

EMPLOYEE ENGAGEMENT AMONG NON-PLANTILLA PERSONNEL IN THE GOVERNMENT ENTITIES IN DAVAO CITY

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ABSTRACT

The study was conducted to determine employee engagement among Non-Plantilla personnel in the government entities in Davao City. The study utilized quantitative non-experimental research using a comparative design to determine the significant difference between employee engagement indicators based on gender, years in service, and age. The researchers made use of questionnaires to gather data. The study's respondents were sixty (60) Non-Plantilla personnel from different government entities in Davao City. Data were analyzed using statistical tools such as Independent T-test and Analysis of Variance (ANOVA) to compare means and assess statistical significance in the study.

The findings of the study revealed that the level of employee engagement among Non-Plantilla personnel is high and there are no significant differences across all indicators. The consistent lack of statistical significance across these demographic factors suggests that, within the government entities of Davao City, these factors do not significantly differ in employee engagement, and the organization appears to maintain a relatively uniform level of engagement, regardless of gender, years in service, or age.

Keywords:

Employee Engagement, Non-Plantilla Employee, Davao City, Philippines

INTRODUCTION

Employee engagement serves as a strong metric reflecting positive organizational performance, indicating a mutually beneficial connection between employers and employees. Engaged employees demonstrate emotional commitment and active contribution to their roles (Markos & Sridevi, 2010).

In 2019, only about 66% of employees worldwide reported a sense of work engagement. This represented a modest yet noteworthy increase of one percentage point from the previous year and a more substantial 8-point rise from the year 2012, suggesting a positive multi-year trend where employees were increasingly bringing their complete selves to the workplace (Oehler and Adair, 2019). However, recent global trends as of the first quarter of 2022 reveal a significant decline in global employee engagement, with a notable negative 4 percent decrease, bringing the figure down to 62%. This decline is likely attributed to the transformative changes in the way people work, driven by the disruptions brought about by the COVID-19 pandemic and ongoing social and geopolitical unrest over the past two years. In the present environment, employees have heightened expectations from their employers. They are more vocal about their needs and place a greater emphasis on their own values and sense of purpose (Oehler and Adair, 2022).

According to a separate survey conducted by the Gallup Organization through Gallup Q12 Items, findings from 2022 disclosed that only 23% of employees worldwide expressed a sense of engagement in their work. Notably, in Southeast Asia, the Philippines secured the top rank with 31% employee engagement. Nevertheless, it is crucial to acknowledge that this figure is considerably lower compared to best-practice organizations that have achieved 72% engagement. Additionally, the Philippines ranks first in daily stress ratings and third in daily

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anger ratings within Southeast Asia. This aspect raises concerns as sustained high levels of stress and anger could potentially undermine the overall employee engagement levels.

Indeed, low levels of employee engagement within various organizations can pose significant risks to financial stability. As outlined in the 2023 State of the Global Workplace report by Gallup Organization, disengaged workers contributed to a global economic loss of \$8.8 trillion through lost productivity.

In the Philippines, government entities engage the services of Job Order (JO) and Contract of Service (COS) workers, collectively referred to as Non-Plantilla personnel. These individuals are hired on a temporary or contractual basis for time-bound projects where the hiring of permanent employees is deemed impractical and economically unfeasible. Unlike Plantilla personnel, JO and COS employees do not enjoy the security of tenure, health and retirement benefits, and bonuses, and professional training for further career development. Several studies have been conducted on employee engagement among government employees in the Philippines. However, there is limited literature on employee engagement among government employees who work on a temporary basis or employees who will take several more years to become permanently part of the organization.

OBJECTIVES

This study aims to determine the level of employee engagement among Non-Plantilla personnel within the government entities of Davao City. This also aims to determine if there is a significant difference between Employee Engagement indicators namely: 1) Manager or Supervisor Evaluation, 2) Teamwork, 3) Group Opportunities, 4) Work-Life Balance, 5) Behavioral Fairness, and 6) Effective Communication when they are analyzed by gender, year in service, and age.

LITERATURE REVIEW

Since disengagement or alienation may be the primary factor contributing to employees' lack of commitment and motivation, the study of employee engagement is a developing area that aims to ascertain if workers are engaged or disengaged in their workplace (Saxena and Srivastava, 2015). According to Lapointe and Perreault (2013), when an employee's organization meets and supports their needs for self-sufficiency, self-valuable work performance, and relatedness to the extent that the employee is able to self-report high performance, the worker performs better and in a positive manner. If they are provided resources and benefits by their organizations, employees will engage in ways that support them. According to Japor (2019), an engaged employee and their employer have a two-way interaction. If they regularly gain benefits from their organization, employees will be more motivated and will use all of their effort to engage in their work for improved outcomes. According to Khan and Iqbal (2013), hygiene variables like equitable pay, opportunities for promotion, comfortable working spaces, and high-quality supervision make it easier for enterprises like banks to satisfy basic criteria.

Tabatabaei et al. (2013) explored the link between employee engagement and variables such as age, sex, and education level. The study found associations between age, sex, education, marital status, employment status, salaries, and employee engagement. Grouping respondents based on these factors resulted in significantly varied levels of employee engagement. The study by Affum-Osei et al. (2015) found that most respondents exhibited moderate to high organizational commitment. Men showed higher commitment levels than women, and significant correlations were observed between organizational commitment and sex, age, educational attainment, work experience, and marital status.

According to a study by Hinzman et al. (2019) on employee engagement among SME (Small and Midsize Enterprises) employees, the research findings indicate that recently hired employees exhibit an engagement level approximately 27% higher than those who have been with the company for more than two years.

Moreover, age and work experience often exhibit a correlated relationship, as individuals tend to accumulate more work experience as they age. This correlation is typically associated with increased stability and maturity in life. Older individuals, due to their accumulated experience, commonly report higher levels of job satisfaction and engagement. For instance, Hanggarawati and Kismono (2022) revealed that Baby Boomers exhibited the highest level of work engagement, whereas Gen Y demonstrated the lowest level of work engagement.

METHODOLOGY

The study utilized quantitative non-experimental research using comparative design. Data on employee engagement with 60 Non-Plantilla personnel from government entities in Davao City was gathered using a modified questionnaire. The survey incorporated a 5-point Likert scale to indicate the level of frequency of employee engagement. On the Likert scale, the available responses were: 5-Always, 4-Often, 3-Sometimes, 2-Seldom, and 1-Never. Before being distributed, the survey questionnaire's content validity was thoroughly evaluated by an examiner. The statistical tools employed through the Statistical Package for the Social Sciences (SPSS) software to compare means and determine statistical significance in the study were the Independent T-test and Analysis of Variance (ANOVA).

RESULTS AND DISCUSSION

Table 1 presents the level of employee engagement among Non-Plantilla employees. The overall mean of the level of employee engagement was high with a mean rating of 3.68 and a variability of 0.73. Moreover, the level of employee engagement in terms of Manager/Supervisor Evaluation was high, with a mean rating of 3.61, 4.03 for Teamwork, 3.64 for Work-Life Balance, and 3.65 for Effective Communication. However, the level of employee engagement in terms of Group Opportunities and Behavioral Fairness was moderate, with both mean ratings of 3.49. This means that the majority of the Non-Plantilla employees perceived that these employee engagement indicators were present and their sense of engagement was high within their organization. This result was similar to the Anindyta and Anggraini (2022) research findings on Job Involvement and Quality of Work Life Among Non-Permanent Teachers. The research found that 50.7%, or a majority of the non-permanent teachers, attained a high category of job involvement.

Table 1. Level of Employee Engagement among Non-Plantilla Employees

Indicator	Standard Deviation	Mean	Descriptive Level
Manager/Supervisor Evaluation	0.94	3.61	High
Teamwork	0.91	4.03	High
Group Opportunities	1.02	3.49	Moderate
Work-Life Balance	0.71	3.64	High
Behavioral Fairness	0.91	3.49	Moderate
Effective Communication	0.83	3.65	High
Overall	0.73	3.68	High

Table 2 shows the level of employee engagement among Non-Plantilla employees when they are grouped by gender. They revealed no significant difference as disclosed in the T-Value of 0.85 with a P-Value of 0.402, which is greater than 0.05 level of significance. The result is not significant, hence the acceptance of the null hypothesis. This implies that male and female Non-Plantilla employees manifested equal levels of engagement. This implies further that the gender among Non-Plantilla personnel has nothing to do with employee engagement. The result is parallel to the study of Rana and Chopra (2019) on the survey amongst the employees of selected four telecom companies located in the four metropolitan cities of India, confirming no significant difference in the engagement levels for male and female employees.

Table 2. Difference in the Level of Employee Engagement among Non-Plantilla Employees when grouped by Gender

Indicator	Female	Male	T-Test	P-Value
Manager/Supervisor Evaluation	3.50	3.70	0.835	0.407
Teamwork	3.99	4.07	0.335	0.739
Group Opportunities	3.51	3.47	0.15	0.881
Work-Life Balance	3.63	3.64	0.036	0.971
Behavioral Fairness	3.38	3.59	0.929	0.357
Effective Communication	3.49	3.78	1.354	0.181
Overall	3.60	3.76	0.85	0.402

Table 3 shows the level of employee engagement among Non-Plantilla employees when they are grouped by years in service. They revealed no significant difference as disclosed in the T-Value of 0.454 with a P-Value of 0.652, which is greater than 0.05 level of significance. The result is not significant, hence the acceptance of the null hypothesis. This implies that Non-Plantilla employees working 0 to 5 years and six years and above manifested equal levels of engagement. This further means that the length of service among Non-Plantilla personnel has nothing to do with their employee engagement. This negates Hinzmann et al. (2019), which established that seniority impacts employee engagement and differs from one group of employees to another within a company.

Table 3. Difference in the Level of Employee Engagement among Non-Plantilla Employees when grouped by Years in Service

Indicator	0-5years	>6years	T-Test	P-Value
Manager/Supervisor Evaluation	3.62	3.42	0.360	0.72
Teamwork	4.07	3.42	1.214	0.23
Group Opportunities	3.50	3.17	0.554	0.582
Work-Life Balance	3.62	4.00	0.901	0.371
Behavioral Fairness	3.50	3.25	0.469	0.641
Effective Communication	3.66	3.40	0.526	0.601
Overall	3.69	3.47	0.454	0.652

Table 4 discloses the non-significant difference in the level of employee engagement among Non-Plantilla employees when grouped by age. The F-Test value is 1.691 and P-Value of 0.193 which is higher than 0.05 level of significance. The result is not significant and the null hypothesis is accepted. Further, there is no significant difference in the level of employee engagement when they are grouped by age. This infers that Generation Z (Gen Z), Millennials, and Generation X (Gen X) exhibited equal levels of engagement. This implies further that the age of the employees has nothing to do with their engagement. This finding affirms Edmond (2013), who mentioned in his article that engagement will not be directly affected by age; instead, individuals' life stages will determine their preferences but not their engagement.

Table 4. Difference in the Level of Employee Engagement among Non-Plantilla Employees when grouped by Age

Indicator	Gen Z	Millennials	Gen X	F-Test	P-Value
Manager/Supervisor Evaluation	3.86	3.46	3.29	1.682	0.195
Teamwork	4.17	4.03	3.57	1.203	0.308
Group Opportunities	3.64	3.43	3.18	0.635	0.534
Work-Life Balance	3.62	3.46	3.64	0.34	0.713
Behavioral Fairness	3.73	3.36	3.49	1.614	0.208
Effective Communication	3.88	3.50	3.40	1.786	0.177
Overall	3.59	3.38	3.68	1.691	0.193

CONCLUSION

Based on the findings, the researchers concluded that Non-Plantilla employees revealed high levels of engagement across all indicators. It is also inferred that there are no statistically significant differences in employee engagement among Non-Plantilla personnel when employees are grouped by gender, years in service, and age. The consistent lack of statistical significance across these demographic factors suggests that, within the government entities of Davao City, these factors do not significantly impact employee engagement, and the organization appears to maintain a relatively uniform level of engagement, regardless of gender, years in service, or age.

RECOMMENDATION

As the findings suggested, which indicates the non-significant differences in employee engagement based on gender, years in service, and age among Non-Plantilla employees, the researchers recommend that the government entities develop engagement strategies that are not solely based on demographic factors and focus on creating designs that address the unique needs and preferences of individuals such as implementing a holistic employee engagement programs that encompass various aspects of the workplace, such as manager/supervisor evaluation, teamwork, group opportunities, work-life balance, behavioral fairness, and effective communication using comprehensive approach that ensures that all facets contributing to engagement are addressed respectively.

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