

WORK ENGAGEMENT FRAMEWORK AMONG NON-TENURED EMPLOYEES**Cliffiah O. Austria¹****Stiffie U. Lamalan²****Lester John T. Precillas³****Princess Mae C. Rivera⁴****Joanne Klein P. Te⁵**

Graduate Student, Master Program in Developmental Administration, Major in Urban and Environmental; Planning, University of Southeastern Philippines,

ABSTRACT

This study was conducted to determine the work engagement framework among non-tenured employees in Davao City, aiming to identify its dimensions. Utilizing a quantitative method approach through surveys, the research investigates various dimensions including interpersonal skills, teamwork, work-life balance, work resources and support, and opportunities. A 30-item questionnaire was administered and subjected to exploratory factor analysis to uncover underlying factors contributing to work engagement in this context.

The findings emphasize the crucial role of interpersonal dynamics, teamwork, advancement opportunities, work-life balance, and resource access in shaping employee engagement. Fostering open communication, trust, collaboration, recognition, and work-life balance support is essential for creating a positive work environment. This research contributes valuable insights into work engagement among non-tenured government employees, informing potential policy adjustments to enhance workplace dynamics and organizational effectiveness while promoting employee well-being.

Keywords:

Work Engagement, Non-Tenured Employee

INTRODUCTION

In today's organizational landscape, work engagement has emerged as a critical factor impacting employee productivity, satisfaction, and overall organizational performance (Osborne and Hammoud, 2017). While much research has been conducted to better understand work engagement across many industries, there is a significant vacuum in comprehensively investigating this phenomenon among non-tenured employees. This study tries to fill this gap by establishing a solid framework for dissecting the complexities of job engagement, particularly in the setting of non-tenured employment.

According to several studies, engagement is defined as a positive mental state of overwhelming satisfaction marked by feelings of vigor, devotion, and immersion. (Blomme, Kodden, and Beasley-Suffolk, 2015). Work engagement is an important part of employee well-being and performance, and it has been linked to both job and personal resources (Consiglio et al., 2016). While the general favorable influence of job resources on work engagement is widely documented, it is unclear how different types of job resources predict work engagement in the long term (Lesener et al., 2019).

Non-tenured employees, including temporary, contractual, and contingent workers, make up a sizable component of the modern workforce. Despite their significant presence, the distinctive problems and experiences that shape their work involvement remain relatively unknown. Understanding the characteristics that influence work engagement among non-tenured employees has significant implications for firms looking to improve workforce performance and build a culture of inclusivity and support.

This study uses a comprehensive framework to explicate the multifaceted nature of work engagement among the non-tenured workforce. We aim to understand the interplay of individual, organizational, and environmental elements that affect work engagement dynamics among non-tenured employees. Furthermore, the study of work engagement among non-tenured employees is not limited to theoretical discussions but has practical implications for organizational stakeholders. This study's findings can drive strategic human resource management strategies, talent retention initiatives, and policy frameworks designed to improve non-tenured employees' work experience and performance outcomes.

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In essence, this study sets out on a journey to reveal the complexities of work engagement among non-tenured employees, providing a comprehensive framework that improves scholarly discourse and enables enterprises to create a flourishing, engaged workforce across all employment categories. Through this undertaking, we hope to contribute to the progress of knowledge and the improvement of workplace well-being in an ever-changing professional landscape.

OBJECTIVES

This study aims to determine the work engagement framework among non-tenured employees within the government entities. To examine the different elements that affect workers' involvement at work. To contribute to the understanding of work engagement dynamics within the context of non-tenured employment. To provide insights for organizations and policymakers to enhance work engagement strategies for non-tenured employees. The study's overall goals are to shed light on the mechanics of employee engagement and provide practical recommendations for creating a welcoming and encouraging work environment.

LITERATURE REVIEW

The word "employee engagement" was defined differently and by a few organizations. Certain organizations associate it with motivation, while others associate it with job happiness. Still others associate it with emotional investment in the organization, work engagement, and corporate social responsibility (Karumuri, 2017). A devoted worker who intends to stay on staff due to job satisfaction and the company's apparent support is a contented worker. In general, the theory of job happiness hinges on the degree to which an individual's work environment and all of their long-lasting behavioral patterns, interests, emotional reactions, social positions, attitudes, and other unique characteristics coincide (Bazil and Rahman, 2018).

Previous studies have indicated significant variations in work engagement levels among employees based on demographic factors such as age, years of experience, and job position, as evidenced by research conducted in India (Rana & Chopra, 2019). Interestingly, gender did not emerge as a significant factor influencing work engagement in this study. Conversely, a study conducted in Pakistan found no discernible correlation between affective commitment and duration of employment (Mustafa et al., 2017). However, another study highlighted a statistically significant difference in employee tenure, underscoring the potential impact of this factor on work engagement (Menguc et al., 2017). Tenure denotes the length of an employee's service within an organization, indicating the continuous period of their employment. Ajibola (2019) discusses the significance of tenure in their study, suggesting that employees who have been with an organization for 7 years or more tend to exhibit higher levels of engagement.

Important human and organizational outcomes, such as employee performance and well-being, are linked to work engagement (Knight, Patterson, and Dawson, 2019). While good working circumstances and employee engagement are linked to a variety of outcomes, poor working conditions and burned-out employees are linked to things like reduced productivity, poor work performance, and occupational injuries and accidents. Therefore, psychological aspects and worker satisfaction eventually result in monetary business outcomes. Thus, it is the company's enlightened self-interest to regularly evaluate employees' well-being in order to take prompt and focused action to reduce burnout and boost engagement at work (Schaufeli, 2017). Promoting employee engagement gives firms a competitive advantage. Furthermore, job engagement adds value outside of the workplace and has the ability to improve other aspects of an employee's life. When contrasted to similar work-related attitudes such as job involvement and job satisfaction, the work engagement notion adds benefit to organizations, individuals, and the society that goes beyond these concepts (Eldor, 2016).

METHODOLOGY

This study adopts a quantitative non-experimental research design with a comparative approach to explore the work engagement framework among non-tenured employees. The participants consist of 150 non-tenured employees from various sectors and industries. Data on work engagement were collected through a modified questionnaire specifically designed for non-tenured employees, which underwent rigorous content validation by subject matter experts. Exploratory Factor Analysis (EFA) was employed to identify underlying dimensions of work engagement. While efforts were made to ensure validity and reliability, limitations such as sample size and generalizability may affect the study's broader applicability.

RESULTS AND DISCUSSION

In this analysis, the KMO measure of sampling adequacy is 0.763, indicating a moderately high level of adequacy. This value suggests that the variables in the dataset are sufficiently correlated to proceed with factor analysis. A KMO value above 0.6 is considered acceptable, and a value above 0.8 is considered good. Therefore, the KMO value in this analysis suggests that the dataset is suitable for factor analysis. Additionally, Bartlett's Test of Sphericity yields a significant result with an approximate chi-square value of 1610.819 and a p-value of 0.000. This indicates that there are significant correlations among the variables in the dataset, further supporting the appropriateness of conducting factor analysis.

The results of both the KMO measure and Bartlett's Test provide evidence that the dataset is suitable for factor analysis.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling		.763
Bartlett's Test of Sphericity	Approx. Chi-Square	1610.819
	df	435
	Sig.	.000

Figure 1. Scree Plot

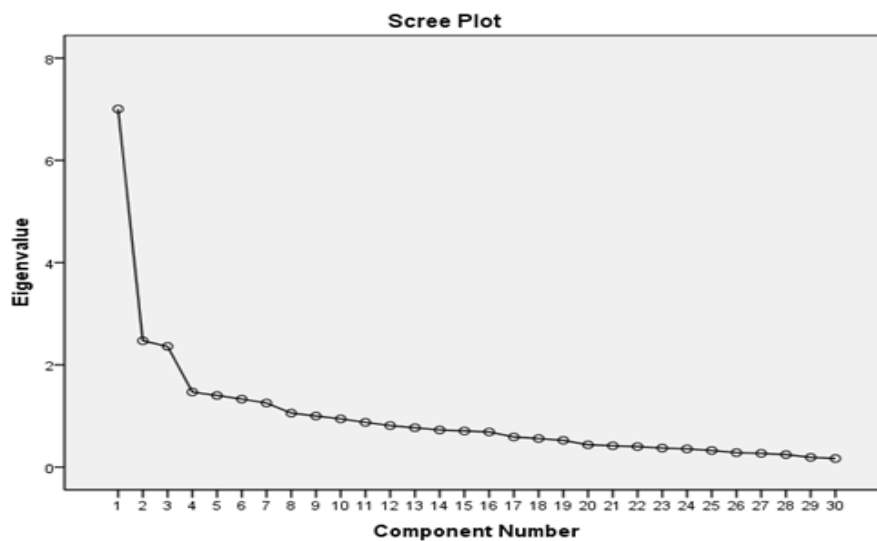


Figure 1 depicts a comparison between eigenvalues and components, providing insights into the relevance of each component. The scree plot demonstrates a distinctive pattern characterized by a gradual incline, followed by a bend, and then a sharp decline. This pattern indicates that the eigenvalues initially increase steadily but then reach a point where they plateau. Beyond the twenty-second component, the eigenvalues level off, suggesting that the remaining components contribute minimally to the variability in the data and are likely insignificant. The number of factors extracted before the curve flattens represents the significant factors identified in the analysis, as described in the component matrix

Interpersonal Dynamics

Table 1 presents the results of factor analysis for attributes 22, 21, 25, 19, 24, 18, and 23 which are related to interpersonal dynamics, specifically focusing on behavioral fairness and effective communication within the workplace.

Item 22 has the highest loading of .737, indicating a strong association with the factor of interpersonal dynamics. High loading suggests that employees feel free to express their opinions and suggestions related to their tasks, reflecting an open and supportive communication environment within the organization. Item 18

which has the lowest loading of .530 shows that while contributing to the employees' satisfaction is less strongly associated compared to the other factors.

Table 1

Factors	Attributes	Loadings
Interpersonal Dynamics: Behavioral Fairness and Effective Communication	Item 22. I feel free to offer comments and suggestions related to my task.	.737
	Item 21. I feel that I can trust what my supervisor tells me.	.642
	Item 25. I think top level management delivers their message with utmost transparency.	.581
	Item 19. I feel that favoritism is not a problem in the company.	.570
	Item 24. I feel that actions are taken on suggestions given by me.	.544
	Item 18. I am satisfied with the organization's policies on rewards and recognition.	.530

This factor analysis reveals the significance of interpersonal dynamics, particularly behavioral fairness and effective communication, in shaping employees' perceptions of the work environment. These findings highlight the importance of fostering open communication, trust in leadership, transparency, and fairness in organizational practices to promote a positive and supportive workplace culture. Addressing these factors can enhance employee engagement, satisfaction, and overall organizational performance.

Teamwork

Table 2 reveals factors related to teamwork within the work engagement framework.

Item 6: This attribute demonstrates a high loading of .830, indicating a strong association with the concept of teamwork within the work engagement framework. The high loading suggests that employees perceive a robust sense of teamwork and active participation within the organization. A strong feeling of teamwork fosters collaboration, cohesion, and a sense of belonging among team members, contributing to overall job satisfaction and engagement. Item 7: With a loading of .771, this attribute underscores the significance of team members' contributions to individual success within the team. The high loading suggests that employees acknowledge and value the contributions of their colleagues in achieving common goals and objectives. Recognition of team members' contributions enhances trust, mutual support, and accountability within the team, fostering a positive work environment and promoting engagement.

Table 2

Factors	Attributes	Loadings
Teamwork	Item 6. There is a strong feeling of teamwork and participation in the organization.	.830
	Item 7. My team members contribute to my success.	.771
	Item 5. My team engages and motivates me to finish my tasks.	.658

Item 5: This attribute demonstrates a loading of .658, indicating a moderate association with teamwork within the work engagement framework. The moderate loading suggests that team engagement and motivation play a role in facilitating task completion and driving individual performance. A team that engages and motivates its members creates a supportive and dynamic work environment, encouraging employees to strive for excellence and contribute actively to team objectives.

The results underscore the importance of teamwork within the work engagement framework, highlighting its role in promoting employee engagement, job satisfaction, and organizational success. A strong sense of teamwork, mutual support, and collaboration fosters a positive work environment where employees feel valued, motivated, and connected to their colleagues and organizational goals. By emphasizing teamwork and fostering a collaborative culture, organizations can enhance employee engagement, productivity, and overall performance.

Opportunities

Table 3 indicates attributes related to opportunities within the work environment and reveals several key insights. The attribute "I feel this company will help me improve my career" (Item 9) demonstrates a substantial loading of .765, indicating a strong association with the opportunities factor. This high loading suggests that employees perceive the organization as supportive of their career advancement and development aspirations.

Such perceptions foster a sense of confidence and commitment among employees, as they believe in the organization's capacity to facilitate their professional growth. Similarly, the attribute "When I perform well, my supervisor gives me credit for my efforts" (Item 3) exhibits a notable loading of .679, emphasizing the importance of recognition and acknowledgment in the opportunities factor. This significant loading implies that employees value the recognition they receive from their supervisors for their performance. When employees feel acknowledged and appreciated for their contributions, they are more likely to feel motivated and engaged in their work, contributing positively to their overall job satisfaction and commitment to the organization.

Table 3

Factors	Attributes	Loadings
Opportunities	Item 9. I feel this company will help me improve my career.	.765
	Item 3. When I perform well, my supervisor gives me credit for my efforts.	.679
	Item 10. My company offers opportunities for learning and growth.	.542

Furthermore, the attribute "My company offers opportunities for learning and growth" (Item 10) demonstrates a moderate loading of .542, indicating a discernible association with the opportunities factor. This moderate correlation suggests that employees perceive the organization as providing avenues for continuous learning and professional development. Organizations that prioritize learning and growth opportunities not only attract and retain talent but also foster a culture of innovation and adaptability.

Overall, the analysis highlights the significance of opportunities within the work environment in influencing employee perceptions and experiences. Organizations that prioritize career development, recognition, and learning opportunities are more likely to cultivate a positive and engaging workplace culture, leading to enhanced employee satisfaction, retention, and organizational success.

Work - life Balance

Table 4 indicates attributes related to work-life balance within the workplace yields several noteworthy insights. The attribute "My home is near my workplace" (Item 28) exhibits a substantial loading of .812, indicating a strong association with the work-life balance factor. This suggests that employees perceive proximity between their residence and workplace as conducive to achieving a healthy work-life balance. Such proximity may contribute to reduced commute times, increased flexibility, and better integration of personal and professional responsibilities, thereby enhancing overall well-being and job satisfaction. Similarly, the attribute "The company provides me with good transportation facilities" (Item 29) demonstrates a notable loading of .688, emphasizing the importance of organizational support for employees' transportation needs in maintaining a healthy work-life balance. The provision of reliable transportation facilities contributes to employees' accessibility to the workplace and enhances their ability to manage work and personal commitments effectively, thus promoting a positive work-life balance.

Table 4

Factors	Attributes	Loadings
Work – Life Balance	Item 28. My home is near my workplace.	.812
	Item 29. The company provides me with good transportation facilities.	.688
	Item 2. Peer review is provided to me on time.	.522
	Item 27. I feel my organization is supportive of a healthy work-life balance.	.502

Conversely, the attribute "Peer review is provided to me on time" (Item 2) exhibits a moderate loading of .522, indicating a discernible association with the work-life balance factor. While timely peer feedback is essential for professional development and collaboration, its moderate loading suggests that its direct impact on work-life balance may be less pronounced compared to other factors. Lastly, the attribute "I feel my organization is supportive of a healthy work-life balance" (Item 27) demonstrates a moderate loading of .502, further underscoring the significance of organizational support and policies in promoting work-life balance. Employees

who perceive their organization as supportive of work-life balance initiatives are more likely to experience reduced stress, increased job satisfaction, and higher levels of engagement.

In summary, the analysis underscores the significance of organizational backing, proximity to the workplace, and transportation amenities in fostering a favorable work-life balance. By giving precedence to these elements, companies can establish an environment conducive to employee welfare, contentment, and efficiency.

Work Resources and Support

Table 5 indicates attributes related to work resources and support unveils notable insights into employee perceptions within the workplace. The attribute "I have the materials and equipment I need to do my job efficiently" (Item 13) showcases a respectable loading of .657, indicating a notable association with the work resources and support factor. This suggests that employees perceive having access to necessary materials and equipment as crucial for carrying out their tasks effectively, thereby enhancing productivity and job satisfaction. Similarly, the attribute "I feel the amount of work allotted to me is reasonable" (Item 14) demonstrates a considerable loading of .620, underlining the importance of workload management within the work resources and support factor. This loading implies that employees perceive their workload as manageable and appropriate, fostering a conducive work environment and preventing potential burnout. Organizations that prioritize effectively managing workload allocation are likely to promote employee well-being and engagement, resulting in heightened performance and satisfaction levels.

Table 5

Factors	Attributes	Loadings
Work Resources and Support	Item 13. I have the materials and equipment I need to do my job efficiently.	.657
	Item 14. I feel the amount of work allotted to me is reasonable.	.620
	Item 16. I know what is expected of me in my job.	.535

Furthermore, the attribute "I know what is expected of me in my job" (Item 16) displays a moderate loading of .535, signifying a discernible connection with the work resources and support factor. While clarity of job expectations is integral for employee performance and engagement, its moderate loading suggests a somewhat less direct impact on work resources and support compared to other factors. Nevertheless, ensuring clarity regarding job responsibilities remains vital for fostering a positive work environment and enhancing employee motivation and commitment.

In summary, the analysis underscores the significance of providing employees with adequate resources, managing workload effectively, and ensuring clarity of job expectations in cultivating a supportive and productive work environment. Addressing these factors can lead to heightened employee satisfaction, improved performance, and overall organizational success.

FRAMEWORK

The conceptual framework outlined for this study provides a comprehensive understanding of the factors influencing employee engagement within the organizational context. By conceptualizing employee engagement across multiple dimensions, the framework acknowledges the complexity and interconnectedness of various factors that contribute to employees' experiences and attitudes in the workplace.

The first dimension, Interpersonal Dynamics, underscores the importance of fostering trust, transparency, and fairness in organizational practices. Positive interpersonal relationships and effective communication channels are essential for creating a supportive work environment where employees feel valued, respected, and empowered to voice their opinions and concerns. Such dynamics lay the foundation for building strong team relationships and enhancing overall employee engagement.

Teamwork emerges as another critical dimension within the conceptual framework, highlighting the significance of collaboration, mutual support, and shared goals among employees. A cohesive and motivated team fosters a sense of belonging, collective responsibility, and commitment to achieving organizational objectives. By promoting teamwork, organizations can harness the collective efforts and talents of their workforce, leading to improved performance and outcomes.

Opportunities represent a dimension focused on providing employees with avenues for growth, development, and advancement within the organization. Recognizing and rewarding employees for their contributions, as well as offering learning and career development opportunities, are essential for fostering a sense of purpose, motivation, and loyalty among employees. Organizations that prioritize opportunities for their employees

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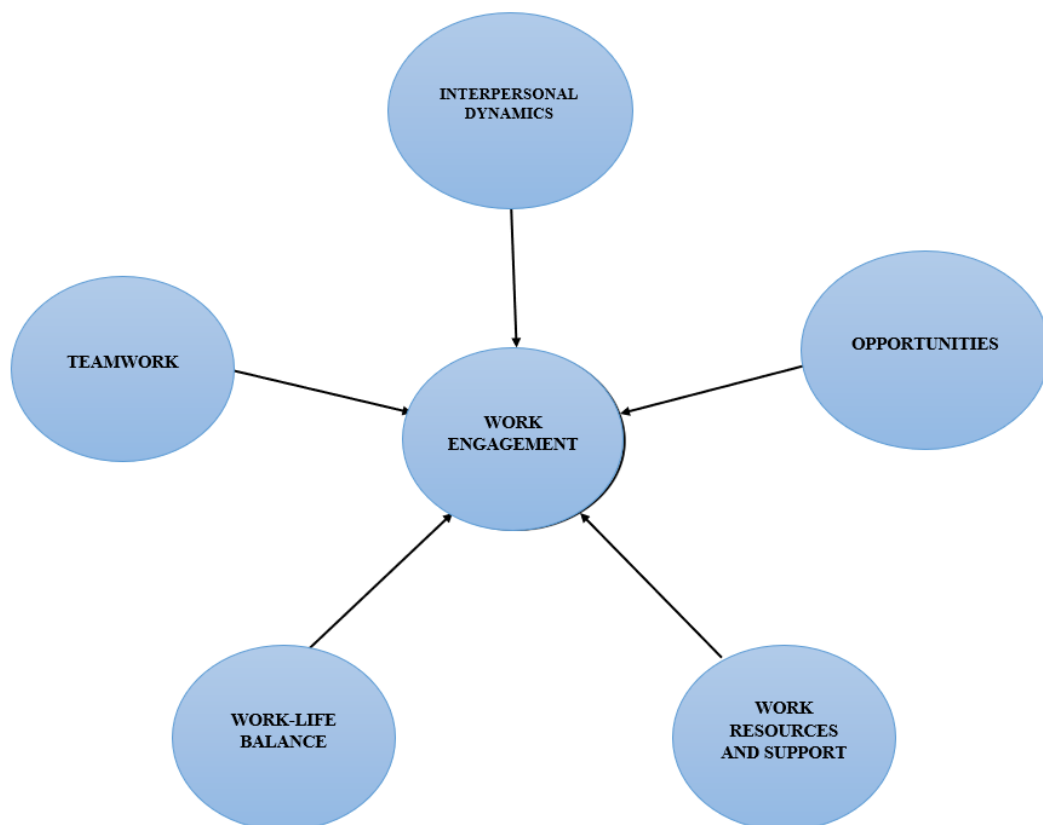
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demonstrate a commitment to their professional development and well-being, resulting in higher levels of engagement and retention.

Work-life balance emerges as another crucial dimension in the conceptual framework, emphasizing the importance of supporting employees' ability to manage their work and personal responsibilities effectively. Providing flexible work arrangements, supportive policies, and amenities that facilitate work-life balance contributes to employee well-being, reduces stress, and enhances job satisfaction. A supportive work-life balance enables employees to maintain a healthy equilibrium between their professional and personal lives, leading to greater engagement and productivity.

Lastly, the dimension of Work Resources and Support highlights the significance of providing employees with the necessary tools, resources, and support to perform their roles effectively. Clear communication of job expectations, reasonable workload allocation, and access to essential resources are essential for minimizing barriers to productivity and fostering a positive work environment. By ensuring that employees have the resources and support they need, organizations can empower their workforce to excel in their roles and contribute to organizational success.

Figure 2. Work Engagement Framework Among Non-Tenured Employees



CONCLUSION

The comprehensive analysis of various factors related to work engagement provides valuable insights into the dynamics of employee perceptions within the workplace. Across different dimensions such as interpersonal dynamics, teamwork, opportunities, work-life balance, and work resources and support, it becomes evident that certain attributes hold significant importance in shaping employees' experiences and attitudes.

In terms of interpersonal dynamics, attributes related to behavioral fairness and effective communication, such as the freedom to offer suggestions, trust in supervisors, and transparency in management communication, emerge as critical factors influencing employee engagement. These findings highlight the importance of

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fostering open communication, trust, and fairness in organizational practices to create a positive work environment conducive to employee satisfaction and productivity.

Similarly, attributes related to teamwork underscore the significance of collaboration, mutual support, and motivation among team members in driving individual and collective success. A strong sense of teamwork fosters cohesion, shared goals, and a supportive work culture, contributing to heightened engagement and performance levels. Moreover, opportunities for career advancement, recognition, and learning play a pivotal role in shaping employees' perceptions of organizational support and commitment. Employees value organizations that provide avenues for professional growth and development, as well as recognition for their contributions, which in turn fosters a sense of loyalty and commitment.

Work-life balance emerges as another crucial aspect influencing employee well-being and satisfaction. Factors such as proximity to the workplace, access to transportation facilities, and organizational support for work-life balance initiatives significantly impact employees' ability to manage personal and professional responsibilities effectively, ultimately contributing to their overall job satisfaction and engagement.

Lastly, attributes related to work resources and support highlight the importance of providing employees with the necessary tools, manageable workloads, and clarity of job expectations to perform their roles effectively. These factors are essential for fostering a positive work environment, preventing burnout, and enhancing employee motivation and commitment.

In conclusion, the analysis underscores the multifaceted nature of employee engagement and the importance of addressing various factors to create a supportive and productive work environment. By prioritizing aspects such as communication, teamwork, opportunities for growth, work-life balance, and adequate resources and support, organizations can enhance employee satisfaction, retention, and overall organizational success.

RECOMMENDATION

Moving forward, future research could delve deeper into the specific mechanisms through which different factors impact employee engagement among non-tenured employees. Longitudinal studies and qualitative research methods may provide further insights into the dynamic nature of work engagement and the effectiveness of organizational interventions over time.

Ultimately, by prioritizing employee engagement and well-being, organizations can create environments where employees feel valued, motivated, and empowered to contribute their best, thereby fostering organizational success and sustainable growth.

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