 4.58 with an SD of 0.63 described as very high. This means that the corporate citizenship in terms of discretionary citizenship is very much felt.

Table 2
Level of Bank Employees' Corporate Citizenship

Items	Mean	SD	Descriptive Level
Ethical Citizenship	4.75	0.41	Very High
Legal Citizenship	4.72	0.43	Very High
Economic Citizenship	4.70	0.39	Very High
Discretionary Citizenship	4.58	0.63	Very High
Overall	4.68	0.39	**Very High**

The very high level of corporate citizenship is reflected in the item statements which highlight how organizational practices are strongly aligned with responsible, law-abiding, and value-driven business conduct. The highest rating in ethical citizenship suggests that employees clearly perceive the bank as maintaining professional standards, promoting fairness, monitoring community impacts, and ensuring transparency toward customers, indicating that ethical considerations are embedded in daily operations rather than treated as optional practices. Similarly, strong legal citizenship scores are consistent with items emphasizing compliance with laws, fulfillment of contractual obligations, and the promotion of diversity and non-discrimination, implying that adherence to regulatory and institutional standards is a core organizational priority.

Meanwhile, the very high economic citizenship indicates that employees recognize structured efforts toward customer satisfaction, service quality improvement, productivity monitoring, and long-term strategic planning, showing that financial performance is pursued alongside responsible governance. Although discretionary citizenship obtained the lowest mean among the indicators, its very high level still reflects employees' awareness of voluntary initiatives such as community partnerships, educational support, charitable contributions, and work–life balance programs, suggesting that the organization extends its role beyond formal obligations.

Apparently, the prominence of ethical citizenship is consistent with normative evidence from González-Ramos et al. (2024) which emphasize ethical responsibilities as central to organizational legitimacy beyond basic economic and legal obligations. Moreover, empirical studies in highly regulated industries, including banking, supports the results reported by Badía et al. (2024) which similarly report that ethical and legal dimensions tend to be more salient due to heightened public scrutiny, risk management demands, and regulatory oversight. The high level of legal citizenship further supports institutional theory, which posits that organizational behavior is shaped

by formal rules and compliance pressures inherent in the external environment. Furthermore, the strong showing of economic citizenship aligns with empirical findings from Khalid & Ghani (2024) that employees in financial institutions often view financial performance as an essential responsibility that enables the fulfillment of broader social and ethical roles. Meanwhile, the comparatively lower, though still very high, discretionary citizenship score is consistent with evidence from Memon et al. (2020) suggesting that voluntary and philanthropic activities are often secondary to mandated responsibilities in tightly regulated sectors.

This result likely occurred because banking institutions operate in a highly regulated and trust-based industry, where ethical conduct is not only expected but necessary to maintain customer confidence and institutional legitimacy. Employees therefore perceive ethical behavior as a core organizational value embedded in daily operations rather than merely a formal policy. The high level of legal citizenship further supports this interpretation, as banks are required to strictly comply with financial regulations, labor laws, and governance standards, making legal responsibility a fundamental organizational practice. Meanwhile, the very high economic citizenship indicates that employees recognize the importance of productivity, customer satisfaction, and long-term financial stability, suggesting that economic responsibility remains a primary organizational objective that supports other corporate citizenship initiatives. Although discretionary citizenship obtained the lowest mean, its very high rating still implies that the organization participates in voluntary social programs and community involvement; however, these activities may be less emphasized compared to ethical, legal, and economic responsibilities because banks typically prioritize compliance, ethical standards, and financial performance before voluntary initiatives.

Level of Banks' Employee Engagement

Shown in Table 3 is the level of banks' employee engagement in terms of *vigour, dedication,* and *absorption*. It can be gleaned that the overall mean is 4.63 with an SD of 0.31 described as very high. This means that the employee engagement is very much felt. Among the three indicators, *dedication* got the highest mean score of 4.68 with an SD of 0.49 described as very high. This means that the employee engagement in terms of *dedication* is very much felt. Second is the *absorption* with a mean score of 4.66 and an SD of 0.45 described as very high. This means that the employee engagement in terms of *dedication* is very much felt. Third is the *vigour* with a mean score of 4.55 with an SD of 0.45 described as very high. This means that the employee engagement in terms of *vigour* is very much felt.

The very high level of employee engagement is reinforced by the item statements that reflect strong psychological investment, sustained motivation, and deep involvement in work tasks. The highest rating in dedication indicates that employees perceive their work as meaningful and inspiring, as reflected in items emphasizing pride in assignments, willingness to perform responsibilities, and the desire to improve efficiency and productivity, suggesting that emotional commitment serves as a primary driver of engagement. The similarly high absorption scores align with statements related to maintaining focus, concentrating on assigned tasks and experiencing a sense of enjoyment or time passing quickly while working, implying that employees become deeply immersed in their roles and maintain strong task involvement. Although vigour obtained the lowest mean among the three indicators, the very high level still demonstrates consistent perseverance, resilience in overcoming obstacles, and confidence in handling difficult assignments, indicating that employees sustain energy and effort despite workplace demands.

Table 3
Level of Banks' Employee Engagement

Items	Mean	SD	Descriptive Level
Dedication	4.68	0.486	Very High
Absorption	4.66	0.453	Very High
Vigour	4.55	0.449	Very High
Overall	4.63	0.31	**Very High**

These findings are consistent with established empirical evidence from Glavas (2019) on employee engagement, particularly the work engagement framework that conceptualizes engagement as comprising vigour, dedication,

and absorption. The prominence of dedication aligns with theory that positions meaningfulness and emotional attachment as central drivers of engagement, especially in professional and service-oriented contexts such as banking. Moreover, the outcome corroborates the findings of Patel & Simmons (2022) which report dedication as the strongest engagement dimension, reflecting employees' sense of pride, enthusiasm, and identification with their work and organization. The high level of absorption likewise corresponds with research indicating that cognitively demanding roles foster deep concentration and task immersion. Meanwhile, this finding also confirms the observations made by Rivera & Delgado (2020) that says while vigour is theoretically associated with energy and resilience, empirical evidence suggests that in structured and regulated work environments, vigour may be slightly less salient than dedication and absorption due to workload intensity and routine demands.

This result may have occurred because banking institutions provide structured roles, clear responsibilities, and performance-oriented environments where employees can see the importance and impact of their work, thereby increasing their sense of purpose and commitment. When employees feel that their work is meaningful and aligned with organizational goals, they are more likely to develop dedication, which then leads to higher levels of concentration and persistence in their tasks. The high level of absorption further suggests that employees are deeply focused and immersed in their work, which is common in banking jobs that require attention to detail, accuracy, and continuous interaction with clients and financial data. Meanwhile, vigour, although slightly lower than the other indicators, still remains very high, indicating that employees maintain energy, perseverance, and resilience despite workload pressures and routine demands typical in financial institutions. This implies that while employees are highly committed and focused on their work, the nature of banking tasks may sometimes be mentally demanding, which could explain why vigour is slightly lower than dedication and absorption.

Significance of the Relationship between Social Entrepreneurship Competency and Employee Engagement

Presented in Table 4 is the correlation between social entrepreneurship competency and employee engagement among the respondents. The p-value of social entrepreneurship competency in terms of *personal features* and employee engagement is 0.001 translating to a significant relationship. Likewise, the p-value of social entrepreneurship competency in terms of *social features* and employee engagement is 0.001 translating to a significant relationship. Meanwhile, the p-value of social entrepreneurship competency in terms of *innovative features* and employee engagement is 0.001 translating to a significant relationship. The three indicators of this independent variable have attained p-values that are lower than the 0.05 level of significance. This only means that the null hypothesis pertaining to this independent variable is rejected. This means that there is a significant relationship between social entrepreneurship competency and employee engagement among the respondents.

Moreover, the r-value of social entrepreneurship competency in terms of *personal features* and employee engagement is 0.605 translating to a strong positive relationship. Likewise, the r-value of social entrepreneurship competency in terms of *social features* and employee engagement is 0.715 translating to a strong positive relationship. Meanwhile, the r-value of social
entrepreneurship competency in terms of *innovative features* and employee engagement is 0.610 translating to a strong positive relationship. The three indicators of this independent variable have attained r-values that are between ±0.60 – ±0.79. This only means all three indicators of social entrepreneurship competency have a strong relationship between employee engagement.

This particular finding parallels the results of González-Ramos et al. (2024) which revealed that the significant and strong positive correlations between social entrepreneurship competency and employee engagement suggest that employees who demonstrate stronger social entrepreneurial capacities tend to be more psychologically connected to their work. Furthermore, this is similar to the findings reported by Badía et al. (2024) which indicates that engagement is closely associated with both internal dispositions and externally oriented behaviors related to social entrepreneurship. The strongest correlation observed in social features implies that relational qualities such as collaboration, empathy, and social responsibility may be particularly salient in fostering employees' emotional and cognitive involvement in their work.

Moreover, this finding is in line with the study conducted by Khalid & Ghani (2024) which stated that similarly strong positive associations for personal and innovative features suggest that individual motivation, values, and creativity are also meaningfully linked to how energized, dedicated, and absorbed employees feel in their roles. Overall, these findings reinforce the conclusions drawn by Memon et al. (2020) which imply that employee engagement in the banking context is intertwined with employees' capacity to pursue socially oriented goals,

indicating that engagement is not solely task-based but is deeply connected to broader social purpose and entrepreneurial orientation within the organization.

These findings are consistent with empirical evidence from Torres & Nunez (2024) linking socially oriented competencies with higher levels of employee engagement. Theoretically, models of work engagement emphasize meaningfulness, purpose, and social connectedness as key psychological conditions that drive engagement, all of which are central elements of social entrepreneurship competency. Moreover, this finding validates the results presented by Rivera & Delgado (2020) which stated that the strong association between social features and engagement aligns with social exchange and relational theories, which posit that employees who perceive their work as socially valuable and

Table 4
Significance of the Relationship between Social Entrepreneurship Competency and Employee Engagement
*p<0.05

Independent Variable Indicators	Dependent Variable	r-value	p-value	Decision
Personal Features	Employee Engagement	0.605	0.001	Ho is Rejected
Social Features		0.715	0.001	Ho is Rejected
Innovative Features		0.610	0.001	Ho is Rejected

relationally embedded are more likely to invest themselves cognitively and emotionally in their roles.
Moreover, this outcome is comparable to the findings of Mlilo (2020) which likewise demonstrate that values-based orientations, prosocial behavior, and opportunities for innovation are positively related to dedication, absorption, and vigour at work. The significant correlations involving innovative features further support research suggesting that autonomy and creativity enhance intrinsic motivation and engagement. Overall, this result reflects the findings obtained by Gupta et al. (2021) indicating that the link between social entrepreneurship competency and employee engagement is theoretically grounded and empirically supported within organizational and service-sector contexts such as banking.
This finding likely occurred because employee engagement is largely influenced by social interaction, teamwork, shared responsibility, and a sense of belonging within the organization. When employees are able to collaborate, communicate effectively, help others, and participate in socially meaningful activities, they tend to develop stronger emotional attachment, motivation, and involvement in their work. The strong relationships observed in personal features and innovative features also suggest that employees who are confident, resilient, proactive, creative, and adaptive are more likely to feel energized, dedicated, and absorbed in their work tasks. This implies that social entrepreneurship competency contributes to employee engagement not only through social relationships but also through personal initiative and innovative thinking, which increase employees' sense of purpose and autonomy at work.

Significance of the Relationship between Corporate Citizenship and Employee Engagement

Presented in Table 5 is the correlation between corporate citizenship and employee engagement among the respondents. The p-value of corporate citizenship in terms of *economic citizenship* and employee engagement is 0.001 translating to a significant relationship. Likewise, the p-value of corporate citizenship in terms of *legal citizenship* and employee engagement is 0.001 translating to a significant relationship. Meanwhile, the p-value of corporate citizenship in terms of *ethical citizenship* and employee engagement is 0.001 translating to a significant relationship.

Table 5
Significance of the Relationship between Corporate Citizenship and Employee Engagement

Independent Variable Indicators	Dependent Variable	r-value	p-value	Decision
Economic Citizenship	Employee Engagement	0.597	0.001	Ho is Rejected
Legal Citizenship		0.643	0.001	Ho is Rejected
Ethical Citizenship		0.661	0.001	Ho is Rejected
Discretionary citizenship		0.583	0.001	Ho is Rejected

*p<0.05

Then, the p-value of corporate citizenship in terms of *discretionary citizenship* and employee engagement is 0.001 translating to a significant relationship. The four indicators of this independent variable have attained p-values that are lower than the 0.05 level of significance. This only means that the null hypothesis pertaining to this independent variable is rejected. This means that there is a significant relationship between corporate citizenship and employee engagement among the respondents.

Moreover, the r-value of corporate citizenship in terms of *economic citizenship* and employee engagement is 0.597 translating to a moderate positive relationship. Likewise, the r-value of corporate citizenship in terms of *legal citizenship* and employee engagement is 0.643 translating to a strong positive relationship. Meanwhile, the r-value of corporate citizenship in terms of *ethical citizenship* and employee engagement is 0.661 translating to a strong positive relationship. Then, the r-value of corporate citizenship in terms of *discretionary citizenship* and employee engagement is 0.583 translating to a moderate positive relationship. The four indicators of this independent variable have attained r-values that are between ±0.50 – ±0.79. This only means all four indicators of corporate citizenship have a moderate to strong relationship between employee engagement.

The significant positive correlations between corporate citizenship and employee engagement suggest that employees' level of engagement is closely associated with how responsibly and ethically the organization fulfills its corporate roles. The relatively strong relationships observed across economic, legal, ethical, and discretionary citizenship imply that engagement is shaped by a holistic perception of the organization's conduct rather than by a single dimension of responsibility. The strongest association with ethical citizenship indicates that employees' dedication, absorption, and vigour are particularly connected to perceptions of moral integrity, fairness, and ethical standards within the organization. The substantial correlations with legal and economic citizenship suggest that employees are more engaged when they perceive the organization as compliant, stable, and economically responsible, reinforcing a sense of security and trust. Although discretionary citizenship shows the weakest association among the four, it is still a significant relationship which implies that voluntary and philanthropic actions contribute to engagement as symbolic expressions of organizational values.

These findings are well aligned with established empirical research from Chu et al. (2020) on corporate citizenship and employee engagement. Theoretically, social exchange theory and organizational justice perspectives posit that when employees perceive their organization as acting responsibly, ethically, and fairly, they are more likely to reciprocate with higher levels of engagement. The strong association between ethical citizenship and engagement is consistent with theories emphasizing moral legitimacy and value congruence as key drivers of employees' emotional and cognitive investment in work. Also, the finding echoes the conclusions of Koch-Bayram & Biemann (2024) that the significant correlations involving economic citizenship align with evidence suggesting that perceptions of organizational stability and responsible economic performance foster employee confidence and sustained involvement. Meanwhile, this result corresponds with the findings of Zainee & Puteh (2020) that the comparatively lower yet still significant relationship with discretionary citizenship reflects empirical findings that voluntary social initiatives enhance engagement, though often to a lesser extent than core ethical and legal responsibilities.

This result likely occurred because when employees believe that their organization operates ethically and treats stakeholders fairly, they develop a stronger sense of pride, belongingness, and emotional attachment to their work, which increases their dedication, vigour, and absorption. The strong relationship between legal citizenship

Table 6
Regression Analysis on the Influence of the Domains of Social Entrepreneurship Competency on Employee Engagement

Indicators	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	Decision
	B	SE	Beta			
(Constant)	1.547	0.184				
Personal Features	0.129	0.058	0.142	2.233	0.026	Ho is Rejected
Social Features	0.441	0.064	0.498	6.934	0.001	Ho is Rejected
Innovative Features	0.121	0.049	0.154	2.440	0.015	Ho is Rejected

Dependent Variable: Employee engagement

and employee engagement also indicates that compliance with laws, policies, and regulations contributes to employees' sense of security and organizational stability, which encourages them to invest more effort and commitment in their work. Meanwhile, the moderate relationships observed in economic and discretionary citizenship suggest that financial performance and voluntary social initiatives also contribute to employee engagement, but not as strongly as ethical and legal responsibilities, possibly because employees are more directly affected by organizational fairness, integrity, and compliance than by profitability or philanthropic activities.

Regression Analysis on the Influence of the Domains of Social Entrepreneurship Competency on Employee Engagement

Table 6 shows the regression analysis on the domains of social entrepreneurship competency that significantly predicts employee engagement among the respondents. The table shows the p-value of 0.001 which is evidently lower than the 0.05 level of significance. This allows the researcher to reject the null hypothesis. Thus, there are domain(s) in social entrepreneurship competency that can significantly predict employee engagement among the respondents. Specifically, all three indicators – *personal features, social features,* and *innovative features* – have p-values that are lower than the 0.05 level of significance. This means that these three indicators of social entrepreneurship competency can significantly predict employee engagement among the respondents.

The regression results indicate that all domains of social entrepreneurship competency significantly influence employee engagement, with the strength of influence best interpreted through the standardized beta coefficients. Among the predictors, social features demonstrated the strongest effect (β = 0.498), implying that for every one-unit increase in social features, employee engagement

R= 0.732 R^2= 0.536

F-ratio= 100.9 p-value= 0.001

increases by 0.498 units when other variables are held constant. This suggests that socially oriented competencies contribute the most substantial impact on engagement levels. Innovative features showed a moderate positive influence (β = 0.154), indicating that each unit increase in innovation-related competency corresponds to a 0.154 increase in employee engagement. Meanwhile, personal features also exerted a significant but comparatively smaller effect (β = 0.142), meaning that every unit increase in personal features leads to a 0.142 rise in employee engagement. The positive beta values across all domains confirm that improvements in these competencies are associated with higher engagement, although their relative magnitudes reveal that social features are the most dominant predictor, followed by innovative and personal features.

The findings of this study suggest that engagement is meaningfully rooted in employees' capacity to integrate personal values, social orientation, and innovative thinking into their work roles. The strong relationship implies that higher levels of social entrepreneurial competence are closely linked to stronger vigour, dedication, and absorption, reflecting a workforce whose engagement is intertwined with a sense of social purpose and proactive orientation. At the same time, the coefficient of determination indicates that while social entrepreneurship competency explains a considerable proportion of the variance in employee engagement, engagement is not solely defined by these competencies. The remaining unexplained variance suggests the presence of additional personal, organizational, or contextual influences, underscoring the complex and multifaceted nature of employee engagement within the banking environment.

These findings are consistent with empirical research from Rivera & Delgado (2020) linking socially entrepreneurial competencies to employee engagement. Theoretically, models such as self-determination theory and the job demands–resources (JD–R) framework suggest that personal resources (e.g., intrinsic motivation and values), social resources (e.g., collaboration and relational support), and opportunities for innovation function as critical drivers of engagement. The significance of personal features aligns with literature emphasizing the role of individual purpose, ethical orientation, and self-efficacy in fostering dedication and absorption at work. Moreover, this finding is consistent with the conclusions of Torres & Nunez (2024) that the predictive role of social features corresponds with empirical evidence highlighting that relational awareness, social responsibility, and collaborative behaviors enhance employees' emotional and cognitive investment. Similarly, the contribution of innovative features supports research showing that creativity and problem-solving capacity bolster intrinsic motivation and sustained engagement. Overall, the results align closely with empirical findings from Patel & Simmons (2022) reinforcing that social entrepreneurship competencies are integral to understanding the underlying drivers of employee engagement in organizational settings such as banking.

This likely occurs because employee engagement is highly influenced by workplace relationships, teamwork, and a sense of belonging within the organization. When employees feel socially connected, supported by colleagues, and involved in collaborative problem-solving, they are more likely to develop stronger emotional commitment, dedication, and absorption in their work. The significant influence of innovative features also implies that employees who are creative, adaptable, and capable of recognizing opportunities tend to be more engaged because innovation increases autonomy, problem-solving involvement, and intrinsic motivation. Meanwhile, personal features, although still significant, showed the smallest influence, suggesting that personal traits such as self-confidence, resilience, and optimism contribute to engagement but may not be as influential as social interaction and collaboration in the workplace setting.

Regression Analysis on the Influence of the Domains of Corporate Citizenship on Employee Engagement

Table 7 shows the regression analysis on the domains of corporate citizenship that significantly predicts employee engagement among the respondents. The table shows the p-value of 0.001 which is evidently lower than the 0.05 level of significance. This allows the researcher to reject the null hypothesis. Thus, there is/are domain(s) in corporate citizenship that can significantly predict employee engagement among the respondents. Specifically, all four indicators – *economic citizenship, legal citizenship, ethical citizenship, and discretionary citizenship* – have p-values that are lower than the 0.05 level of significance. This means that these four indicators of corporate citizenship can significantly predict employee engagement among the respondents.

The regression findings reveal that all domains of corporate citizenship significantly and positively influence employee engagement, as reflected in their standardized beta coefficients. Among the predictors, ethical citizenship showed the strongest influence (β=0.301), indicating that every one-unit increase in ethical citizenship results in a 0.301 increase in employee engagement, highlighting the critical role of ethical practices in fostering workforce involvement. This is closely followed by discretionary citizenship (β=0.294), suggesting that voluntary and philanthropic initiatives also substantially enhance engagement, with a 0.294 increase in the dependent variable for every unit improvement. Economic citizenship demonstrated a moderate effect (β=0.201), meaning that improvements in economic responsibilities contributed to a 0.201 increase in employee engagement. Meanwhile, legal citizenship exhibited the smallest yet still significant influence (β=0.164), indicating that adherence to legal standards contributes positively but with relatively lower magnitude.

Table 7
Regression Analysis on the Influence of the Domains of Corporate Citizenship on Employee Engagement

Indicators	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	Decision
	B	SE	Beta			
(Constant)	0.351	0.255				
Economic Citizenship	0.216	0.062	0.201	3.496	0.001	Ho is Rejected
Legal Citizenship	0.159	0.061	0.164	2.590	0.001	Ho is Rejected
Ethical Citizenship	0.311	0.056	0.301	5.533	0.001	Ho is Rejected
Discretionary Citizenship	0.230	0.036	0.294	6.401	0.001	Ho is Rejected

Dependent Variable: Employee engagement
R= 0.772 R^2= 0.597
F-ratio= 96.53 p-value= 0.001

The findings indicate that corporate citizenship, as a comprehensive construct encompassing economic, legal, ethical, and discretionary dimensions, has substantial explanatory significance for employee engagement among bank employees. The highly significant overall model and strong relationship suggests that employees' engagement is closely intertwined with how they perceive the organization's fulfillment of its corporate responsibilities. The fact that all four domains significantly predict engagement implies that employees respond not to isolated aspects of corporate behavior but to a broad pattern of responsible conduct. The strong relationship indicates that perceptions of corporate citizenship form a meaningful psychological and contextual foundation for employees' vigour, dedication, and absorption at work. At the same time, the coefficient of determination shows that while corporate citizenship accounts for a considerable proportion of the variance in engagement, employee engagement remains a multifaceted phenomenon influenced by additional personal, organizational, and contextual factors beyond corporate citizenship. Overall, these findings suggest that corporate citizenship functions as a key, though not exclusive, underlying conditions shaping employee engagement within the banking context.

These findings are strongly aligned with empirical research from Glavas (2019) on corporate citizenship and employee engagement. Theoretically, frameworks grounded in social exchange theory and the job demands–resources (JD–R) model posit that responsible organizational practices function as key organizational resources that foster positive employee attitudes and behaviors, including engagement. Moreover, this outcome supports the earlier findings of Khalid & Ghani (2024) that the significant predictive effects of economic, legal, ethical, and discretionary citizenship reflect comprehensive models of corporate citizenship and corporate social responsibility, which argue that employees evaluate organizational legitimacy holistically rather than through a single dimension. Furthermore, this finding shows similarity with the results of Badía et al. (2024) in service-oriented and regulated sectors which consistently report that ethical conduct, legal compliance, and economic stability are strongly associated with higher engagement due to enhanced trust, perceived fairness, and organizational pride. The strong R-value and substantial explained variance further mirror prior findings that corporate citizenship accounts for a meaningful proportion of engagement while not exhausting its determinants.

This finding likely occurred because employees tend to become more dedicated, absorbed, and motivated in their work when they believe that their organization operates morally and responsibly, creating a positive organizational climate and a sense of purpose. The strong influence of discretionary citizenship further suggests that voluntary initiatives such as community outreach, charitable programs, and employee welfare activities also play a major role in increasing engagement, as these activities make employees feel that the organization cares about society and its workforce beyond formal obligations. Meanwhile, economic citizenship showed a moderate influence, indicating that organizational stability, productivity, and customer satisfaction contribute to engagement by

providing employees with a sense of security and organizational success. Legal citizenship, although the smallest predictor, still significantly influences engagement because compliance with laws and policies creates a structured and secure work environment.

CONCLUSION AND RECOMMENDATION

This chapter encapsulates the results and findings of the study. First, it contains the descriptive findings. Second, it contains the inferential findings on the correlation and regression between the variables of the study. Third, it contains a statement whether the results of the study support or disprove the theoretical underpinnings of the study. Then, it provides recommendations that are based on the findings of the study.

Conclusion

This study revealed the level of bank employees' social entrepreneurship competency in terms of *personal features, social features,* and *innovative features*. It was found that the overall level of bank employees' social entrepreneurship competency among the respondents is very high. Also, the findings showed that the level of corporate citizenship in terms of *economic citizenship, legal citizenship, ethical citizenship,* and *discretionary citizenship* is very high. Then, the results also showed that the level of employee engagement in terms of *vigour, dedication,* and *absorption* is also very high.

Moreover, it was found that there is a significant relationship between social entrepreneurship competency and employee engagement among the respondents. Also, it was found that there is a significant relationship between corporate citizenship and employee engagement among the respondents. Aside from that, it was also revealed that both social entrepreneurship competency and corporate citizenship can significantly predict employee engagement among the respondents. Under social entrepreneurship competency, all three indicators – *personal features, social features,* and *innovative features* – can significantly predict employee engagement among the respondents. Under corporate citizenship, all four indicators namely *economic citizenship, legal citizenship, ethical citizenship,* and *discretionary citizenship* can significantly predict employee engagement among the respondents.

Lastly, the results of the study support the propositions of Social Exchange Theory, which explains that relationships between employees and organizations are based on reciprocal exchanges of benefits and positive actions. The finding confirms the theory's assumption that employees respond positively to organizational investments and responsible practices by showing greater commitment, dedication, and involvement. Thus, the significant relationships and predictive effects found in the study validate Social Exchange Theory by demonstrating that responsible organizational behavior and socially oriented competencies foster employee engagement through reciprocal organizational-employee relationships.

Recommendation

The following are the recommendations based on the findings of the study focusing on the indicators with the lowest ratings in each of the three variables.

For Social Entrepreneurship Competency, emphasis should be placed on *innovative features*, which obtained the lowest mean score among the three indicators. This suggests that while employees already demonstrate strong socially entrepreneurial values, innovation-oriented behaviors can be further strengthened. The bank may institutionalize structured innovation programs such as regular *social innovation labs* or *innovation sprints* where employees are given protected time to design solutions addressing both operational challenges and social concerns (e.g., financial inclusion products, green banking initiatives, or community-based lending models). Establishing an *internal idea incubation and pilot-testing program*, supported by seed funding and cross-department mentoring, may further translate creative ideas into actionable projects. In addition, targeted capacity-building activities such as design thinking workshops, innovation boot camps, and exposure visits to socially innovative financial institutions can enhance employees' confidence in experimenting with new approaches.

In addition, since personal features obtained the highest mean, the bank should sustain these strengths by continuing leadership development programs, resilience training, and values formation seminars that reinforce self-efficacy, accountability, and proactive problem-solving among employees. Maintaining programs such as goal-setting workshops, coaching and mentoring systems, and recognition programs for initiative and leadership can help preserve employees' strong personal entrepreneurial traits. Meanwhile, for social features, the organization

may further strengthen collaborative and socially oriented competencies by implementing team-based community engagement programs, cross-functional project teams, and collaborative problem-solving workshops. Programs that promote volunteerism, corporate social responsibility participation, peer learning sessions, and knowledge-sharing platforms can further enhance employees' teamwork, empathy, and social responsibility, thereby sustaining the organization's strong social entrepreneurship culture.

For Corporate Citizenship, emphasis should be placed on *discretionary citizenship*, which obtained the lowest mean score among the four indicators. Although still rated very high, this suggests that voluntary and philanthropic aspects of corporate responsibility can be made more visible, structured, and participatory. The bank may formalize an *employee-driven corporate volunteerism program* that allows staff to engage in community service activities such as financial literacy campaigns, livelihood mentoring, and outreach programs for underserved sectors, with designated service days integrated into the annual calendar. Establishing a *bank-wide community partnership program* with local schools, cooperatives, and micro-entrepreneurs can further institutionalize discretionary initiatives beyond one-time activities. In addition, creating a *recognition and incentives scheme* that acknowledges employees and units actively involved in voluntary social projects can reinforce discretionary citizenship as a valued organizational practice.

Additionally, for ethical citizenship, which obtained the highest mean score, the bank should sustain and further strengthen ethical practices by continuously implementing ethics training, integrity seminars, and transparency initiatives. Regular reinforcement of the organization's code of ethics, customer protection policies, and ethical decision-making workshops can help maintain high ethical standards and ensure that employees consistently practice fairness, accountability, and professionalism in their daily operations. In terms of legal citizenship, the bank may continue strengthening compliance programs through regular policy orientation, regulatory updates, and compliance training to ensure that employees remain knowledgeable about banking regulations, labor laws, and institutional policies. Establishing periodic compliance audits, policy review sessions, and risk management seminars can further reinforce a culture of legal responsibility and organizational discipline. Meanwhile, for economic citizenship, the organization may further enhance employees' participation in achieving economic responsibility by involving them in productivity improvement programs, customer service excellence initiatives, and strategic planning activities. Training programs on financial sustainability, operational efficiency, and customer relationship management may help employees better understand how their individual performance contributes to the bank's financial stability and long-term organizational success.

For Employee Engagement, emphasis should be placed on *vigour*, which obtained the lowest mean score. This result suggests that employees' energy, resilience, and sustained enthusiasm at work can be further reinforced. The bank may implement structured *wellness and energy-management programs* such as periodic stress management workshops, guided physical activity sessions, and mental health awareness initiatives tailored to banking workloads. Introducing *workload-balancing mechanisms*, such as rotational task assignments during peak periods and scheduled recovery breaks, can help prevent fatigue and sustain energy levels. In addition, the bank may establish *resilience-building initiatives* including coaching sessions on coping strategies, time management, and work-life integration.

In addition, for dedication, which obtained the highest mean score, the bank should sustain employees' strong sense of meaning, pride, and commitment to their work by strengthening recognition and career development programs. This may include employee recognition systems, performance-based incentives, clear promotion pathways, and professional development programs such as leadership training, continuing education support, and skills enhancement seminars to maintain employees' motivation and sense of purpose in their roles. Meanwhile, for absorption, the organization may further enhance employees' focus and deep involvement in their work by improving the work environment and task design. The bank may implement productivity-support systems such as minimizing unnecessary interruptions, improving workflow systems, providing updated technology and digital tools, and offering training on concentration, task management, and workflow efficiency. These initiatives can help employees maintain concentration, improve task immersion, and enhance overall work engagement.

REFERENCES

Ajaz, A., & Bhat, S. A. (2024). Unveiling the Role of Leadership Styles in Fostering Employee Engagement: An Empirical Investigation in the Banking Sector. *Journal of Emerging Technologies and Innovative Research*, 11(12), 440-452.

Badía, G., et al. (2024). Promoting social and blue entrepreneurship and sustainability skills in higher education. *Cogent Education*.

Bano, A., Khatun, A., & Kumar, D. (2024). Examining Drivers of Engagement and Employee Engagement in Relation to Organizational Performance: A Study of Banking Sector in Hyderabad City. *Migration Letters*, 21(S3), 1067-1081.

Bešić, A., Hirt, C., & Rahimić, Z. (2024). Contextualising Employee Engagement in Crisis: A Protective Caring Approach to Employee Engagement in the Banking Sector in Bosnia and Herzegovina. *Employee Relations*, 46(9), 42-59.

Capella-Peris, C., Gil-Gómez, J., Martí-Puig, M., & Ruíz-Bernardo, P. (2019). Development and Validation of a Scale to Assess Social Entrepreneurship Competency in Higher Education. *Journal of Social Entrepreneurship*, *11*(1), 23–39. https://doi.org/10.1080/19420676.2018.1545686

Carroll AB. Corporate social performance measurement: a comment on methods for evaluating an elusive construct. Post LE, editor. Res Corp Soc Perform Policy 1991;12:385 ± 401.

Chang, Y.-Y., Lin, Y.-M., Chang, T.-W., & Chang, C.-Y. (2024). Sustainable corporate entrepreneurship performance and social capital: a multi-level analysis. *Review of Managerial Science*, 18, 2373–2395.

Chu, C.-C., Sun, B., Yang, H., & Zheng, M. (2020). Emotional Competence, Entrepreneurial Self-Efficacy, and Entrepreneurial Intention: A Study Based on China College Students' Social Entrepreneurship Project. *Frontiers in Psychology*, 11, 547627.

Chu, C.-C., Sun, B., Yang, H., & Zheng, M. (2020). Emotional Competence, Entrepreneurial Self-Efficacy, and Entrepreneurial Intention: A Study Based on China College Students' Social Entrepreneurship Project. *Frontiers in Psychology*, 11, 547627. https://doi.org/10.3389/fpsyg.2020.547627

Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. New York: Springer Science & Business Media.

Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Boston: Pitman.

González-Ramos, M. I., Donate, M. J., & Guadamillas, F. (2024). Developing a measurement scale of corporate socially responsible entrepreneurship. *Review of Managerial Science*.

Greenberg, J. (1987). A taxonomy of organizational justice theories. *Academy of Management Review*, *12*(1), 9-22. https://doi.org/10.5465/amr.1987.4306437

Gupta, V., Singh, S., & Bhattacharya, A. (2021). Social Entrepreneur Servant Leadership and Social Venture Performance: A Conceptual Framework. *Journal of Business Ethics*, 174(3), 645-661. https://doi.org/10.1007/s10551-021-04986-y

Homans, G. C. (1961). *Social behavior: Its elementary forms*. New York: Harcourt Brace Jovanovich.

Jansen, L., & Liu, Y. (2021). The role of corporate citizenship in enhancing employee morale and engagement. *Journal of Workplace Studies*, 28(3), 45-59.

Khalid, S., & Ghani, B. (2024). Unleashing the power of corporate social entrepreneurship: an emerging paradigm. *South Asian Management Journal*.

Koch-Bayram, I. F., & Biemann, T. (2024). How Corporate Social (Ir)Responsibility Influences Employees' Private Prosocial Behavior: An Experimental Study. *Journal of Business Ethics*, 194, 103–118.

Koch-Bayram, I. F., & Biemann, T. (2024). How Corporate Social (Ir)Responsibility Influences Employees' Private Prosocial Behavior: An Experimental Study. *Journal of Business Ethics*, 194, 103–118. https://doi.org/10.1007/s10551-023-05608-5

Maignan, I., & Ferrell, O. C. (2001). Antecedents and benefits of corporate citizenship: An investigation of French businesses. *Journal of Business Research*, *51*(1), 37-51.

Martinez, D., & Rojas, P. (2023). Linking corporate citizenship to employee engagement: An empirical study. *Global Business Review*, 34(2), 120-140.

Memon, K. R., Ghani, B., & Khalid, S. (2020). The relationship between corporate citizenship and employee engagement: A social exchange perspective. *International Journal of Business Science and Applied Management*, 15(1), 1-16.

Mlilo, S. (2020). Corporate social entrepreneurship, employee engagement, organisational citizenship behaviour and job satisfaction. *Doctoral dissertation*, University of the Witwatersrand. https://wiredspace.wits.ac.za/

Na-Nan, K., Pukkeeree, P., & Chaiprasit, K. (2020). Employee engagement in small and medium-sized enterprises in Thailand: the construction and validation of a scale to measure employees. *International Journal of Quality & Reliability Management*, *37*(9/10), 1325-1343.

Patel, A., & Simmons, J. (2022). Millennials, Generation Z, and CC: How social responsibility drives engagement. *Journal of Organizational Behavior*, 19(4), 78-92.

Reverte, C., Gomez-Melero, E., & Cegarra-Navarro, J. G. (2016). The influence of corporate citizenship practices on organizational performance: evidence from Eco-Responsible Spanish firms. *Journal of cleaner production*, *112*, 2870-2884.

Rivera, C., & Delgado, R. (2020). Corporate citizenship and organizational identification: A case study of employee engagement. *Business Ethics Quarterly*, 15(1), 30-45.

Salmons, J. (2023). Quantitative Research with Nonexperimental Designs. *SAGE Research Methods Community*.

Sandoval, T., & Quinn, M. (2021). The long-term impact of CC on employee engagement: A virtuous cycle. *Journal of Business Ethics*, 52(5), 210-225.

Siddiqui, D. A., & Sahar, N. (2019). The Impact of Training & Development and Communication on Employee Engagement: A Study of Banking Sector. *Business Management and Strategy*, 10(1), 23-40.

Theriou, G., & Chovarda, M. (2021). The Impact of Training & Development on Work Engagement: A Study in the Banking Sector. *International Journal of Human Resource Studies*, 11(1), 374-394.

Torres, A., & Nunez, M. (2024). Fostering collaboration through CC: Impacts on workplace engagement. *International Journal of Sustainable Business*, 13(1), 15-35.

Zainee, I. A., & Puteh, F. (2020). Corporate citizenship impact on talent retention among Generation Y. *Revista de Gestão*, 27(4), 369–392. https://doi.org/10.1108/rege-06-2019-0070

Appendix B

QUESTIONNAIRE ON SOCIAL ENTREPRENEURSHIP COMPETENCY

Name(optional): _____
Office: _____

Direction: The first questionnaire will be used to determine the extent of social entrepreneurship competency using the criteria identified on a scale of 5 as the highest and 1 as the lowest. Put check on the appropriate number 5,4,3,2, or 1 which corresponds to your opinion.

Note: *There is no right or wrong answer, please give your honest evaluation to all items stated. Rest assured that all your responses will be treated with utmost confidentiality and will be utilized solely for the needed data of this study. The Liker Scale described below will serve as your guide.*

Scale	Description	Interpretation
5	Always	This means that items embodied is observed at all times.
4	Often	This means that items embodied is observed most of the time.
3	Sometimes	This means that items embodied is observed sometime.
2	Seldom	This means that items embodied is observed in few instances.
1	Never	This means that items embodied is not observed at all.

PERSONAL FEATURES	5	4	3	2	1
As a bank employee, I…					
1. believe in my potential.					
2. consider myself self-sufficient in achieving my goals.					
3. believe I am capable of dealing with most situations.					
4. am determined to achieve my goals.					
5. think it is necessary to take risks to make progress.					
6. look for the positive side in bad situations.					
7. like to take calculated risks with new ideas.					
8. think people who take risks are more likely to succeed than those who do not.					
9. am able to do things imaginatively, in a different way from how others do them.					

SOCIAL FEATURES	5	4	3	2	1
As a bank employee, I…					
1. like helping my friends and colleagues.					
2. believe that people who help others are an example to follow.					
3. think that problems can be solved by dialogue.					
4. believe that opportunities can be extracted from problems or difficult situations.					
5. take on the consequences of what I have said or done.					
6. perform very well in my role of the company I am involved in.					
7. enjoy finding effective solutions for problems that nobody has looked at yet.					
8. would rather collaborate for free in a non-governmental organization.					
9. analyze my mistakes to learn from them.					
10. do every job as thoroughly as possible.					
11. am able to formulate suggestions to improve projects in which I participate.					

INNOVATIVE FEATURES	5	4	3	2	1
As a bank employee, I…					
1. like coordinating other people while working in collaboration.					
2. participate in the implementation of group projects or collaborations.					
3. am good at handling unforeseen situations.					
4. improvise without difficulty when plans change.					

5. envision new uses for common objects.					
6. have access to the information required to become an entrepreneur.					
7. am able to create business opportunities and to take advantage of them.					
8. prefer to be the leader when working in groups.					
9. have seriously considered starting my own business sometime after finishing my degree.					
10. prefer to work in situations that involve more people.					

QUESTIONNAIRE ON CORPORATE CITIZENSHIP

Direction: The first questionnaire will be used to determine the extent of corporate citizenship using the criteria identified on a scale of 5 as the highest and 1 as the lowest. Put check on the appropriate number 5,4,3,2, or 1 which corresponds to your opinion.

Note: *There is no right or wrong answer, please give your honest evaluation to all items stated. Rest assured that all your responses will be treated with utmost confidentiality and will be utilized solely for the needed data of this study. The Liker Scale described below will serve as your guide.*

ECONOMIC CITIZENSHIP	**5**	**4**	**3**	**2**	**1**
Our bank…					
1. responds to every customer's complaint through a thorough procedure.					
2. enhances the quality of our services on a continuous basis.					
3. uses customer satisfaction as an indicator of our business performance.					
4. maximizes profits successfully as a commitment to our achievement.					
5. strives to lower our operating costs.					
6. closely monitors employees' productivity.					
7. establishes long-term strategies for our business.					

LEGAL CITIZENSHIP	**5**	**4**	**3**	**2**	**1**
Our bank…					
1. ensures that managers stay updated on relevant environmental laws.					
2. ensures that all our products and services comply with legal standards.					
3. uphold contractual obligations at all times.					
4. complies with the law.					
5. seeks to comply with all laws regulating hiring and employee benefits.					
6. encourages the diversity of our workforce (in terms of age, gender, or race).					
7. prevents discrimination in employees' compensation and promotion.					

ETHICAL CITIZENSHIP	**5**	**4**	**3**	**2**	**1**
Our bank…					
1. maintains a comprehensive code of conduct.					
2. follows professional standards.					
3. monitors the potential negative impacts of our activities on our community.					
4. gains recognition as a trustworthy company.					
5. considers fairness toward co-workers and business partners as it is an integral part of our employee evaluation process.					
6. establishes confidential procedure that makes employees report workplace misconduct including theft and sexual harassment.					
7. provides full and accurate information to all customers.					

DISCRETIONARY CITIZENSHIP	**5**	**4**	**3**	**2**	**1**
Our bank…					
1. offers salaries which are higher than industry averages.					
2. supports employees who acquire additional education.					
3. encourages employees to join civic organizations that support our community.					

4. promotes policies which enable employees to better coordinate work and personal life.					
5. gives adequate contributions to charities.					
6. implements regulations to reduce the amount of energy and materials wasted in our company.					
7. encourages partnerships with local businesses and schools.					
8. supports local sports and cultural activities.					

QUESTIONNAIRE ON EMPLOYEE ENGAGEMENT

Direction: The first questionnaire will be used to determine the extent of employee engagement using the criteria identified on a scale of 5 as the highest and 1 as the lowest. Put check on the appropriate number 5,4,3,2, or 1 which corresponds to your opinion.

Note: *There is no right or wrong answer, please give your honest evaluation to all items stated. Rest assured that all your responses will be treated with utmost confidentiality and will be utilized solely for the needed data of this study. The Liker Scale described below will serve as your guide.*

VIGOUR	**5**	**4**	**3**	**2**	**1**
As a bank employee, I…					
1. use perseverance in the assigned work.					
2. work to my full potential.					
3. work without feeling tired.					
4. overcome problems and obstacles at work.					
5. am confident and will work effectively even though assignments are difficult or complicated.					
6. engage with my assignments until they are done.					
7. can be patient with problems I work with for a long time.					

DEDICATION	**5**	**4**	**3**	**2**	**1**
As a bank employee, I…					
1. have work assignments that are very important and are a part of the department's success.					
2. have work assignments challenge my ability.					
3. am willing to perform the assigned work.					
4. am proud to perform the work assignments.					
5. have a work that creates inspiration for me.					
6. wish to increase efficiency and productivity at work.					

ABSORPTION	**5**	**4**	**3**	**2**	**1**
As a bank employee, I…					
1. focus on the assigned work.					
2. concentrate on the assigned work.					
3. feel time goes quickly while working.					
4. am happy to work with the tasks I'm responsible for.					
5. love my job and do not think about changing.					