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INDICATORS OF EVANGELIZATION AS AN  
ORGANIZATIONAL CULTURE OF SVD EDUCATIONAL  
INSTITUTIONS: INTEGRATION TO ITS HR PRACTICES

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**Abstract:**

This concept of organizational culture had been the subject of numerous researches across all industries including schools; Catholic educational institutions are not exempted. The primary aim of this research is to evaluate the integration of evangelization as an organizational culture to the human resource practices of SVD educational institutions. One of the major drivers of organization success is culture and because of this, aligning strategies and decision-making with cultural ideals are indispensable. Due to these fluid characteristics of culture, organizations are induced to relentlessly reassess their values and norms in order to recalibrate their practices whenever a new organizational culture emerged due to the rapidly changing environment. In this manner, the organization can easily adapt, including its organizational culture and HR practices to reduce any unwanted effects to the operations of the organization. This study used descriptive research to analyze the data gathered from 405 respondents from 11 SVD educational institutions across the Philippines. The results show that evangelization as an organizational culture of SVD educational institutions is integrated into its HR practices namely: hiring, training & development, compensation & benefits, employee relations, performance appraisal, work-life balance, and health & safety.

**Keywords:**

Evangelization, HR Practices, Organizational Culture, SVD Educational Institutions

## Introduction

Coleman (2013) in proposing a great corporate culture states that “A company’s values are the core of its culture”. In this particular study, evangelization was placed under scrutiny which is one of the SVD Educational institutions values. Coleman further explains that “values are of little importance unless they are enshrined in a company’s practices.”

Schools are populated with employees belonging to different faiths and Christian denominations and whenever it evangelizes, it should respect others’ faith and culture (Presmanes, 2012). For the longest time, the Church has maintained diverse relationships with culture. Carey (2011) stressed that at times the Church blends with cultures that are not hostile to the faith but challenges cultures that are contrary to gospel values. In order to preserve the distinctiveness of the schools through its core values and simultaneously get in touch with those who are in need of evangelization and re-evangelization, a new approach has been introduced.

In the context of organizational studies, it was found that organizational culture is one of the most researched topics and this research interest also dominates the human resource management literature. According to Adewale and Anthonia (2013) organizational culture impacts the human resource activities and practices of the organization through its influences on employee’s morale and productivity as well as on the ability of the organization to attract, motivate, and maintain talents (Warrick, 2017). Additionally, the culture of the organization is mirrored in the way human capital within the organization execute their tasks, set goals and objectives, and oversee organization’s resources (Madueke & Emerole (2017). There had been evidence that values and beliefs induce employees to appreciate better the human resource practices of the organization.

One of the major drivers of organization success is culture and because of this, aligning strategies and decision-making with cultural ideals is indispensable. However, it has been noted that organizational culture is not static though it may last for long (Sanjaya, 2019). Due to these fluid characteristics of culture, organizations are induced to relentlessly reassess their values and norms in order to recalibrate its practices whenever a new organizational culture emerged due to the rapidly changing environment. In this manner, the organization can easily adapt, including its organizational culture and HR practices to reduce any unwanted effects to the operations of the organization.

This concept of organizational culture had been the subject of numerous researches across all industries including schools; Catholic educational institutions are not exempted. The primary aim of this research is to evaluate the integration of evangelization as an organizational culture to the human resource practices of SVD educational institutions.

This study underlines its importance to the Society of the Divine Word which will help the congregation in the proper handling of the employees in its institutions so as to avoid dissatisfaction and thus evade a duplication of what happened to the former Divine Word University of Tacloban, which was closed in 1995 due to labor-management conflict. Additionally, Catholic Institutions can further enhance the administrative skills in the handling of Church organizations in accordance with corporate culture. The human resource practices, if performed properly, will eliminate dissatisfaction and thus create harmonious relationship in the workplace.

## Literature Review

### *Evangelization as an Organizational Culture*

The daily celebration of the Eucharist of the respondent schools points toward the experience of the richness of the Catholic Christian tradition. For some, it becomes an “overpowering atmosphere of fervent prayers in the midst of students’ voices playing nearby” (Anderson, 2017). Schools are evangelizing through the faithfulness of some regular massgoers and those who frequently visiting the chapel for spiritual nourishment through personal prayer.

The Church continues to address the current events in the light of the gospel. In 2009, Pope Benedict issued an Encyclical “Caritas in Veritate” where theologians, economists and other experts agreed that it was responding to the economic crisis that beset the world world (Massaro, 2017). That the economic crisis was the result of the long existing moral crisis present in the world that needs to be addressed by all. Schools are the best instrument to address this moral crisis through re-evangelizing students to mold their conscience and be ethical in everything they do (Martens, 2012). Parishes are at the center of evangelization through its Catechetical Formation Program could share to the schools its programs that are applicable to the academic setting (Fortunato, 2020). Partnerships could be vital in the promotion of evangelization in the parish level and also in schools.

### *Human Resource Practices*

#### *Hiring*

The hiring process should start with human resource planning (HRP), which helps managers meet the required personnel in the organization. HRP anticipates the organization’s demand and changing needs of employees related to acquisition, utilization and deployment. The organization thus becomes proactive in the acquisition of its needed personnel.

The organization should opt to invest on employees who share the same values with the company. It would lessen the effort of management to inculcate organizational values to its employees especially in this era of globalization where there is an open access to manpower acquisition that leads to “war for talents” (Marin & Verdier, 2012). No wonder that cross-border acquisition of talents, a current trend especially among multinational companies, has had a positive effect on the retention of employees (Kang & Shen, 2013; Ahammad, Tarba, Liu, & Glaister, 2016). Once an employee is hired and oriented into the organization, the individual should undergo the enculturation process so that he can truly embrace the organization and its goals (Russell & Brannan, 2016).

The most important assets of the organization are intangible. Educated employees have a competitive advantage (Dockalikova & Kashi, 2013) in an organization that thrives on cooperation and sharing of information. Educational institutions need to choose from a pool of applicants so as to achieve smoothly their respective goals. Modern schools need teachers who can cope with the new trends in education (Jiarakorn, Suchiva, & Pasipol, 2015). Teachers have to be recruited with the current educational landscape in view. It is easier to recruit applicants if the organization has a branded employer (Russell & Brannan, 2016) that could entice them to join the organization.

### ***Training and Development***

Multinational companies are in need of employees who will represent the management in a host country. They send employees, the expatriates, from the home country to lead the company. The training of expatriates should be designed to respond to the needs of the multinational companies. Language and cross-cultural trainings are necessary to prepare the expatriate for the new overseas assignment (Abdullah & Jin, 2015). The orientation of expatriates and their family members is necessary in order for them to adapt to a new environment and thus lessen the effect of culture shock. This will help the family adjust to a new setting to respond positively to the demands of the new environment. In the same way, those affected by mergers and acquisitions need to undergo training to minimize the negative effect of the process of integration of the two companies (Weber, 2015).

### ***Compensation and Benefits***

The compensation system of an organization is the driver of the behaviors and attitudes of employees as it directly affect job satisfaction (Feraro-Banta & Al Shaikh, 2017) and its effectiveness lies to a large extent on its design. Compensation design is necessary to attract and retain good employees. The design of compensation package, which should involve stakeholders especially line managers, employees and benefits practitioners (Xavier, 2014), is closely related to the wage-setting patterns of organizations whose timing varies according to the country. It is necessary to connect compensation with organizational strategies so that it would yield the desired result for the organization (Mabaso & Dlamini, 2017).

### ***Employee Relations***

Employee relations command happiness in the workplace that leads to increased workforce productivity (Wok & Hashim, 2015). The organization's reward system also enhances happiness in the workplace, which leads to employees' high performance (Onwoka & Onwochekwa, 2018). There are three actors in employee relations, namely, the management, the employees and the government. The government's role is shown in the legislative aspect of the relationship embodied in the constitution, social legislations, labor standards and court decisions pertaining to employer-employee relationships (Sison, Payos, & Zorila, 2013).

The employers' role, on the other hand, is "to manage, to hire and fire, transfer employees, promote, demote and lay off, lay down policies, to discipline, at working hours and to implement work structures" (Sison, Payos, & Zorila, 2013). Employees have the right to freedom of association, to bond together to bargain collectively with the management regarding issues confronting them in the workplace (ILO, 2008). This freedom of association often leads the employees to form a union, a strong force to reckon with concerning administration issues that are not given much attention especially compensation, benefits and unfavorable working conditions. Through the union, employees are able to bring to the administration their concerns through collective bargaining. Collective bargaining is a process to discuss the conditions of employment between management and the union that will guide their relationships during the terms of agreement (Sison, Payos, & Zorila, 2013).

### ***Performance Appraisal***

The success of the performance appraisal system lies in its connection with the rest of the human resource management system and in consideration of the organization's budget performance (Keegan & Den Hartog, 2018). Performance appraisal cannot stand on its own. It is connected to other HRM practices like training and development and compensation and

benefits. Poor performance might be due to lack of proper training on the part of the employees. Excellent performance appraisal result merits reward.

The individual employee's perceptions of the performance appraisal and the supervisor's influence on the employee's perception of the HRM implementation have an effect on the performance of organizational goals (Sumelius, Bjorkman, Ehnrooth, Makela, & Smale, 2014). There should be a common understanding of all the members of the organization regarding the conduct of performance appraisal which is to improve employee performance. Lack of a proper understanding of the said activity will lead to misunderstanding and dissatisfaction of concerned employees.

### ***Work Life Balance***

Work-life balance is a human resource management function that generates special attention from management, employees, policy makers and organizations globally (Wilkinson, Tomlinson & Gardiner, 2018). It is a term that describes organizational activities aimed at the workers' meaningful work-life experience. With the hectic schedule and stressful work environment, it is more difficult for an employee to balance between excellent job performances and enjoy good personal and family life (Dev & Raj, 2017). The main goal of the program concerns the employee's experience of a certain balance between one's work and family. Full implementation of the program improved employees' commitment to the organization (Akter, Hossen & Islam, 2019). The generosity of the administration in allowing employees to enjoy quality of life with their families brings about an experience of the fullness of life (Maruthamuthu, Chitra, Pramothine & Surendar, 2018), in the Christian perspective the main goal of Jesus' coming into the world (Jn 10:10).

### ***Health and Safety***

Feeling unsafe in the workplace is a psychological distress that could lead to a health problem (Robinette, Charles & Gruenewald, 2016). This needs to be addressed by the organization in the early stage of its operation in order to have a peaceful work environment. As far as workplace injuries are concerned, the most common victims are the young workers (Okun, Guerin & Schulte, 2016). Their youthful behavior leads them to be carefree, and so skills safety training is necessary to prevent untoward incidents (Oluoch, Ndeda & Njogu, 2017). Thus, it would also be good to suggest that educational institutions integrate in their curricula courses on workplace safety and health knowledge (Okun, Guerin & Schulte, 2016).

Managing health care system plays an important role in the success of an organization (Abbas, Hossein, Mahboobeh & Shiva, 2013). A human resource manager needs to be creative in formulating programs and policies that will address the health and safety issues of the organization. Proper coordination with the organization's health and safety practitioners who are the frontlines in the advocacy for a safe and peaceful work environment is needed because over the years everything has changed the nature of work (Leitao & Greiner, 2017) and diversified the workforce and even the location of the organization. All this contributes to the challenges faced by the organization. In case a health program is not in place in the organization, it can connect with health care organizations which can provide an answer to the health needs of the organization (Vogus & McClelland, 2016).

The organization's decision to adopt an Occupational Health and Safety Management System (OHSMS) is a response to a felt need. This helps the organization direct itself to the proper



handling of the health issues of the employees as well as their safe working conditions (Inan, Gul & Yilmaz, 2017). This was adopted by the European Union to strictly implement its safety policy especially for small and medium enterprises (SMEs) (Bianchini, Donini, Pellegrini & Saccani, 2017), thus giving the workers of SMEs equal health benefit with those in huge organizations.

The gender sensitivity of the organization's OHSMS is always a challenge whose effective implementation lies in its connectivity with corporate social responsibility (CSR) and strict compliance with the law (Larrieta, Bobadilla-Guemez, Alonso-Almeida & Velasco, 2017). Such implementation includes the prevention of violence against women in the workplace and the promotion of programs that respond to gender issues.

### Research Methodology

This study focused on the member educational institutions of DWEA which are located in different provinces in the Philippines wherein a total of 11 SVD educational institutions participated in the research. A total of 405 employees of these educational institutions for at least 5 years regardless of demographics such as age, gender, income and specific geographic locations of the respondents so long as they are in the Philippines answered the survey. For the variables under investigated, the study analyzed the data using descriptive statistics. With respect to the use of descriptive statistics, it gives the researcher a method to measure and illustrate the basic characteristics of a data set. It allows the researcher to organize, simplify, and summarize data which results into a condensed series of statistics that provide useful information on the population of interest (Allen, 2017).

### Results and Discussions

#### *Confirmatory Factor Analysis of Evangelization as SVD Organizational Culture*

Table 1 shows the Confirmatory factor analysis of evangelization as SVD Organizational Culture as perceived by the respondents.

**Table 1: Confirmatory Factor Analysis of Evangelization**

<b>Hiring</b>	<b>Factor Loading</b>	<b>Standard Error</b>	<b>p-value</b>
1. Job applicants are provided equal chances based on identified needs and required qualifications.	0.837	0.044	<0.001
2. Jobs are offered to non-Catholic applicants if no Catholic applicants	0.627	0.046	<0.001
3. New hires are given orientation on the institution's vision-mission, objectives, organization structure etc in the form of video presentation or in any other form.	0.794	0.045	<0.001
4. New hires are introduced to the organization's culture, people and other resources.	0.809	0.045	<0.001

5. Employment of relatives up to the third degree of consanguinity and affinity are allowed but limited only to two and should not be working together in the same department or office.	0.686	0.045	<0.001
6. Children of retired or deceased employees and working scholars who are qualified and meet the requirements of the job are given priority for employment.	0.686	0.045	<0.001
<b>Training and Development</b>	<b><math>\beta</math> - Coefficient</b>	<b>Standard Error</b>	<b>p-value</b>
1. Training programs are conducted to promote employees' professional growth.	0.852	0.044	<0.001
2. Educational assistance in the form of discount on tuition fees and other fees are made available to faculty and employees with three or more years of service who wish to pursue graduate studies in the institution.	0.715	0.045	<0.001
3. Give employees reasonable assistance and encouragement to develop his ability and initiative.	0.913	0.044	<0.001
4. Training is conducted to help employees learn how their work relates to the institution's customer service policy.	0.906	0.044	<0.001
<b>Compensation and Benefits</b>	<b><math>\beta</math> - Coefficient</b>	<b>Standard Error</b>	<b>p-value</b>
1. Educational benefits are provided to children of faculty and employees who served the institution for 5 years or more starting from probationary period.	0.735	0.045	<0.001
2. Discounts are given during hospitalization of employees and immediate members of their family on room rate, professional fees, medicines and laboratories etc.	0.69	0.045	<0.001
3. Employees are given non-financial assistance in the form of rice, uniform, birthday incentive etc.	0.822	0.044	<0.001
4. Mortuary aid is extended to employees in case of death and death of an immediate member of the family.	0.735	0.045	<0.001
<b>Employee Relations</b>	<b><math>\beta</math> - Coefficient</b>	<b>Standard Error</b>	<b>p-value</b>
1. Positive values are promoted at workplace like honesty in all dealings, observance of punctuality, meeting work deadlines etc.	0.878	0.044	<0.001

2. Teamwork and camaraderie in the institution promote harmony and minimize conflicts	0.909	0.044	<0.001
3. Retreats, recollections and weekly masses help build good relationship among employees	0.877	0.044	<0.001
<b>Performance Appraisal</b>	<b><math>\beta</math> - Coefficient</b>	<b>Standard Error</b>	<b>p-value</b>
1. Employees are rated based on mutually agreed performance standards	0.84	0.044	<0.001
2. Employee and immediate supervisor discuss performance targets before the start of rating period.	0.848	0.044	<0.001
3. Employees are given performance feedback.	0.872	0.044	<0.001
4. Performance appraisal is used as determinant of salary adjustment and promotion.	0.785	0.045	<0.001
5. Communicates on time notices of administration of performance appraisal to all concerned in the institution.	0.892	0.044	<0.001
<b>Work and Life Balance</b>	<b><math>\beta</math> - Coefficient</b>	<b>Standard Error</b>	<b>p-value</b>
1. Employees are given assistance to cope with stress and anxiety.	0.84	0.044	<0.001
2. Religious activities are conducted for employees such as recollection, retreat, masses etc.	0.75	0.045	<0.001
3. Employees' bible study or bible sharing groups are organized and promoted in the institution	0.625	0.046	<0.001
4. Involve employees in medical mission to serve the less privilege members of society.	0.762	0.045	<0.001
5. Team building activities and other socialization programs like sports fest, company events, recreational activities and organizational outing are encouraged to help employees improve their interactive skill and human relations skill.	0.842	0.044	<0.001
6. Workplace is made as attractive with less discomforting elements as possible.	0.891	0.044	<0.001



7. Positive and affective work environment is maintained.	0.88	0.044	<0.001
<b>Health and Safety</b>	<b><math>\beta</math> - Coefficient</b>	<b>Standard Error</b>	<b>p-value</b>
1. Safe, healthy and harmonious working conditions are provided to the employees. i.e. safety protocols are strictly observed.	0.888	0.044	<0.001
2. Good sanitation is promoted at all times within the institution.	0.887	0.044	<0.001
3. The institution provides a workplace free of any form of harassment and intimidation of any employee or job applicant.	0.897	0.044	<0.001
4. Dress at all times should be appropriate to a professional environment and consistent with reflecting a professional image to the institution' clientele.	0.845	0.044	<0.001
5. School vehicles are available in time of emergency	0.888	0.044	<0.001

Table 1 presents the confirmatory factor analysis of SVD employees' perceptions on the integration of evangelization to HR practices. Results revealed that under Hiring practices, employees most likely perceive the "job applicants are provided equal chances based on identified needs and required qualifications" ( $\beta=.837$ ) as the best indicator of evangelization. While employees perceive that "jobs are offered to non-Catholic applicants if no Catholic applicants" ( $\beta=.627$ ) as the least likely indicator of excellence.

Under Training and Development practices, employees perceive the "give employees reasonable assistance and encouragement to develop his ability and initiative" ( $\beta=.892$ ) as a good indicator of excellence. While employees perceive that "educational assistance in the form of discount on tuition fees and other fees are made available to faculty and employees with three or more years of service who wish to pursue graduate studies in the institution" ( $\beta=.715$ ) as the least likely indicator of excellence.

For compensation and benefits, most of the employees perceive the "employees are given non-financial assistance in the form of rice, uniform, birthday incentive etc." ( $\beta=.822$ ) as an indicator of evangelization. While employees perceive the "discounts are given during hospitalization of employees and immediate members of their family on room rate, professional fees, medicines and laboratories etc." ( $\beta=.690$ ) as the least likely measure of evangelization. Compensation and benefits play a significant role in motivating employees to perform. It attracts good applicants to apply. The compensation system of an organization is the driver of the behaviors and attitudes of employees as it directly affect job satisfaction (Feraro-Banta & Al Shaikh, 2017) and its effectiveness lies to a large extent on its design. Compensation design is necessary to attract and retain good employees.

For the indicators of employee relations, most of the employees like the “teamwork and camaraderie in the institution promote harmony and minimize conflicts” ( $\beta=.909$ ) as the best indicator of evangelization. Conflict is counterproductive. Employee relations command happiness in the workplace that leads to increased workforce productivity (Wok & Hashim, 2015).

For the indicators of performance appraisal, most of the employees like the “communicate on time notices of administration of performance appraisal to all concerned in the institution” ( $\beta=.892$ ) as the best indicator of evangelization. While employees least likely consider “performance appraisal is used as determinant of salary adjustment and promotion” ( $\beta=.786$ ) as the measure of evangelization. Employees need to know how well or how poor they have performed regularly because it has influence on the employee’s perception of the HRM implementation have an effect on the performance of organizational goals (Sumelius, Bjorkman, Ehrnrooth, Makela, & Smale, 2014).

With work and life balance, the employees are most likely a “workplace is made as attractive with less discomforting elements as possible”, and “positive and affective work environment is maintained” ( $\beta=.891$ ) as the most likely measure of excellence. Conversely, employees least likely the “Employees’ bible study or bible sharing groups are organized and promoted in the institution” ( $\beta=.625$ ) as the indicator of evangelization. Work life balance increases productivity. Full implementation of the program improved employees’ commitment to the organization (Akter, Hossen & Islam, 2019). The generosity of the administration in allowing employees to enjoy quality of life with their families brings about an experience of the fullness of life (Maruthamuthu, Chitra, Pramothine & Surendar, 2018), in the Christian perspective the main goal of Jesus’ coming into the world (Jn 10:10).

For health and safety, the employees are most likely to consider a “safe, healthy and harmonious working conditions are provided to the employees. i.e. safety protocols are strictly observed”, and “School vehicles are available in time of emergency” ( $\beta=.888$ ) as the most likely factors of evangelization. Whereas employees least likely the “compressed workweek gives quality time with the family” ( $\beta=.805$ ) as the indicator of evangelization. Health is wealth as they say. Managing health care system plays an important role in the success of an organization (Abbas, Hossein, Mahboobeh & Shiva, 2013).

SVD educational institutions which are sectarian and part of the Catholic Church must integrate evangelization to its HR practices. That the economic crisis was the result of the long existing moral crisis present in the world that needs to be addressed by all. Schools are the best instrument to address this moral crisis through re-evangelizing students to mold their conscience and be ethical in everything they do (Martens, 2012). Parishes are at the center of evangelization through its Catechetical Formation Program could share to the schools its programs that are applicable to the academic setting (Fortunato, 2020).

## Conclusion

Based from the results of the study, the following are concretized:

1. That evangelization as one of the SVD educational institutions’ organizational culture is integrated in the following HR practices: hiring, hiring, training &

- development, compensation & benefits, employee relations, performance appraisal, work life balance, and health & safety.
2. There are best indicators of evangelization in each HR practice as indicated in the results. Each HR practice also has its own share of least indicators.

While evangelization is integrated in each HR practices, the administrators of SVD educational institutions must re-evaluate the indicators that are least likely considered by the respondents. It is possible that these indicators are moderately integrated or integrated but not fully implemented.

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