

Work Engagement of Job Order Employees at DPWH Isabela Third District Engineering Office: Its Impact on Project Outcome

Joshua Elison C. Cadiz¹, Esli Joy N. Fernando^{2*}

^{1,2}University of La Salette, Inc., Santiago City, Philippines

Abstract: This study aimed to measure the level of work engagement and job outcome among job order employees at DPWH Isabela Third District Engineering Office. The descriptive method was used with questionnaire as the main tool in gathering data and employed statistical tools such as weighted mean and Pearson's correlation to analyze and interpret the data. Results of the study revealed that 1) The job order employees at the DPWH – Isabela Third District Engineering Office often exhibit high levels of work engagement across cognitive, emotional, and physical dimensions. This indicates that employees are consistently mentally, emotionally, and physically invested in their work. 2) Work engagement has a direct impact on project outcomes in terms of effectiveness, efficiency, and excellence. This implies that work engagement directly enhances the effectiveness, efficiency, and quality of project outcomes. 3) There is a relationship between work engagement and project outcomes, implying that as employee engagement increases, there is a corresponding improvement in project results. To enhance work engagement among job order employees at the DPWH – Isabela Third DEO, several key recommendations are proposed based from the findings. First, foster cognitive engagement by expanding professional development opportunities and encouraging idea generation through collaborative initiatives. Second, promote emotional engagement by cultivating a supportive work environment, recognizing achievements, and facilitating effective communication. Lastly, enhance physical engagement by implementing work-life balance initiatives, providing wellness programs, and ensuring manageable workloads.

Keywords: Work engagement, Job order employees, DPWH.

1. Introduction

Globally, contractual or job-order employment has grown in popularity in recent years. In an effort to save expenses and preserve flexibility, businesses are employing more temporary and contract workers. This makes it simple for businesses to scale up or down their workforces, but it also begs the issue of how dedicated and engaged these workers are to their jobs.

Contractual employment has increased dramatically in the Philippines as a result of labor laws that permit short-term contracts. Contracting out of work is permitted under Department Order No. 174 during project-based, high demand, and seasonal times. According to statistics, the percentage of contractual employees in the private sector increased

significantly, from 65% in 2004 to 80% in 2016 (PSA). This may indicate a decline in job security.

Work engagement among permanent workers has been the subject of many research (Bakker et al., 2008; Schaufeli et al., 2002). It is defined by three factors: energy, involvement, and efficacy. Few research, meanwhile, have particularly looked at participation in temporary, non-traditional job arrangements. With the development of contract work, this is a big disparity. Job order laborers, employed for brief fixed periods, currently make up a sizable share of the labor force in the Philippines (Eviota et al., 2018).

Unfortunately, a lot of businesses take advantage of job orders and contractual agreements, employing a series of brief contracts to prevent regularization and deny tenure security. This is against Article 280 of the Labor Code, which requires regularization after six months.

Research on engagement facilitators among Filipino temporary workers has been scarce. According to a qualitative study, work order employees' job security worries, lack of supervisor support, and opportunity for career advancement all contributed to their lower level of engagement (Abrera & Pua, 2018). This is consistent with research that indicates temporary employees have a lower sense of belonging to their employers and coworkers (McDonald & Makin, 2000).

It is necessary to look at work engagement predictors for job order employees given the increase in contractual employment arrangements. By objectively evaluating the impact of numerous workplace, occupational, and personal characteristics on work engagement in this demographic, this study will expand upon the scant body of previous research. Finding the main motivations might help in managing and engaging temporary employees more effectively.

This study aims to investigate specifically the work engagement of job order employees at Department of Public Works and Highways – Isabela Third District Engineering Office. A good mental state marked by vitality, determination, and concentration in one's job is referred to as work engagement. The research will look at observed and self-reported measures of motivation, job satisfaction, and engagement in this expanding workforce subset.

*Corresponding author: eslijoy@gmail.com

A. Background of the Study

The Department of Public Works and Highways (DPWH) plays a vital role in infrastructure development across regions in the Philippines. Within the Isabela province, the Third District Engineering Office of DPWH is responsible for overseeing various construction projects critical to the region's development. However, the successful execution of these projects relies not only on efficient planning and resources but also on the engagement and commitment of its workforce.

Among the workforce at DPWH Isabela, Third District Engineering Office have job order employees, who often contribute significantly to project implementation. Job order employees are typically hired for specific tasks or projects on a contractual basis. Their level of engagement in their work can have a profound impact on project outcomes, including overall success.

Despite the importance of work engagement among job order employees, there is a noticeable gap in research specifically focusing on this aspect within the context of DPWH operations, particularly in the Isabela province. Understanding the factors influencing work engagement and its subsequent impact on project outcomes is essential for enhancing the efficiency, effectivity and excellence of DPWH operations in the region.

This study aimed to address this gap by investigating the work engagement levels of job order employees at DPWH Isabela Third District Engineering Office and examine how their engagement relates to project outcomes. By exploring factors such cognitive, emotional and physical engagement, the study sought to uncover insights into the drivers of work engagement among job order employees.

Furthermore, the study assessed the direct and indirect effects of work engagement on project outcomes. Understanding these relationships will provide valuable insights for DPWH management to optimize employee engagement strategies and improve project performance.

This research endeavors to contribute to the existing body of knowledge on work engagement within the context of public infrastructure development. By revealing on the dynamics between work engagement and project outcomes, the findings of this study can inform policies and practices aimed at enhancing organizational performance and finally benefiting the communities served by DPWH Isabela Third District Engineering Office.

B. Research Questions

Few general questions have been considered during the course of the investigation of this topic. In order to give this study some directions and focus, it is important that these questions be kept in mind throughout the process. It specifically aimed to respond to the following queries:

1. What is the work engagement of job order employees of DPWH – Isabela Third DEO in terms of:
 - 1.1. Cognitive engagement
 - 1.2. Emotional engagement
 - 1.3. Physical engagement
2. What is the impact on project outcome of work engagement to project outcome in terms of:

2.1. Effectiveness

2.2. Efficiency

2.3. Excellence

3. Is there a relationship between work engagement and project outcome?
4. What measures may be proposed to enhance the work engagement of job order employees?

C. Research Hypothesis

There is no significant relationship between the work engagement of job order employees at DPWH Isabela Third District Engineering Office and project outcomes.

D. Significance of the Study

The study is significant because it has the potential to help several important individuals and institutions and advance a number of fields, including:

Department of Public Works and Highways (DPWH) - Isabela Third District Engineering Office. The DPWH - Isabela Third District Engineering Office is the study's main benefit. The institution may use the study findings to make data-driven decisions that will improve workforce management by using them to identify the advantages and disadvantages of its present methods. It may result in increased worker engagement, enhanced organizational effectiveness, and ultimately, more effectively and excellent completed infrastructure and public works projects.

Government Organizations and Agencies. Other Philippine government departments and groups might use the report as a reference. This research's best practices and insights may be modified and be applied to enhance work engagement procedures in other public sector organizations, which will ultimately result in the provision of public services that are more effective, efficient and excellent.

Academics and Researchers. Particularly for the public sector, the study adds to the body of knowledge in the subject of work engagement of job order employees. Researchers and students can refer to the technique and results for more study in this field.

Contractual Workers and Job Order Employees. Non-traditional government workers and public servants stand to gain from the study if it helps to enhance their working conditions, professional growth opportunities, and general job satisfaction.

E. Theoretical Background

According to Schaufeli (2017), Job Demands-Resources (JD-R) model provides an encompassing framework for overseeing workplace dynamics, aimed at enhancing work engagement and preventing burnout. This model is particularly well-suited for such objectives due to several key reasons: Firstly, it balances a positive emphasis on work engagement with a negative focus on burnout, offering a comprehensive approach. Secondly, its broad scope allows for the inclusion of all relevant job characteristics. Thirdly, its flexibility enables customization to fit the needs of any organization. Lastly, it serves as a common communication tool for all stakeholders. In contrast to previous models that predominantly concentrated on

negative job aspects and relied on a limited, predetermined set of job characteristics, the JD-R model's comprehensive, flexible, and communicative nature has gained popularity among both academic researchers and practitioners, rendering it highly suitable for practical application within organizations.

F. Conceptual Framework

The study is anchored in the basic system framework of input-process-output. The input box contains employee perceptions regarding their work engagement and job outcome.

The process box includes assessment using questionnaire to measure the level of work engagement and job outcome among job order employees,

The output box presents the Proposed measures to enhance work engagement among job order employees to enhance project outcomes at DPWH Isabela Third District Engineering Office.

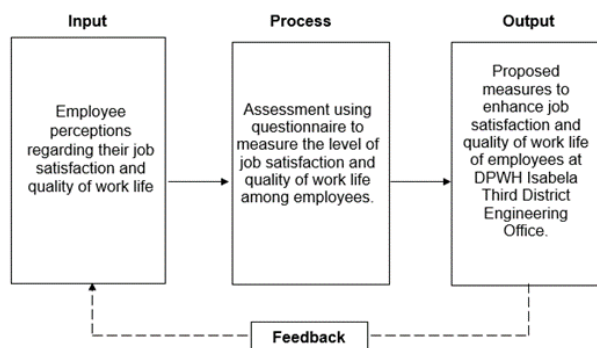


Fig. 1. Paradigm of the study

G. Literature Review

One of the factors that contribute to the employees' work engagement is good corporate governance and one of the aspects of corporate governance is transparency. The bottom line of employee engagement is transparent management. The company or the school then should create a culture of engaging employees in their work which can be done through transparent management. Employees who are happy with their work and love their work will be more creative, innovative, and dedicated. Proven from his experience, Bamboo (2019) added that workplace transparency supports the long-term success of the company. Through transparency, the management can boost the morale of its employees and build a trust relationship with the management among employees. Transparency fosters employees' engagement and such culture can improve employees' performance.

The concept of work engagement looks like money is not mentioned as part of the whole process of work engagement. It was argued that, in the beginning, one might decide to join a particular company because of the salary, the company's brand name, and other benefits. Still, it is not necessarily translating into work engagement as understood by different experts mentioned above. Still, work engagement happens when the employee finds meaning, autonomy, impact, and connection or MAGIC in what the employees do (Abun, Magallanez, Foronda, & Agoot, 2019). Many workers are reluctant to head to work, lacking energy and passion for their job. This is the

challenge of management on how to convince these employees to engage in their work to improve performance and attain sustainable long-term growth.

Baes and Naparota (2022) conclude that the employees have a strong awareness of psychological well-being and control of their emotions over satisfaction and engagement. They also have a high level of essential psychological need satisfaction over their own and others' emotions. Likewise, the study concludes that employees work with freedom, confidence, and competence in their jobs and have connectivity with their co-employees. This indicates that overall, employees' basic psychological need satisfaction is considered high. In addition, employees with a high level of work engagement also have happy emotional feelings and are physically energized and mindfully engaged in their work tasks. Moreover, those with a high level of essential psychological need satisfaction have a high level of engagement in their work. This indicates that work engagement is influenced by psychological well-being satisfaction. Furthermore, those with the highest levels of psychological need satisfaction are also the ones who are the most engaged in their work. Finally, the employees' working environment and psychological well-being are well and pleasing because the employees' engagement is unbothered by psychological well-being.

Yosores (2023) concludes that DPWH employees surveyed demographic profiles do not affect workplace well-being and work engagement among employees. They have a high level of well-being in the workplace. However, they have moderate well-being in the workplace when entering work into their private life. They are also physically, cognitively, and emotionally highly engaged in their daily work. This justified that the policy and organizational culture energize employees and the environment of the DPWH to achieve superior work performance. Furthermore, DPWH employees' well-being in the workplace influences works engagement. Moreover, those with high workplace well-being have a high level of work engagement. Those with low-level workplace wellbeing have a low level of work engagement.

Work engagement is an excellent predictor for individuals, teams, and organizations related to the quality of work results. In order to prosper and develop in today's continuously changing educational environment, organizations need engaged teachers (Zeng et al., 2019). Change in any educational institution is one of the key variables that influence teacher engagement, and these two, resistance to change and work engagement, are variables in successful institutional change implementation.

Falguera (2023) concludes that work engagement influences nurse work and patient outcomes in the Philippines. Higher levels of work engagement prevent nursing staff from leaving their workplaces and may help them find their work fulfilling personally and professionally. Nursing management should highly consider promoting work engagement through enhancing job resources to meet the needs of nurses and, eventually, improve professional work outcomes and quality patient care.

Fernando (2021) states that all 8 factors comprising the Work

were very important to the respondents. Two aspects that emerged of topmost importance are: Feeling Safe in the Work Environment and Relationship with Co-workers seconded by Job Security. These work environment parameters importance yielded no association on sex/gender. For the measurement of the respondents current job satisfaction on the same Work Environment listed criteria, the highest majority response is only Slightly Satisfied for all aspects. Ranked accordingly to highest percentage, the top three aspects are Meaningfulness of the Job and Contribution of Work to Organization's Overall Goals tied at first with each. Accordingly, no association between these Work Environment Satisfaction ratings with sex/gender has been found out. The highest agree response percentage was from the statement "Employees in my organization deal very well with unpredictable or changing work situations". Meanwhile, a test of correlation with gender/sex done for these states only yielded one significant relationship which is for the statement "I feel completely plugged in at work like I'm always on full power where male respondents tend to agree that their female counterpart.

2. Methods

A. Research Design

The study employed a descriptive research design within a quantitative framework. Utilizing the survey method, the researcher collected data through a questionnaire checklist covering respondents' work engagement level and its impact on project outcome. According to Creswell and Guetterman (2019), a survey is a research tool for gathering data from a predetermined group to explore various topics. In this study, the researcher investigated if there is a significant difference between work engagement level and project outcome.

B. Study Site and Participants

The study was conducted in DPWH Isabela Third District Engineering Office. Department of Public Works and Highways Isabela 3rd District Engineering Office is located at Tagaran, Cauayan City, Isabela, Region II.

The participants of this study were job order employees at DPWH Isabela Third District Engineering Office.

C. Population, Sample Size and Sampling Method

The DPWH Isabela Third District Engineering Office has a total of two hundred eighty-three (283) job order employees. From this population, the researcher selected a sample size of one hundred (100) individuals. The selection of respondents was conducted using a simple random sampling technique, ensuring that each employee has an equal chance of being included in the study.

D. Instruments

In this study, data was primarily collected using a questionnaire as the main data gathering instrument. The Questionnaire drew inspiration from the research conducted by Yosores, Naparota, and Cabalida (2023) titled: Workplace Well-Being and Work Engagement among Employees in the Department of Public Works and Highways First and Third

District Engineering offices.

The questionnaire has two parts. Part I. The Work Engagement of Job Order of Employees of DPWH – Isabela Third District Engineering Office. It has fifteen (15) items, regarding: Cognitive Engagement, Emotional Engagement and Physical Engagement. Part II. Elicited information about the impact on project outcome of work engagement. It has fifteen (15) items, about: Effectiveness, Efficiency and Excellence. The questionnaire demonstrated reliability and acceptability, as evidenced by a Cronbach Alpha value of 0.87.

E. Data Gathering Procedures

Certain procedures were followed to ensure the proper conduct of the research. The researcher sent a letter to the district engineer in DPWH-Isabela 3rd DEO, to request permission to conduct the study and sought their support and cooperation for granting the permission to float the questionnaire and retrieve it immediately to ensure a 100 percent retrieval.

The researcher ensured a well-executed and valid survey process. Moreover, the researcher examined the questionnaires whether the respondents properly answered and no questions were left out, before retrieving them. The data was tallied, classified and presented in tabular form and subjected for statistical computations.

F. Data Analysis

The data that gathered were submitted to statistical treatment such as:

1. Weighted Mean was used to assess the level of work engagement and project outcome at DPWH Isabela third district engineering office.
2. Pearson's Correlation was used to calculate the correlation coefficient between work engagement and project outcomes at DPWH Isabela third district engineering office.
3. Likert scale was used in rating the evaluation on the survey performed. The Likert scale technique presents a set of attitude statements. Subjects were asked to express agreement or disagreement in a four-point scale. The Likert scale used in the study, measures the extents to which a person agrees or disagrees with the questions. The researcher utilized a 4 – point Likert scale. The scale has the following descriptions:

Scale	Range	Qualitative Description
4	3.25 - 4.00	Highly Engage/ Direct Impact
3	2.50 – 3.24	Moderately Engage/ Moderate Impact
2	1.75 – 2.49	Slightly Engage/ Slight Impact
1	1.00 – 1.74	Not Engage/ No Impact

G. Ethical Considerations

Participants in this investigation were required to provide their consent by signing a form, confirming that their involvement is voluntary and that the researcher will safeguard their rights to privacy, anonymity, and confidentiality. Emphasizing the assurance that their responses will remain confidential and will be utilized exclusively for scholarly and

research purposes, the researcher transparently communicated the objectives of the analysis to the participants. Furthermore, the analysis was carried out with a commitment to ensure that no harm or mistreatment was inflicted upon any individual.

3. Results

A. The Work Engagement of Job Order of Employees of DPWH – Isabela Third District Engineering Office

The work engagement of job order of employees of DPWH – Isabela third district engineering office are classified in terms of cognitive, emotional and physical engagement.

1) Cognitive Engagement

Table 1 shows the mean distribution of respondents on the perceived level of work engagement in terms of cognitive engagement.

Table 1
Mean distribution of respondents on the perceived level of work engagement in terms of cognitive engagement

Cognitive Engagement	Weighted Mean	Verbal Interpretation
My mind is often full of ideas about my work	3.44	Highly Engage
My mind is fully engaged with my work	3.43	Highly Engage
I have an idea about how to perform my work better	3.39	Highly Engage
I search for new ways to improve my knowledge related to my work	3.51	Highly Engage
My thoughts are fully focused when thinking about my work	3.37	Highly Engage
Total Weighted Mean	3.43	Highly Engage

As revealed in Table 1, the respondents agreed that they are highly engaged in their work in terms of cognitive engagement as indicated by the statement: I search for new ways to improve my knowledge related to my work (Mean = 3.51), my mind is often full of ideas about my work (Mean = 3.44), my mind is fully engaged with my work (Mean = 3.43), I have an idea about how to perform my work better (Mean = 3.39), and My thoughts are fully focused when thinking about my work (Mean = 3.37).

Item 5: "My thoughts are fully focused when thinking about my work" has the lowest mean. This might suggest that while employees are engaged, there could be occasional distractions or competing demands for their mental focus.

With a total weighted mean of 3.43, this indicates that the respondents are highly engage in work in terms of cognitive engagement.

2) Emotional Engagement

Table 2 shows the mean distribution of respondents on the perceived level of work engagement in terms of emotional engagement.

As revealed in Table 2, the respondents agreed that they are highly engage in their work in terms of emotional engagement as indicated by the statement: I am excited to do my work (Mean = 3.48), I feel very happy when carrying out my responsibilities at work (Mean = 3.46), I am always very enthusiastic to perform my work (Mean = 3.44), I feel very delighted about what I am doing whenever I am working (Mean = 3.37), and I feel good about the work that I do (Mean = 3.35).

With a total weighted mean of 3.42, this indicates that the respondents are highly engage in their work in terms of emotional engagement.

Table 2
Mean distribution of respondents on the perceived level of work engagement in terms of emotional engagement

Emotional Engagement	Weighted Mean	Verbal Interpretation
I feel very delighted about what I am doing whenever I am working	3.37	Highly Engage
I am excited to do my work	3.48	Highly Engage
I feel good about the work that I do	3.35	Highly Engage
I am always very enthusiastic to perform my work	3.44	Highly Engage
I feel very happy when I carry out my responsibilities at work	3.46	Highly Engage
Total Weighted Mean	3.42	Highly Engage

3) Physical Engagement

Table 3 shows the mean distribution of respondents on the perceived level of work engagement in terms of physical engagement.

Table 3
Mean distribution of respondents on the perceived level of work engagement in terms of physical engagement

Physical Engagement	Weighted Mean	Verbal Interpretation
No matter how much I work, I still have a high level of energy	3.26	Highly Engage
I have a great deal of stamina for my work	3.32	Highly Engage
I have a lot of energy for my work	3.29	Highly Engage
I am frequently energized by my work	3.39	Highly Engage
Though my work is physically challenging, I am still excited to do	3.43	Highly Engage
Total Weighted Mean	3.33	Highly Engage

As revealed in Table 3, the respondents agreed that they are highly engage in their work in terms of physical engagement as indicated by the statement: though my work is physically challenging, I am still excited to do it (Mean = 3.43), I am frequently energized by my work (Mean = 3.39), I have a great deal of stamina for my work (Mean = 3.32), I have a lot of energy for my work (Mean = 3.29), and no matter how much I work, I still have a high level of energy (Mean = 3.26). With a total weighted mean of 3.33, this indicates that the respondents are highly engage in their work in terms of physical engagement.

B. The Impact of Work Engagement to Project Outcome

The impact of work engagement to project outcome is classified in terms of effectiveness, efficiency and excellence.

1) Effectiveness

Table 4 shows the mean distribution of respondents on the impact on project outcome of work engagement in terms of effectiveness.

As revealed in Table 4, the respondents agreed that work engagement has a direct impact on the project outcomes in terms of effectiveness as indicated by the statement: the project team demonstrates a high level of collaboration and communication (Mean = 3.39), stakeholder satisfaction levels

are high upon project completion' (Mean = 3.31), the final deliverables align closely with the initial project scope and requirements (Mean = 3.30), project goals and objectives are consistently met within the specified timeline (Mean = 3.29), and the project outcomes contribute positively to the organization's strategic objectives (Mean = 3.28). With a total weighted mean of 3.31, this indicates that the respondents agreed that there is a direct impact on project outcomes of work engagement in terms of effectiveness.

Table 4
Mean distribution of respondents on the impact on project outcome of work engagement in terms of effectiveness

Effectiveness	Weighted Mean	Verbal Interpretation
Project goals and objectives are consistently met within the specified timeline.	3.29	Direct Impact
Stakeholder satisfaction levels are high upon project completion.	3.31	Direct Impact
The final deliverables align closely with the initial project scope and requirements.	3.30	Direct Impact
The project team demonstrates a high level of collaboration and communication.	3.39	Direct Impact
The project outcomes contribute positively to the organization's strategic objectives.	3.28	Direct Impact
Total Weighted Mean	3.31	Direct Impact

2) Efficiency

Table 5 shows the mean distribution of respondents on the impact on project outcome of work engagement in terms of efficiency.

Table 5
Mean distribution of respondents on the impact on project outcome of work engagement in terms of efficiency

Efficiency	Weighted Mean	Verbal Interpretation
Resources (time, budget, personnel) are utilized optimally throughout the project lifecycle.	3.20	Moderate Impact
Processes and workflows are streamlined to minimize unnecessary delays or bottlenecks.	3.25	Direct Impact
The project team demonstrates agility in responding to changes or challenges.	3.26	Direct Impact
Tools and technologies are effectively leveraged to automate repetitive tasks and improve productivity.	3.33	Direct Impact
There is a clear and efficient decision-making process in place, minimizing conflicts or indecision.	3.31	Direct Impact
Total Weighted Mean	3.27	Direct Impact

As revealed in Table 5, the respondents agreed that work engagement has a direct impact on the project outcomes in terms of efficiency as indicated by the statement: Tools and technologies are effectively leveraged to automate repetitive tasks and improve productivity (Mean = 3.33). There is a clear and efficient decision-making process in place, minimizing conflicts or indecision' (Mean = 3.31). The project team demonstrates agility in responding to changes or challenges

(Mean = 3.26). Processes and workflows are streamlined to minimize unnecessary delays or bottlenecks (Mean = 3.25), and Resources (time, budget, personnel) are utilized optimally throughout the project lifecycle (Mean = 3.20). With a total weighted mean of 3.27, this indicates that the respondents perceived a direct impact on project outcomes in terms of efficiency.

3) Excellence

Table 6 shows the mean distribution of respondents on the impact on project outcome of work engagement in terms of excellence.

Table 6
Mean distribution of respondents on the impact on project outcome of work engagement in terms of excellence

Excellence	Weighted Mean	Verbal Interpretation
Deliverables consistently meet or exceed industry standards and best practices.	3.26	Direct Impact
The project team demonstrates a commitment to continuous improvement and innovation.	3.32	Direct Impact
Quality assurance measures are implemented rigorously to ensure the highest level of quality in deliverables.	3.27	Direct Impact
The project team exhibits a proactive approach to identifying and addressing potential risks or issues.	3.30	Direct Impact
Client feedback and testimonials reflect a high level of satisfaction with the project outcomes and service delivery.	3.32	Direct Impact
Total Weighted Mean	3.29	Direct Impact

As revealed in Table 6, the respondents agreed that work engagement has a direct impact on the project outcomes in terms of excellence as indicated by the statement: The project team demonstrates a commitment to continuous improvement and innovation (Mean = 3.32), Client feedback and testimonials reflect a high level of satisfaction with the project outcomes and service delivery' (Mean = 3.32), The project team exhibits a proactive approach to identifying and addressing potential risks or issues (Mean = 3.30), Quality assurance measures are implemented rigorously to ensure the highest level of quality in deliverables' (Mean = 3.27), and Deliverables consistently meet or exceed industry standards and best practices (Mean = 3.26). With a total weighted mean of 3.29, this indicates that the respondents perceived a direct impact on project outcomes in terms of excellence.

C. Relationship Between Work Engagement and Project Outcome

Table 7 shows the relationship between work engagement and project outcome as perceived by the respondents.

Table 7 illustrates the perceived relationship between work engagement and project outcomes among respondents. The computed Pearson correlation coefficient (r) of 0.0482 indicates a statistically significant positive relationship. This finding suggests that as levels of work engagement increase among employees, there is a tendency for project outcomes to improve.

Table 7
Correlation of work engagement and project outcomes

Workplace Challenge	Mean	Deviation Scores	R ²	Computed r	Correlation
Work Engagement	3.39	0.069	0.2323	0.0482	Positive
Project Outcomes	3.29	0.026			

Specifically, higher levels of work engagement correlate with more favorable project outcomes, underscoring the importance of employee involvement and dedication in achieving successful project results.

Moreover, while the correlation is statistically significant, it is important to note that work engagement, as measured in this study, explains approximately 4.82% of the variability in project outcomes ($R^2 = 0.2323$). This implies that while work engagement plays a meaningful role, other factors not accounted for in this analysis may also influence project success.

D. Proposed Measures to Enhance the Work Engagement of Job Order Employees

To enhance work engagement among job order employees at the DPWH – Isabela Third DEO, several key recommendations are proposed based from the findings.

- 1) Foster cognitive engagement by implementing mindfulness training and cognitive skill-building workshops. These programs can help employees develop greater focus and concentration, allowing them to fully engage with their work tasks
- 2) Promote emotional engagement by fostering a positive work environment by recognizing and celebrating employees' contributions regularly. Providing opportunities for professional growth, along with clear and meaningful feedback, can help employees feel more valued and emotionally invested in their work.
- 3) Enhance physical engagement by encouraging physical well-being through wellness programs that promote regular exercise, healthy eating, and adequate rest. Offering breaks during the workday can help employees maintain high energy levels despite demanding workloads.

4. Discussions

A. Work Engagement of Job Order Employees of DPWH – Isabela Third DEO

The study reveals that respondents consistently demonstrate high levels of work engagement across various dimensions. In terms of cognitive engagement, respondents actively seek opportunities to enhance their knowledge and regularly generate ideas related to their work tasks, reflecting a proactive approach to their professional development. Emotional engagement is also prominent, with respondents frequently expressing delight, excitement, and happiness towards their work, indicating a strong emotional connection and satisfaction with their roles. Moreover, physical engagement is evident as well, as respondents consistently maintain high energy levels and stamina, even when facing physically demanding aspects of their work. The findings underscore a strong perception of

work engagement among respondents, encompassing active cognitive involvement, positive emotional experiences, and sustained physical enthusiasm in their professional endeavors.

Work engagement is an excellent predictor for individuals, teams, and organizations related to the quality of work results. In order to prosper and develop in today's continuously changing environment, organizations need engaged employees (Zeng et al., 2019). Change in any organization is one of the key variables that influence employee's engagement, and these two, resistance to change and work engagement, are variables in successful institutional change implementation.

Falguera (2023) concludes that work engagement influences employee work and outcomes in the Philippines. Higher levels of work engagement prevent staff from leaving their workplaces and may help them find their work fulfilling personally and professionally. Management should highly consider promoting work engagement through enhancing job resources to meet the needs of employees and, eventually, improve professional work outcomes and quality customer care.

B. Impact on Project Outcome of Work Engagement

Respondents consistently perceived a moderate impact of work engagement across different dimensions of project effectiveness, efficiency, and excellence. In terms of effectiveness, they indicate that projects often meet goals on time, satisfy stakeholders, align with initial scope, foster team collaboration, and support strategic objectives. Similarly, in terms of efficiency, there's emphasis on optimal resource utilization, streamlined processes, agile responses to challenges, effective tool use, and efficient decision-making. Moreover, regarding excellence, respondents note consistent adherence to industry standards, innovation commitment, rigorous quality assurance, proactive risk management, and high client satisfaction. The findings highlight how work engagement contributes directly to enhancing project outcomes in terms of effectiveness, efficiency, and excellence, underscoring its complex impact on project success.

Abun (2021) shows that the self-efficacy of the employees is considered high and it follows that their task and contextual performance is also high but not with the counterproductive behavior and it is confirmed by the Pearson r correlation coefficient that high self-efficacy affects high task and contextual performance but not with the counterproductive behavior. It means that self-efficacy affects only the positive behavior and not the negative behavior. It has nothing to do with the harmful behavior of the employees. This finding suggests that improving task performance and contextual performance requires the development of self-efficacy and when the employees have higher self-efficacy and higher skills or competencies and have high contextual performance (extra productive behaviors) that help them perform their task, then consequently lead to lowering their counterproductive

behavior.

Encio (2022) states that the environment in which the organizations operate today is highly competitive and many organizations are putting in place measures to achieve operational excellence in order to improve their positioning in the industry. To achieve this, a lot of attention is shifting to the role of human resources in organizational performance. Employee engagement is one way through which organizations can ensure success and achieve competitiveness.

According to Cabrido (2020) organizational commitment, is very important to researchers and organizations because of the desire of the organization to retain strong workforce. It is important to mention that managers and leaders will not be able to encourage effective organizational commitment through communication practices unless they recognize and understand what information is valued by subordinates. Satisfied and engaged employees are an asset to any organization. It is important to value people who show dedication and commitment towards the organization.

C. Relationship Between Work Engagement and Project Outcome

There is a statistically significant positive relationship between work engagement and project outcomes. This shows that as levels of work engagement increase among employees, project outcomes tend to improve.

Fajota (2019) states that employee performance is considered as the measures of the quality of human capital, which was held by the organization and is a key thrust in the development agenda. Determinants of performance are personal, professional, organizational, environmental, motivation, skill level, aptitudes and role perceptions. Motivational characteristics are typically based on expectancy theory, which states that productivity increases when the level of motivation is increased. Motivation is considered as a predictor of job performance. In other words, the determinants of employee job performance were motivation, aptitudes and skill level. Work performance has been identified as the significant key for organizations to gain competitive advantage and superior productivity. Although competitive advantage is more relevant to the private sector, it can be extended to the public sector by including 'serving the public' because it is the ultimate objective of the public sector. Work performance could help public organization to improve service delivery. Realizing its importance, public organizations seem to pay attention on work performance in relation to formulating policies and enhance service delivery. In many organizations, people believe that work performance is more beneficial to them, their customer and more importantly, to their organization (McKendall and Margulis, 2015). Since work performance is crucial to government services, high work performance among employees is a significant management challenge for providing excellent services to the public at all levels.

5. Conclusions

1. The job order employees at the DPWH – Isabela Third District Engineering Office often exhibit high levels of

work engagement across cognitive, emotional, and physical dimensions. This indicates that employees are consistently mentally, emotionally, and physically invested in their work.

2. Work engagement has a direct impact on project outcomes in terms of effectiveness, efficiency, and excellence. This suggests that work engagement directly enhances the effectiveness, efficiency, and quality of project outcomes.
3. There is a relationship between work engagement and project outcomes, implying that as employee engagement increases, there is a corresponding improvement in project results.

6. Recommendations

1. To enhance work engagement among job order employees at the DPWH – Isabela Third DEO, several key recommendations are proposed based from the findings. Firstly, foster cognitive engagement by expanding professional development opportunities and encouraging idea generation through collaborative initiatives. Secondly, promote emotional engagement by cultivating a supportive work environment, recognizing achievements, and facilitating effective communication. Lastly, enhance physical engagement by implementing work-life balance initiatives, providing wellness programs, and ensuring manageable workloads.
2. To enhance the moderate impact of work engagement on project outcomes, organizations should focus on several key areas. For effectiveness, strengthen goal-setting processes, ensure clear communication of objectives, and foster team collaboration. For efficiency, optimize resource utilization with advanced project management tools, streamline workflows, and encourage agile responses to changes. For excellence, maintain industry standards through continuous training, foster innovation, and implement rigorous quality assurance and proactive risk management.
3. To leverage the positive relationship between work engagement and project outcomes identified several recommendations can be proposed. Firstly, prioritize initiatives that enhance overall employee engagement through tailored professional development programs, recognition schemes for achievements, and fostering a supportive work environment. Secondly, encourage collaborative team efforts and clear communication channels to bolster project effectiveness. Lastly, continuously monitor and adjust strategies based on employee feedback to sustain high levels of engagement and optimize project outcomes.

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