

Impact of Employee Engagement on Service Delivery Efficiency in Multi-Department Business Operations

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Abstract

This study explored the impact of employee engagement on service delivery efficiency in multi-department business operations in Metro Manila. Guided by Social Exchange Theory, the research explored how perceived organizational support (POS)—measured through fair treatment, recognition and rewards, and interdepartmental communication—relates to engagement dimensions of vigor, dedication, and absorption, and how these factors influence service delivery outcomes. Using a descriptive–correlational design, data were collected from 100 full-time employees across eight departments through a structured survey. Results revealed that while POS was generally rated “High,” its direct correlation with service delivery efficiency was not statistically significant. In contrast, all three dimensions of employee engagement showed moderate, positive, and significant relationships with service quality and turnaround time, confirming engagement as the more proximal driver of efficiency. These findings suggest that organizational support policies, while important, only achieve their intended outcomes when translated into meaningful engagement experiences for employees. Theoretically, the study reinforces the role of engagement as a behavioral mechanism in Social Exchange Theory. Conceptually, it clarifies engagement’s mediating role in linking support to performance. Practically, it recommends engagement-centered interventions—such as wellness, recognition, and collaboration programs—to enhance service outcomes in multi-department operations.

Keywords: employee engagement, service delivery efficiency, perceived organizational support, multi-department operations, Social Exchange Theory