

Psychological Contracts, Employee Engagement, and Organizational Commitment in the Construction Industry

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ABSTRACT

This study examined the relationship among psychological contracts, employee engagement, and organizational commitment in the construction industry in Negros Occidental using a mixed-methods approach that integrated quantitative analysis and qualitative insights from employees. Quantitative findings revealed that psychological contracts, particularly the relational and balanced dimensions, were rated at a high level, indicating strong perceptions of trust, organizational support, and opportunities for professional growth. Employee engagement was likewise found to be high, particularly in terms of vigor and dedication, while absorption was rated from moderate to high. Organizational commitment reflected a high level of affective commitment, with continuance and normative commitment ranging from moderate to high levels. Furthermore, no significant differences were found across demographic variables such as age, sex, and length of service, suggesting that employee experiences were generally consistent across groups. Qualitative findings supported these results and identified seven key themes: Job Role Clarity and Skill Development; Work Experience and Professional Growth; Compensation and Financial Considerations; Workplace Relationships; Treatment and Employee Perceptions; Organizational Support and Assistance; Motivation and Work Drivers; and Job Satisfaction and Contentment. These themes highlighted critical factors influencing employee engagement and organizational commitment, including clear role expectations, opportunities for growth, fair compensation, positive workplace relationships, and strong organizational support. Employees also emphasized personal factors such as family responsibilities, financial needs, and career aspirations, which significantly influenced their motivation and persistence at work. The findings suggest that although employees generally demonstrate high levels of engagement and commitment, variations in workplace practices and support systems remain, indicating areas for organizational improvement. Based on these findings, a Human Resource (HR) Intervention Model was developed to enhance employee engagement and organizational commitment through structured and integrated HR practices. Ultimately, the study underscores that sustaining workforce performance in the construction industry requires aligning organizational systems with employees' psychological, social, and economic needs.

Keywords: Business Administration, Psychological Contract, Employee Engagement, Organizational Commitment, Mixed Methods Study, Negros Occidental, Philippines

INTRODUCTION

The construction industry is an important sector of the economy and plays a key role in national social and economic development (Adekunle et al., 2022). It is one of the largest industries in the world, responding to the needs of rapidly developing economies by encompassing a wide range of activities such as the development of residential and commercial buildings, roads, bridges, and public utilities (Bahr & Laszig, 2021). Beyond its physical outputs, the industry is perceived as one of the knowledge-based, value-creating sectors that relies on the effective coordination of information, technology, and human expertise (Giri, 2024). Construction projects are typically complex and face several challenges such as low employee productivity, poor quality, rising costs, construction waste, delays, and lack of information sharing among project stakeholders (Adekunle et al., 2022). Notably, while the systematic administration of construction information enables organizations to automate processes and create and share knowledge more effectively, the industry remains highly dependent on skilled

and semi-skilled workers whose experience, continuity, and commitment critically influence productivity, safety, and quality outcomes (Jeldres & Costa, 2023).

Around the world, human resources are a critical component in managing the complexity of the construction industry (Tarihoran & Harsono, 2025). The psychological contract is a cultural phenomenon, and the cultural profile of a society, with elements such as values, attitudes, norms, and beliefs, may influence information processing in relation to an employment relationship (Wang et al., 2023). An extensive body of evidence verifies that employers' inability to fulfill psychological contracts adversely affects employees' work outcomes and may be one of the significant factors driving them to leave their jobs (Allen & Halkias, 2020). The negative repercussions of this behavior cannot be underestimated, as it can diminish work efficiency and productivity, impede organizational learning and innovation, elevate employee turnover rates, affect job satisfaction and morale, weaken organizational competitiveness, and potentially increase organizational risks (Lai et al., 2024).

In developing countries, employee engagement has increasingly been recognized as a crucial psychological and behavioral mechanism that links workplace experiences with organizational outcomes and is defined as an individual's involvement, satisfaction, and enthusiasm for work (Qader et al., 2021). Today, employee engagement has become a leadership priority as organizations constantly seek different methods to keep their workforce engaged (Popescu et al., 2024). Engaged employees demonstrate high levels of energy, dedication, and absorption in their work, which are essential in a demanding and dynamic industry such as construction. Construction employees' engagement is built on the foundation of earlier concepts such as job satisfaction, employee commitment, and organizational citizenship behavior (Khalid, 2024). In project-based environments, where tasks are often time-bound and physically demanding, engagement reflects not only employees' motivation but also their willingness to exert extra effort and remain connected to organizational goals. When psychological contracts are fulfilled, employees are more likely to feel valued and supported, which enhances their engagement. In turn, employee engagement has been associated with high levels of activity, initiative, responsibility, discretionary effort, and a strong emotional connection to the organization (Popescu et al., 2024).

In Asia, construction is considered a high-risk sector characterized by labor-intensive, temporary, and irregular work, with activities often performed by low-skilled and low-wage workers (Suprun et al., 2022). Organizational commitment enhances employees' feelings of security, efficacy, loyalty, and responsibility, encourages creativity, and reduces absenteeism (Zuma, 2023). According to Pei (2025), organizational commitment consists of three dimensions corresponding to distinct psychological states: affective commitment, continuance commitment, and normative commitment. The concept of organizational commitment has been the subject of considerable theoretical and empirical investigation in the fields of organizational behavior, human resource management, and industrial psychology (Donny et al., 2023). It contributes significantly to both individual and organizational success by promoting positive work attitudes and behaviors (Zuma, 2023). Organizations that fail to provide attractive career development opportunities may lose valuable employees to competitors that offer better career prospects and growth opportunities (Popescu et al., 2024).

In Negros Occidental, infrastructure expansion provides employment opportunities across various project sites within the province (Siman, 2023). The infrastructure initiatives implemented by the government have significantly contributed to the growth of the construction industry (Toyado, 2021). Despite this growth, construction firms in the area continue to face workforce-related challenges such as limited technological infrastructure, shortages of skilled professionals, and regulatory constraints that affect operational efficiency and workforce sustainability (Santos & Jocson, 2024). These conditions often shape employment relationships that rely not only on formal contracts but also on psychological contracts, wherein employees believe they owe employers contributions such as hard work, loyalty, and dedication in exchange for organizational support, fair treatment, and job security (Khalid, 2024). When these perceived obligations are fulfilled, employees are more likely to develop stronger organizational commitment, resulting in greater job satisfaction, lower absenteeism, and reduced turnover intentions (Willie, 2024).

Although psychological contracts, employee engagement, and organizational commitment have been widely examined in organizational research, the role of employee engagement as a mediating mechanism linking psychological contracts and organizational commitment remains underexplored in provincial construction

settings such as Negros Occidental. Much of the existing literature has primarily focused on urban environments, compensation systems, or project efficiency, with limited attention given to how employees in regional, labor-intensive contexts perceive, experience, and respond to their work relationships. In particular, there is a need to understand how psychological contracts influence employee engagement and how this engagement subsequently shapes organizational commitment within construction firms operating in provincial areas, where employment conditions are often project-based, resource-constrained, and less formalized.

By examining both managerial perspectives and employee experiences through a mixed-method approach, this study aims to provide a more comprehensive understanding of how psychological contracts, employee engagement, and organizational commitment interact within the local construction industry. Specifically, it explores how factors such as trust, fairness, communication, and career expectations influence employee engagement and, ultimately, organizational commitment. The findings of this study are expected to assist construction firm owners, project managers, and human resource practitioners in developing strategies that strengthen employee engagement and commitment beyond monetary incentives. Furthermore, this research contributes to the academic discourse by extending empirical evidence on the interconnected roles of psychological contracts, employee engagement, and organizational commitment in labor-intensive and provincial construction contexts.

Statement of the Problem

Generally, this study described the psychological contracts, employee engagement, and organizational commitment in the construction industry in Negros Occidental. Likewise, the qualitative phase focused on the experiences and insights of managerial employees regarding employment practices, workplace relationships, and organizational conditions that shape psychological contracts, employee engagement, and organizational commitment.

Specifically, it sought to answer the following:

1. What is the extent of perceived fulfillment of psychological contracts among employees in the construction industry in Negros Occidental in terms of relational contracts, transactional contracts and balanced contracts when they are taken collectively and grouped according to age, sex, designation, length of service and type of employment?
2. What is the level of employee engagement among employees in the construction industry in Negros Occidental in terms of vigor, dedication, and absorption when taken collectively and grouped according to age, sex, designation, length of service, and type of employment?
3. What is the level of organizational commitment among employees in the construction industry in Negros Occidental in terms of affective commitment, continuance commitment and normative commitment when taken collectively and grouped according to age, sex, designation, length of service and type of employment?
4. Is there a significant difference in the extent of perceived fulfillment of psychological contracts when employees are grouped according to age, sex, designation, length of service, and type of employment?
5. Is there a significant difference in the level of employee engagement when employees are grouped according to age, sex, designation, length of service, and type of employment?
6. Is there a significant difference in the level of organizational commitment when employees are grouped according to age, sex, designation, length of service, and type of employment?
7. Is there a significant relationship among psychological contracts, employee engagement, and organizational commitment among employees in the construction industry in Negros Occidental?

Hypotheses

To advance this study, the following hypotheses were formulated;

1. There is no significant difference in the extent of psychological contracts in terms of relational contracts, transactional contracts, and balanced contracts when respondents are grouped according to age, sex, designation, length of service, and type of employment.
2. There is no significant difference in the level of employee engagement in terms of vigor, dedication, and absorption when respondents are grouped according to age, sex, designation, length of service, and type of employment.
3. There is no significant difference in the level of organizational commitment in terms of affective commitment, continuance commitment, and normative commitment when respondents are grouped according to age, sex, designation, length of service, and type of employment.
4. There is no significant relationship among psychological contracts, employee engagement, and organizational commitment among employees in the construction industry in Negros Occidental.

FRAMEWORK

The study was based on several theories and concepts that could significantly assist in conducting this research.

Psychological Contract Theory

This study is primarily anchored in Psychological Contract Theory wherein an individual's belief in mutual obligations between that person and another party, such as an employer (Wang et al., 2023). The term refers to a concept that captures implicit ideas about the employee-organization relationship (Giri, 2024). Psychological Contract (PC) refers to the unwritten agreements beyond formal employment contracts that encompass employees perceived expectations, promises, and obligations with their organizations, where elements such as fair treatment, job security, career development, and respect strongly influence employee attitudes and behavior, particularly in labor-intensive, project-based industries like construction (Nnaji-Ihedinmah et al., 2020). It is basically measured from an employee perspective that it is largely in the eye of the beholder (Ahmad et al., 2023).

In the construction context, during their employment with a particular organization, employees will seek process, integrate, interpret and derive meaning from information gained from a number of sources, such as co-workers, supervisors and recruiters, as well as the implied and formal employment contract (Xue et al., 2022). Very little is known about the employees' role in influencing the psychological contract and its content in everyday work and about employees' perceptions of their psychological contract obligations (Ahmad et al., 2023). When these expectations are fulfilled, employees are more likely to feel valued and committed. Conversely, breaches of the psychological contract such as delayed wages, unmet promises of regularization, or unsafe working conditions can result in dissatisfaction, disengagement, and eventual turnover. When the organization or the individuals found it was an unfair contract, they will take action unilaterally to bring it into balance (Zhang & Fei, 2022).

This theory is particularly relevant in provincial settings such as Negros Occidental, where construction employment often involves informal arrangements and strong relational ties. Several other authors like Kickul and Lester (2021), have suggested the various dimension of psychological contract like relational contract, employer employee relationship, internal advancement, emotional affinity and transactional relationship (Chahar, 2019). The cognitive psychology describes the psychological contract as a mental model of the promises relevant for a relationship (Yeboah & Ernest, 2024). Employees may tolerate demanding physical work as long as they perceive fairness, trust, and mutual respect in the employment relationship. Thus, psychological contract fulfillment functions as a critical mechanism linking organizational practices to organizational commitment (Zhu, 2020).

Within this study's framework, psychological contract fulfillment is treated as a central explanatory construct that shapes commitment outcomes. These expectations may be transactional (monetary) and/or relational (non-

monetary), and will influence the development of the psychological contract (Xue et al., 2022). The theory provides a foundation for understanding how non-monetary obligations such as recognition, support, and career expectations directly influence workers' decisions to stay, even in environments characterized by job insecurity and project-based employment (Zhang & Fei, 2022). Employees' psychological contracts specify the contributions that they believe they owe to their employer and the inducements that they believe are owed in return (Sann, 2024).

Utrecht Work Engagement Theory

The Utrecht Work Engagement Theory was developed by Schaufeli and Bakker. Work engagement is defined as a positive, affective-motivational state of work-related well-being characterized by vigor, dedication and absorption (Petrovic et al., 2022). First, vigor refers to high levels of energy, mental resilience, and willingness to devote effort in one's work (Van Zyl et al., 2021). Second, employees need to feel a deep connection to their work, which is characterized by feelings of significance, enthusiasm, inspiration and pride that refers to dedication (Yaman, 2024). Third, absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work (Fredson et al., 2025). Unlike traditional approaches that focus on burnout or dissatisfaction, this theory emphasizes the presence of energy, involvement, and meaningful connection to one's work. Together, these dimensions capture the extent to which employees are actively invested in their roles beyond mere compliance (Schaufeli, 2023).

The concept of employee engagement is not entirely new as many researchers and organizations have been studying it for some time using different terminology and slightly different definitions (Song et al., 2020). For example, employee engagement has been defined as the extent of one's commitment (Merino-Soto et al., 2022), a work-related state of mind involving vigor, dedication, and absorption, job characteristics that include performing well and saying good things about your employers, and "the ultimate prize for employers" (Kanu, 2021). Within this framework, engagement is not a fixed trait but a dynamic state influenced by workplace conditions, leadership practices, and the quality of employee–organization relationships.

In the context of the construction industry, where work is often physically demanding and project-based, the Utrecht Work Engagement Theory provides a relevant lens for understanding how employees sustain motivation and commitment under challenging conditions. When employees perceive that their expectations are met through fair treatment and supportive work environments, they are more likely to demonstrate higher levels of vigor, dedication, and absorption (Emon, & Siam, 2021). This heightened engagement, in turn, strengthens their attachment to the organization and reinforces their intention to remain (Ketokivi, M., & Mahoney, 2025). As such, the theory supports the role of employee engagement as a critical mechanism linking workplace experiences to organizational outcomes, particularly organizational commitment (Glavas, 2024).

Social Exchange Theory

Social exchange theory (SET) is among the most influential conceptual paradigms for understanding workplace behavior (Samuels, 2025). Its basic premise is that human relations are formed based on subjective cost benefit analysis, so that people tend to repeat actions rewarded in the past, and the more often a particular behavior has been rewarded, the more likely its recurrence (Ahmad & Pengkomputeran, 2023). This theory explains workplace behavior as a series of reciprocal exchanges between individuals and organizations. Lawler et al. (2021) argued that social exchange theory assumes self-interested actors who transact with other self-interested actors to accomplish individual goals that they cannot achieve alone where relationships are sustained when both parties perceive the exchange as fair and beneficial over time.

In construction firms, where work is physically demanding and often risky, employees are highly sensitive to how they are treated by management. According to the social exchange theory, the contract is required to ensure the legitimacy of social exchange between the project team members (Xue et al., 2022). Acts such as timely problem resolution, concern for worker safety, and open communication signal organizational support. When employees perceive that their efforts are reciprocated, they are more inclined to remain with the organization despite external job opportunities (Willie, 2024). Thus, social exchange theory emphasizes the importance of

understanding costs, rewards, and profits in initiating, maintaining, and ending human relationships (Miguel, 2026).

Social Exchange Theory helps explain why wage increases alone may not guarantee employee commitment, as employees evaluate the overall quality of their relationship with the organization rather than focusing solely on financial rewards (Ahmad et al., 2023). The theory is recognized as a broad conceptual framework that has been widely applied across management, organizational behavior, sociology, and social psychology to understand workplace interactions and relationships (Cropanzano et al., 2021). Employees assess the balance between what they contribute and what they receive, making the perceived quality of exchanges a significant determinant of workplace attitudes and behaviors (Hadi & Tentama, 2020). Organizational support, trust, and fairness often encourage employees to reciprocate through positive work attitudes, loyalty, and commitment toward their employers (Jiang et al., 2022). Social exchange relationships remain vulnerable to change because employees may alter their level of commitment or leave the organization when they perceive inequitable treatment or insufficient benefits from the exchange relationship (Lawler et al., 2021). Poor supervisory relationships, limited participation in decision-making, and perceptions of exploitation can weaken social exchange bonds and increase employees' intentions to resign or seek alternative employment opportunities (Kim & Park, 2021).

In the proposed framework, Social Exchange Theory complements Psychological Contract Theory by explaining how the fulfillment or breach of perceived obligations influences employee attitudes and behaviors (Memon & Ghani, 2020). Psychological contracts establish employees' expectations regarding mutual obligations between themselves and their organizations and serve as the foundation for reciprocal workplace relationships (Wang et al., 2023). Employees who perceive that their organization fulfills its obligations are more likely to respond with greater commitment, engagement, and loyalty, whereas perceived breaches often result in withdrawal behaviors and turnover intentions (Karagonlar et al., 2020). Positive exchange relationships foster mutual trust and encourage employees to contribute beyond formal job requirements, strengthening organizational effectiveness and retention (Newman et al., 2021). Together, Psychological Contract Theory and Social Exchange Theory demonstrate that trust, fairness, and reciprocity are essential factors influencing employee retention and workforce stability, particularly in labor-intensive industries such as construction (Shore et al., 2023).

Organizational Commitment Theory

Organizational Commitment Theory has become a significant construct in organizational research because of its strong association with important work-related outcomes such as employee retention, job performance, engagement, absenteeism, and turnover intentions (Shore et al., 2023). One of the most influential contemporary perspectives describes organizational commitment as a multidimensional construct that reflects employees' psychological attachment and loyalty toward their organization (Meyer et al., 2022). Affective commitment refers to an employee's emotional attachment to, identification with, and involvement in the organization and its objectives (Allen, 2021). Continuance commitment reflects employees' awareness of the potential costs associated with leaving the organization and their perceived need to remain employed within it (Mercurio, 2020). Normative commitment represents a sense of obligation or moral responsibility that encourages employees to maintain membership in the organization (Khan et al., 2023).

In labor-intensive industries such as construction, organizational commitment is influenced not only by financial considerations but also by employees' perceptions of organizational support, fairness, and trust (Jiang et al., 2022). Employees who experience higher levels of job satisfaction tend to demonstrate stronger commitment and greater willingness to contribute to organizational success (Putri & Soetjipto, 2021). The theory highlights the importance of understanding employees' psychological attachment to their organization, particularly in project-based work environments where employment arrangements may be temporary or uncertain (Newman et al., 2021).

Within the present framework, Organizational Commitment Theory describes a psychological state that influences employees' decisions to remain with an organization and contribute toward its goals (Wang et al., 2023). When psychological contracts are fulfilled and workplace exchanges are perceived as fair and beneficial, employees are more likely to develop stronger organizational commitment and positive work attitudes

(Karagonlar et al., 2020). Strong organizational commitment contributes to workforce stability, improved performance, and reduced turnover, all of which are essential for sustaining productivity in the construction industry (Ahmad et al., 2023). Organizational commitment is further reflected through employees' acceptance of organizational values, willingness to exert effort on behalf of the organization, and desire to maintain long-term membership within it (Coyle-Shapiro et al., 2021).

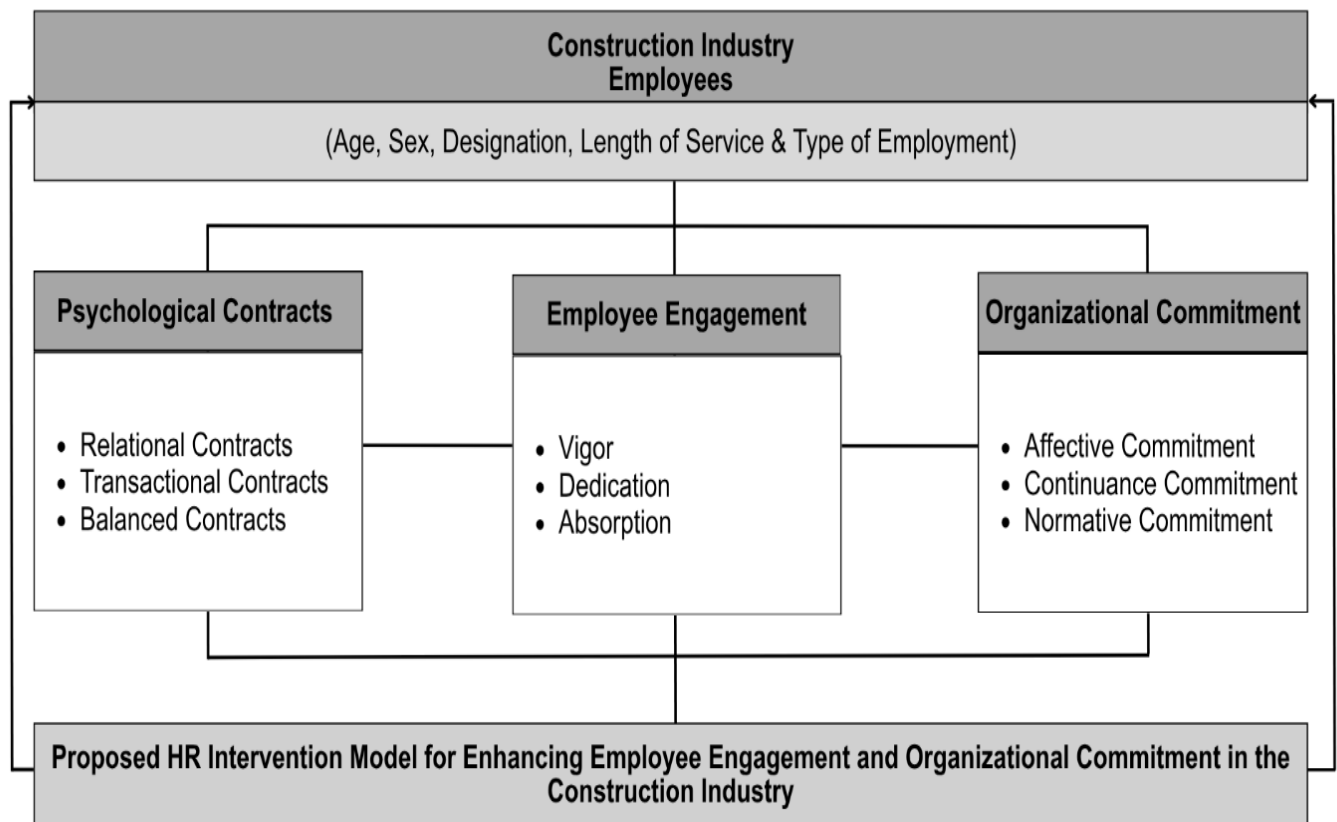


Figure 1 Conceptual Framework

This study examined the relationships among psychological contracts, employee engagement, and organizational commitment among workers in the construction industry in Negros Occidental. The respondents are described in terms of age, sex, designation, length of service, and type of employment, as these characteristics provide important context in understanding employment experiences within the construction sector. In the conceptual model, psychological contracts serve as the independent variable and are viewed through three dimensions: relational contracts, transactional contracts, and balanced contracts. Employee engagement is treated as the mediating variable and is examined in terms of vigor, dedication, and absorption. Organizational commitment is the dependent variable and is measured through affective commitment, continuance commitment, and normative commitment. Data on these variables are gathered using an adapted and modified questionnaire designed to capture employees' perceptions of their employment relationships, level of engagement, and commitment to their organizations. The findings of the study serve as the basis for the development of a Proposed HR Intervention Model for Enhancing Employee Engagement and Organizational Commitment in the Construction Industry, which provides practical strategies to align employee expectations, enhance engagement, and strengthen organizational commitment beyond monetary compensation.

Scope

This study focused on psychological contracts, employee engagement, and organizational commitment in the construction industry in Negros Occidental, Philippines. Data were collected from employees of selected construction firms operating in the province, including those engaged in infrastructure, commercial, and residential projects. The respondents consisted of construction employees across various positions, with the

sample drawn from organizations operating multiple project sites and branches within and outside Negros Occidental. A structured questionnaire was utilized as the primary data-gathering instrument, administered through both online survey platforms and printed forms, with data collection conducted during the latter part of 2026. The responses gathered enabled the researcher to address the research questions of the study.

For the qualitative phase, only selected employees who met the inclusion criteria were chosen as conversation partners. These participants took part in individual, audio-recorded interviews lasting approximately thirty minutes to one-half hour to provide in-depth insights into their experiences and perceptions of psychological contracts, employee engagement and organizational commitment. The study was limited to the selected construction firms within Negros Occidental, and the findings may not be generalized to other industries or geographic locations. Additionally, access constraints, time limitations, and the reliance on self-reported data may have influenced the depth and scope of the information obtained.

Significance of the Study

In the conduct of this study on psychological contracts, employee engagement, and organizational commitment in the construction industry of Negros Occidental, the following individuals and groups may benefit from its findings:

Construction Firm Owners

The findings of this study may provide construction firm owners with a deeper understanding of how psychological contracts and employee engagement influence organizational commitment beyond monetary incentives. The results may help them identify critical non-financial factors that contribute to workforce stability, employee retention, and improved organizational performance.

Management and Project Managers

This study may assist management personnel and project managers in developing effective human resource and people-management strategies that foster trust, fairness, and employee commitment. The findings may serve as a basis for managerial decisions regarding employee engagement initiatives, commitment-building programs, and the implementation of consistent human resource practices across project sites.

Employees

The study may benefit construction employees by emphasizing the importance of fair treatment, recognition, job security, and opportunities for career development. Greater awareness of these factors may encourage organizations to create more supportive work environments that enhance job satisfaction, employee well-being, and long-term organizational commitment.

Researcher

The study provides the researcher with empirical evidence necessary for formulating conclusions, recommendations, and a practical intervention program for construction firms. It also contributes to the researcher's academic development and professional growth while enhancing competencies in organizational and human resource research.

Future Researchers

This study may serve as a valuable reference for future researchers interested in psychological contracts, employee engagement, organizational commitment, and workforce management within the construction industry and related sectors. The findings may also provide a foundation for further investigations in different organizational settings, industries, or geographical locations, thereby contributing to the advancement of knowledge in the field.

Definition of Terms

The following terminologies are defined according to their operational meanings to enhance clarity and understanding of the study.

Psychological Contract

As used in this study, psychological contract refers to the unwritten and implicit set of expectations, beliefs, and perceived obligations between construction employees and their organization that go beyond the formal employment contract.

Relational Contract. Operationally, relational psychological contract pertains to long-term, trust-based expectations such as job security, loyalty, mutual commitment, and concern for employee well-being within the construction firm.

Transactional Contract. In this study, transactional psychological contract refers to short-term, economic-based expectations that focus on compensation, benefits, clearly defined job roles, and performance-related rewards.

Balanced Contract. Balanced psychological contract is defined as a combination of relational and transactional elements, emphasizing both performance-based rewards and opportunities for learning, growth, and career development within the organization.

Employee Engagement

As used in this study, employee engagement refers to the level of employees' physical, emotional, and cognitive involvement in their work, reflected in their energy, commitment, and focus in performing job-related tasks within the construction industry.

Vigor. Operationally, vigor refers to the level of energy, mental resilience, and willingness of construction employees to exert effort in their work, even in physically demanding and challenging work conditions.

Dedication. In this study, dedication refers to the degree to which construction employees exhibit a strong sense of significance, enthusiasm, inspiration, and pride toward their job and the organization.

Absorption. Absorption is defined as the extent to which construction employees are fully concentrated and deeply engrossed in their work, such that they find it difficult to detach from their tasks and experience a strong sense of focus while working.

Organizational Commitment

As applied in this research, organizational commitment refers to the psychological attachment of construction employees to their organization, reflected in their emotional connection, perceived costs of leaving, and sense of obligation to remain and contribute to organizational goals.

Affective Commitment. It is an employee's emotional attachment to, identification with, and involvement in the construction organization, which influences their willingness to remain because they genuinely want to stay.

Continuance Commitment. An employee's evaluation of the economic, professional, and personal costs associated with leaving the organization, leading them to remain because they feel they need to stay.

Normative Commitment. Refers to an employee's sense of moral obligation or responsibility to remain with the organization, shaped by loyalty, personal values, and perceived organizational support.

Construction Industry

For this study, the construction industry refers to firms engaged in infrastructure, residential, commercial, and public works projects operating in Negros Occidental and nearby project locations.

Construction Employees

As utilized in this study, construction employees include skilled workers, semi-skilled laborers, supervisors, and administrative personnel employed by construction firms, regardless of employment status or project assignment.

METHODOLOGY

This chapter presents the research methodology employed in both the quantitative and qualitative phases of the study. Specifically, it discussed the research design, sources of data, data-gathering procedures, research instruments, validity and reliability of the instruments, ethical considerations, statistical treatment of data, and qualitative data explication techniques used in analyzing and interpreting the results of the study.

Research Design

This study employed a mixed-methods approach using a concurrent triangulation design to examine the relationships among psychological contracts, employee engagement, and organizational commitment in the construction industry of Negros Occidental (Sharma, 2023). The parallel convergent design was selected to obtain a more comprehensive understanding of employees' work-related experiences by collecting quantitative and qualitative data simultaneously (Creswell & Plano Clark, 2023). In this design, survey data and interview data were gathered during the same phase of the research process, and the findings from both datasets were compared and validated to determine convergence or divergence (Dawadi et al., 2021). This process provided a more complete and accurate understanding of the research problem through the integration of quantitative and qualitative evidence (Sharma, 2023).

Both quantitative and qualitative research methods were utilized in this study (Fabregues et al., 2021). The quantitative phase focused on measuring the extent of psychological contracts, employee engagement, and organizational commitment among construction employees using a structured questionnaire (Creswell & Creswell, 2023). To complement and enrich the quantitative findings, the qualitative phase was conducted to explore employees' personal experiences, perceptions, and interpretations of their employment relationships, level of engagement, and sense of commitment (Dawadi et al., 2021). A case study approach was adopted in the qualitative phase to document and analyze the lived experiences of selected participants (Yin, 2023). Case study research seeks to develop a detailed understanding of individuals' experiences, perspectives, and behaviors within their real-world contexts through systematic investigation and analysis (Merriam & Tisdell, 2021).

For the quantitative component, the researcher employed descriptive, comparative, and correlational research methods to examine the variables under investigation (Johnson et al., 2022). Since the study gathered numerical data through a structured questionnaire, qualitative inquiry was used to complement the quantitative findings and provide richer contextual explanations for patterns observed in the statistical analysis (Guetterman et al., 2021). The integration of qualitative and quantitative evidence enabled a more comprehensive understanding of organizational commitment, employee engagement, and psychological contracts beyond what could be captured through survey responses alone (Sharma, 2023).

The descriptive-comparative method was used to determine whether significant differences existed in psychological contracts, employee engagement, and organizational commitment when respondents were grouped according to selected profile variables (Siedlecki, 2020). This method is useful for identifying variations among groups and determining whether observed differences are statistically meaningful (Mishra et al., 2021). Meanwhile, the descriptive-correlational method was utilized to examine the relationships among psychological contracts, employee engagement, and organizational commitment (Ranganathan et al., 2021). Specifically, it

assessed the association between psychological contracts and employee engagement as well as the relationship between employee engagement and organizational commitment (Taherdoost, 2022). Correlational research is designed to determine the strength and direction of relationships between variables without manipulating the research setting (Pandey & Pandey, 2021). Therefore, it is appropriate for examining how dimensions of psychological contracts relate to employee engagement and organizational commitment outcomes (Hair et al., 2022).

Overall, the mixed-methods approach enabled the researcher to integrate quantitative measurements with qualitative narratives, thereby enhancing the depth, breadth, and validity of the findings (Cameron, 2023). Mixed-methods research combines the strengths of qualitative and quantitative approaches by utilizing multiple sources of evidence and analytical techniques to provide a more complete understanding of complex research problems and strengthen the credibility of conclusions (Fetters & Molina-Azorín, 2022).

Quantitative Phase

Respondents

Population. The data to be provided by the Human Resource Department of the selected construction companies showed that there are 140 construction employees. Using Cochran's Formula, the researcher determined the target sample size.

Sample Size. The respondents consisted of 103 construction employees from the construction industry. The sample size was determined using Cochran's Formula. The study will be conducted in the construction industry in Negros Occidental, Philippines.

Sampling Technique. The study utilized stratified random sampling proportionate allocation. This sampling technique ensured that each subgroup within the population is adequately represented, allowing for the extraction of meaningful and reliable data reflective of key characteristics of the population (MiMathew, 2025).

Data Gathering Instrument

In gathering the data for this study, the researcher utilized a structured survey questionnaire to measure the variables under investigation. The questionnaire composed of four (4) parts, as described below.

The first part of the questionnaire gathered the demographic profile of the respondents in terms of age, sex, designation, length of service, and type of employment.

The second part of the questionnaire assessed the extent of psychological contracts among employees in the construction industry in Negros Occidental. This section will cover the dimensions of relational, transactional, and balanced psychological contracts. A five-point Likert scale was used to allow respondents to indicate the extent of their agreement with each statement.

The third part of the questionnaire assessed the level of employee engagement, specifically in terms of vigor, dedication, and absorption. This section aims to measure the respondents' level of energy, involvement, and focus in performing their work-related tasks. The same five-point Likert scale was used to measure respondents' agreement with the statements.

The fourth part of the questionnaire assessed the respondents' level of organizational commitment, specifically in terms of affective, continuance, and normative commitment. The same five-point Likert scale was used to measure respondents' agreement with the statements related to their intention and commitment to remain with their organization.

For psychological contracts, employee engagement, and organizational commitment, the following codes and verbal interpretations was used:

Code	Verbal Interpretation
5	Strongly Agree
4	Agree
3	Neutral
2	Disagree
1	Strongly Disagree

Validity and Reliability of the Data Gathering Instrument

Validity

The researcher wrote a formal letter and submitted the questionnaire for validation to fifteen (15) experts in their respective fields using the Content Validity Ratio (CVR) developed by Lawshe (1975). Expert recommendations were incorporated to improve the clarity, wording, and alignment of the questionnaire items with the research objectives, thereby strengthening the instrument's content validity (Zamanzadeh et al., 2021; Yusoff, 2021).

Reliability

Reliability refers to the degree to which a research instrument consistently measures a construct and produces stable results across different administrations and conditions (Taber, 2020). A reliable instrument minimizes measurement errors and ensures that findings can be replicated when similar procedures are employed (Bonett & Wright, 2021). Reliability is commonly assessed through internal consistency measures, such as Cronbach's alpha, to determine the consistency of responses among questionnaire items (Taber, 2020; Bonett & Wright, 2021).

To determine the reliability of the questionnaire, a pilot test was conducted among thirty (30) construction employees who were not included in the actual respondents of the study. These participants shared characteristics similar to those of the target population. The pilot data was analyzed using Cronbach's Alpha to assess the internal consistency of the instrument measuring psychological contracts, employee engagement, and organizational commitment. The results of the reliability analysis indicated that the instrument demonstrated acceptable internal consistency and was therefore deemed suitable for use in the actual conduct of the study.

Data Collection Procedure

In the conduct of the survey, the researcher coordinated with the management of selected construction firms in Negros Occidental to administer the questionnaire to construction employees. The survey was distributed through both online links and printed copies, allowing respondents to complete the questionnaire at their most convenient time. To ensure clarity and better understanding, particularly among construction worker respondents, the survey questionnaire was translated into Tagalog. Prior to data collection, the purpose of the study was clearly explained to the respondents, and their voluntary participation will be emphasized. The researcher ensured his availability to address any clarifications during the survey period, after which the completed questionnaires were retrieved for data analysis.

Data Analysis

The data gathered from the survey questionnaires were encoded and analyzed using appropriate statistical tools based on the research problems of the study.

For Problems 1, 2, and 3, which sought to determine the extent of psychological contracts, the level of employee engagement, and the level of organizational commitment among construction employees when taken collectively

and when grouped according to age, sex, designation, length of service, and type of employment, mean and standard deviation were utilized.

The results will be interpreted using the following guide:

Mean Range	Verbal Interpretation
4.21 - 5.00	Very High
3.41 - 4.20	High
2.61 - 3.40	Moderate
1.81 - 2.60	Low
1.00 - 1.80	Very Low

For Problems 4, 5, and 6, which sought to determine significant differences in psychological contracts, employee engagement, and organizational commitment when respondents were grouped according to selected profile variables, Mann–Whitney U, and Kruskal–Wallis tests were employed depending on the normality and equality of variance of the data.

For Problem 7, which examined the relationships among psychological contracts, employee engagement, and organizational commitment, the Spearman’s rho was used, subject to the assumptions of the data set.

Qualitative Phase

The researcher utilized a case study approach as the qualitative component of the study. Case studies are among the earliest forms of research used in qualitative methodology (Starman, 2013). This approach was employed to explore the lived experiences and perceptions of selected construction employees regarding psychological contracts, employee engagement, and organizational commitment, thereby providing contextual insights that complemented the quantitative findings.

Sources of Data

Conversation Partners

The conversation partners for the qualitative phase were purposively selected to provide in-depth insights relevant to the study on psychological contracts, employee engagement, and organizational commitment in the construction industry. These participants were chosen based on their roles, experience, and direct involvement in construction project operations, enabling them to share meaningful perspectives on employment relationships and organizational practices. Interviews were conducted through face-to-face or online platforms at the participants’ preferred time and date to ensure comfort and richness of responses.

A total of ten (10) conversation partners participated in the qualitative interviews to provide diverse and in-depth perspectives on psychological contracts, employee engagement, and organizational commitment within the construction industry in Negros Occidental. The participants represented various organizational roles and employment levels to capture a broad range of workplace experiences and realities.

The group included one (1) Project Manager, a 33-year-old male with more than eight (8) years of experience in the construction industry. He has handled various projects such as schools, hospitals, buildings, flood control systems, and solar street lighting across different project locations, providing managerial insights into project execution and organizational practices.

One (1) Project Engineer was also included, a 25-year-old female with three (3) years of experience assigned to the San Carlos City Branch. Her role involves supervising project implementation, ensuring compliance with plans and specifications, and coordinating with project stakeholders, offering perspectives from the technical and operational level.

Two (2) administrative personnel participated in the study, both serving as Liaison Officers. The first is a 47-year-old female with nine (9) years of experience assigned to the San Carlos City Branch, while the second is a 46-year-old female with six (6) years of experience assigned to the Siquijor Branch. Their responsibilities include processing documents with agencies such as the Department of Public Works and Highways (DPWH) and various City Hall offices, as well as handling project billings and regulatory requirements, providing insights into administrative and compliance-related functions.

The study also included one (1) Motor Pool Supervisor, a 29-year-old male with one (1) year of experience assigned to the San Carlos City Branch. His role focuses on equipment mobilization, maintenance, and monitoring of vehicle and equipment usage, contributing perspectives related to operational support and resource management.

In terms of skilled workers, three (3) participants were included. These consist of a 34-year-old regular plumber with more than seventeen (17) years of experience assigned to Bacolod City projects; a 24-year-old contractual mason with more than two (2) years of experience assigned to projects in San Carlos City and Bacolod City; and a 35-year-old regular mason and leadman/foreman with nineteen (19) years of experience, currently supervising a team of workers. Their experiences provide insights into skilled labor roles, work expectations, and long-term engagement in the construction industry.

Finally, the study involved two (2) non-skilled construction workers. These include a 32-year-old contractual construction helper with more than three (3) years of experience assigned to San Carlos City projects, and a 34-year-old contractual construction helper with three (3) years of experience who has been assigned to projects in Hinobaan, Isabela, Binalbagan, and currently Bacolod City. Their participation reflects the perspectives of project-based and support-level workers, particularly in relation to employment conditions and organizational commitment.

Inclusion Criteria

Conversation partners were selected based on specific inclusion criteria to ensure the relevance and credibility of qualitative data. Participants were required to be 18 years old and above, male or female, with at least two (2) years of experience in the construction industry, and may occupy managerial, supervisory, administrative, or operational roles. They were also expected to have adequate knowledge of construction project operations and human resource practices. Participation was approved and endorsed by the respective company's Human Resource Department. Selecting participants who met these criteria ensured that the qualitative data gathered reflected informed and experience-based perspectives on psychological contracts, employee engagement, and organizational commitment within the construction industry.

Gatekeeper

In this study, the gatekeeper played a key role in facilitating access to qualified conversation partners for the qualitative phase. The gatekeeper was the business owner or human resource head of each participating construction firm, who assisted the researcher in coordinating interviews and identifying employees who meet the inclusion criteria of the study. Acting as a link between the researcher and the participants, the gatekeeper helped ensure that selected conversation partners represent various organizational roles, including managerial, supervisory, administrative, and operational positions, with at least two (2) years of experience in the construction industry.

The cooperation of the gatekeeper contributed to an organized interview process and ensure timely and appropriate access to participants. This supported the smooth conduct of qualitative data collection and ensure

that the perspectives gathered reflect employees' experiences related to psychological contracts, employee engagement, and organizational commitment within the construction industry.

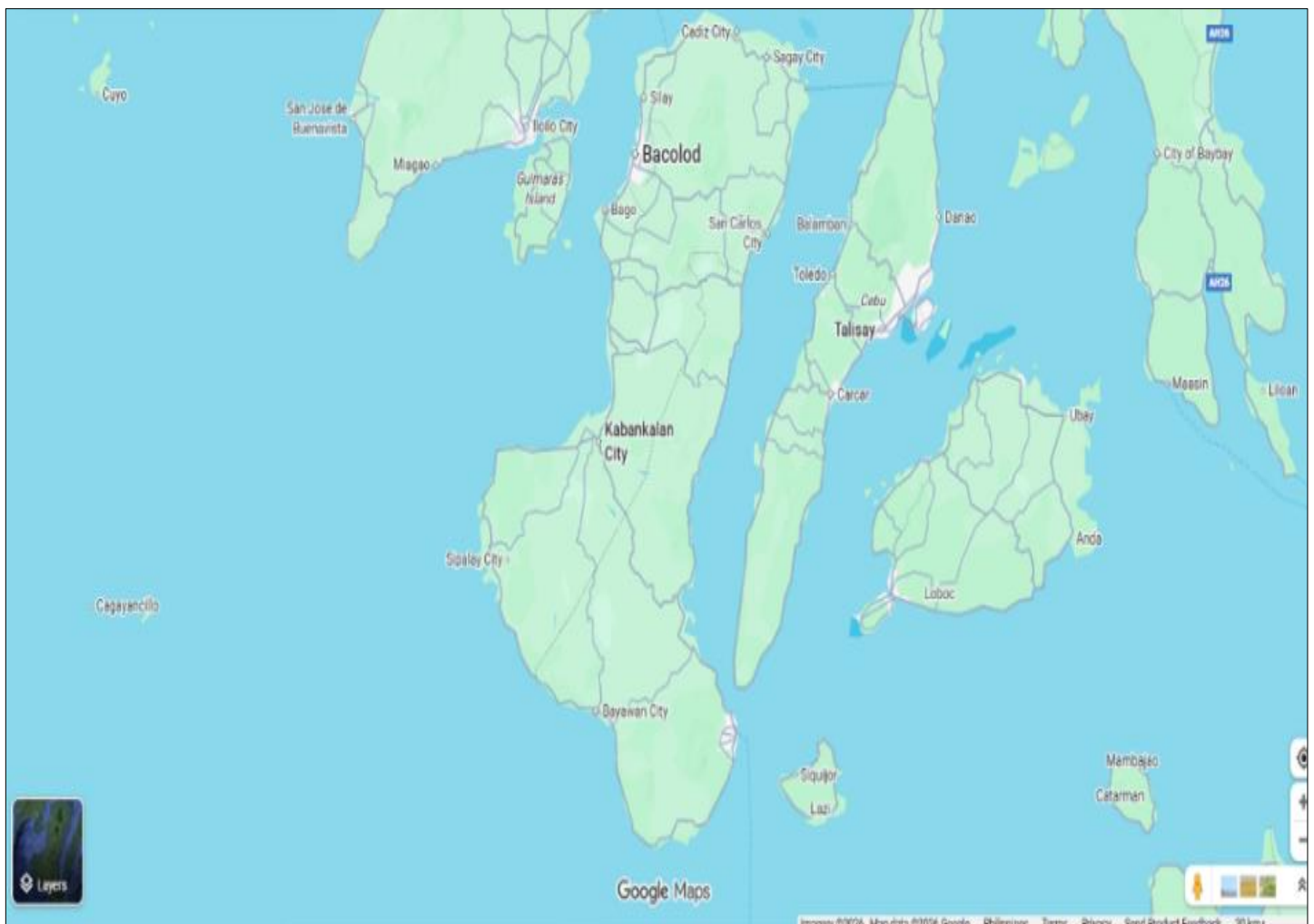
Locale

The study was conducted among selected construction firms operating in Negros Occidental, Philippines, with primary project locations in Bacolod City, Talisay, Silay, Victorias, Isabela, Binalbagan, and Kabankalan. These locations will be selected because they represent active centers of infrastructure, residential, and commercial construction within the province and adjacent regions.

The construction firms included in the study operate under a Double A (AA) license, enabling them to undertake large-scale public and private projects. These firms managed multiple project sites simultaneously and employed a diverse workforce composed of skilled workers, supervisors, and managerial staff. Their scale of operations involved complex coordination of labor, resources, and project timelines, making employee engagement and organizational commitment a critical organizational concern.

Given the project-based and geographically dispersed nature of construction work in these areas, firms face unique challenges related to workforce stability, consistency of management practices, and employee commitment. These conditions provide an appropriate setting for examining how psychological contracts influence employee engagement and, in turn, organizational commitment within the construction industry. The selected locales therefore offer a relevant and practical context for understanding employment relationships and commitment dynamics in labor-intensive and multi-site construction environments.

Figure 2 Geographical Location of the Construction Industry in Negros Occidental (Source: Google Maps, 2026).



Data Gathering Procedure

Using a parallel convergent approach, both quantitative and qualitative data were collected during the same phase of the study. For the quantitative component, survey questionnaires were distributed to the selected respondents from construction firms in Negros Occidental. After the retrieval of the completed questionnaires, the data were encoded and subjected to initial statistical analysis.

For the qualitative component, the researcher purposively selected ten (10) conversation partners from among employees representing managerial, supervisory, administrative, and operational roles in the construction industry. These participants were interviewed using a semi-structured interview guide designed to explore their experiences and perceptions related to psychological contracts, employee engagement, and organizational commitment. Each interview lasted approximately thirty minutes to one-and-a-half hours.

The interviews were conducted through face-to-face or online platforms, depending on the participants' availability and preference. All interviews were audio-recorded with the participants' consent and were transcribed for analysis. The recorded data and transcripts were securely stored in a password-protected digital drive accessible only to the researcher to ensure confidentiality and data security.

Rigors of the Findings

The rigor and trustworthiness of this study were established through the qualitative criteria of credibility, transferability, dependability, and confirmability, which ensured that the findings were grounded, systematic, and reflective of participants' actual experiences (Stahl & King, 2020).

Credibility. Credibility, which is comparable to internal validity in quantitative research, refers to the extent to which qualitative findings accurately represent participants' perspectives, experiences, and realities (Connelly, 2021). To strengthen credibility, researchers may employ strategies such as prolonged engagement, persistent observation, triangulation, peer debriefing, negative case analysis, and member checking throughout the research process (Nowell et al., 2023). Transferability was supported through the provision of rich and detailed descriptions of the research context, participants, and setting, enabling readers to assess the applicability of the findings to similar construction industry environments (Forero et al., 2023). Dependability was ensured through systematic documentation of research procedures, transparent methodological decisions, and consistent data management practices, allowing the research process to be reviewed and replicated by other scholars (Moon et al., 2022). Confirmability was established by maintaining a comprehensive audit trail, documenting analytical decisions, and incorporating verbatim participant responses to ensure that the findings were grounded in the data rather than influenced by researcher bias (Korstjens & Moser, 2022).

Transferability. Transferability was communicated through detailed descriptions of sampling factors such as the geographical location of the study, participant characteristics, and the timeframe of data collection and analysis (Johnson et al., 2020). It refers to the extent to which the findings of a study may be applicable to other contexts that share similar characteristics and conditions (Stahl & King, 2020). In this study, transferability was supported through the use of thick description, providing detailed accounts of the research setting, participant roles, and organizational context within the construction industry of Negros Occidental (Forero et al., 2023). Conversation partners were purposively selected based on their experience and involvement in construction project operations, ensuring that they served as rich sources of relevant information (Rose & Johnson, 2020). The purpose of transferability is to enhance the extent to which research findings may be transferred or applied to other contexts and settings with comparable characteristics (Stahl & King, 2020).

Dependability. Dependability refers to the consistency and stability of the research process across time, researchers, and analytical procedures (Anim-Wright, 2024). It is essential because it reflects the methodological rigor of the study and adherence to systematic procedures in collecting and analyzing data (Gunbayi, 2024). In this study, dependability was ensured through peer examination, wherein the researcher discussed the research procedures, interview transcripts, and emerging themes with an independent colleague knowledgeable in qualitative research (Stahl & King, 2020). The peer reviewer examined the accuracy of the coding process and

provided feedback on theme development, which was incorporated into the final analysis (Rose & Johnson, 2020). This process helped ensure that the procedures followed were logical, transparent, and well-documented, thereby strengthening the dependability of the qualitative findings (Gunbayi, 2024).

Confirmability. Confirmability refers to the extent to which research findings are shaped by participants' experiences and perspectives rather than researcher bias or personal assumptions (Stahl & King, 2020). In this study, confirmability was ensured through the maintenance of an audit trail that included interview transcripts, coding notes, and documented analytical decisions made throughout the research process (Forero et al., 2023). These records enabled the researcher to systematically trace how interpretations and conclusions were derived from the collected data (Gunbayi, 2024). In addition, the themes generated from the analysis were reviewed and refined through peer examination to ensure that the findings accurately reflected the experiences of the conversation partners and remained grounded in the evidence collected (Rose & Johnson, 2020). The purpose of confirmability was to strengthen confidence that other researchers could corroborate the findings and reach similar conclusions when examining the same data (Nieminen & Suikkala, 2022).

Data Explication. This study employed thematic analysis using Lichtman's three Cs-coding, categorizing, and conceptualizing to explore the lived experiences and perceptions of construction employees regarding psychological contracts, employee engagement, and organizational commitment (Decena & Singson, 2022). Interview transcripts were carefully reviewed and coded to identify significant statements related to the key variables of the study (Braun & Clarke, 2022). Similar codes were grouped into categories, and redundant or overlapping categories were refined to arrive at meaningful and coherent themes (Braun & Clarke, 2022). The final themes were developed through the process of conceptualization and were supported by relevant excerpts from the conversation partners' narratives to ensure that the findings accurately reflected their experiences within the construction industry (Decena & Singson, 2022).

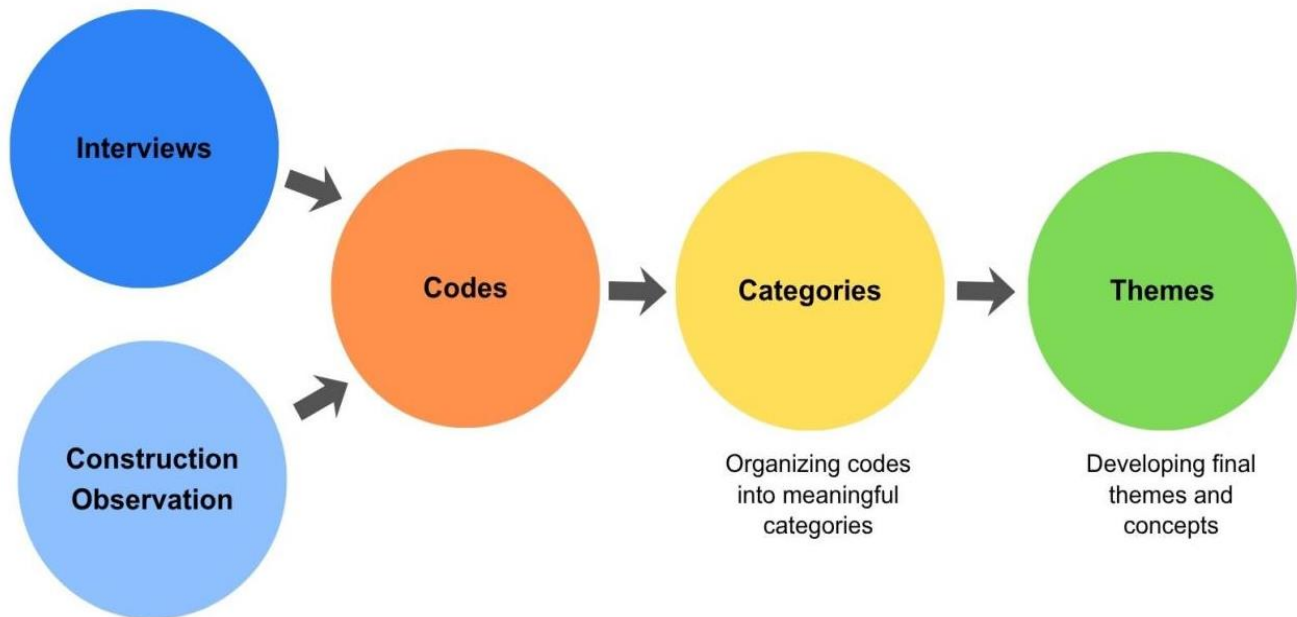
Coding. During the coding phase, the researcher conducted selective coding to identify the most relevant and meaningful patterns from the interview data (Braun & Clarke, 2022). The interview transcripts were read and reread carefully to generate initial codes, with particular attention given to recurring words, phrases, and ideas related to psychological contracts, employee engagement, and organizational commitment (Castleberry & Nolen, 2021). Provisional and tentative codes were applied during the initial cycle of coding to facilitate the systematic organization and analysis of qualitative data (Saldaña, 2021). Nonverbal cues and contextual notes were also considered, where applicable, to provide deeper insights and enrich the interpretation of participants' responses (Braun & Clarke, 2022). Redundant or overlapping codes were carefully reviewed, refined, merged, or eliminated to ensure clarity, consistency, and focus within the coding framework (Kiger & Varpio, 2022). This iterative process was repeated across all transcripts, enabling the researcher to refine and consolidate the initial codes into a coherent and meaningful structure that served as the foundation for subsequent thematic analysis (Maguire & Delahunt, 2022).

Categorizing. In the categorizing phase, the initial codes were organized into meaningful categories aligned with the objectives of the study concerning psychological contracts, employee engagement, and organizational commitment (Saldaña, 2021). Related codes were grouped to form preliminary categories representing common ideas and patterns emerging from the interview data (Kiger & Varpio, 2022). Through an iterative review process, the categories were revisited and refined, with overlapping or redundant codes merged and irrelevant ones removed to strengthen analytical clarity (Maguire & Delahunt, 2022). This process ensured that the final categories accurately reflected the key concepts embedded in the experiences and perceptions shared by the conversation partners (Nowell et al., 2023).

Conceptualizing. During the conceptualizing phase, the refined categories and codes were carefully reviewed to ensure conceptual clarity and coherence across the dataset (Braun & Clarke, 2022). The codes were organized around emerging themes derived directly from the data and supported by participants' narratives (Castleberry & Nolen, 2021). Related categories were merged where necessary, and minor revisions were implemented to improve the consistency and interpretability of the thematic structure (Vears & Gillam, 2022). Through this process, the final themes and corresponding subthemes were identified, capturing the core patterns and meanings

reflected in the experiences of construction employees regarding psychological contracts, employee engagement, and organizational commitment (Creswell & Poth, 2024).

Figure 3 Data Analysis



Ethical Considerations

Ethics in research refers to adherence to established principles and standards that guide responsible and trustworthy scientific inquiry (Resnik, 2020). Ethical principles were strictly observed throughout the conduct of this study to protect the rights, dignity, safety, and well-being of all participants, particularly given the in-depth nature of qualitative data collection and analysis (Azungah, 2020). Prior to data collection, respondents and conversation partners were informed of the purpose of the study, the voluntary nature of their participation, and their right to withdraw from the study at any time without penalty or consequence. Confidentiality was ensured through the use of coded identifiers, secure storage of survey responses and audio-recorded interviews in password-protected files, and restricted access to all research data (Wiles, 2022). The researcher ensured that participation did not disrupt normal work operations and that all collected information was treated with respect and handled in accordance with established ethical principles for research involving human participants (Sieber & Tolich, 2023). Furthermore, all collected data were used solely for academic purposes and were securely disposed of upon completion of the study in accordance with recognized standards for data management, privacy protection, and research integrity (Mertens, 2024).

RESULTS AND DISCUSSIONS

This presents the results as these answers the problems raised in the study. Each result or table is followed by discussion supported by implications and related studies.

Quantitative Results

Table 1 Extent of Psychological Contract When Taken Collectively (n=103)

Dimensions	Mean	Standard Deviation	Verbal Interpretation
Relational Contracts	4.71	0.42	Very High Extent

Transactional Contracts	4.41	0.47	Very High Extent
Balanced Contracts	4.29	0.56	Very High Extent
Overall	4.44	0.43	Very High Extent

The results reveal that the extent of psychological contracts among employees in the construction industry in Negros Occidental is very high ($\bar{x} = 4.44$; $sd = 0.43$). This suggests that employees generally feel that the organization is meeting its obligations, both in terms of workplace relationships and work-related expectations. Among the dimensions, relational contracts recorded the highest mean ($\bar{x} = 4.71$; $sd = 0.42$), indicating that employees strongly experience trust, respect, and support in their interactions with supervisors and management. Transactional contracts ($\bar{x} = 4.41$; $sd = 0.47$) and balanced contracts ($\bar{x} = 4.29$; $sd = 0.56$) also obtained very high ratings, showing that employees perceive their compensation, benefits, and development opportunities as being adequately provided.

The strong results, particularly in relational contracts, highlight the importance of day-to-day interactions and treatment in shaping employees' perceptions of their work. Psychological contracts are based on employees' beliefs regarding mutual obligations between themselves and their employers, and when these obligations are fulfilled, employees are more likely to develop positive attitudes and behaviors toward the organization (Wang et al., 2023). Similarly, the fulfillment of psychological contract expectations has been found to strengthen trust, enhance employee satisfaction, and foster positive workplace relationships (Ahmad et al., 2023). This is particularly relevant in construction settings where work is physically demanding and often requires close coordination and teamwork among employees (Xue et al., 2022). Recent studies have consistently shown that employees who perceive fair treatment, organizational support, and fulfillment of employer obligations are more satisfied, engaged, and less likely to leave the organization (Zhang & Fei, 2022).

At the same time, the consistently high scores across all dimensions suggest that employees perceive a reasonable balance between what they contribute and what they receive from the organization. This finding supports the principles of Social Exchange Theory, which posit that workplace relationships are developed and sustained through reciprocal exchanges of resources, support, and obligations between employees and organizations (Cropanzano et al., 2021). When employees perceive that their organization fulfills its obligations and meets their expectations, they are more likely to reciprocate with positive work attitudes, stronger commitment, and constructive workplace behaviors (Karagonlar et al., 2021). Similarly, perceptions of fairness and equitable treatment in both economic and social exchanges have been found to strengthen employees' attachment to their organizations and enhance organizational commitment (Shore et al., 2023). Although balanced contracts received the lowest mean among the three dimensions, the rating remains very high, suggesting that opportunities for employee growth and development are present but may still be improved. The provision of career advancement opportunities, learning experiences, and organizational support has been identified as a critical factor in sustaining long-term employee engagement and commitment (Newman et al., 2021). Overall, the findings indicate that maintaining strong psychological contract fulfillment is essential for fostering a stable, engaged, and committed workforce within the construction industry (Jiang et al., 2022).

Table 2 Extent of Psychological Contract When Grouped According to Age

Dimensions	Younger (20-37 years old; n=54)			Older (38-55 years old; n=49)		
	Mean	Standard Deviation	Verbal Interpretation	Mean	Standard Deviation	Verbal Interpretation
Relational Contracts	4.64	0.53	Very High Extent	4.78	0.23	Very High Extent
Transactional Contracts	4.31	0.56	Very High Extent	4.53	0.31	Very High Extent
Balanced Contracts	4.22	0.68	Very High Extent	4.37	0.39	Very High Extent
Overall	4.36	0.54	Very High Extent	4.53	0.24	Very High Extent

The analysis demonstrates that both younger employees (20–37 years old) and older employees (38–55 years old) perceive psychological contracts to a very high extent, with overall means of ($\bar{x} = 4.36$; $sd = 0.54$) and ($\bar{x} = 4.53$; $sd = 0.24$), respectively. Across all dimensions-relational, transactional, and balanced contracts both age groups consistently reported very high ratings. However, older employees recorded slightly higher mean scores in all areas, particularly in relational contracts ($\bar{x} = 4.78$; $sd = 0.23$), suggesting stronger perceptions of trust, respect, and support in the workplace. While younger employees also reported very high perceptions, their ratings were comparatively lower, especially in balanced contracts ($\bar{x} = 4.22$; $sd = 0.68$).

The observed pattern may be explained by differences in work experience and expectations across age groups. Older employees, having spent more time in the industry, are more likely to have developed stable relationships with management and a clearer understanding of organizational practices. Employment relationships and psychological contracts tend to mature over time as employees continuously interpret workplace experiences and adjust their expectations based on organizational realities, leading to stronger perceptions of contract fulfillment among long-tenured workers (De Vos et al., 2022). Sustained interactions and ongoing exchanges between employees and employers also contribute to the development of trust and stronger relational bonds, particularly among workers who have accumulated extensive organizational experience (Coyle-Shapiro et al., 2021). Consistent organizational practices, transparent communication, and reliable fulfillment of obligations further reinforce employees' confidence in the employment relationship and strengthen perceptions of fairness and reciprocity (Griep et al., 2021). Employees with longer service are often more familiar with organizational procedures and expectations, which may enhance their ability to interpret workplace practices positively and perceive greater fulfillment of psychological contracts (Kutaula et al., 2020).

From another perspective, the slightly lower ratings among younger employees may reflect their greater expectations for growth, development, and career advancement opportunities. Younger workers often prioritize career mobility, continuous learning, and opportunities for professional development, which are important aspects of a balanced employment relationship (Akkermans et al., 2021). Employees generally assess their relationship with the organization by comparing their contributions with the rewards, support, and opportunities they receive in return (Bal et al., 2021). When developmental expectations are not fully satisfied, perceptions of contract fulfillment may be somewhat lower despite overall positive views of the organization (Vantilborgh et al., 2023). Differences in career stage, personal goals, and professional aspirations may likewise influence how employees evaluate organizational practices and workplace experiences (De Vos et al., 2022). Organizations that effectively align training, development programs, and career opportunities with employee expectations are more likely to sustain positive perceptions and stronger employment relationships across different age groups (Akkermans et al., 2021). Overall, the findings suggest that while psychological contracts are strongly established across all age groups, organizations may further strengthen employee engagement and organizational commitment by tailoring developmental support and career opportunities according to employees' evolving career needs and expectations (Bal et al., 2021).

Table 3 Extent of Psychological Contract When Grouped According to Sex

Dimensions	Male (n=87)			Female (n=16)		
	Mean	Standard Deviation	Verbal Interpretation	Mean	Standard Deviation	Verbal Interpretation
Relational Contracts	4.77	0.29	Very High Extent	4.34	0.73	Very High Extent
Transactional Contracts	4.46	0.42	Very High Extent	4.18	0.65	High Extent
Balanced Contracts	4.35	0.46	Very High Extent	3.96	0.91	High Extent
Overall	4.50	0.33	Very High Extent	4.13	0.73	High Extent

Based on the data, both male and female employees perceive psychological contracts to a high to very high extent. Male respondents reported an overall mean of ($\bar{x} = 4.50$; $sd = 0.33$), interpreted as very high extent, while female respondents obtained a slightly lower overall mean of ($\bar{x} = 4.13$; $sd = 0.73$), interpreted as high extent. Across all dimensions, male employees consistently recorded higher mean scores, particularly in relational contracts ($\bar{x} = 4.77$; $sd = 0.29$), while female employees reported comparatively lower scores, especially in balanced contracts ($\bar{x} = 3.96$; $sd = 0.91$). Despite these differences, both groups generally reflect positive perceptions of how the organization fulfills its obligations.

The higher ratings among male employees may be associated with the nature of the construction industry, where males often occupy operational and field-based positions that involve frequent interaction with supervisors, project managers, and team members. Such continuous workplace interactions can contribute to stronger perceptions of trust, organizational support, and fairness. Psychological contracts are developed and reinforced through ongoing exchanges and experiences between employees and organizations, influencing how workers evaluate organizational obligations and commitments (Coyle-Shapiro et al., 2021). Consistent organizational practices and clear communication further strengthen employees' perceptions that organizational promises are being fulfilled (Griep et al., 2021). Research has also shown that trust and fairness are enhanced when employees repeatedly observe alignment between organizational commitments and actual workplace practices (Vantilborgh et al., 2023). In construction environments where coordination, collaboration, and teamwork are essential to project success, these relational experiences play an important role in shaping employee attitudes and perceptions toward the organization (Bakker & Albrecht, 2021).

In comparison, the relatively lower scores among female employees, particularly in balanced contracts, may reflect differences in perceived access to development opportunities, career advancement, or organizational support. Although the ratings remain positive, the findings suggest that female employees may experience slightly lower alignment between organizational provisions and their long-term career expectations. Employees commonly evaluate their employment relationship based on the balance between their contributions and the rewards, opportunities, and support they receive from the organization (Bal et al., 2021). Variations in these perceptions may emerge when employees experience workplace opportunities differently across demographic groups (De Vos et al., 2022). Furthermore, perceptions of organizational support are often influenced by employees' work experiences, role expectations, and opportunities for professional growth within the organization (Akkermans et al., 2021). Organizations that promote inclusive development opportunities, equitable treatment, and fair access to career advancement are more likely to strengthen positive perceptions of psychological contract fulfillment among all employees (Caesens et al., 2023). These findings suggest that construction firms should continue to ensure that both male and female employees experience equal levels of support, recognition, and professional development opportunities to foster stronger psychological contract fulfillment and organizational commitment.

The results show in table 4 that all groups generally perceive psychological contracts to a high to very high extent, although some variation can be observed across roles. Managers and supervisors obtained the highest overall mean ($\bar{x} = 4.58$; $sd = 0.37$), followed by skilled construction workers ($\bar{x} = 4.53$; $sd = 0.18$) and non-skilled workers ($\bar{x} = 4.51$; $sd = 0.24$), all interpreted as very high extent. In contrast, project/site engineers ($\bar{x} = 4.21$; $sd = 1.20$) and administrative staff ($\bar{x} = 4.08$; $sd = 0.68$) reported slightly lower overall means, interpreted as high extent. Across all groups, relational contracts consistently received the highest ratings, while transactional and balanced contracts showed more variation depending on job role.

Table 4 Extent of Psychological Contract When Grouped According to Designation

Dimensions	Administrative Staff (n = 16)			Non-Skilled Worker (n = 25)			Project/Site Engineer (n = 5)		
	Mean ($\bar{x}$)	SD	VI	Mean ($\bar{x}$)	SD	VI	Mean ($\bar{x}$)	SD	VI
Relational Contracts	4.27	0.71	VHE	4.75	0.23	VHE	4.50	0.87	VHE

Transactional Contracts	4.14	0.64	HE	4.44	0.34	VHE	4.16	1.17	HE
Balanced Contracts	3.91	0.84	HE	4.41	0.40	VHE	4.07	1.46	HE
Overall	4.08	0.68	HE	4.51	0.24	VHE	4.21	1.20	VHE

Dimensions	Skilled Construction Worker (n = 54)			Manager/Supervisor (n = 3)		
	$\bar{x}$	sd	VI	$\bar{x}$	sd	VI
Relational Contracts	4.83	0.18	VHE	4.75	0.25	VHE
Transactional Contracts	4.49	0.33	VHE	4.73	0.23	VHE
Balanced Contracts	4.37	0.32	VHE	4.33	0.58	VHE
Overall	4.53	0.18	VHE	4.58	0.37	VHE

These differences may be understood in relation to how employees experience organizational practices based on their level of involvement and interaction within the company (Guest et al., 2021). Employees occupying supervisory and managerial positions are often more engaged in communication, coordination, and decision-making activities, which may strengthen their perceptions of fairness, support, and fulfillment of organizational obligations (Alcover et al., 2022). Workplace relationships are largely shaped by employees' daily experiences and interactions within the organization, influencing how they assess organizational commitments and reciprocal exchanges (Restubog et al., 2023). Employees who are actively involved in organizational processes also tend to possess a deeper understanding of company expectations, policies, and support mechanisms, which may contribute to stronger perceptions of psychological contract fulfillment (Karatepe et al., 2022). Greater participation in management-related activities may further enhance perceptions of trust, transparency, and organizational support, reinforcing positive attitudes toward the employer (Newman et al., 2021). These perspectives suggest that differences in job roles can significantly influence the development and maintenance of psychological contracts, particularly within structured and project-based environments such as construction firms (Fletcher et al., 2023).

By contrast, the slightly lower ratings among administrative staff and engineers may reflect differences in access to information, communication channels, support systems, or professional development opportunities (Meyer et al., 2021). Employees in these positions may experience organizational practices less directly, which can affect how they evaluate fairness and the fulfillment of organizational obligations (Caesens et al., 2023). Perceptions of workplace experiences often differ according to job responsibilities, authority levels, and access to organizational resources, leading to variations in how employees interpret organizational support (Saks, 2022). Career aspirations, professional expectations, and opportunities for advancement may likewise influence employees' assessments of their employment relationship and overall workplace experiences (Rousseau et al., 2024). Moreover, providing equitable access to organizational resources, recognition, and development opportunities is essential for sustaining positive perceptions of fairness and support across all employee groups (Griep & Vantilborgh, 2021). These findings suggest that while psychological contracts remain strong across all designations, organizations may further enhance employee perceptions by ensuring that communication, recognition, and development opportunities are consistently accessible and experienced across different job roles (Guest et al., 2021).

Table 5 Extent of Psychological Contract when Grouped According to Length of Service

Dimensions	One to Three (1-3) years of service (n=40)			Four to Six (4-6) years of service (n=17)			Seven to Ten (7-10) years of service (n=19)		
	$\bar{x}$	sd	VI	$\bar{x}$	sd	VI	$\bar{x}$	sd	VI
Relational Contracts	4.73	0.33	VHE	4.68	0.36	VHE	4.47	0.71	VHE

Transactional Contracts	4.49	0.40	VHE	4.48	0.45	VHE	4.09	0.66	HE
Balanced Contracts	4.46	0.40	VHE	4.36	0.38	VHE	3.83	0.90	HE
Overall	4.54	0.30	VHE	4.49	0.32	VHE	4.09	0.72	HE

Dimensions	Less than 1 year (n=16)			More than 10 years (n=11)		
	$\bar{x}$	sd	VI	$\bar{x}$	sd	VI
Relational Contracts	4.86	0.20	VHE	4.84	0.20	VHE
Transactional Contracts	4.41	0.31	VHE	4.58	0.33	VHE
Balanced Contracts	4.36	0.40	VHE	4.26	0.38	VHE
Overall	4.51	0.25	VHE	4.52	0.24	VHE
Note: $\bar{x}$ = Mean; sd = Standard Deviation; VI = Verbal Interpretation; VHE = Very High Extent; HE = High Extent						

The results illustrate that perceptions of psychological contract fulfillment remain generally high to very high across all tenure groups, although slight variations are evident. Employees with less than one year ($\bar{x} = 4.51$; $sd = 0.25$) and those with more than ten years of service ($\bar{x} = 4.52$; $sd = 0.24$) both reported a very high extent, suggesting strong positive perceptions at both entry and long-tenured stages. Similarly, employees with four to six years of service ($\bar{x} = 4.49$; $sd = 0.32$) also demonstrated very high ratings. In contrast, those with one to three years ($\bar{x} = 4.54$; $sd = 0.30$) and seven to ten years of service ($\bar{x} = 4.09$; $sd = 0.72$) showed relatively lower overall means, interpreted as high extent, particularly in transactional and balanced contracts. Across all tenure groups, relational contracts consistently received the highest ratings, indicating strong perceptions of trust and interpersonal support regardless of length of service.

These patterns suggest that employee perceptions of psychological contracts are not linear but may shift at different stages of employment (Rousseau et al., 2024). New employees often enter organizations with strong initial expectations and optimism, which may explain their high ratings, while long-tenured employees may have developed deeper trust and stability through sustained interaction with the organization (Alcover et al., 2022). Employee attitudes and perceptions tend to evolve over time as individuals accumulate experiences and develop a clearer understanding of organizational practices and expectations (Newman et al., 2021). Stronger perceptions of organizational support are likewise more likely to emerge as employees gain longer experience and establish more stable relationships within the workplace (Karatepe et al., 2022). Employees in the early stages of employment frequently report high expectations regarding career opportunities, support, and organizational commitment, which may gradually adjust as they gain greater workplace experience (Fletcher et al., 2023). These perspectives indicate that psychological contracts are dynamic in nature and are influenced by employees' career stages and accumulated organizational experiences (Guest et al., 2021).

The relatively lower ratings among employees in the mid-tenure range, particularly those with seven to ten years of service, may reflect a period of reassessment during which expectations regarding career advancement, rewards, and professional growth become more prominent (Meyer et al., 2021). At this stage, employees may begin to critically evaluate whether the organization continues to meet their evolving personal and professional needs (Saks, 2022). Employee commitment and satisfaction are often influenced by the extent to which organizations sustain support, recognition, and developmental opportunities beyond the initial stages of employment (Caesens et al., 2023). Unmet expectations that accumulate over time may affect employee attitudes, perceptions of fairness, and evaluations of the employment relationship (Griep & Vantilborgh, 2021). Continuous investment in employee development, training, and career progression opportunities remains essential for maintaining positive perceptions and strengthening long-term organizational relationships (Akkermans et al., 2021). These findings suggest that while organizations are successful in establishing strong

psychological contracts, maintaining consistency in career development, recognition, and support is necessary to sustain positive employee perceptions throughout different stages of tenure (Restubog et al., 2023).

Table 6 Extent of Psychological Contract when Grouped According to Type of Employment

Dimensions	Contractual (n=50)			Permanent (n=53)		
	Mean	Standard Deviation	Verbal Interpretation	Mean	Standard Deviation	Verbal Interpretation
Relational Contracts	4.80	0.21	Very High Extent	4.62	0.54	Very High Extent
Transactional Contracts	4.44	0.33	Very High Extent	4.39	0.58	Very High Extent
Balanced Contracts	4.42	0.36	Very High Extent	4.17	0.69	High Extent
Overall	4.53	0.20	Very High Extent	4.36	0.56	Very High Extent

The findings revealed that both contractual and permanent employees perceive psychological contracts to a very high extent, indicating generally positive evaluations of how organizations meet their obligations. Contractual employees reported a slightly higher overall mean ($\bar{x} = 4.53$; $sd = 0.20$) compared to permanent employees ($\bar{x} = 4.36$; $sd = 0.56$). Across all dimensions—relational, transactional, and balanced contracts—both groups maintained very high ratings. Notably, relational contracts received the highest scores in both groups, particularly among contractual employees ($\bar{x} = 4.80$; $sd = 0.21$), suggesting that interpersonal relationships and perceived support remain strong regardless of employment status.

One possible explanation for the higher ratings among contractual employees is the nature of short-term or project-based employment, where expectations are often more clearly defined and immediate (Alcover et al., 2022). Employees under contractual arrangements may focus more on present exchanges such as fair treatment, timely compensation, and supportive supervision, which are more readily observable in their daily work experiences (Guest et al., 2021). Workers in non-permanent positions frequently evaluate employment relationships based on the extent to which immediate organizational commitments and obligations are fulfilled (Vantilborgh et al., 2023). Temporary and project-based employees often report favorable perceptions of their employers when expected support, communication, and workplace resources are consistently provided (Fletcher et al., 2023). In this context, clear communication, defined responsibilities, and observable organizational support can strengthen perceptions of psychological contract fulfillment even within less stable employment arrangements (Newman et al., 2021).

In contrast, permanent employees, while still reporting very high levels of psychological contract fulfillment, may hold broader and more long-term expectations regarding their employment relationship (Caesens et al., 2023). These expectations often include career advancement opportunities, employment security, professional development, and sustained organizational support over time (Akkermans et al., 2021). Employees in permanent positions are more likely to evaluate their relationship with the organization beyond immediate exchanges by considering future benefits and long-term growth opportunities (Meyer et al., 2021). Psychological contracts may therefore vary according to employment arrangements, with permanent employees typically developing more complex and multifaceted expectations than contractual workers (Restubog et al., 2023). When long-term expectations are not fully realized, employees may reassess the extent to which organizational obligations are being fulfilled, which can influence their overall perceptions of the employment relationship (Saks, 2022). These findings suggest that while both contractual and permanent employees perceive strong psychological contract fulfillment, organizations should remain attentive to the distinct expectations of each employment group to maintain positive, stable, and mutually beneficial workplace relationships (Griep & Vantilborgh, 2021).

Table 7 Level of Employee Engagement when Taken Collectively (n=103)

Dimensions	Mean	Standard Deviation	Verbal Interpretation
Vigor	4.42	0.50	Very High Extent
Dedication	4.52	0.52	Very High Extent
Absorption	4.41	0.51	Very High Extent
Overall	4.45	0.45	Very High Extent

The data suggest that employee engagement is very high overall ($\bar{x} = 4.45$; $sd = 0.45$), indicating that employees are generally energetic, committed, and focused in their work. Among the dimensions, dedication recorded the highest mean ($\bar{x} = 4.52$; $sd = 0.52$), suggesting that employees strongly identify with their work and take pride in what they do. This is followed by vigor ($\bar{x} = 4.42$; $sd = 0.50$) and absorption ($\bar{x} = 4.41$; $sd = 0.51$), both of which also fall under a very high extent. These findings reflect a workforce that is not only willing to exert effort but is also deeply involved in their tasks.

The consistently high levels across all dimensions point to a work environment where employees find meaning, motivation, and satisfaction in their roles (Bakker & Albrecht, 2021). Work engagement is commonly described as a positive and fulfilling work-related state characterized by vigor, dedication, and absorption, which enables employees to remain enthusiastic and committed to their responsibilities (Schaufeli, 2021). Employees who demonstrate high levels of engagement are more likely to exert additional effort, persist through challenges, and contribute beyond the minimum requirements of their jobs (Saks, 2022). In construction settings, where work often involves physical demands, coordination, and teamwork, employee engagement plays a critical role in sustaining performance and productivity (Knight et al., 2021). Employees tend to become more engaged when they perceive their work as meaningful, experience psychological safety, and have access to the resources needed to perform effectively (Fletcher et al., 2023). Strong emotional and cognitive connections to work have likewise been associated with higher levels of effectiveness, commitment, and positive organizational outcomes (Caesens et al., 2023).

The prominence of dedication as the highest-rated dimension suggests that employees derive a strong sense of purpose, pride, and significance from their work (Schaufeli, 2021). Such dedication may be influenced by both individual motivation and the quality of organizational support provided to employees (Bakker & Albrecht, 2021). Employee engagement has been shown to be strongly associated with positive workplace relationships and supportive organizational environments that foster trust and mutual respect (Karatepe et al., 2022). When employees feel valued, recognized, and supported, they are more likely to reciprocate with greater enthusiasm, commitment, and involvement in their work (Newman et al., 2021). Higher levels of engagement have also been linked to improved job performance, increased productivity, and stronger employee retention outcomes (Macey et al., 2023). Furthermore, engaged employees are more likely to demonstrate organizational citizenship behaviors and contribute positively to the achievement of organizational goals (Meyer et al., 2021). These findings suggest that sustaining high levels of employee engagement can provide long-term benefits for construction firms by supporting workforce stability, enhancing productivity, and promoting overall organizational effectiveness (Saks, 2022).

Table 8 Level of Employee Engagement when Grouped According to Age

Dimensions	Younger (20-37 years old; n=54)			Older (38-55 years old; n=49)		
	Mean	Standard Deviation	Verbal Interpretation	Mean	Standard Deviation	Verbal Interpretation
Vigor	4.31	0.60	Very High Extent	4.54	0.35	Very High Extent
Dedication	4.42	0.62	Very High Extent	4.64	0.34	Very High Extent
Absorption	4.38	0.57	Very High Extent	4.45	0.42	Very High Extent
Overall	4.36	0.54	Very High Extent	4.54	0.31	Very High Extent

The analysis demonstrates that both younger employees (20–37 years old) and older employees (38–55 years old) exhibit a very high level of engagement, with overall means of ($\bar{x} = 4.36$; $sd = 0.54$) and ($\bar{x} = 4.54$; $sd = 0.31$), respectively. Across all dimensions-vigor, dedication, and absorption-older employees consistently reported higher mean scores than their younger counterparts. In particular, dedication ($\bar{x} = 4.64$; $sd = 0.34$) emerged as the highest-rated dimension among older employees, while younger employees showed slightly lower, though still very high, levels across all areas. These results suggest that engagement is strong across age groups, with a noticeable increase among more mature employees.

The higher engagement observed among older employees may be linked to accumulated work experience, stronger role clarity, and deeper attachment to their jobs (Albrecht et al., 2021). As employees spend more time in the workplace, they often develop a clearer understanding of their responsibilities and a stronger sense of purpose, which can enhance both motivation and commitment (Breevaart & Bakker, 2022). Positive psychological resources such as resilience, self-efficacy, and optimism have been found to contribute significantly to employee engagement and overall work involvement (Donaldson et al., 2022). Meaningful work experiences and opportunities for personal and professional growth likewise strengthen employees' enthusiasm and dedication toward their roles (Fletcher et al., 2023). Long-term exposure to supportive workplace conditions can accumulate over time and foster stronger engagement outcomes among employees (Knight et al., 2021). These perspectives help explain why older employees may report higher levels of vigor, dedication, and absorption in their work (Schaufeli, 2021).

At the same time, the consistently high scores across all dimensions suggest that employees perceive a reasonable balance between what they contribute and what they receive from the organization. This finding supports the principles of Social Exchange Theory, which propose that workplace relationships are built on reciprocal exchanges of benefits and obligations between employees and organizations (Cropanzano et al., 2021). When employees perceive that the organization fulfills its promises and commitments, they are more likely to reciprocate through positive work attitudes, greater commitment, and constructive workplace behaviors (Karagonlar et al., 2021). Likewise, perceptions of fairness and equitable treatment have been shown to strengthen employees' attachment to their organizations and reinforce organizational commitment (Shore et al., 2023). Although balanced contracts received the lowest mean among the three dimensions, the rating remains very high, suggesting that opportunities for employee growth and development are present but may still be enhanced. Continuous investment in employee learning, career advancement opportunities, and supportive workplace practices has been identified as an important factor in sustaining long-term employee engagement and commitment (Joo et al., 2022). Overall, the findings indicate that maintaining strong psychological contract fulfillment is essential in supporting a stable, engaged, and committed workforce within the construction industry (Jiang et al., 2022).

The findings in table 9 indicate that both male and female employees demonstrate generally high levels of engagement, although there are noticeable differences between the two groups. Male employees reported an overall mean of ($\bar{x} = 4.48$; $sd = 0.42$), interpreted as very high extent, while female employees obtained a slightly lower overall mean of ($\bar{x} = 4.30$; $sd = 0.60$), interpreted as high extent. Across all dimensions, male respondents consistently recorded higher mean scores, particularly in dedication ($\bar{x} = 4.55$; $sd = 0.47$). Female employees also showed strong engagement, especially in vigor ($\bar{x} = 4.30$; $sd = 0.58$), though dedication and absorption were rated at a high extent. These findings indicate that while engagement is evident across both groups, it appears more pronounced among male employees in this setting.

Table 9 Level of Employee Engagement when Grouped According to Sex

Dimensions	Male (n=87)			Female (n=16)		
	Mean	Standard Deviation	Verbal Interpretation	Mean	Standard Deviation	Verbal Interpretation
Vigor	4.44	0.49	Very High Extent	4.30	0.58	Very High Extent
Dedication	4.55	0.47	Very High Extent	4.36	0.71	Very High Extent
Absorption	4.45	0.49	Very High Extent	4.23	0.56	Very High Extent
Overall	4.48	0.42	Very High Extent	4.30	0.60	Very High Extent

The difference in engagement levels may be understood in relation to the nature of work roles and workplace dynamics within the construction industry (Bakker & Demerouti, 2023). Work environments that are physically demanding and traditionally male-dominated may shape how employees experience involvement, energy, and commitment to their tasks (Schaufeli, 2021). Job characteristics such as workload, autonomy, supervisory support, and access to resources have been identified as significant factors influencing employee engagement levels (Knight et al., 2021). Leadership effectiveness, workplace safety, and favorable working conditions likewise contribute to employees' motivation, enthusiasm, and overall engagement at work (Albrecht et al., 2021). The Job Demands-Resources framework further suggests that engagement is strengthened when employees possess sufficient resources to manage workplace demands and challenges effectively (Giri, 2024). These perspectives indicate that variations in engagement across employee groups may be influenced by differences in how work demands, organizational resources, and support systems are experienced within their respective roles (Giri, 2024).

Conversely, the findings also highlight the importance of fostering inclusive work environments that support engagement across all employees. Although female employees reported high levels of engagement, the slightly lower scores in dedication and absorption may reflect differences in access to opportunities, recognition, or workplace experiences (Newman et al., 2021). Work environment factors and organizational support mechanisms can significantly influence how different employee groups perceive and engage with their roles (Karatepe et al., 2022).) Organizations that actively promote fairness, inclusion, and employee support are more likely to sustain high levels of engagement among a diverse workforce (Akkermans et al., 2021). Leadership practices, organizational climate, and opportunities for participation also play an important role in shaping employee involvement, commitment, and engagement outcomes (Meyer et al., 2021). These findings suggest that maintaining equitable support, effective communication, and accessible development opportunities is essential for strengthening engagement among both male and female employees within the construction industry (Donaldson et al., 2022).

Table 10 Level of Employee Engagement when Grouped According to Designation

Dimensions	Administrative Staff (n=16)			Non-Skilled Worker (n=25)			Project / Site Engineer (n=5)		
	$\bar{x}$	sd	VI	$\bar{x}$	sd	VI	$\bar{x}$	sd	VI
Vigor	4.31	0.58	VHE	4.59	0.47	VHE	4.07	0.79	HE
Dedication	4.41	0.69	VHE	4.51	0.53	VHE	4.12	0.99	HE
Absorption	4.21	0.53	VHE	4.46	0.58	VHE	3.92	0.54	HE
Overall	4.31	0.58	VHE	4.52	0.47	VHE	4.04	0.76	HE

Dimensions	Skilled Construction Worker (n=54)			Manager / Supervisor (n=3)		
	$\bar{x}$	sd	VI	$\bar{x}$	sd	VI
Vigor	4.40	0.46	VHE	4.33	0.58	VHE
Dedication	4.61	0.37	VHE	4.33	0.58	VHE
Absorption	4.49	0.44	VHE	4.53	0.31	VHE
Overall	4.50	0.34	VHE	4.40	0.48	VHE

Note: $\bar{x}$ = Mean; sd = Standard Deviation; VI = Verbal Interpretation; VHE = Very High Extent; HE = High Extent

The findings in table 10 reveal that employee engagement remains generally very high across most job roles, although some variation is evident. Non-skilled workers ($\bar{x}$ = 4.52; sd = 0.47), skilled construction workers ($\bar{x}$ = 4.50; sd = 0.34), and managers/supervisors ($\bar{x}$ = 4.40; sd = 0.48) all reported very high levels of engagement. Administrative staff also demonstrated a very high level ($\bar{x}$ = 4.31; sd = 0.58). In contrast, project/site engineers

showed a relatively lower overall mean ($\bar{x} = 4.04$; $sd = 0.76$), interpreted as high extent, particularly in absorption ($\bar{x} = 3.92$; $sd = 0.54$). Across all groups, dedication consistently ranked high, indicating that employees generally feel committed and take pride in their work regardless of designation.

The pattern observed suggests that engagement may be shaped by the nature of tasks and the degree of direct involvement in operational work (Breevaart & Bakker, 2022). Employees in field-based roles, such as skilled and non-skilled workers, are often engaged in visible, hands-on activities where outputs are immediate and tangible, allowing them to directly observe the results of their efforts (Schaufeli, 2021). Such experiences can reinforce a sense of accomplishment, competence, and connection to their work (Ryan & Deci, 2020). Employees are generally more motivated and engaged when they perceive their work as meaningful and when they are provided with opportunities to actively contribute to organizational goals (Donaldson et al., 2022). Furthermore, job characteristics such as task significance, task identity, and opportunities for achievement have been found to play important roles in enhancing employee motivation and engagement (Albrecht et al., 2021).

In contrast, the comparatively lower engagement among engineers may reflect the complexity and pressure associated with their roles, which often involve planning, supervision, problem-solving, and accountability for project outcomes (Karatepe et al., 2022). Although these responsibilities are essential to project success, they may also involve higher cognitive demands and less immediate feedback, which can influence how engagement is experienced (Fletcher et al., 2023). Employee motivation and job satisfaction are affected not only by the nature of the work itself but also by the recognition, appreciation, and sense of accomplishment employees receive from their roles (Caesens et al., 2023). Perceptions of fairness in rewards, recognition, and workload distribution may likewise influence employees' motivation and engagement levels (Meyer et al., 2021).

Table 11 Level of Employee Engagement when Grouped According to Length of Service

Dimensions	<i>One to Three (1-3) years of service (n=40)</i>			<i>Four to Six (4-6) years of service (n=17)</i>			<i>Seven to Ten (7-10) years of service (n=19)</i>		
	$\bar{x}$	sd	VI	$\bar{x}$	sd	VI	$\bar{x}$	sd	VI
Vigor	4.42	0.56	VHE	4.20	0.24	HE	4.37	0.62	VHE
Dedication	4.50	0.50	VHE	4.38	0.28	VHE	4.44	0.81	VHE
Absorption	4.41	0.60	VHE	4.18	0.19	HE	4.37	0.59	VHE
Overall	4.44	0.48	VHE	4.25	0.16	VHE	4.39	0.65	VHE

Dimensions	Less than 1 year (n=16)			More than 10 years (n=11)		
	$\bar{x}$	sd	VI	$\bar{x}$	sd	VI
Vigor	4.75	0.21	VHE	4.33	0.52	VHE
Dedication	4.80	0.24	VHE	4.56	0.40	VHE
Absorption	4.60	0.41	VHE	4.62	0.29	VHE
Overall	4.72	0.22	VHE	4.50	0.28	VHE

Note: $\bar{x}$ = Mean; sd = Standard Deviation; VI = Verbal Interpretation; VHE = Very High Extent; HE = High Extent

The data suggest that employee engagement remains consistently very high across all tenure groups, although slight differences can be observed. Employees with less than one year of service reported the highest overall engagement ($\bar{x} = 4.72$; $sd = 0.22$), followed by those with more than ten years of service ($\bar{x} = 4.50$; $sd = 0.28$). Meanwhile, employees with one to three years ($\bar{x} = 4.44$; $sd = 0.48$), seven to ten years ($\bar{x} = 4.39$; $sd = 0.65$), and four to six years of service ($\bar{x} = 4.25$; $sd = 0.16$) also demonstrated very high engagement, although the latter

showed slightly lower scores in vigor and absorption. Across all groups, dedication consistently ranked high, indicating that employees generally maintain a strong sense of commitment and involvement regardless of tenure.

A closer look at the pattern suggests that engagement may fluctuate at different stages of an employee's tenure (Giri, 2024). Employees in the early stages of employment often display high enthusiasm, energy, and motivation as they adjust to a new work environment and seek to demonstrate their capabilities (Donaldson et al., 2022). The initial phase of employment is commonly characterized by learning, adaptation, and a strong desire to establish oneself within the organization, which can contribute to higher levels of engagement (Saks, 2024). Employees who are new to an organization are also often motivated by opportunities for social integration, achievement, and professional recognition (Caesens et al., 2023). Feelings of belongingness, competence, and acceptance within the workplace can further enhance involvement and commitment during the early stages of employment (Donaldson et al., 2022).

Conversely, the sustained high engagement among long-tenured employees suggests the presence of organizational stability, accumulated experience, and a deeper attachment to the workplace (Meyer et al., 2021). Over time, employees may develop a stronger sense of identity with their work and gain a clearer understanding of their responsibilities and contributions to organizational goals (Newman et al., 2021). Opportunities for continued growth, learning, and professional development remain important in sustaining engagement even after employees have become established in their roles (Akkermans et al., 2021). Long-term motivation is also influenced by intrinsic factors such as achievement, recognition, responsibility, and personal accomplishment (Karatepe et al., 2022). Meaningful work experiences and well-structured job roles have likewise been associated with stronger motivation and engagement across different career stages (Donaldson et al., 2022).

Table 12 Level of Employee Engagement when Grouped According to Type of Employment

Dimensions	<i>Contractual (n=50)</i>			<i>Permanent (n=53)</i>		
	Mean	Standard Deviation	Verbal Interpretation	Mean	Standard Deviation	Verbal Interpretation
Vigor	4.55	0.49	Very High Extent	4.29	0.49	Very High Extent
Dedication	4.62	0.46	Very High Extent	4.43	0.56	Very High Extent
Absorption	4.53	0.54	Very High Extent	4.31	0.45	Very High Extent
Overall	4.56	0.42	Very High Extent	4.34	0.45	Very High Extent

The findings point to both contractual and permanent employees demonstrate a very high level of engagement, reflecting strong energy, commitment, and involvement in their work. Contractual employees recorded a higher overall mean ($\bar{x} = 4.56$; $sd = 0.42$) compared to permanent employees ($\bar{x} = 4.34$; $sd = 0.45$). Across all dimensions-vigor, dedication, and absorption-both groups maintained very high ratings, with dedication emerging as the highest dimension for contractual employees ($\bar{x} = 4.62$; $sd = 0.46$). While permanent employees also showed strong engagement, their scores were slightly lower across all areas. Overall, the findings suggest that engagement is consistently high regardless of employment status, with a slight edge among contractual workers.

One way to understand this pattern is by considering how different employment arrangements shape motivation and work behavior (Saks, 2022). Contractual employees, who often work within defined timeframes or project-based assignments, may demonstrate higher levels of effort and involvement as they seek to secure continued employment and future career opportunities (Fletcher et al., 2023). Employee motivation is frequently influenced by the perceived relationship between effort, performance, and expected rewards, which can encourage greater engagement among workers in temporary positions (Newman et al., 2021). Individuals are generally more motivated when they believe that their performance will result in meaningful outcomes and valued benefits

(Donaldson et al., 2022). Moreover, employees facing greater uncertainty regarding employment continuity may be more inclined to invest additional effort and commitment to demonstrate their value to the organization (Knight et al., 2021).

For permanent employees, engagement remains strong but may be influenced by longer-term expectations, organizational attachment, and job stability (Meyer et al., 2021). While employment security can strengthen commitment and loyalty, it may also contribute to more stable and less variable levels of engagement over time (Karatepe et al., 2022). Employees in long-term positions often shift their focus from immediate performance outcomes toward sustained career development, professional growth, and alignment with organizational goals (Akkermans et al., 2021). As careers progress, motivation tends to be increasingly influenced by intrinsic factors such as personal fulfillment, achievement, and meaningful work experiences rather than purely external rewards (Ryan & Deci, 2020). Autonomy, opportunities for mastery, and a strong sense of purpose have likewise been identified as important drivers of sustained engagement among long-tenured employees (Knight et al., 2021).

Table 13 Level of Organizational Commitment when Taken Collectively (n=103)

Dimensions	Mean	Standard Deviation	Verbal Interpretation
Affective Commitment	4.46	0.54	Very High Extent
Continuance Commitment	4.15	0.57	High Extent
Normative Commitment	4.41	0.60	Very High Extent
Overall	4.33	0.50	Very High Extent

The analysis suggests that an overall very high level of organizational commitment ($\bar{x} = 4.33$; $sd = 0.50$). Among the dimensions, affective commitment recorded the highest mean ($\bar{x} = 4.46$; $sd = 0.54$), followed closely by normative commitment ($\bar{x} = 4.41$; $sd = 0.60$), both interpreted as very high extent. In contrast, continuance commitment obtained a slightly lower mean ($\bar{x} = 4.15$; $sd = 0.57$), interpreted as high extent. These results suggest that employees tend to stay in the organization primarily because they feel emotionally connected and morally inclined to remain, rather than solely due to the perceived cost of leaving.

The prominence of affective commitment in the findings highlights the importance of emotional attachment and identification with the organization (Mercurio, 2022). Employees who feel valued, respected, and aligned with organizational goals are more likely to develop a genuine sense of belonging and connection to their workplace (Meyer et al., 2021). Affective commitment is widely regarded as the most desirable form of organizational commitment because it reflects employees' willingness to remain with an organization based on personal attachment rather than obligation or necessity (Jolly & Self, 2021). Strong emotional attachment has also been associated with higher levels of job involvement, engagement, and overall work performance (Caesens et al., 2023).

At the same time, the strong level of normative commitment indicates that employees may also feel a sense of responsibility and obligation to remain with the organization due to the support, opportunities, and fair treatment they receive (Meyer et al., 2021). However, the relatively lower rating for continuance commitment suggests that employees are less influenced by concerns regarding the costs of leaving the organization or the loss of employment-related benefits (Alcover et al., 2022). Continuance commitment is generally associated with employees' assessment of the economic and personal consequences of leaving an organization rather than their emotional attachment to it (Karatepe et al., 2022). Employees who remain because of positive attitudes, organizational support, and meaningful workplace experiences are often more likely to demonstrate constructive work behaviors and positive organizational outcomes (Fletcher et al., 2023). Research has likewise shown that affective and normative commitment tend to be stronger predictors of employee performance, engagement, and retention than continuance commitment (Akkermans et al., 2021).

Table 14 Level of Organizational Commitment when Grouped According to Age

Dimensions	Younger (20-37 years old; n=54)			Older (38-55 years old; n=49)		
	Mean	Standard Deviation	Verbal Interpretation	Mean	Standard Deviation	Verbal Interpretation
Affective Commitment	4.43	0.62	Very High Extent	4.49	0.43	Very High Extent
Continuance Commitment	4.07	0.58	High Extent	4.23	0.57	Very High Extent
Normative Commitment	4.30	0.70	Very High Extent	4.54	0.43	Very High Extent
Overall	4.26	0.56	Very High Extent	4.41	0.40	Very High Extent

The results indicate that both younger (20–37 years old) and older (38–55 years old) employees demonstrate a very high level of organizational commitment, with overall means of ($\bar{x} = 4.26$; $sd = 0.56$) and ($\bar{x} = 4.41$; $sd = 0.40$), respectively. Across all dimensions, older employees consistently reported higher mean scores. In particular, normative commitment among older employees ($\bar{x} = 4.54$; $sd = 0.43$) emerged as the highest, while younger employees showed slightly lower scores, especially in continuance commitment ($\bar{x} = 4.07$; $sd = 0.58$), which was interpreted as high extent. Despite these differences, both groups reflect strong attachment to their organization, indicating that employees across age groups maintain a positive orientation toward remaining in their respective companies.

The higher levels of commitment among older employees may be associated with accumulated work experience, stronger organizational relationships, and a greater sense of stability in their roles (Meyer et al., 2021). As employees spend more time within an organization, they often develop deeper emotional attachments and stronger identification with organizational values and goals (Mercurio, 2022). Long-term workplace interactions and positive organizational experiences contribute to the development of trust, loyalty, and commitment among employees (Caesens et al., 2023). Repeated social exchanges and sustained organizational support can strengthen employees' perceptions of mutual obligation and reinforce their willingness to remain with the organization (Guest et al., 2021).

In contrast, younger employees, while still highly committed, may approach their relationship with the organization with greater flexibility and evolving expectations (Fletcher et al., 2023). Employees in the early stages of their careers often seek opportunities for learning, advancement, and professional growth, which may influence the extent of their long-term attachment to a particular organization (Akkermans et al., 2021). Early-career workers are frequently in the process of developing their professional identities and career aspirations, which can shape their attitudes toward organizational commitment (Newman et al., 2021). Contemporary career patterns are increasingly characterized by adaptability, mobility, and self-directed career management, particularly among younger generations entering the workforce (Donaldson et al., 2022). Employees may therefore place greater emphasis on personal development, skill acquisition, and future career opportunities when evaluating their relationship with an organization (Karatepe et al., 2022).

Table 15 Level of Organizational Commitment when Grouped According to Sex

Dimensions	Male (n=87)			Female (n=16)		
	Mean	Standard Deviation	Verbal Interpretation	Mean	Standard Deviation	Verbal Interpretation
Affective Commitment	4.49	0.49	Very High Extent	4.29	0.74	Very High Extent
Continuance Commitment	4.21	0.55	Very High Extent	3.82	0.61	High Extent

Normative Commitment	4.47	0.56	Very High Extent	4.10	0.73	High Extent
Overall	4.38	0.46	Very High Extent	4.06	0.61	High Extent

The findings provide evidence that both male and female employees demonstrate generally high to very high levels of organizational commitment. Male employees reported a higher overall mean ($\bar{x} = 4.38$; $sd = 0.46$), interpreted as very high extent, while female employees obtained a slightly lower overall mean ($\bar{x} = 4.06$; $sd = 0.61$), interpreted as high extent. Across all dimensions, male respondents consistently showed higher scores, particularly in affective commitment ($\bar{x} = 4.49$; $sd = 0.49$) and normative commitment ($\bar{x} = 4.47$; $sd = 0.56$). Female employees also demonstrated strong commitment, although their ratings for continuance ($\bar{x} = 3.82$; $sd = 0.61$) and normative commitment ($\bar{x} = 4.10$; $sd = 0.73$) were comparatively lower. Overall, the findings suggest that while organizational commitment is evident across both groups, it appears more pronounced among male employees in this context.

The observed differences may be linked to how employees experience their roles and workplace environment within the organization (Meyer et al., 2021). In industries such as construction, where work conditions, responsibilities, and job demands vary across positions, employees may develop different forms and levels of attachment to their organization (Mercurio, 2022). Organizational commitment is influenced by a combination of personal characteristics, workplace experiences, and organizational factors that shape employees' perceptions and attitudes toward their employer (Jolly & Self, 2021). Perceptions of organizational support, fairness, leadership effectiveness, and workplace relationships have likewise been found to play a significant role in strengthening employee commitment (Caesens et al., 2023). Work environment conditions and job-related experiences can affect employees' emotional attachment, sense of responsibility, and willingness to remain with the organization (Guest et al., 2021).

Moreover, the strong presence of affective commitment in both groups indicates that employees generally feel a meaningful connection to their organization (Saks, 2022). Affective commitment is often associated with positive work attitudes, stronger engagement, and greater organizational stability because employees remain with the organization out of genuine attachment rather than necessity (Newman et al., 2021). Perceived organizational support plays a crucial role in strengthening employees' emotional attachment and fostering positive attitudes toward the organization (Karatepe et al., 2022). Employees are generally more likely to remain committed when they feel appreciated, recognized, and supported in their work environment (Donaldson et al., 2022). These findings suggest that while both male and female employees demonstrate strong organizational commitment, maintaining an inclusive, supportive, and equitable work environment remains essential for sustaining high levels of commitment across all employee groups (Akkermans et al., 2021).

Table 16 Level of Organizational Commitment when Grouped According to Designation

Dimensions	Administrative Staff (n=16)			Non-Skilled Worker (n=25)			Project / Site Engineer (n=5)		
	$\bar{x}$	sd	VI	$\bar{x}$	sd	VI	$\bar{x}$	sd	VI
Affective Commitment	4.30	0.73	VHE	4.50	0.44	VHE	4.16	0.98	HE
Continuance Commitment	3.91	0.62	HE	4.41	0.46	VHE	3.60	0.63	HE
Normative Commitment	4.08	0.70	HE	4.62	0.35	VHE	3.76	1.56	HE
Overall	4.08	0.62	HE	4.50	0.33	VHE	3.83	0.92	HE

Dimensions	Skilled Construction Worker (n=54)			Manager / Supervisor (n=3)		
	$\bar{x}$	sd	VI	$\bar{x}$	sd	VI
Affective Commitment	4.53	0.44	VHE	4.13	0.76	HE

Continuance Commitment	4.21	0.49	VHE	3.06	0.54	M
Normative Commitment	4.51	0.41	VHE	3.87	0.83	HE
Overall	4.40	0.39	VHE	3.65	0.50	HE
Note: $\bar{x}$ = Mean; sd = Standard Deviation; VI = Verbal Interpretation; VHE = Very High Extent; HE = High Extent; M= Moderate						

The findings reveal that organizational commitment varies across job roles, although most groups still demonstrate high to very high levels of commitment. Among the groups, non-skilled workers ($\bar{x}$ = 4.50; sd = 0.33) and skilled construction workers ($\bar{x}$ = 4.40; sd = 0.39) reported very high overall commitment, while administrative staff ($\bar{x}$ = 4.08; sd = 0.62) and project/site engineers ($\bar{x}$ = 3.83; sd = 0.92) showed high levels. Meanwhile, managers/supervisors obtained a lower overall mean ($\bar{x}$ = 3.65; sd = 0.50), interpreted as moderate to high, particularly due to a lower score in continuance commitment ($\bar{x}$ = 3.06; sd = 0.54). Across most groups, affective and normative commitment remained relatively strong, suggesting that employees tend to stay because of emotional attachment and a sense of obligation rather than purely economic reasons.

The stronger commitment observed among construction workers may be linked to the nature of their work and the direct connection they maintain with daily operations and project activities (Donaldson et al., 2022). Employees who are actively involved in physical and task-oriented work often develop a stronger sense of belonging, teamwork, and shared identity with their colleagues and the organization (Newman et al., 2021). Active participation in organizational activities and work processes has been shown to strengthen employees' attachment and commitment by increasing their sense of involvement and contribution (Jolly & Self, 2021). Employees who regularly contribute to organizational goals are also more likely to internalize organizational values and develop stronger commitment toward their employer (Fletcher et al., 2023). Shared values, positive workplace culture, and collaborative work environments further enhance employees' emotional attachment to the organization (Caesens et al., 2023).

In contrast, the comparatively lower commitment levels among managers and engineers may reflect the broader responsibilities, pressures, and expectations associated with their positions (Karatepe et al., 2022). Employees in these roles are often required to make complex decisions, coordinate resources, and assume greater accountability for project outcomes, which may influence how they perceive their relationship with the organization (Newman et al., 2021). Organizational commitment is frequently shaped by employees' evaluations of the balance between their contributions, responsibilities, and the rewards they receive in return (Alcover et al., 2022). Roles involving higher complexity and responsibility may produce varying levels of attachment depending on work conditions, workload, and organizational support systems (Akkermans et al., 2021).

Table 17 Level of Organizational Commitment when Grouped According to Length of Service

Dimensions	<i>Less than 1 year (n=16)</i>			<i>More than 10 years (n=11)</i>		
	$\bar{x}$	sd	VI	$\bar{x}$	sd	VI
Affective Commitment	4.84	0.21	VHE	4.44	0.45	VHE
Continuance Commitment	4.29	0.15	VHE	3.73	0.64	HE
Normative Commitment	4.81	0.19	VHE	4.15	0.50	HE
Overall	4.63	0.12	VHE	4.08	0.43	HE

Dimensions	One to Three (1–3) Years of Service (n = 40)			Four to Six (4–6) Years of Service (n = 17)			Seven to Ten (7–10) Years of Service (n = 19)		
	Mean ($\bar{x}$)	SD	VI	Mean ($\bar{x}$)	SD	VI	Mean ($\bar{x}$)	SD	VI
Affective Commitment	4.43	0.58	VHE	4.35	0.27	VHE	4.31	0.73	VHE

Continuance Commitment	4.33	0.62	VHE	3.87	0.36	HE	4.14	0.64	HE
Normative Commitment	4.54	0.50	VHE	4.31	0.27	VHE	4.07	0.95	HE
Overall	4.42	0.50	VHE	4.16	0.13	HE	4.17	0.72	HE

The pattern suggests that commitment may be strongest during the early stages of employment when employees are still developing their sense of belonging, enthusiasm, and connection to the organization (Bakker et al., 2022). New employees often enter the workplace with high levels of motivation, optimism, and positive expectations, which can contribute to stronger emotional and moral attachment to their organization (Schaufeli, 2021). During this period, employees actively compare their initial expectations with their actual workplace experiences, and favorable experiences can strengthen organizational commitment (Tomprou et al., 2022). Employee satisfaction and commitment are likewise influenced by the extent to which organizations fulfill early expectations regarding support, recognition, and career opportunities (Kutaula et al., 2023). Perceptions of fairness, inclusion, and positive treatment during the onboarding and adjustment period also play an important role in shaping employees' attitudes toward the organization (Nguyen et al., 2022). These perspectives help explain why employees with shorter tenure may report stronger levels of organizational commitment (Park & Johnson, 2021).

Conversely, the gradual decline in commitment among mid- to long-tenured employees may reflect a period of reassessment during which employees evaluate their workplace experiences, career progression, and long-term benefits within the organization (De Vos et al., 2021). As employees gain experience and their careers advance, their expectations often evolve, leading them to place greater importance on professional growth, advancement opportunities, and organizational support (Bozionelos et al., 2022). Commitment is more likely to be sustained when employees perceive a clear relationship between their efforts, performance, achievements, and the rewards they receive from the organization (Rubenstein et al., 2023). Opportunities for career development, promotion, and meaningful work experiences also play a significant role in maintaining long-term organizational commitment (Huyghebaert et al., 2021). Continuous job enrichment, learning opportunities, and challenging responsibilities can further strengthen employees' attachment to the organization over time (Pfrombeck et al., 2022).

Table 18 Level of Organizational Commitment when Grouped According to Type of Employment

Dimensions	Contractual (n=50)			Permanent (n=53)		
	Mean	Standard Deviation	Verbal Interpretation	Mean	Standard Deviation	Verbal Interpretation
Affective Commitment	4.57	0.49	Very High Extent	4.35	0.56	Very High Extent
Continuance Commitment	4.39	0.48	Very High Extent	3.92	0.57	High Extent
Normative Commitment	4.68	0.34	Very High Extent	4.16	0.68	High Extent
Overall	4.54	0.37	Very High Extent	4.13	0.52	High Extent

The results imply that both contractual and permanent employees demonstrate generally strong commitment to their organization, although differences are evident. Contractual employees reported a higher overall mean ($\bar{x}$ = 4.54; sd = 0.37), interpreted as very high extent, compared to permanent employees ($\bar{x}$ = 4.13; sd = 0.52), interpreted as high extent. Across all dimensions, contractual employees consistently recorded higher scores, particularly in normative commitment ($\bar{x}$ = 4.68; sd = 0.34). Permanent employees also showed high levels of commitment, although their ratings for continuance and normative commitment were comparatively lower.

Overall, the findings suggest that while commitment is present in both groups, it appears more pronounced among contractual employees.

One possible explanation for this pattern lies in the nature of contractual employment, where employees may feel a stronger need to demonstrate loyalty, reliability, and commitment within a limited employment period (Vantilborgh et al., 2023). Contractual workers often operate in environments where performance outcomes and work quality can directly influence future employment opportunities and contract renewals (Alcover et al., 2022). Employment relationships in temporary or project-based arrangements are frequently shaped by immediate expectations, obligations, and reciprocal exchanges between employees and employers (Griep & Vantilborgh, 2021). Employees working under flexible employment arrangements may therefore exhibit higher levels of commitment when organizational expectations, responsibilities, and performance standards are clearly communicated and consistently applied (Guest et al., 2021). The uncertainty associated with non-permanent employment may also encourage workers to invest greater effort and commitment to maintain their employability and demonstrate their value to the organization (Donaldson et al., 2022).

In contrast, permanent employees may approach commitment from a more long-term and evaluative perspective (Mercurio, 2022). While they benefit from greater job security and organizational stability, their expectations often extend beyond immediate work conditions to include career advancement, professional development, recognition, and sustained organizational support (Akkermans et al., 2021). Employees in long-term employment relationships are more likely to evaluate their commitment based on the extent to which the organization supports both their professional aspirations and personal growth objectives (Kraimer et al., 2023). Permanent employees also tend to develop more complex employment relationships and expectations, which may influence how they assess their connection with the organization over time (Tomprou et al., 2022). Sustained motivation and commitment among long-tenured employees are often reinforced through fair treatment, meaningful recognition, career development opportunities, and continuous organizational support (Bozionelos et al., 2022).

The analysis presented in Table 19 indicates that psychological contracts do not significantly differ according to age ($p = 0.14$) and type of employment ($p = 0.30$), as both p -values are greater than the 0.05 level of significance. Therefore, the null hypotheses for these variables are accepted, suggesting that younger and older employees, as well as contractual and permanent employees, share similar perceptions regarding the fulfillment of psychological contracts. Although older employees ($\bar{x} = 4.53$) reported slightly higher mean scores than younger employees ($\bar{x} = 4.36$), and contractual employees ($\bar{x} = 4.53$) scored slightly higher than permanent employees ($\bar{x} = 4.36$), these differences are not statistically significant.

Table 19 Difference in the Extent of Psychological Contracts when Grouped According to Demographic Profiles

Profile	Mean	Standard Deviation	p-value	Significance @0.05	Status of Hypothesis
Age					
Young (n=49)	4.36	0.54	0.14	not significant	accept
Older (n=54)	4.53	0.24			
Length of Service					
1-3 yrs. of service (n=40)	4.54	0.30	<.01	significant	reject
4-6 yrs. of service (n=17)	4.49	0.32			
7-10 yrs. of service (n=19)	4.09	0.72			
Less than 1 year (n=16)	4.51	0.25			
More than 10 years (n=11)	4.52	0.24			
Type of Employment					
Contractual (n=50)	4.53	0.20	0.30	not significant	accept
Permanent (n=53)	4.36	0.56			

The findings indicate that no significant differences exist in psychological contracts when grouped according to age and type of employment, suggesting that employees generally perceive organizational obligations and mutual expectations similarly regardless of these demographic characteristics. This may indicate that organizational practices, workplace policies, and management approaches are implemented consistently across age groups and employment types (Guest et al., 2021). When employees experience similar levels of leadership support, communication, and organizational treatment, their perceptions of mutual obligations are more likely to converge (Caesens et al., 2023). A strong organizational culture promotes shared values, common workplace norms, and consistent employee perceptions across different groups (Donaldson et al., 2022). Organizations that implement fair and standardized human resource practices are also more likely to generate similar employee responses regardless of age or employment status (Karatepe et al., 2022). These perspectives suggest that the uniformity in psychological contract perceptions may reflect stable organizational systems, effective management practices, and a supportive work environment (Akkermans et al., 2021).

However, the significant difference observed according to length of service indicates that employees' perceptions of psychological contracts vary as they accumulate organizational experiences and progress through different stages of employment. Psychological contracts are shaped not only by organizational practices but also by employees' evolving expectations, career aspirations, and interpretations of how organizational promises are fulfilled over time (Vantilborgh et al., 2023). Employees evaluate their relationship with the organization based on actual treatment, fairness, support, and opportunities for growth (Griep & Vantilborgh, 2021). As tenure increases, changes in responsibilities and experiences may influence how employees perceive mutual obligations, highlighting the importance of continuously reinforcing communication, career development, leadership support, and equitable treatment to sustain positive psychological contract perceptions across all stages of employment (Mercurio, 2022).

Table 20 Difference in the Extent of Employee Engagement when Grouped According to Demographic Profiles

Profile	Mean	Standard Deviation	p-value	Significance @0.05	Status of Hypothesis
Age					
Young (n=49)	4.36	0.54	0.25	not significant	accept
Older (n=54)	4.54	0.31			
Length of Service					
1-3 yrs. of service (n=40)	4.44	0.48	0.04	significant	reject
4-6 yrs. of service (n=17)	4.25	0.16			
7-10 yrs. of service (n=19)	4.39	0.65			
Less than 1 year (n=16)	4.72	0.22			
More than 10 years (n=11)	4.50	0.28			
Type of Employment					
Contractual (n=50)	4.56	0.42	<0.01	significant	reject
Permanent (n=53)	4.34	0.45			

The findings presented reveal that employee engagement does not significantly differ according to age ($p = 0.25$), leading to the acceptance of the null hypothesis for this demographic variable. Although older employees ($\bar{x} = 4.54$) obtained slightly higher mean engagement scores than younger employees ($\bar{x} = 4.36$), the difference is not statistically significant, indicating relatively similar levels of vigor, dedication, and absorption across age groups. In contrast, significant differences were found according to length of service ($p = 0.04$) and type of

employment ($p < .01$), resulting in the rejection of the corresponding null hypotheses. Employees with less than one year of service ($\bar{x} = 4.72$) demonstrated the highest level of engagement, while those with four to six years of service ($\bar{x} = 4.25$) reported comparatively lower engagement. Similarly, contractual employees ($\bar{x} = 4.56$) exhibited higher engagement than permanent employees ($\bar{x} = 4.34$), suggesting that tenure and employment status influence employees' level of engagement within the organization.

The absence of significant differences across age groups may indicate that employee engagement is influenced more by common workplace experiences than by chronological characteristics (Attridge, 2022). When employees are exposed to similar organizational practices, work expectations, and support systems, their engagement levels tend to be relatively consistent regardless of age (Macey & Schneider, 2021). Employee engagement is strengthened when organizations provide adequate resources that enable employees to perform their responsibilities effectively (Breevaart & Bakker, 2022). Meaningful work, supportive supervision, and access to developmental opportunities have likewise been identified as important drivers of employee engagement (Rai et al., 2021). Positive workplace relationships and perceptions of organizational justice further contribute to sustained engagement among employees (Ribeiro et al., 2022). These findings suggest that supportive organizational conditions may help create consistently high levels of engagement across different age groups within the workforce (Osborne & Hammoud, 2023).

Furthermore, the significant differences observed in length of service and type of employment support the perspective that employee engagement is shaped by employees' organizational experiences and employment conditions (Shuck et al., 2022). Employees who are new to the organization may exhibit higher enthusiasm and motivation as they adapt to their roles, while contractual employees may demonstrate greater engagement as they strive to secure continued employment and career opportunities (Lee et al., 2023). Organizations that encourage participation, transparent communication, equitable treatment, and continuous support are more likely to foster employees' dedication and involvement in their work (Buil et al., 2021). Leadership support, organizational culture, and management systems remain critical factors in sustaining engagement, emphasizing the need for tailored engagement strategies that address the evolving needs of employees across different tenure levels and employment arrangements (Yin, 2022).

Table 21 Difference in the Extent of Organizational Commitment when Grouped According to Demographic Profiles

Profile	Mean	Standard Deviation	p-value	Significance @0.05	Status of Hypothesis
Age					
Young (n=49)	4.26	0.56	0.29	not significant	accept
Older (n=54)	4.41	0.40			
Length of Service			<.01	not significant	accept
1-3 yrs. of service (n=40)	4.42	0.50			
4-6 yrs. of service (n=17)	4.16	0.13			
7-10 yrs. of service (n=19)	4.17	0.72			
Less than 1 year (n=16)	4.63	0.12			
More than 10 years (n=11)	4.08	0.43			
Type of Employment			<0.01	not significant	accept
Contractual (n=50)	4.54	0.37			
Permanent (n=53)	4.13	0.52			

The findings presented indicate that organizational commitment does not significantly differ according to age ($p = 0.29$), leading to the acceptance of the null hypothesis. Although older employees ($\bar{x} = 4.41$) reported slightly higher commitment than younger employees ($\bar{x} = 4.26$), the difference is not statistically significant. However, significant differences were found according to length of service ($p < .01$) and type of employment ($p < .01$), resulting in the rejection of the corresponding null hypotheses. Employees with less than one year of service ($\bar{x} = 4.63$) demonstrated the highest level of organizational commitment, while those with more than ten years of service ($\bar{x} = 4.08$) reported the lowest mean score. Similarly, contractual employees ($\bar{x} = 4.54$) exhibited significantly higher organizational commitment than permanent employees ($\bar{x} = 4.13$), indicating that tenure and employment status influence employees' commitment to the organization.

The consistency of commitment across groups may reflect a work environment in which employees experience similar organizational practices, expectations, and treatment regardless of their demographic characteristics (Meyer et al., 2021). When workplace policies, leadership approaches, and support systems are implemented consistently, employees are more likely to develop comparable attitudes toward their organization (Caesens et al., 2023). Organizational structures and management systems play a significant role in shaping employee attitudes, behaviors, and commitment levels across the workforce (Newman et al., 2021). Well-coordinated organizational processes help create stability and predictability in the workplace, which can lead to more consistent employee responses and stronger organizational attachment (Donaldson et al., 2022). Stable and equitable organizational practices have also been associated with reduced variability in employee perceptions and work-related attitudes (Karatepe et al., 2022). These perspectives suggest that the absence of significant differences may reflect a well-integrated organizational environment where employees are guided by common systems, values, and workplace norms (Guest et al., 2021).

Furthermore, the findings imply that organizational commitment is influenced more by shared workplace experiences than by demographic distinctions (Shore et al., 2023). Employees generally develop their attachment to the organization based on the quality of treatment they receive, the fairness they perceive, and the support provided by management (Kim & Park, 2021). Perceptions regarding the relationship between effort, performance, recognition, and rewards significantly influence employees' motivation and commitment toward the organization (Karagonlar et al., 2021). Intrinsic factors such as achievement, recognition, meaningful work, and opportunities for personal growth have likewise been identified as important drivers of commitment across different employee groups (Joo et al., 2022). Organizational effectiveness is strengthened when employees demonstrate consistent positive attitudes, engagement, and commitment regardless of demographic characteristics (Kraimer et al., 2023). These findings suggest that organizations can sustain high levels of commitment by emphasizing equitable practices, meaningful work experiences, supportive leadership, and fair treatment rather than relying on demographic-based approaches to employee management (Pfrombeck et al., 2022).

The findings in table 22 provide evidence that all variables are positively and significantly related at the 0.05 level. Specifically, psychological contract and employee engagement show a weak positive correlation ($\rho = 0.24$, $p = 0.01$), while psychological contract and organizational commitment demonstrate a moderate positive relationship ($\rho = 0.31$, $p = 0.01$). Notably, employee engagement and organizational commitment exhibit a strong positive correlation ($\rho = 0.74$, $p = 0.01$). All relationships are statistically significant, leading to the rejection of the null hypotheses. These findings suggest that improvements in one variable are associated with increases in the others, particularly highlighting the strong connection between engagement and commitment.

Table 22 Relationship Between Psychological Contracts, Employee Engagement, and Organizational Commitment

Correlates	Spearman's Rho	p-value	Significance @ 0.05	Status of hypothesis
Psychological Contract and Employee Engagement	0.24	0.01	significant	reject

Psychological Contract and Organizational Commitment	0.31	0.01	significant	reject
Employee Engagement and Organizational Contract	0.74	0.01	significant	reject

The relatively weaker relationship between psychological contracts and employee engagement suggests that while the fulfillment of mutual expectations contributes to engagement, it may not be the sole factor influencing employees' level of involvement in their work (Tomprou et al., 2022). Employee engagement is often shaped by a broad range of workplace conditions, including leadership effectiveness, job characteristics, organizational support, and access to work resources (Rai et al., 2021). Engagement develops through the interaction of organizational factors and employees' work experiences rather than being determined by a single workplace condition (Breevaart & Bakker, 2022). Employee engagement also reflects psychological, emotional, and environmental influences that affect how employees perceive and experience their work (Shuck et al., 2022). Workplace relationships, organizational climate, and opportunities for professional growth have likewise been identified as important contributors to employee engagement (Lee et al., 2023). These perspectives help explain why the relationship between psychological contracts and employee engagement, although significant, may be relatively modest in strength (Naz et al., 2023).

In contrast, the strong relationship between employee engagement and organizational commitment highlights the important role of engagement in influencing employees' willingness to remain with the organization (Rubenstein et al., 2023). Employees who are highly engaged are more likely to develop stronger emotional attachment, loyalty, and responsibility toward their workplace (Kraimer et al., 2023). Employee engagement has been recognized as a key driver of employees' personal investment in their work roles and organizational objectives (Buil et al., 2021). Engaged employees are also more likely to demonstrate commitment, positive work attitudes, and behaviors that contribute to organizational success (Huyghebaert et al., 2021). Research further indicates that employee engagement serves as an important mechanism linking organizational practices with desirable employee outcomes, including stronger organizational commitment (Anlesinya & Amponsah-Tawiah, 2022). Employees who are emotionally, cognitively, and behaviorally connected to their work are generally more likely to remain committed to their organization and contribute positively to organizational goals (Ribeiro et al., 2022). These findings suggest that employee engagement serves as a critical link that strengthens the influence of psychological contracts on organizational commitment and reinforces positive organizational outcomes (Osborne & Hammoud, 2023).

Qualitative Results

Profile of the Conversation Partners

Following the quantitative phase, qualified conversation partners were purposively selected based on the established inclusion criteria for the qualitative phase. A total of ten (10) conversation partners were included, representing various positions and levels within the construction industry. To protect their identities and ensure confidentiality, pseudonyms were assigned to each conversation partner throughout the study. These individuals provided valuable insights regarding their experiences, perceptions, and perspectives relevant to the research objectives.

Jackhammer is a 47-year-old female currently employed as a Liaison Officer and has been working in the construction industry for nine (9) years. She is assigned to the San Carlos City Branch, where she is responsible for facilitating and processing essential documents with various government agencies, including the Department of Public Works and Highways (DPWH) and City Hall offices in Cebu, San Carlos, Calatrava, and other neighboring cities and municipalities. Her duties also include processing project billings, coordinating administrative requirements, and ensuring compliance with government regulations and procedures necessary for project implementation and operations.

Backhoe is a 46-year-old female currently working as a Liaison Officer. She has six (6) years of experience in the construction industry and is assigned to the Siquijor Branch. Her responsibilities include processing and facilitating documents with agencies such as the Department of Public Works and Highways (DPWH) and City Hall offices in Dumaguete and Siquijor. She also manages the processing of project billings, lot titles, and other related documentation to ensure compliance with regulatory requirements.

Grinder is a 25-year-old female currently employed as a Project Engineer. She has three (3) years of experience in the construction industry and is assigned to the San Carlos City Branch. She is responsible for supervising project implementation, ensuring that construction activities are aligned with plans, specifications, and timelines. Additionally, she coordinates with contractors, site personnel, and clients while monitoring project progress, quality, and adherence to safety standards.

Solar Studs is a 29-year-old male working as a Motor Pool Supervisor with one (1) year of experience in the construction industry, assigned to the San Carlos City Branch. His duties include overseeing equipment mobilization, repairs and maintenance, and monitoring requests from drivers and operators regarding their assigned equipment. He also ensures the availability, proper utilization, and operational readiness of all vehicles and heavy equipment needed for project operations.

Sand is a 34-year-old male currently working as a regular plumber with more than seventeen (17) years of experience in the construction industry. He is assigned to various projects in Bacolod City and has been involved in the construction of schools, hospitals, buildings, and residential houses. His role includes installing, repairing, and maintaining plumbing systems, ensuring efficient water distribution, proper drainage, and compliance with construction and safety standards.

Gravel is a 24-year-old male employed as a contractual mason with more than two (2) years of experience in the construction industry. He was previously assigned to projects in San Carlos City and is currently assigned to projects in Bacolod City. He has participated in various construction projects, including slaughterhouses, buildings, and hospitals. In his role, he is responsible for laying bricks, concrete blocks, and other materials, as well as assisting in structural works to ensure proper alignment, durability, and compliance with project specifications.

Transit Mixer is a 32-year-old male working as a contractual construction helper with more than three (3) years of experience in the construction industry, currently assigned to projects in San Carlos City. He assists skilled workers, particularly plumbers, by preparing materials, handling tools and equipment, and supporting the installation and maintenance of plumbing systems to ensure efficient workflow and timely task completion.

Welding Machine is a 35-year-old male currently working as a regular mason and leadman/foreman. He has nineteen (19) years of experience in the construction industry, having started as a construction helper, progressed to a skilled mason, and currently serving as a leadman for the past three (3) years. In his role, he supervises a team of workers, assigns daily tasks, and ensures that construction activities are carried out according to project plans and schedules. He also monitors work quality, enforces safety procedures, and coordinates with engineers and supervisors to ensure smooth project execution.

Sheet pile is a 34-year-old male currently working as a contractual construction helper. He has three (3) years of experience in the construction industry and has been involved in various projects such as road construction, solar street lighting, and flood control. He was previously assigned to projects in Hinobaan, Isabel, and Binalbagan, and is now currently assigned to projects in Bacolod City. In his role, he assists skilled workers by preparing materials, performing basic construction tasks, and ensuring that work areas are organized to support efficient project operations.

Thermoplastic is a 33-year-old male currently working as a Project Manager with more than eight (8) years of experience in the construction industry. He has handled various types of projects, including schools, hospitals, buildings, flood control projects, and solar street lighting, among others. In his role, he is responsible for planning, organizing, and overseeing project execution to ensure completion within scope, budget, and timeline.

He also coordinates with clients, engineers, and project teams while managing resources, monitoring progress, and ensuring compliance with quality and safety standards.

Qualitative data analysis generates seven themes with 22 sub-themes, namely: (1) Job Role Clarity and Skill Development, sub-themes (1.1) Role understanding and task familiarity, (1.2) Adaptation to job responsibilities, (1.3) Continuous learning and skill improvement, (2) Work Experience and Professional Growth, sub-themes (2.1) Learning through actual work experience, (2.2) Exposure to different project tasks, (2.3) Improvement in job performance, (3) Compensation and Financial Consideration, sub-themes, (3.1) Importance of salary, (3.2) Satisfaction with compensation, (3.3) Expectation of salary increase, (4) Workplace Relationships, Treatment, and Employee Perception, sub-themes, (4.1) Relationship with supervisors, (4.2) Fair and respectful treatment, (4.3) Workplace interaction and communication, (4.4) Passive outlook and limited expectations, (5) Organizational Support and Assistance, sub-themes, (5.1) Support during problems or deadlines, (5.2) Assistance from management, (6) Motivation and Work Drivers, sub-themes, (6.1) Family as motivation, (6.2) Financial responsibilities, (6.3) Personal reasons for working, (7) Job Satisfaction and Contentment, sub-themes, (7.1) Happiness with current job, (7.2) General job satisfaction, and lastly (7.3) Positive outlook toward work.

Theme 1: Job Role Clarity and Skill Development

The theme of Job Role Clarity and Skill Development highlights how employees develop a clearer understanding of their responsibilities and improve their competencies over time. Participants stressed that they can carry out their responsibilities more effectively and confidently when they are familiar with the tasks that have been allocated to them. Employees become more at ease in their positions as they gain experience, which lowers uncertainty and improves their capacity to fulfill job requirements. In the construction business, where jobs are technical, time-sensitive, and necessitate worker cooperation, this clarity is especially crucial.

Additionally, the results show that employees' performance is greatly influenced by their ability to adapt. Through practical experience and frequent exposure to similar activities, employees explained how they progressively adapt to their responsibilities. Collaboration with coworkers and supervisor advice are frequently used to support this process. Employees gain confidence and a sense of control over their work in addition to becoming more skillful over time. Both individual growth and total job effectiveness are enhanced by ongoing learning through practical work experience.

The available literature supports the importance of role clarity and skill development in enhancing employee performance, engagement, and organizational effectiveness (Rai et al., 2021; Buil et al., 2021). Employees are more likely to perform effectively and remain motivated when they clearly understand their responsibilities and are provided with opportunities for continuous learning and professional growth (Joo et al., 2022; De Vos et al., 2021). Clearly defined job roles help reduce ambiguity, improve confidence, and enable employees to focus on achieving organizational objectives (Tomprou et al., 2022; Kraimer et al., 2023). Access to training and development opportunities also strengthens employees' competencies, increases job satisfaction, and promotes greater involvement in their work (Karatepe et al., 2022). Supportive management practices, constructive feedback, and clear performance expectations further contribute to employee development and positive workplace behavior

Sub-theme 1.1: Role understanding and task familiarity

Role understanding and task familiarity emerged as a fundamental aspect of employees' work experience, as participants emphasized the importance of clearly understanding their assigned duties and responsibilities (Newman et al., 2021). Workers reported that they could complete tasks more efficiently, make fewer errors, and confidently meet job expectations when they possessed a clear understanding of their roles (Fletcher et al., 2023). Familiarity with routine tasks enables employees to improve accuracy, consistency, and overall performance, particularly within the construction industry where precision and coordination are essential (Karatepe et al., 2022). Employees who repeatedly perform similar responsibilities tend to develop greater competence, confidence, and comfort in carrying out their duties, which contributes to improved teamwork and

smoother workflow processes (Akkermans et al., 2021). Clearly defined roles and responsibilities also reduce ambiguity and allow employees to focus their efforts on achieving work objectives more effectively

The statements that precede provide insight into improving the communication process.

Jackhammer said that: *Documents like sa mga project natun sa dira sa San Carlos and sa LGU tapos mga renewals sa atun mga permit and then sa equipment pa gid, sa motorpol then kis a kalab-ot man sa Cebu, mag follow up man sang didto mga kulang ta nga nao kinanglan sa atu nga billing. subong kay nag focus ta sa about sa project ta so more ako ga ano sa gwa, sa D***, paperma tapos ng send sa documents sa Bacolod then mga in out nga ano documents about sa project ta sa D***. Waay man ko ga ano sina ba importante na ano lang trabaho lang. Ok lang man kami kapagusto kay wala man importante na obra namon ang amon obligasyon. (I handle documents related to our projects, including those in San Carlos and LGU projects, permit renewals, equipment documentation, and motor pool records. I also follow up documents in Cebu when needed for billing. Currently, I focus on project-related tasks, including transactions with DPWH, processing paperwork, and sending documents to Bacolod. I do not think about it much; I just focus on doing my job. It is okay; what matters is fulfilling our responsibilities.)*

Backhoe mentioned: *Sa tuod tuod lang indi ko gid sila kilala sang amo to nga time kag daw wala gid ko ga ekspektar kung ano ang pag treat nila sa mga tawo basta ako ya obrahon ko lang ang gina obra ko kung ano lang ang makaya amo lang na ma ano ko wala gid ko ga expect kung ano gid ang ila nga ano gid. (Honestly, I did not know them at that time, so I did not have expectations about how they treat employees. I focused only on doing my job to the best of my ability. One reason I stay is because I want to finish my pending tasks. I feel responsible for completing my work before leaving.)*

Grinder highlighted: *So far naka kaptan ko kag ano man under man nang kay Nong Arron is ang flood control, mga roads kag subong ang sa punong subong kag ang building. Sa sini sa 3 years focus gid ko sa obra, sa project focus gid ko like ara balang wala kona gina dumdom. Ano laka lang ko indi focus. ang mga benefits, una is ang syempre sang una di sir budlay sir mo like ag adjust kapa diba ti ang una gid is ang learning ko bala sa mga projects, ang akun na adapt nga mga skills like pano mag handle sang tawo, ang time management pano mo e ano ang imo ano pano ka makipaghalobilo indi lang sa tawo nga gina handle mo kundi sa tanan sa mga iban pa gid sa mga government nga mga employee dayun syempre ang sweldo man sir kay para bala makita man ni tungod man sila ni nong arron bala haw tungod sila nga bulig gataas man kag syempre ang amo ni sir ang mga laag laag sir libre tanan sir, mga snacks libre gid ya tanan sir, ang food, ang service, ang shelter tapos ang mga lagaw lagaw pa. (I have handled projects such as flood control, road construction, and currently a building project, mostly under my supervisor. Throughout my three years, I have remained focused on my work and project tasks, often setting aside other concerns. I focus when there are tasks that require attention. The benefits? First of all, Sir, when I started here, it was difficult because I still had to adjust. One of the biggest benefits was the learning I gained from the projects and the skills I developed, such as how to handle people, manage my time, and interact with others. I learned how to communicate not only with the people I supervise but also with different individuals, including government employees. Of course, the salary is also important because it helps support us. The company has been very helpful, and over time, my compensation has increased. Another benefit is the company-sponsored trips where everything is free. The snacks are provided, and so are the food, transportation, accommodation, and even the outings and recreational activities.)*

Solar studs expressed: *Sa tuod tuod lang indi ko gid sila kilala sang amo to nga time kag daw wala gid ko ga ekspektar kung ano ang pag treat nila sa mga tawo basta ako ya obrahon ko lang ang gina obra ko kung ano lang ang makaya amo lang na ma ano ko wala gid ko ga expect kung ano gid ang ila nga ano gid. May ara man, may times gid ya e especially parehos tong natabo sa Isabela nga medyo dako gid may kahadlok man gamay pero kinanglan ta gid na ipabalo kay ti part na sang atun nga. Oo importante gid ang job security. May ara e, I mean importante gid ang ano job security. Ang isa pa gid nga gapa stay sakun ang mga wala guro natapos nga obra kay kung daw indi ka man kahaligon kung ang imo pending nga job daw ara pa gyapon daw ka amo na obra. (Honestly, I did not know them at that time, so I did not have expectations about how they treat employees. I focused only on doing my job to the best of my ability. There are times that I feel hesitant, especially when the issue is significant, but I still report it because it is part of my responsibility. Yes, job security is very important*

to me. Yes, although there are still some concerns, job security remains important. One reason I stay is because I want to finish my pending tasks. I feel responsible for completing my work before leaving.)

Sand indicated: *Wala pa man sir ma process pa lang ko. Oo sir focus sa obra kung may gina hingagaw Sir. Oo kung kis a parehas na sang hinisaay waay bala ga team work.* (Yes, I expected that eventually I would be able to handle bigger responsibilities. I just focus on my tasks. No. We are all the same on site—we work as a team.)

Welding machine added: *Mag checking sang mga obra sang tawo, masugo sang ulobrahon halin kay engineer amo lang na akon gina sunod. may mga bug at nga ulobrahon kabalo naman sang engineer nga indi kaya.* (Checking the work of the people, assigning tasks given by the engineer, that's just what I follow. When there are heavy tasks, the engineer already knows that it can't be done alone.)

Thermoplastic said: Regarding the workload, before joining ABC Construction I was just a supervisor. When I was hired here, I was expected to do more, and the responsibilities were broader and more difficult compared to my previous job. To be honest, I am still enthusiastic about doing my job, but as we grow older our priorities change. We no longer feel the need to impress others like before, so I feel that enthusiasm slowly fades over time.

These responses collectively suggest that role understanding and task familiarity are developed not only through formal job descriptions but also through actual work experience, supervision, and day-to-day task execution. Although some workers find it difficult at first to adjust to increased responsibilities, they eventually do so by concentrating on their given tasks and depending on team members' and supervisors' advice. This emphasizes how crucial it is to communicate clearly, assign tasks appropriately, and provide supportive leadership in order to guarantee that workers are completely aware of their responsibilities. Employees are more capable of carrying out their duties efficiently when expectations are communicated clearly and reinforced through practice, which boosts both individual confidence and overall organizational productivity.

Sub-theme 1.2: Adaptation to job responsibilities

Adaptation to job responsibilities emerged as a significant aspect of employees' work experience, as participants described the process of adjusting to new and evolving demands in their roles. Workers reported that it frequently takes time, effort, and ongoing learning to move into more difficult tasks or more responsibility. Employees in the construction industry must be adaptable and sensitive to their given tasks because work conditions and project needs are always changing. Employees progressively gain the capacity to handle their responsibilities more skillfully through experience, supervisor assistance, and teamwork. Despite the difficulties of their profession, this process of adaptation enables people to overcome obstacles, enhance their performance, and sustain production. Employees show resilience and a greater ability to achieve organizational goals as they gain confidence in their responsibilities over time.

Jackhammer stated: *Nasanay naman kona sila no and gina follow ko man lang sila. Gina ano lang gina manage lang ang time. Kung kis-a mas busy ko. Gina sugo ka, gina kigan ka.* (I have already gotten used to them, and I simply follow their instructions. I just manage my time. Sometimes I get busy. When I am given tasks or corrected.)

Solar studs added: *Kung ara kosa yarda ang mga mekaniko kag driver almost tanan sila gapati gid sa gina sugo ga abide sila sa mga rules nga gina himo ta kag syempre daw manamian ka man kay tungod ga sunod sila simo.* (When I am in the yard, the mechanics and drivers follow my instructions and comply with the rules. This shows that they trust and respect my authority.)

These responses indicate that adaptation to job responsibilities is a continuous and necessary process, particularly within the dynamic and demanding environment of the construction industry (Donaldson et al., 2022). Employees typically develop competence in their roles gradually through exposure to diverse tasks, guidance from supervisors, and practical work experience rather than mastering responsibilities immediately upon assignment (Fletcher et al., 2023). This process of adaptation strengthens employees' ability to manage

increasing responsibilities and respond effectively to changing workplace demands (Knight et al., 2021). As employees adapt to their work environment, they often become more confident, resilient, and capable of handling challenges, which contributes to improved individual performance and organizational effectiveness (Newman et al., 2021). Continuous learning, flexibility, and adaptability have been identified as essential factors in achieving successful performance and long-term development within organizations (Akkermans et al., 2021).

Sub-theme 1.3: Continuous learning and skill improvement

Continuous learning and skill improvement emerged as a key aspect of employees' work experience, as participants recognized the importance of developing their abilities to meet job demands effectively. Workers reported that learning continues through practical work, observation, and advice from supervisors and more seasoned coworkers after initial orientation. Employees in the construction business are continuously presented with new challenges that motivate them to enhance their competences because jobs in this field demand both technical skills and practical knowledge. Workers progressively improve their skills through repeated practice and exposure to various project requirements, which improves performance and boosts confidence in their responsibilities. In addition to helping individual workers, this continuous learning process boosts the organization's overall production and efficiency since a more competent workforce is better able to manage challenging jobs and adjust to shifting work environments.

The conversation partners shared these ideas:

Grinder expressed: *Ok, sa pag sulod kodi sa ABC Construction syempre ga upod upod pako sa ila ni Nong A***, Sir J**** may under pako sa ila nga kung pano ko nila tudloan pero after pila ka months or years naka adjust man ko kag naka adopt sang mga skills kag talent kung pano mag handle sang tawo, pano mag handle sang work, pano mag plastar ang work sang mga materials and subong medyo na ano ko naman sir na kwa kung pano sila mag communicate kung pano mag ano sa tawo kag obra. (When I started at ABC Construction, I worked under supervisors who guided me. After some time, I was able to adjust and develop skills in handling people, managing work, organizing materials, and communicating effectively.)*

Solar studs added: *Dako gid gin adjust ko sa ano sa working attitude ko kay unlike sang una wala gid ko kaagi pangakig sa 4years ko. Ahh sa kung para indi sila mag resign sir wala man pero kung para sa improvement sang company may ara gid dapat sundon gid ang ISO kay amo nasa ang ano mo substandard gid. (My working attitude has improved significantly compared to before. For improvement, I suggest strict implementation of ISO standards to avoid substandard processes. Nine specified: Maybe improve work policies, Sir. Work should be equal because sometimes projects get delayed.)*

These responses suggest that continuous learning and skill development are influenced not only by individual effort but also by workplace conditions, supervision, and organizational support systems (De Vos et al., 2021). Through effective supervision, structured procedures, and practical work experiences, employees gradually strengthen both their technical and interpersonal competencies (Pfrombeck et al., 2022). Participants' recommendations for improving workplace rules and implementing clear standards further highlight the importance of organizational support in sustaining employee development (Anlesinya & Amponsah-Tawiah, 2022). Employees are generally better able to enhance their capabilities and perform effectively when organizations provide clear procedures, equitable task allocation, and well-defined performance expectations (Rubenstein et al., 2023). Continuous learning is further strengthened when employees are encouraged to apply knowledge, reflect on experiences, and adapt to workplace challenges (Lee et al., 2023). Organizations that promote learning and knowledge sharing are more likely to improve both employee competence and organizational effectiveness (Buil et al., 2021). Furthermore, ongoing development opportunities contribute to greater confidence, adaptability, and professional growth among employees (Huyghebaert et al., 2021).

Theme 2: Work Experience and Professional Growth

The theme of Work Experience and Professional Growth reflects how employees develop their competencies and improve their performance through actual work exposure. Participants underlined that learning in the

construction sector is mostly experiential, with information acquired through both direct project involvement and instruction. Workers emphasized that they can have a better understanding of their roles and duties by managing actual tasks, facing obstacles, and watching work procedures. Employees can gain the practical skills and self-assurance needed for their jobs through this hands-on approach.

Additionally, exposure to a variety of project assignments greatly enhances employees' professional development. Participants reported that being given different responsibilities or positions enables them to increase their knowledge and become more adaptable in the workplace. Employees have greater flexibility and the ability to manage a variety of work environments as a result of this experience. As students gain experience, they also develop their decision-making and problem-solving skills, which are crucial in a fast-paced, dynamic workplace like construction. This ongoing engagement in a variety of work-related activities promotes professional and personal growth.

The results also imply that work experience serves as an important foundation for sustained development and enhanced job performance (De Vos et al., 2021). Employees who are provided opportunities to learn through actual workplace experiences often develop greater proficiency, practical knowledge, and a deeper understanding of their field of work (Pfrombeck et al., 2022). Exposure to real-world tasks enables workers to strengthen their problem-solving abilities, improve decision-making skills, and adapt more effectively to changing work demands (Rubenstein et al., 2023). Experiential learning suggests that knowledge is developed through the transformation of experience into meaningful insights that can be applied in future situations (Kolb & Kolb, 2022). Employees tend to learn more effectively when they actively engage in work experiences, reflect on those experiences, and apply the lessons learned to new challenges and responsibilities (Lee et al., 2023). This continuous cycle of experience, reflection, and application contributes to ongoing professional growth and improved performance outcomes (Buil et al., 2021). Furthermore, practical work experiences help employees build confidence, competence, and adaptability, which are essential for long-term success in dynamic industries such as construction (Huyghebaert et al., 2021).

Sub-theme 2.1: Learning through actual work experience

Learning through actual work experience emerged as a significant aspect of employees' professional development, as participants emphasized that most of their knowledge and skills are acquired through direct involvement in work activities. Workers reported that working on actual projects helps them gain practical skills, gain a better understanding of procedures, and boost their confidence in carrying out their responsibilities. Employees in the construction industry mostly rely on experience to understand how to overcome obstacles and enhance their performance because duties are frequently hands-on and situational. Employees progressively develop competence, improve their problem-solving skills, and become more effective at carrying out their duties through ongoing exposure to work processes. Because individuals can apply what they have learned in real-time settings, this type of experiential learning not only enhances individual capacities but also increases general workplace effectiveness.

Jackhammer said: *Ok, by the way ang role ko sa ABC Construction bali una una purchasing officer (inaudible) officer then ang ano ko. Damo ko na experience ko sa obra e sa warehousing, sa purchasing.* (My role in ABC Construction started as a purchasing officer, and then I was assigned to other responsibilities. I have gained many experiences in my work, particularly in warehousing and purchasing.)

Grinder pointed out: *Actually, ga enjoy o sa akun obra sir basta about gid ya sa work ga enjoy ko ag syempre dugang nada ng mga upod e diri sa office nga maka ano man kami bala ma liwaliwa after.* (I enjoy my work, especially when performing tasks and interacting with co-workers, which makes the experience more enjoyable. I feel grateful and thankful for my experience in the company.)

Solar studs observed: *Yes, na reach kis-a for example halin ko sa power plant and nag transition ko sa heavy equipment so less ang akun nabal an pero may idea naman pero less and samtang ga dugay nga ga dugay tungod man sa obra dira nag widen gid ang akun nga knowledge sa mga heavy equipment. Amo to sir kay para ano chakto nga diagnosis kag accurate ka sa tanan mo nga ano nga gina pamakal. Syempre loyal gid ta dapat siguro*

sa little ways lang kay ti syempre tungod mana bala sa ayoanay for example sa purchasing sang materials kumbaga honest ka sa imo gina obra example mag storya ka kung ano ang price amo gid na kung ano ang istoryahanay niyo amo gid na wala na plus minus. (Yes, my expectations were met. I transitioned from power plant work to heavy equipment, and although I had limited knowledge at first, my experience improved over time. I am focused almost every day because lack of focus may result in incorrect diagnosis or mistakes in purchasing materials. It is important to ensure accurate diagnosis and proper decision-making when purchasing materials. And yes, I believe employees should show loyalty, even in small ways such as being honest in purchasing and work responsibilities.)

These responses demonstrate that learning through actual work experience is a gradual process that enhances both technical competence and professional attitudes (Eraut, 2021). As employees gain experience, they develop practical skills, accountability, and greater responsibility in performing their duties (Billett, 2021). The transition from unfamiliar tasks to improved performance reflects how workplace experience strengthens confidence, judgment, and decision-making abilities (Noe et al., 2022). Repeated exposure to work responsibilities enables employees to become more proficient in handling job-related challenges (Tynjälä, 2022). Positive workplace experiences can also contribute to a more engaging and satisfying work environment (Saks & Gruman, 2021). Learning is most effective when employees actively engage in experiences, reflect on them, and apply the lessons learned to future situations (Jarvis, 2022). Furthermore, continuous practice strengthens self-efficacy, which enhances confidence, motivation, and job performance (Bandura & Jourden, 2021).

Sub-theme 2.2: Exposure to different project tasks

Exposure to different project tasks emerged as an important factor in shaping employees' professional development, as participants emphasized the value of being assigned to varied responsibilities across projects. Workers reported that they can increase their knowledge, comprehend many facets of construction processes, and become more adaptable in their responsibilities by working on a variety of activities. This exposure enables employees to go beyond normal tasks and have a greater understanding of the connections between various project roles. Employees are encouraged to think critically, adjust swiftly, and apply prior knowledge to novel situations when they face new obstacles. Over time, this diversity of experiences improves their adaptability, fortifies their general competence, and equips them for increasingly challenging roles within the company.

Backhoe mentioned: *Permi ako nagaguwa para mag-coordinate sa Department of ***, sa Kapitolyo, kag sa mga LGU kon may mga proyekto. Kis-a, ako man ang nagahandle sang pagpamakal ukon purchasing sang mga kinahanglanon para sa proyekto.* (I often go out to coordinate with the Department of ***, the Capitol, and LGUs whenever there are projects. Sometimes, I also handle purchasing.)

Thermoplastic explained: There are various projects, mostly infrastructure projects. One of the notable ones is flood control projects. And in my own experience, I feel valued in situations where I can take leave anytime as long as it does not heavily affect project schedules. However, I also noticed that some of my officemates feel undervalued, maybe because of personal reasons or the way they handle their work.

These responses indicate that exposure to different project tasks helps employees develop a broader understanding of their responsibilities and the organization as a whole (Cascio & Montealegre, 2021). By performing various roles and participating in different projects, employees gain a deeper understanding of organizational processes, operational requirements, and workplace expectations (Ellinger et al., 2022). Such experiences contribute not only to technical competence but also to the development of communication, collaboration, and problem-solving skills (Clardy, 2021). Exposure to diverse work situations can also influence employees' perceptions of value, recognition, and their contribution to organizational success (Rhoades & Eisenberger, 2022). Differences in perceived recognition highlight the importance of maintaining consistent employee appreciation and support practices across the organization (Kim & Beehr, 2022). These experiences reinforce the view that varied work assignments contribute to skill development, employee involvement, and work engagement (Matthews et al., 2023). Exposure to diverse roles and workplace contexts broadens learning experiences and shapes employees' understanding of organizational relationships and work dynamics (Coetzer et al., 2021).

Sub-theme 2.3: Improvement in job performance

Improvement in job performance Improvement in job performance emerged as a natural outcome of employees accumulated work experience and continuous exposure to various tasks. Participants reported that they become more effective, precise, and self-assured in carrying out their duties as they gain more experience in their positions. Employees progressively hone their skills through repeated practice and practical application in the construction industry, where activities demand both technical proficiency and meticulous coordination. They eventually become more adept at handling their workload, cutting down on mistakes, and making wiser decisions. As personnel grow more dependable and capable of fulfilling organizational goals, this progression not only improves individual performance but also contributes to overall project efficiency.

Sheet pile mentioned: *Huo sir, kay kung indi mayo ang imo performance sa obra, basi matanggal ka sa trabaho.* (Yes sir, because if your work performance is poor, you might be removed.)

These responses suggest that improvement in job performance is influenced not only by experience but also by workplace expectations and accountability (Aguinis & Burgi-Tian, 2021). When employees recognize that their performance directly affects organizational outcomes and their professional reputation, they become more conscious of the quality of their work (Noe et al., 2022). In demanding environments such as the construction industry, this awareness encourages greater responsibility, discipline, and commitment to meeting established standards (Billett, 2021). Clear expectations and accountability mechanisms have been found to enhance employee effectiveness and overall performance (Dirani et al., 2023). Employees are also more motivated to perform well when they believe their efforts will result in valued outcomes and recognition (Rai et al., 2021).

Theme 3: Compensation and Financial Consideration

The theme of Compensation and Financial Consideration reflects the importance of financial rewards in shaping employees' perceptions of their work and their overall motivation. Participants underlined that pay is a key component in keeping them employed, especially when it comes to providing for their families and everyday necessities. Employees see pay as a direct reflection of their effort and participation in the construction business, where work is frequently physically taxing and project-based. Employee perceptions of fairness inside the company are influenced by their level of satisfaction with pay and perks, which also affects their inclination to stay in their existing roles.

Additionally, the results show that workers have aspirations for future financial advancement in addition to their present pay. Participants stated that they wanted recognition, incentives, and pay raises that matched their success and the difficulties of their jobs. Employees are more likely to adopt favorable attitudes toward their work when they believe their pay is reasonable and appropriate for their duties. On the other hand, low motivation, discontent, and a diminished sense of loyalty to the company might result from unfulfilled compensation expectations. This emphasizes the necessity of fair and transparent pay structures that recognize workers' contributions.

The available literature highlights remuneration as an important motivational factor that influences employee satisfaction, performance, and retention (Rynes et al., 2021). Compensation not only addresses employees' financial needs but also serves as recognition for their contributions and achievements within the organization (Gerhart & Feng, 2021). Employees who perceive their compensation as fair and equitable are more likely to demonstrate positive attitudes and higher levels of motivation (Kim & Beehr, 2022). Adequate remuneration contributes to employee well-being, job satisfaction, and organizational commitment, whereas inadequate compensation may lead to dissatisfaction and reduced motivation (Ribeiro et al., 2022). Financial rewards remain a key component of the employment relationship, particularly when combined with supportive workplace practices and opportunities for growth and development (Anlesinya & Amponsah-Tawiah, 2022). These findings suggest that effective compensation systems play a vital role in maintaining a stable, motivated, and engaged workforce (Naz et al., 2023).

Sub-theme 3.1: Importance of salary

The importance of salary emerged as a central concern among employees, as participants emphasized that financial compensation serves as the primary reason for working and sustaining their daily needs. Employees in the construction sector see their pay as a direct compensation for their effort and commitment because the work is physically taxing and frequently requires long hours. Participants emphasized that their income plays a critical role in their decision to continue working because it provides for both their personal and family expenses. Salary affects employees' sense of security and stability in addition to their basic necessities, giving them more confidence to handle their financial obligations. Therefore, retaining employees' motivation, dedication, and general job satisfaction depends heavily on timely and sufficient compensation.

Jackhammer said that: *Gusto ko pa gid nga madugangan ang akon nahibalan kag mapa-ayo pa ang akon mga skills sa kompanya. Sang una, indi ako kabalo maghimo sang iban nga mga ulobaron sa computer, pero natunan ko ini paagi sa akon obra. Kung parte sa sweldo, huo. Huo, kay may mga salary increase kag suporta man halin sa kompanya. Nagpabilin ako diri tungod sang mga benepisyo, sweldo, kag sang pagkamabinuligon kag pagkamaayo sang management. (I want to learn more and improve my skills in the company. Before, I did not know how to use certain computer tasks, but I learned them through my work. If it is about salary, yes. Yes, because there are increases and support. I stayed because of the benefits, salary, and the generosity of management.)*

Backhoe added: *Nakilala ko si Sir E***** tungod kay miyembro ako sang Siquijor Island Contractors Association. Nagaobra ako didto bilang sekretarya, amo na nga nakilala ko si Sir E***** kag si M*****. Sang nabal-an ko nga may mga proyekto sila sang 2019, nag-apply ako paagi kay M*****, kag siya ang nagsiling nga pwede ko man masulayan ang pag-apply. **Sa bahin sang sweldo, amo gid na ang akon pinakauna nga ginapaabot. Sang nagsugod ako, minimum wage lang ang akon ginabaton. Mga P**** to, nga amo ang minimum rate sa Siquijor. Sa mga benepisyo naman, nabaton ko ini pagkaligad sang tatlo ka bulan. Huo, sa una ang sweldo gid ang akon ginatutukan, kag sang ulihi, pati man ang mga benepisyo. Nagapaabot man ako nga magtubo kag mag-uswag, labi na sa akon career. Halimbawa, gusto ko gid maintindihan ang mga proseso sang billing, paano ini iproseso, kag paano magdumala sang bidding. Madamo gid ako sang natun-an, labi na gid sa billing kag bidding. (I met Sir E***** because I was a member of the Siquijor Island Contractors Association. I worked as a secretary there, which is how I got to know Sir E***** and M*****. When I learned that they had projects in 2019, I applied through M*****, who told me I could try applying. In terms of salary, that was really my main expectation. When I started, I received the minimum wage. It was P****, which was the minimum rate in Siquijor. For benefits, I received them after three months. Yes, mainly salary at first, and later, benefits. I expected to grow, especially in terms of my career. For example, I wanted to understand more about billing processes, how to process them, and how to handle bidding. I learned many things, especially about billing and bidding.)*

Grinder expressed: *Wala gid ako sang dako nga mga ginapaabot. Ang akon lang nga tumong amo ang magtrabaho kag makapangita sang sweldo para sa akon pamilya. Ang akon lang nga ginapaabot amo nga madugangan ang akon kahibalo sa akon ginpili nga propesyon bilang civil engineer. Huo, natuman ang akon mga ginapaabot paagi sa mga paggiya nga akon nabaton halin sa iban kag sa akon mga eksperyensya sa mga proyekto, nga nakabulig sa akon pagkat-on kag pagpaayo sang akon mga abilidad. Ang pinansyal nga kompensasyon amo ang nagapadasig sa akon sa pagtrabaho. Napadasig man ako pinaagi sa pagkat-on, pag-angkon sang eksperyensya, kag pagpalambo sang akon mga skills kay ini nagabulig sa akon personal kag propesyonal nga pagtubo. Ang pinansyal nga kompensasyon nagahatag sa akon sang inspirasyon nga maghatag pa gid sang dugang nga paningwa. Nagapabilin ako sa kompanya tungod sang mga benepisyo, oportunidad sa pagkat-on, pagpalambo sang skills, sweldo, kag suporta sang kompanya pareho sang allowance, pagkaon, transportasyon, kag mga aktibidad. Ang sweldo amo ang panguna nga rason nga makaapekto sa akon desisyon kon maghalin ako sa kompanya. Ang mga empleyado nagapabilin tungod sang maayo nga pagtratar sang management, mga benepisyo, sweldo, kag positibo nga relasyon sa mga kaupod sa trabaho. Huo, ang mga benepisyo kag sweldo may dako nga impluwensya sa pagpabilin sang mga empleyado sa mas malawig nga panahon, labi na gid sa mga handum nga magkat-on kag mag-uswag. Ang mga benepisyo pareho sang libre nga pagkaon, transportasyon, kag mga aktibidad sang kompanya, kaupod sang sweldo, nagabulig sa pagdasig sang mga empleyado nga magpabilin. Ang pagpaayo sang sweldo, pagpadayon sang mga benepisyo, kag pagpalambo*

sang pagkabukas kag pagbinuligay sa tunga sang mga empleyado makabulig sa pagpakunhod sang turnover sang mga empleyado. (I did not have expectations. My goal was simply to work and earn a salary for my family. I only expected to learn in my chosen field as a civil engineer. Yes, my expectations were fulfilled through the guidance I received from others and my experiences in projects, which helped me learn and improve my skills. Financial compensation motivates me to work. I am also motivated by learning, gaining experience, and developing my skills, as these contribute to my growth. Financial compensation encourages me to exert extra effort. I stay because of the benefits, learning opportunities, skills development, salary, and company support such as allowances, food, transportation, and activities. Salary is the primary factor influencing my decision to leave. Employees stay because of good treatment from management, benefits, salary, and positive relationships with co-workers. Yes, benefits and salary influence employees to stay longer. Especially for employees who are willing to learn and grow. Benefits such as free meals, transportation, and company activities, as well as salary, help motivate employees to stay. Improving salary, maintaining benefits, and promoting openness and unity among employees can help reduce turnover.)

Solar studs emphasized: *Wala ako sang espesipiko nga ginapaabot parte sa mga benepisyo. Ang akon lang nga ginapaabot amo ang mga ordinaryo nga benepisyo pareho sang sa akon anay nga kompanya, tulad sang 13th-month pay kag Christmas bonus. Huo, madamo gid ako sang natun-an, labi na gid sa pag-ayo sang mga kagamitan kag sa pagdumala sang nagkalain-lain nga mga buluhaton. Base sa akon eksperyensya, maayo man ang pagresponde sang management. Halimbawa, sang may mga trabahador nga mas ubos pa sa minimum wage ang ginabaton, nagpatigayon sila sang miting kag hinay-hinay nga naghimo sang mga tikang agud masolbar ini, samtang ginakonsiderar man ang pinansyal nga kahimtangan sang kompanya. Huo, malipayon ako kay may bag-o ako nga natun-an kada adlaw. Bisan gamay nga mga pag-uswag may dako nga kontribusyon sa akon pagtubo, labi na kung nagakadto ako sa mga project site kag mas nahangpan ko ang ila mga kinahanglanon. Indi, ang sweldo indi amo ang panguna nga rason para sa akon, labi na kay wala kami overtime pay. Apang huo, ang sweldo may dako nga epekto sa pagpabilin sang mga empleyado. Madamo nga mga trabahador ang nagahalin tungod kay may mas maayo nga alok ukon oportunidad sa iban nga mga kompanya. Huo, ang akon mga eksperyensya, lakip na ang sweldo, suporta, kag pagtratar sa akon, nagadasig sa akon nga magpabilin nga matutom sa kompanya. Nagahatag man ako sang dugang nga paningwa tungod sang mga insentibo kag oportunidad nga ginahatag, pareho sang mga company-sponsored nga biyahe kag lagaw, nga ginabalusan ko pinaagi sa maayo nga performance sa akon trabaho.* (I did not set specific expectations regarding benefits. I only expected standard benefits similar to my previous company, such as the 13th-month pay and Christmas bonus. Yes, I learned a lot, especially in equipment repair and handling tasks. Based on my experience, management responds well. For example, when workers were below minimum wage, a meeting was conducted and actions were taken gradually, considering the company's financial situation. Yes, I feel happy because I learn something new every day. Even small improvements contribute to my growth, especially when I visit sites and understand their needs better. No, salary is not the main reason, especially since we do not have overtime pay. Yes, salary significantly affects retention. Many workers leave because they receive better offers from other companies. Yes, my experiences, including salary, support, and treatment, motivate me to stay loyal to the company. I give extra effort because of the incentives and opportunities provided, such as company-sponsored trips, which I repay through my performance.)

Thermoplastic affirmed: For example, personally as an employee, I do my job according to the pay I receive. If you do your work properly and even go beyond expectations without expecting anything in return, but then you have a generous boss who gives guidance and provides more than what you expected, of course you will perform better at work. You feel valued. I think it's common for people to perform better when they are recognized. Not all the time. There are moments when you suddenly receive money or recognition, and your motivation comes back. But there are also times when promises are made to you and not fulfilled, which can really reduce your motivation. Of course, because work is not only about money. You should also genuinely like what you are doing. You need to stay focused because if you are not focused, you won't solve problems properly. I also focus because sometimes I want tasks to be finished immediately so I won't have to repeat them. If you are not focused, there is room for mistakes, and those mistakes will just keep happening again, which I don't want. For me personally, salary and benefits are not the main reason. Maybe for others they are, but for me I believe my credentials can help me find opportunities elsewhere. But perhaps before, salary mattered more. Yes. Usually,

employees resign to look for better opportunities and salaries. One way to retain them is by offering better compensation, better benefits, and work-life balance because that is what Gen Z employees are looking for nowadays. If I may compare ABC Construction with other companies, I can describe it better. In the Bacolod construction industry, I've worked with many companies, and compared to them, Kenneth Construction is above average in terms of benefits, compensation, social environment, and work-life balance. We have annual out-of-country get-togethers, team buildings, and recreational activities, which are above average compared to other construction companies.

These responses further demonstrate that salary serves not only as a source of financial support but also as an important factor influencing employees' decisions to remain with the organization, perform effectively, and maintain commitment to their work (Rynes et al., 2021). While some participants viewed compensation as their primary source of motivation, others associated it with broader benefits such as career development opportunities, educational assistance, and supportive management practices (De Vos et al., 2021). This suggests that remuneration becomes more meaningful when combined with recognition, rewards, and positive work experiences that reinforce employees' sense of value within the organization (Gerhart & Feng, 2021). Employees are generally more motivated and committed when they perceive that their contributions are fairly recognized and rewarded (Ribeiro et al., 2022). Conversely, unmet expectations regarding compensation and benefits may reduce motivation and encourage employees to seek alternative employment opportunities (Rubenstein et al., 2023).

Sub-theme 3.2: Satisfaction with compensation

Satisfaction with compensation emerged as an important factor influencing employees' attitudes toward their work and the organization. Participants stated that when their pay and benefits are reasonable, timely, and in line with their job requirements, they feel content. Employees in the construction business typically assess their pay according to how well it represents their contributions because jobs there frequently call for physical exertion, technical expertise, and long workdays. When workers believe they are paid fairly, they have a more favorable attitude about their jobs, which boosts their enthusiasm and willingness to do their jobs well. However, when remuneration falls short of expectations, individuals may become dissatisfied, especially if they compare their income to alternative employment prospects or industry standards. In general, employees' perceptions of fairness, motivation, and desire to stay with the company are greatly influenced by their level of satisfaction with their pay.

Jackhammer mentioned: *Wala ako nagapaabot sang mataas nga sweldo. Bisan ano nga sweldo nga mahatag sang kompanya, okay na sa akon kag ginabaton ko man ini.* (I did not expect a high salary. Whatever the company provides is acceptable.)

Solar studs added: *Sa akon panan-aw, mas makita gid ang pagkapatas sa mga regular nga empleyado. Nagakabalaka ako para sa mga casual workers nga mas gamay ang ila sweldo bisan may mga pamilya man sila nga ginasuportahan. Kun ako ang may responsibilidad sa pagdumala, siguruhon ko nga patas ang sweldo sang mga empleyado, husto ang pagkuha sang mga kwalipikado nga trabahador, kag istrikto nga maipatuman ang mga lagda agud magin mas episyente kag organizado ang operasyon sang kompanya.* (Honestly, fairness may be more evident among regular employees. I feel concerned for casual workers who receive lower wages despite having families to support. I would ensure fair wages, proper hiring of qualified employees, and strict implementation of rules so that operations become more efficient and organized.)

Sheetpile specified: *May mga benepisyo man, okay man ang sweldo, kag dugay na ako diri, pero wala pa gid ako nahimo nga mason. Huo sir. Patas man ang sweldo kag mga benepisyo, kag patas man ang pagtratar sa amon.* (There are benefits, the salary is okay, and I've stayed long, but I still haven't become a mason. Yes sir. The salary and benefits are fair, and the treatment is fair too.)

These responses further indicate that satisfaction with compensation is influenced not only by the amount received but also by employees' perceptions of fairness, equity, and organizational treatment (Rynes et al., 2021). While some employees expressed satisfaction with their current compensation, others raised concerns regarding

perceived disparities across employment classifications and work arrangements (Trevor & Nyberg, 2021). This suggests that employees evaluate compensation not only in financial terms but also through comparisons with the rewards and treatment received by their colleagues (Gerhart & Feng, 2021). Employees are more likely to feel valued, respected, and committed when compensation systems are perceived as fair, transparent, and inclusive (Kim & Beehr, 2022). Conversely, perceptions of inequity may contribute to dissatisfaction, reduced morale, and lower motivation even when compensation is considered adequate (Hancock et al., 2022). Fairness perceptions are often shaped by employees' evaluation of the balance between their contributions and the rewards they receive relative to others in the workplace (Anlesinya & Amponsah-Tawiah, 2022).

Sub-theme 3.3: Expectation of salary increase

Expectation of salary increase emerged as an important factor influencing employees' future outlook and motivation in their work. Participants stated that although they might initially accept their present pay, they expect it to gradually increase as they develop their skills, gain experience, and take on more responsibility. Employees in the construction sector frequently link pay raises to acknowledgment of their contributions to the company, performance, and loyalty. Their hope for long-term financial security and professional advancement is reflected in this anticipation. Employees are more likely to stay motivated, dedicated, and eager to put in effort at work when they believe there are prospects for pay advancement. On the other hand, uncertainty, low motivation, and a propensity to look for better chances elsewhere can result from unclear prospects for income advancement.

Backhoe mentioned: *Huo, nagsaka ang akon sweldo halin sang 2019 pakadto sang 2020. Okay man. Nakabaton kami sang mga benepisyo kag may pagtaas man sang sweldo kada tuig. Okay man kay nagasaka man ang akon sweldo sa pagligad sang panahon. Ang sweldo maayo man kay ginpataas na nila kag nagasunod na sila sa mga pamatasan kag regulasyon sang DOLE. Para sa akon, dapat pa gid mapaayo ang sweldo kag mga benepisyo. Ang sweldo kag mga benepisyo pareho importante kag dapat padayon nga pauntaton agud mas madasig kag mapabilin ang mga empleyado sa kompanya. (Yes, my salary increased from 2019 to 2020. It is okay. We receive benefits, and there are salary increases every year. It is okay. My salary increases over time. The salary is fine because it has been increased, and they are already following DOLE standards. Improve both salary and benefits. Improve both salary and benefits.)*

Grinder added: *Huo, nahunahuna ko man ini kay gusto ko man magpangita sang mas maayo nga oportunidad nga may mas mataas nga sweldo. Kun ako ang may responsibilidad sa pagpaayo sang kompanya, siguruhon ko nga ang sweldo nagasunod kag nagaabot sa minimum nga pamatasan, kay amo ini ang isa sa mga kasagarang kabalak-an sang mga empleyado. Sa akon panan-aw, dapat mas mataas ang akon ginhalinan nga sweldo sang nagsugod ako sa trabaho. Nagapati man ako nga ang mga benepisyo dapat ginahatag na gikan pa sa pagsugod sang pag-empleyo. (Yes, I have considered it because I want to explore opportunities with higher salary. I would improve salary by ensuring it meets minimum standards, as this is a common concern among employees. I feel that my starting salary should have been higher, and the benefits should also have been included from the beginning.)*

Solar studs indicated: *Wala ako sang mataas nga ginapaabot parte sa sweldo. Ang akon lang nga ginapaabot amo nga mas mataas ini kaysa sa akon anay nga trabaho. Tungod kay bag-o ini nga posisyon para sa akon, nagpaabot ako sang mga pagsulayan kag mga hagit, labi na sa pagdumala kag pakig-upod sa mga eksperyensyado nga trabahador kag sa pag-asikaso sang mga wala pa natapos nga buluhaton. Para sa akon, dapat padayonon sang kompanya ang ila maayo nga mga pamaagi, pareho sang paghatag sang mga benepisyo kag regular nga pagtaas sang sweldo. Dapat man nila paayuhon ang pagkapatas sa pagtratar sa mga empleyado, labi na gid sa mga casual employees, agud mabatyagan sang tanan nga patas kag ginapalangga sila sang kompanya. (I did not have high expectations regarding salary. I only expected it to be higher than my previous job. Since it is a new position, I expected challenges, especially in dealing with experienced workers and handling pending tasks. The company should continue its current practices, such as providing benefits and salary increases, and improve fairness, especially for casual employees.)*

Thermoplastic articulated: A higher salary compared to my previous work, which I was able to achieve when I transferred. I also expected personal growth and a lot of training opportunities at ABC Construction. “If I’m being honest, some expectations were fulfilled while others were not. There are gray areas. For example, salary increases were not as significant as I expected despite staying for years.

These responses further indicate that employees’ expectations regarding salary increases are closely associated with their perceptions of career advancement, fairness, and long-term organizational support (De Vos et al., 2021). While some participants acknowledged gradual improvements in their compensation, others expressed concerns regarding the adequacy and pace of salary adjustments throughout their employment (Pfrombeck et al., 2022). This suggests that employees evaluate compensation growth not only in terms of monetary value but also in relation to their tenure, performance, responsibilities, and overall contributions to the organization (Buil et al., 2021). Employees are more likely to feel recognized and valued when organizations provide transparent and consistent opportunities for compensation progression (Buil et al., 2021). Such practices can strengthen motivation, job satisfaction, and employees’ intention to remain with the organization (Ribeiro et al., 2022). Conversely, when expectations regarding salary advancement are only partially met, employees may experience uncertainty and become more inclined to consider alternative employment opportunities (Hancock et al., 2022). Perceptions of fairness and adequacy in reward systems have been consistently linked to employee satisfaction, motivation, and retention (Anlesinya & Amponsah-Tawiah, 2022).

Theme 4: Workplace Relationships, Treatment, and Employee Perception

The theme of Workplace Relationships, Treatment, and Employee Perception highlights the importance of interpersonal interactions and how employees perceive their treatment within the organization. Participants stressed that their whole work experience is greatly influenced by their relationships with coworkers and managers. Positive connections that are marked by open communication, respect, and trust foster a supportive workplace where employees feel free to voice issues and carry out their duties. Strong working relationships facilitate more efficient operations and better employee collaboration in the construction industry, where teamwork and coordination are crucial.

Furthermore, the results show that treating employees fairly and with respect has a significant impact on how they feel about their jobs and the company. Participants said they are more likely to feel appreciated and inspired when they are treated fairly and with decency. On the other hand, feelings of unfair treatment or underappreciation could result in discontent and decreased involvement. Expectations are also influenced by how employees interpret their experiences at work; some take a more passive stance when they perceive little chances for advancement or recognition. This implies that how actual procedures are conveyed and experienced in day-to-day encounters has an impact on employee perception in addition to the practices themselves.

The literature on organizational behavior highlights the importance of workplace relationships and employee perceptions in shaping work attitudes and behavior (Shore et al., 2023). Positive workplace relationships promote cooperation, mutual respect, and a stronger sense of belonging among employees (Kim & Beehr, 2022). Employees who experience supportive interpersonal relationships and fair treatment are more likely to develop favorable attitudes toward their work and organization (Ribeiro et al., 2022). Trust and effective collaboration among coworkers and supervisors have also been associated with higher levels of motivation, job satisfaction, and organizational commitment (Dirani et al., 2023).

Sub-theme 4.1: Relationship with supervisors

Relationship with supervisors emerged as a crucial element in shaping employees’ work experience, as participants highlighted the influence of leadership on their daily tasks and overall job satisfaction. Workers reported that friendly and encouraging managers foster a productive workplace where they feel valued, guided, and inspired to carry out their responsibilities successfully. The presence of a trustworthy supervisor gives workers more confidence to handle their obligations in the construction industry, where jobs frequently call for collaboration, decision-making, and problem-solving. On the other hand, poor communication or a lack of support from managers might cause employees to feel insecure and less motivated. All things considered, having

a solid and professional rapport with supervisors promotes trust, enhances communication, and makes the workplace more efficient and peaceful.

Jackhammer said: *May mga limitasyon man kay siyempre, sila ang akon mga amo. Pero okay man ang akon relasyon sa akon mga supervisor kag mga kaupod sa trabaho.* (There are limitations because, of course, they are my bosses. My supervisors and coworkers are okay.)

Welding machine mentioned: *Mas maayo gid kon magbinuligay ang tanan nga tawo agud makakuha pa kita sang iban nga mga proyekto kag indi kita mawad-an sang obra, kay maayo man ang aton amo.* (It's better if the people so we can get other projects so you won't lose work because our boss is good.)

Thermoplastic added: Based on office gossip, some employees stay because they have no choice due to debts, while others stay because our boss is generous.

These responses further indicate that relationships with supervisors are influenced not only by formal authority but also by communication styles, interpersonal interactions, and the level of support provided by leadership (Kim & Beehr, 2022). Positive leadership qualities such as approachability, fairness, respect, and consideration contribute to a more favorable work environment despite hierarchical differences between employees and supervisors (Buil et al., 2021). The findings also suggest that supervisory relationships play an important role in shaping employee motivation, satisfaction, and retention within the organization (Ribeiro et al., 2022). Employees are more likely to feel secure, valued, and committed when supervisors demonstrate empathy, provide guidance, and offer consistent support (Jooss et al., 2022). At the same time, employees' perceptions of leadership and organizational practices may be influenced by informal workplace interactions and shared experiences among coworkers (Coetzer et al., 2021). Supportive leadership has been consistently associated with higher levels of employee trust, engagement, and organizational commitment (Anlesinya & Amponsah-Tawiah, 2022). Furthermore, supervisors' attitudes and behaviors significantly influence employee performance, workplace relationships, and overall organizational effectiveness (Colquitt et al., 2021).

Sub-theme 4.2: Fair and respectful treatment

Fair and respectful treatment emerged as a significant factor influencing employees' perception of their workplace and their overall job satisfaction. Participants highlighted that a positive and encouraging work atmosphere is created when coworkers and managers treat employees fairly, with decency, and with respect. Equal treatment and effort recognition are highly valued in the construction business, as workers do physically hard duties and come from a variety of backgrounds. Employees reported feeling safer and more confident in their responsibilities when regulations are enforced consistently and impartially. Conversely, unjust practices or perceived inequity can cause discontent, low morale, and strained relationships at work. All things considered, treating people fairly and with respect promotes trust, fortifies interpersonal bonds, and helps create a more peaceful and effective work environment.

Grinder expressed: *May mga tion nga nakakita ako sang mga isyu sa pagtratar sa pila ka mga empleyado. Nabatyagan ko man nga indi pirme patas ang pagtratar sa tanan. Indi man ini direkta nga nagaapekto sa akon, pero nakita ko nga may kalain-lain sa pagtratar sa iban nga mga empleyado. Huo, nagapabatyag ini sa akon nga ginakilala kag ginasaligan ako. Nagahatag ini sang dugang nga pagsalig sa akon kaugalingon kag nagapabatyag nga ginatahod ako.* (There were times when I observed issues in how some employees were treated. I also feel that the treatment is not always fair. It is not directly affecting me, but I see differences in how others are treated. Yes, it makes me feel recognized and trusted. It boosts my confidence and makes me feel respected.)

Solar studs added: *Sa bahin sang sweldo, wala ako sang mataas nga ginapaabot. Ang akon lang nga ginapaabot amo nga mas mataas ini kaysa sa akon anay nga trabaho. Tungod kay bag-o ini nga posisyon para sa akon, nagpaabot ako sang mga hagit, labi na sa pag-atubang kag pagdumala sang mga eksperyensyado nga trabahador kag sa pag-asikaso sang mga trabaho nga wala pa natapos. Para sa akon, dapat padayonon sang kompanya ang ila kasubong subong nga mga pamaagi, pareho sang paghatag sang mga benepisyo kag regular*

nga pagtaas sang sweldo. Dapat man nila paayuhon ang pagkapatas sa pagtratar sa tanan nga empleyado, labi na gid sa mga casual employees, agud mabatyagan sang tanan nga patas kag may hustisya sa sulod sang kompanya. (In my opinion, the treatment is fair, although I initially had limited interaction with management. My relationship with my supervisors is good. We interact almost daily, and they treat me like a friend. They understand work-related and personal concerns without putting too much pressure. Yes, especially during meetings when they ask about my concerns and listen to my inputs. This makes me feel valued. Yes, good management and fair treatment encourage employees to stay longer.)

Sand said: *Nagapabilin sila sa kompanya kay nakita nila nga maayo ang kompanya, maayo ang management, kag patas ang pagtratar sa tanan nga empleyado. (They stay because they see that the company is good, the management is good, and they are treated equally.)*

Welding machine highlighted: *Kun ang engineer wala sang maayong pagpakig-angot kag wala sang batasan sa pagtratar sa iban, maapektuhan gid ang trabaho tungod sang iya pagtratar sa mga tawo. Bisan gani ang mga trabahador mahimo nga madulaan sang gana kag mag-undang. (If the engineer has no manners, the work will be affected because of how he treats the people; even the workers will give up.)*

Sheet pile observed: *Kis-a patas, kis-a indi man sir. Huo sir, nabatyagan ko nga ginapalangga kag ginapahalagahan kami kay bisan wala proyekto, nagapangita gihapon sila sang paagi para may obra kag bulig gihapon para sa amon. (Sometimes fair, sometimes not, Sir. Yes sir, I feel valued because even when there are no projects, they still make efforts for us.)*

Thermoplastic disclosed: In our office, you can really see favoritism, especially toward engineers compared to office staff. Still, I can say I was treated more than fairly, which is why I stayed. I feel valued compared to others. It's still the same recognition motivates me to give extra effort.

These responses further suggest that perceptions of fairness and respect are influenced not only by formal organizational policies but also by everyday interactions and employees' observations of how others are treated within the workplace (Colquitt et al., 2021). Employees often evaluate fairness by comparing their own experiences with those of their coworkers, which can significantly affect their sense of value, belonging, and trust in management (Cropanzano et al., 2022). While some participants expressed satisfaction due to inclusive communication, equal treatment, and supportive leadership, others pointed to instances of favoritism and inconsistency that may contribute to differing workplace perceptions (Rupp et al., 2023). These differences highlight the importance of maintaining transparent, equitable, and consistently applied organizational practices to preserve employee confidence and morale (Kim & Beehr, 2022). When fairness and respect are regularly demonstrated, employees are more likely to feel appreciated, motivated, and committed to the organization (Akgunduz et al., 2021). Conversely, perceived inequities can weaken trust, reduce satisfaction, and negatively affect workplace relationships and employee attitudes (Thibault Landry et al., 2024). Fair treatment in decision-making processes and interpersonal interactions has been identified as a critical factor in sustaining trust, commitment, and positive organizational behavior (Tziner et al., 2020).

Sub-theme 4.3: Workplace interaction and communication

Workplace interaction and communication emerged as an essential factor in shaping employees' daily work experience and overall perception of the organization. Participants emphasized that regular communication with supervisors and co-workers helps them better understand tasks, coordinate responsibilities, and address work-related concerns effectively. In the construction setting, where teamwork and coordination are critical, open and clear communication ensures that instructions are properly conveyed and misunderstandings are minimized. Employees shared that when communication is active and inclusive, they feel more involved, informed, and confident in performing their duties. Conversely, limited interaction or unclear communication may lead to confusion, errors, and reduced efficiency in work processes. Overall, effective workplace interaction and communication contribute to stronger collaboration, improved problem-solving, and a more organized and productive working environment.

Jackhammer shared that: *Kis-a, wala gid kami sang igo nga oras para mag-istoryahanay kag magkomunikar. Nagapahayag man sila sang ila mga kabalak-an kis-a, pero indi sa tanan nga tion. May mga higayon nga kulang gid ang komunikasyon. (Sometimes, we do not always have time to communicate. They do express their concerns sometimes, but not always. Communication is sometimes lacking.)*

Backhoe added: *Indi man ini personal nga naagyan ko, pero nakita ko ini sa akon mga kaupod sa trabaho. Wala man, komportable man ako sa akon kahimtangan. Ang amon relasyon propesyonal man, pero mahimo man nga mahigalaon. Naapektuhan ini sang tanan nga mga butang, lakip na ang trabaho, management, kag mga kaupod sa trabaho. Huo, ang maayo nga relasyon sa mga kaupod sa trabaho may dako nga impluwensya sa pagpabilin sang mga empleyado sa kompanya. (Not personally, but I have observed it among my co-workers. No, I feel comfortable. Our relationship is professional but can also be friendly. It is influenced by all factors, including work, management, and co-workers. Yes, relationships with co-workers influence retention.)*

Solar studs expressed: *Maayo ang akon relasyon sa ila. Halos adlaw-adlaw kami nagatinir kag nagaobra upod, kag ginakabig ko na gani sila nga mga abyan. Nahangpan nila ang akon mga kabalak-an, may kaangtanan man sa trabaho ukon personal nga mga butang, kag wala nila ako ginapresyur sang wala sing rason. Ang akon relasyon sa top management okay man, pero kasagaran wala kami sang direkta nga komunikasyon. Limitado man ang akon pakig-istorya kay Ma'am Tess. Indi pareho kay Sir E* nga mas makapakigbahin ako sang mga isyu kag kabalak-an may kaangtanan sa trabaho kon may mga miting. Kasagaran kay Sir E*** ko ginapahayag ang akon mga concerns. (My relationship with them is good. We work together almost every day, and I already consider them as friends. They understand my concerns, whether work-related or personal, and they do not pressure me unnecessarily. My relationship with top management is okay, but we do not have direct contact most of the time. My communication with Ma'am Tess is limited. Unlike with Sir E***, I am able to discuss work-related issues during meetings. I usually communicate my concerns with Sir E***.)*

Thermoplastic highlighted: Personally, yes, because we also have personal relationships outside work. I have to stay focused so I won't disappoint or embarrass the person connected to me. Oh yes, colleagues are also a factor. Sometimes you see your coworkers not making an effort while you are trying hard, and you start thinking, 'Why should I be the only one working hard?' Colleagues really affect a person's effort. If your coworkers are hardworking and have good attitudes, you are also encouraged to work harder. But if your officemates have bad attitudes, sometimes you just feel like giving up and not making extra effort anymore.

These responses further indicate that workplace interaction and communication are influenced not only by formal structures but also by time constraints, personal relationships, and team dynamics.

While some employees experience strong teamwork and supportive communication with their immediate supervisors and coworkers, others encounter limitations due to time constraints or restricted access to higher levels of management (Men et al., 2021). These experiences suggest that communication within the organization may not always be consistent, which can influence employees' ability to express concerns, seek clarification, and receive timely feedback (Lee & Kim, 2023). Effective communication channels are essential for ensuring that employees feel informed, involved, and connected to organizational processes (Johansen, 2022). The attitudes and behaviors of coworkers also play an important role in shaping individual motivation and work performance, as employees often model positive work habits and engagement demonstrated by their peers (Bakker & Van Woerkom, 2022). Open communication, mutual support, and positive workplace interactions encourage employees to perform effectively and remain committed to organizational goals (Fletcher et al., 2023).

Sub-theme 4.4: Passive outlook and limited expectations

Passive outlook and limited expectations emerged as a notable aspect of employees' perceptions, as some participants expressed a tendency to accept their current work conditions without actively seeking improvement or change. Workers reported that they prioritize completing their daily tasks and preserving stability in their jobs rather than anticipating substantial growth, recognition, or progress. This perspective could be impacted by things like prior employment, few prospects for advancement, or unpredictability in the workplace. Some workers in the construction business take a more reserved attitude by lowering their expectations in order to

avoid disappointment because employment in this field might be project-based and unpredictable. Employee motivation to pursue professional development and actively participate in corporate efforts may be limited by this perspective, even though it may assist them deal with obstacles and preserve employment continuity.

Jackhammer said that: Huo, natuman man ang akon mga ginapaabot. Dapat mahangpan ang mga empleyado kag indi sila dapat makabatyag sang kahadlok sa ila mga manager. Madamo pa gid sang pwede mapaayo, pareho sang mas organisado nga pagdumala sang mga opisina nga dokumento kag mga file, kag pagpaayo sang sistema sa warehouse agud magin mas episyente kag organisado ang operasyon. (Yes, they were met. Employees should be understood and should not feel afraid of their managers. There are many, such as organizing office files and improving warehouse systems.)

Grinder added: Huo, nagpaabot ako nga maayo ang pagtratar sang management sa mga empleyado, bisan wala man ako sang mataas nga mga ginapaabot. Sa kadam-an, maayo man ang ila pagresponde, pero may mga tion nga nagakadugay ini. Halimbawa, may mga pinansyal nga requests nga gin-aprubahan man, pero indi pirme nga dayon-dayon ang pag-apruba ukon pagproseso sini. (Yes, I expected that management would treat employees well, although I did not expect too much. Generally, they respond well, but sometimes there are delays. For example, financial requests may be approved, but not always immediately.)

Solar studs shared that: Ang akon pokus para gid sa kompanya. Ang akon tumong amo ang pagbulig sa operasyon, pagpadayon sang kalig-on sang kompanya, kag sa iya pagkaginansyahon pinaagi sa husto nga pagbalanse sang mga desisyon. Kasagaran, nakapokus gid ako sa akon trabaho, bisan may mga adlaw nga naganubo ang akon pokus tungod sang personal nga mga kabalak-an. Nagahatag man ako sang dugang nga paningwa, labi na gid sa mga kritikal nga sitwasyon nga nagakinahanglan sang dayon nga aksyon kag atensyon. Huo, labi na gid para sa mga propesyonal. Ang mga empleyado nagapangita sang padayon nga pagtubo kag pag-uswag sa ila karera. Kon wala sila sang oportunidad para sini, mangita gid sila sang iban nga oportunidad sa lain nga lugar ukon kompanya. (My focus is for the company. I aim to contribute to its operations, sustainability, and profitability by balancing decisions properly. Most of the time I am focused, although there are days when I am less focused due to personal concerns. I give extra effort especially during critical situations that require immediate attention. Yes, especially for professionals. Employees seek continuous growth, and without it, they will look for opportunities elsewhere.)

Sand indicated: Huo. Kon nabatyagan namon nga luwas kami, mas maayo kami makatrabaho kag makahatag sang amon pinakamaayo nga paningwa kay wala kami nagakabalaka sang mga aksidente ukon peligro sa trabaho. Maayo ang management. Kabalo sila kon paano magbalanse sang mga butang kag magdumala sang ila mga empleyado sa husto nga paagi. (Yes. When we feel safe, we can work properly and give our best effort because we are not worried about accidents. The management is good. They know how to balance things with their employees.)

Gravel described: Huo sir, ginagiyaan kami sang foreman. Kon budlay ang obra, siya ang nagahimo sang layout kag kami naman ang nagapadayon sang trabaho. Kis-a may mga pagpangimon ukon pagbinikilay man sa tunga namon, amo na nga mga butang. Kis-a amo gid na, mabatyagan mo nga nasakitan ka kay ginasaway ka sang foreman. Parte man ini sang adlaw-adlaw nga trabaho sir, kay indi ka na kinahanglan magpalibog kon diin ka makakita sang obra. Huo, amo gid na sir. Maayo ang ila pagdumala kag management, kag wala gid sila halos nauubusan sang mga proyekto. (Yes, the foreman guides us, sir. If it's difficult, he does the layout, and then we just do the work. Sometimes there is jealousy/bickering among us, things like that. Sometimes it's like that, you feel bad because the foreman scolds you. It's about your daily work, sir, because you don't have to worry about where you will find work. Yes, that's it, sir. Their management is good, you know, and they never run out of projects.)

Transit mixer observed: Indi man gid sir, kay maayo man ang ila pagdumala sa mga tawo. Okay man sila sir. Ang ara lang amo ang kasagarang biruanay kag sininadyaanay, pero normal man lang ina sa trabaho. (Not really sir, because their management of people is good. They're okay sir, just the usual teasing/banter, but it's normal.)

Welding machine affirmed: Ginasaligan ako kay ginasugiran niya ako sang dapat himuon, kag kon magkadto siya, nahuman ko na ang buluhaton. Amo na nga ginasaligan nila ako. Maayo ang management. Maayo ang ABC Construction labi na gid sa ila pagdumala kag pagtratar sa mga engineer. (I am trusted because he tells me what needs to be done, and when he visits, it's already done; that's why they trust me. The management is good; ABC Construction is good when it comes to the engineers.)

Sheet pile specified: Huo sir. Nagakabalaka ako sang una nga basi istrikto sila ukon basi isipon nila nga indi maayo ang akon trabaho. Huo sir. Nagapaninguha gid ako sa akon trabaho agud sa ulihi makita nila ang akon potensyal. Nagahatag sila sang mga suhestyon ukon tambag agud magin mas sayon ang trabaho kon mahimo. Huo sir, kay maayo sila. Kon makasala ka, indi sila dayon mangakig. Ginapaathag anay nila ang sitwasyon kag ginatudluan ka antes maghatag sang pagsaway. (Yes sir. I was worried that they might be strict or that they might think my work was poor. Yes sir. I really work hard so that someday they will see my potential. They give suggestions to make the work easier if possible. Yes sir, because they are good. If you make mistakes, they don't get angry immediately. They explain things first.)

Thermoplastic elaborated: As I said, my everyday activity is supervising engineers onsite and, in the office, to ensure their activities meet our monthly target accomplishments. Yes, of course. I researched ABC Construction before joining. I asked people about the company culture and management, and I found that their management was better compared to my previous company. Maybe during extreme activities onsite where you really need to focus technically. Those situations happen only seldom. Yes, it's one of the reasons. Like I said earlier, I have properties and rental businesses that I personally manage, so I cannot just leave them.

These responses further indicate that a passive outlook and limited expectations are not necessarily signs of disengagement, but may reflect employees' coping mechanisms within a stable yet uncertain work environment. The statements that follow reveal that many participants indicated satisfaction with job security and faith in management, which may account for their decision to keep their expectations low while carrying out their duties.

Employees' motivation to remain with the organization, even when they are not actively pursuing advancement opportunities, is influenced by factors such as supportive supervision, consistent project availability, and a positive work environment (Ryan & Deci, 2020). Stable employment conditions and constructive workplace relationships contribute to employees' sense of security, satisfaction, and willingness to stay with the organization (Breevaart & Bakker, 2022). However, the findings also suggest that employees continue to value opportunities for growth and development and may consider leaving when such opportunities are limited or unavailable (Macey et al., 2023). This indicates that organizations must balance job stability with career advancement opportunities to sustain employee motivation and prevent stagnation in the workplace (Albrecht et al., 2021). Employees whose developmental needs are not adequately addressed may shift their focus toward maintaining security and stability rather than pursuing higher levels of achievement and growth (Van Wingerden et al., 2022). Likewise, limited access to advancement opportunities may reduce employees' motivation to pursue long-term career goals within the organization (Kim & Beehr, 2022). These findings emphasize the importance of providing both a supportive work environment and continuous opportunities for professional development to maintain employee engagement, satisfaction, and retention over time (Johansen, 2022).

Theme 5: Organizational Support and Assistance, sub-themes

The theme of Organizational Support and Assistance highlights the role of the organization in providing help, guidance, and resources to employees, particularly during challenging situations such as tight deadlines or personal concerns. Participants stressed that their capacity to carry out their jobs efficiently is greatly influenced by management and supervisor support. Employees in the construction business, where work demands can be physically and mentally taxing, benefit from prompt support and understanding from the company in order to manage stress and sustain productivity. Workers reported feeling safer and more confident in their ability to perform their duties when assistance is easily accessible.

Furthermore, the results show that organizational support is frequently obtained through informal support networks in the workplace as well as direct help from managers and supervisors. Participants reported that the

company offers assistance when problems occur, whether they are personal or work-related, by offering advice, fixing problems, or putting staff members in touch with the appropriate resources. Employee perceptions that the company appreciates their well-being are reinforced and a sense of belonging is fostered by this assistance. Because they are aware that they are not left to face difficulties alone, employees are more likely to stay involved and dedicated.

The available literature supports the importance of organizational support by emphasizing how employees' attitudes and workplace behaviors are significantly influenced by their perceptions of being valued and supported by their organization (Eisenberger et al., 2020). Employees who believe that their organization genuinely cares about their well-being are more likely to demonstrate higher levels of motivation, job satisfaction, and organizational commitment (Kurtessis et al., 2021). Perceived organizational support strengthens employees' emotional attachment to the organization and encourages them to reciprocate through greater loyalty, engagement, and performance (Caesens & Stinglhamber, 2020). Supportive organizational practices also foster trust, positive work attitudes, and stronger relationships between employees and management (Rhoades & Eisenberger, 2021). Furthermore, employees who feel recognized and appreciated are more likely to exert additional effort and contribute positively to organizational goals (Kim et al., 2022).

Sub-theme 5.1: Support during problems or deadlines

Support during problems or deadlines emerged as a critical aspect of employees' work experience, as participants emphasized the importance of receiving timely assistance when facing work-related challenges. The availability of assistance from supervisors and coworkers, according to employees, helps them manage stress and finish tasks more successfully at times of high workload, tight project deadlines, or unforeseen problems. Having quick direction and teamwork is crucial to ensuring that issues are resolved quickly in the construction industry, where delays and complexities can have a direct impact on project outcomes. Employees reported feeling more secure and less overburdened in carrying out their duties when management is receptive and willing to help. In addition to increasing task completion, this type of assistance promotes dependability and teamwork inside the company, motivating staff members to stay involved and dedicated even under trying circumstances.

Jackhammer described that: *Ginapasalamatan ko ang ila maayo nga pagtratar sa mga empleyado. Lain sila sa iban nga mga employer kag ginapakita nila ang ila pagpakabana kag pag-atipan sa mga trabahador. (I appreciate how they treat employees. They are different from other employers and show concern for workers.)*

Backhoe added: *Nagabulig sila kon kinahanglan. Halimbawa, sang may isa ka empleyado nga nagka-emergency sa panglawas, naghatag sila sang bulig kag suporta. Sang nagaobra ako sa ABC Construction, nabatyagan ko nga ginapahalagahan ako kay nagahatag sila sang mga benepisyo kag nagabulig sa amon kon may mga problema kami. Mapasalamaton gid ako sa ila kay kon may matabo nga problema ukon kalamidad, ara sila para magsuporta kag magbulig sa amon. Nagahatag sila sang suporta sa mga empleyado sa bisan ano nga problema nga ila maeksperyensyahan. (They help when needed. For example, when someone had a medical emergency, they provided assistance. When I work at ABC Construction, I feel valued because they provide benefits and help us when we have problems. I am thankful because when something happens, they support us. They provide support whenever employees experience problems.)*

Transit mixer shared that: *Kon may problema ka, pareho sang pinansyal nga problema, nagabulig sila sa imo. Nakita kag nabatyagan ko gid ini sir, kay kon magkadto ka sa opisina kag may problema ka, ginabuligan ka sang kompanya. (If you have a problem like a financial one, for instance, they will help you. I can see and feel it, sir, because when you go to the office and you have a problem, the company helps you.)*

Welding machine asserted: *Kon may problema sa site, amo na ang tawo nga ginasugid ko sa ila nga amo ini ang problema sang mga tawo. Amo man na nga kon may emerhensya ako nga kinahanglanon, ara dayon sila para magbulig kag magsuporta. (If there is a problem at the site, that's when I tell them that this is the people's problem. That's why whenever I have an emergency need, they are there right away.)*

Thermoplastic highlighted: If you have concerns, you can directly approach the boss. Employee-management relations are not a problem for me. Our company is small, so when you have problems, you can directly speak with the boss without any issue. When there's a problem in the office, first you identify what causes the problem. If it can be solved technically, then that's the best way because problems should really be solved technically. But if the technical side cannot handle it anymore, then higher management decisions come in. Even if you are the project manager, you still need approval from the owner, especially when making heavy decisions regarding major problems. As a project manager, my boss asks for reports and conducts frequent coordination meetings so they can help us whenever there are problems that we cannot solve on our own. In our general assemblies, I encourage them and offer support whenever they have problems onsite so they can openly express their concerns. One problem is that engineers sometimes have limited career growth because they don't have enough time to attend seminars and training to improve their skills. I would suggest giving them more opportunities for development.

These responses further indicate that organizational support during problems and deadlines goes beyond task-related assistance and extends to employees' personal and emotional well-being. A supportive workplace culture is reinforced and trust is strengthened when management is prepared to assist in times of need, provide financial support, and stay reachable by staff. Workers see this type of assistance as an indication that the company actually cares about their well-being, which strengthens their sense of worth and community. At the same time, difficulties can be resolved more effectively and cooperatively when there are open lines of communication, such as regular coordination meetings and direct access to management.

However, the findings also highlight opportunities for improvement, particularly in areas related to professional development, career advancement, and continuous employee support (Akkermans et al., 2021). Employees are more likely to remain motivated and committed when organizations provide resources and opportunities that support both their personal and professional growth (Fletcher et al., 2023). Effective employee support systems contribute not only to individual well-being but also to enhanced organizational performance and productivity (Donaldson et al., 2022). Organizations that prioritize employee welfare and create supportive work environments are more likely to foster stronger commitment, higher job satisfaction, and improved retention rates (Breevaart & Bakker, 2022). These findings suggest that investing in employee development and support initiatives is essential for sustaining organizational success and promoting long-term workforce stability (Schaufeli, 2021).

Sub-theme 5.2: Assistance from management

Assistance from management emerged as an important element in employees' work experience, as participants emphasized the role of leadership in providing guidance, support, and decision-making assistance. Workers stated that, particularly in complicated construction projects, management is essential to addressing work-related concerns, resolving problems, and guaranteeing smooth operations. When workers face challenges that are out of their control, management intervention helps by offering guidance and suitable solutions, which enables jobs to be finished more quickly. A sense of trust and confidence is also fostered by approachable and responsive management, according to participants, who feel that their issues are acknowledged and addressed. In general, manager support enhances employees' perceptions of organizational dependability and leadership efficacy in addition to facilitating problem-solving.

Jackhammer said that: *Nagabulig sila sa mga empleyado, labi na gid kon may mga emerhensya, kag nagahatag sang bulig kon kinahanglanon. Nalipay kami magtrabaho nga magkaupod. Bisan kon kis-a nagaaway ukon nagalalisay kami, nagabinuligay gihapon kami sa isa kag isa. Huo, nagaserbe sila nga insentibo, pareho sang oportunidad nga makabiyahe sa abroad, nga indi ginahatag sang iban nga mga kompanya. Nagpabilin ako sa kompanya tungod sang mga benepisyo kag sweldo. Mapasalamaton gid ako sa pagkamabinuligon kag pagkamaayo sang management.* (They help employees, especially during emergencies, and provide assistance when needed. We enjoy working together. Even if we sometimes argue, we still help each other. Yes, they serve as incentives, such as opportunities to travel abroad, which other companies do not offer. I stayed because of the benefits and salary. Thank you to the generosity of management.)

Backhoe added: *Ang akon obra amo ang pagbulig sa akon boss sa iya mga proyekto. Ako ang nagaasikaso sang mga proseso sa billing kag nagapreparar sang mga kinahanglanon nga dokumento. Nabuligan nila ako nga mapaayo kag mapalambo ang akon mga abilidad kag kasanayan. Indi ako makasiling sing madamo parte sina kay wala man ako nakaagom sang seryoso nga mga problema. Mapasalamaton gid ako kay Sir kag Ma'am kay ginbuligan nila kami sang nagkinahanglan kami sang suporta sa amon trabaho. Kon may mga kabudlayan ukon pagsulayan, nagahatag sila sang bulig kag suporta. Nagahatag sila sang pinansyal nga suporta kag pinansyal nga bulig kon kinahanglanon. Mapasalamaton gid ako kay may trabaho ako diri sa ABC Construction. Nagahatag sila sang mga benepisyo kag sa kabug-usan, maayo gid ang kompanya para sa akon. (My work is to assist my boss with his projects. I handle billing processes and prepare necessary documents. They helped me improve and develop my skills. I cannot say much about that because I have not experienced issues. I am thankful to Sir and Ma'am because they helped us when we needed support in our work. If there are struggles, they provide assistance. They provide financial support. They provide financial assistance. I am thankful because I have a job here at ABC Construction. They provide benefits, and overall, it is good.)*

Grinder mentioned: *Ginaseguro sang management nga ang mga empleyado mabatyagan nga ginasuportahan kag ginapahalagahan sila, labi na gid sa mga makapabudlay kag makapastress nga sitwasyon. Huo, ginagiyaan nila kami sa husto nga paagi kag ginapaambit nila ang ila kahibalo kag eksperyensya, nga nagabulig sa amon nga mag-uswag kag makahatag man sang kaayuhan sa kompanya. Huo, kay ang pagbalhin sa iban nga trabaho mahimo makahatag sa akon sang oportunidad nga makatoon sang bag-o nga mga kasanayan kag abilidad. Ginapaambit ko sa iban ang akon mga eksperyensya, mga proyekto, kag mga benepisyo nga akon nabaton halin sa kompanya, kag ginapabatyag sini nga proud ako nga parte sang kompanya. Ang kompanya nagahatag sang mga benepisyo kag suporta sa ila mga empleyado. (Management ensures that employees feel supported and valued, especially during stressful situations. Yes, they guide us properly and share their knowledge, which helps us improve and benefits the company. Yes, because moving to another job can help me develop new skills. I share my experiences, projects, and benefits from the company with others, which makes me proud. The company provides benefits and support to employees.)*

Solar studs expressed: *Huo, ginahatagan kami sang mga oportunidad pareho sang pag-attend sang mga seminar, nga wala ko naagyan sa akon anay nga trabaho. Ang kompanya nagahatag sang oras kag suporta para sa propesyonal nga pag-uswag, kag dako gid ini nga bulig sa amon. Huo, patas ang pagtratar sa mga trabahador. Nakabaton sila sang mga bonus kag benepisyo nga wala lang nagatapos sa ila trabaho, kag dako gid ini nga bulig sa ila. Nabatyagan sang mga empleyado nga ginapahalagahan sila kon nakabaton sila sang mga insentibo, pagkilala, kag pagsalig. Kon ginatugutan ka sang management nga maghimo sang mga desisyon nga wala ka ginabantayan sa taga ka lihok, nabatyagan mo nga ginasaligan kag ginapreciate ka nila. Kon kritikal ang sitwasyon, nagahatag ang kompanya sang bug-os nga suporta. Ginatugutan kami nga magpili sang mga kinahanglanon nga materyales kag direkta nga makig-coordinate sa mga supplier kon kinahanglan. Ang mga insentibo indi pirme makita ukon mabatyagan, pero para sa akon, ang pinakaprayoridad amo ang paghuman sang trabaho sa husto kag maayo nga paagi. Huo, ang teamwork kag kooperasyon may dako nga impluwensya sa akon. Ang epektibo nga komunikasyon nagabulig sa paglikaw sang mga delay kag nagapaayo sang episyensya sang operasyon. Isa sa mga rason amo ang camaraderie ukon maayong relasyon sa isa kag isa. Maayo ang amon komunikasyon, kag ang mga insentibo may dako man nga papel. Ini nga mga butang indi kasagarang makita sa iban nga mga kompanya. Huo, kay nagatrataranay kami nga may respeto, sayon ang komunikasyon, kag nagabinuligay kami sa trabaho. Wala pa ako nakahuna-huna nga maghalin, bisan nakabaton na ako sang mga alok antes. Gintalikdan ko ini tungod sang mga insentibo kag oportunidad para sa pagtubo kag pag-uswag diri sa kompanya. Para sa akon, ang mga insentibo amo ang isa sa mga nagapanguna nga nagamotibar sa mga empleyado nga magtrabaho kag magpabilin sa kompanya. (Yes, we are given opportunities such as attending seminars, which were not available in my previous job. The company provides time and support for professional development, which is very helpful. Yes, workers are treated fairly. They receive bonuses and benefits beyond their work, which is a big help. Employees feel valued when they receive incentives, recognition, and trust. When management allows you to make decisions without micromanaging, you feel trusted and appreciated. When the situation is critical, the company provides full support. We are allowed to choose necessary materials and directly coordinate with suppliers when needed. Incentives are not always visible, but completing the job properly is my priority. Yes, teamwork and cooperation influence me. Effective*

communication helps avoid delays and improves efficiency in operations. One reason is camaraderie. We have good communication, and incentives also play a role. These are not commonly found in other companies. Yes, because we treat each other with respect, communicate easily, and help one another at work. Not yet, although I have received offers before. I declined them because of the incentives and growth opportunities here. Incentives are the main motivating factor for employees.)

Sand emphasized: *Nagahatag sila sang suporta, labi na gid sang pinansyal nga bulig kon may mga emerhensya. Kasagaran, pinansyal nga suporta gid ang ila ginahatag. Labi na kon may emerhensya pareho sang mga aksidente, nagabulig gid sila sa amon. Huo, nakita ko man nga madamo nga mga empleyado ang nagapabilin sa kompanya tungod sang mga benepisyo nga ila nabaton. Para sa akon, maayo kon mapataas pa ang sweldo kag mapaayo pa ang kaluwasan sa mga project site. Importante man gid ang mga benepisyo para sa kaayuhan kag pagpabilin sang mga empleyado.* (They provide support, especially financial assistance during emergencies. Mostly financial support. Especially during emergencies, like accidents-they help us. Yes, I have observed that employees stay because of the benefits. I would suggest increasing salaries and improving safety at the site. Benefits are also important.)

Thermoplastic highlighted: One reason I transferred to Kenneth Construction was because of the financial aspect, professional growth, and benefits. Yes, I had expectations and career milestones in mind, such as career advancement, support for my master's degree, and free seminars. When you feel secure and safe in your surroundings, you can work efficiently. If there are dangers or unsafe conditions, you lose focus at work. Safety helps employees remain focused on their jobs. What I notice is that engineers are prioritized more than other employees. My suggestion is that managers should also value office managers and support teams because engineers cannot succeed without the support of other staff.

These responses further demonstrate that management support plays a critical role not only in addressing operational concerns but also in shaping employees' sense of security, professional growth, and appreciation within the organization (Caesens & Stinglhamber, 2020). Employees value support that extends beyond task completion, including financial assistance during emergencies, opportunities for career development, and recognition through incentives, rewards, and bonuses (Kim et al., 2022). Such forms of support strengthen employees' trust in management and reinforce their willingness to remain with the organization despite alternative employment opportunities (Alshaabani et al., 2021). The participants' suggestions regarding equal recognition across different employee groups further highlight the importance of inclusive and equitable management practices (Kurtessis et al., 2021). Employees are more likely to feel valued, respected, and motivated when opportunities, recognition, and support are distributed fairly throughout the organization (Donaldson et al., 2022). Supportive leadership has been consistently associated with higher levels of employee motivation, job satisfaction, and organizational effectiveness (Breevaart & Bakker, 2022).

Theme 6: Motivation and Work Drivers

Motivation and work drivers emerged as a central theme in understanding how construction employees sustain their performance and commitment despite the physically demanding and often unpredictable nature of their work. Participants emphasized that practical needs like work security, financial stability, and the obligation to provide for their family have a significant impact on their motivation. Personal objectives, pride in their profession, and the desire to enhance their quality of life are examples of internal causes that supplement these external drivers. When combined, these components provide a powerful sense of purpose that motivates workers to complete their everyday activities.

From the standpoint of relationships at work, employees' opinions of how well the company carries out its responsibilities have a significant impact on motivation. Employees are more likely to be enthusiastic, committed, and persistent when they believe that their efforts are valued, adequately compensated, and supported by management. This illustrates how psychological contracts are dynamic and how shared expectations between employers and employees affect motivation. On the other hand, if these expectations are not fulfilled, workers may become less engaged and enthusiastic, which may eventually have an impact on their degree of organizational commitment.

These findings are supported by existing literature which suggests that both intrinsic and extrinsic factors play a crucial role in shaping employee motivation, particularly in labor-intensive industries such as construction (Ryan & Deci, 2020). Factors related to achievement, recognition, and personal growth, together with external conditions such as compensation, job security, and working conditions, significantly influence employee satisfaction, performance, and overall work attitudes (Breevaart & Bakker, 2022). Employees are more likely to remain motivated when organizations address both their psychological needs and practical workplace concerns (Albrecht et al., 2021). Supportive work environments that provide meaningful recognition, fair compensation, and opportunities for development contribute to higher levels of engagement and organizational commitment (Donaldson et al., 2022). Moreover, motivation is strengthened when employees perceive that their contributions are valued and rewarded appropriately by the organization (Donaldson et al., 2022). These findings underscore the importance of addressing both the economic and relational dimensions of work to sustain employee motivation, enhance job satisfaction, and promote long-term organizational commitment (Schaufeli, 2021).

Sub-theme 6.1: Family as motivation

Family emerged as a primary source of motivation among participants, serving as a powerful driving force behind their commitment to work and persistence in challenging conditions. Many workers stated that their willingness to put up with physically taxing jobs and long workdays is heavily influenced by their obligations as caregivers for their spouses, children, and other family members. Because labor is seen as a means of securing their own existence as well as the future and well-being of their loved ones, this sense of obligation encourages a high degree of dedication. In this situation, family-centered motivation shows a relational aspect of the psychological contract in which workers are motivated by societal obligations and personal values that give their work purpose in addition to organizational benefits.

Grinder said that: *Ang akon pangunahing motibasyon amo ang akon pamilya, kay may responsibilidad ako nga magsuporta sa ila. Huo, ang akon pamilya gid ang akon pinakauna nga inspirasyon kag motibasyon sa pagtrabaho. May mga plano man ako nga mag-resign, depende sa sitwasyon kag panginahanglan sang akon pamilya.* (My main motivation is my family, as I am responsible for supporting them. Yes, my family is my primary motivation. I have plans to resign depending on my family's situation.)

Sand added: *Ang akon pamilya gid ang akon una nga prayoridad.* (My family is my number one priority.)

Sheet pile mentioned: *Huo sir, nagamotibar gid ako tungod sa akon pamilya. Ang trabaho kag ang akon pamilya sir, amo lang gid na.* (Yes Sir, I'm motivated because of my family. Work and family sir, that's all.)

Thermoplastic pointed out: It's very open, especially regarding personal matters. We are somewhat engaged in each other's personal lives because, of course, I'm from Manila and here in Bacolod I don't have family or companions. My life mostly revolves around work. Sometimes when I go out, my boss invites me along. We also share personal concerns, so in terms of personal relationships, everything is okay. My motivation comes from many aspects. There are many factors that motivate a person. Externally, family can motivate you. At work, what adds to my motivation is the feeling of being valued and recognized. Those are factors that affect motivation.

Overall, the findings reinforce that family-oriented motivation plays a crucial role in sustaining employee engagement and commitment, particularly in labor-intensive industries such as construction where work demands are high and working conditions can be challenging (Ryan & Deci, 2020). Employees' strong sense of responsibility toward their families not only strengthens their perseverance at work but also shapes their expectations regarding organizational stability, fairness, and support (Donaldson et al., 2022). These findings suggest that employee motivation is deeply rooted in social and relational factors and extends beyond purely financial rewards (Albrecht et al., 2021). Personal values, meaningful life roles, and a desire to fulfill family responsibilities have been identified as important drivers of long-term work engagement and commitment (Breevaart & Bakker, 2022). Employees are also motivated by the need to achieve security, belongingness, and stability for themselves and their families, which influences their workplace attitudes and behaviors (Knight et al., 2021).

Sub-theme 6.2: Financial responsibilities

Financial responsibilities emerged as a significant work driver among participants, influencing their decision to remain employed and sustain consistent performance despite the demanding nature of construction work. Many employees stressed that their need to pay bills, support their families, settle debts, and ensure their financial stability in the future is a powerful incentive to keep up their hard work. As employment becomes crucial for both survival and meeting long-term financial obligations, this economic pressure strengthens a feeling of duty and discipline. In this situation, financial obligations represent a transactional aspect of the psychological contract, wherein employees' sustained effort and loyalty are strongly linked to the expectation of equitable pay, prompt recompense, and financial stability offered by the company.

Solar studs mentioned: *Bills kag ano may ara guro sir nga times nga example bi may breakdown sang last tapos kung ang amo na nga adlaw bala daw testingan niyo kung mag work sa or indi daw ka amo na ang gaka excite ko mag ano "oh testingan tana ang equipment kung ok na" daw ka amo na".* (Financial responsibilities motivate me, but I also feel excited when I am able to repair equipment and see that it works properly again.)

Overall, the findings highlight that financial responsibilities remain a dominant factor influencing employees' motivation, particularly in contexts where economic stability is closely tied to daily survival and long-term security.

Employees' focus on meeting their financial responsibilities underscores the importance of equitable and dependable compensation systems in sustaining motivation and work performance (Gerhart & Feng, 2021). Financial rewards provide employees with a sense of security and stability, enabling them to meet personal obligations and improve their quality of life (Gagné et al., 2022). Employees are generally more motivated to exert effort and maintain high performance when they perceive a clear connection between their contributions and the rewards they receive (Van den Broeck et al., 2021). Adequate compensation also reinforces employees' perceptions that their work is valued and recognized by the organization (Miao et al., 2023).

Sub-theme 6.3: Personal reasons for working

Personal reasons for working also emerged as an important source of motivation among participants, reflecting individual aspirations, interests, and a sense of personal fulfillment derived from their roles. Some workers stated that they are motivated by the satisfaction of completing tasks, honing their skills, and discovering purpose in their everyday job activities in addition to financial and family-related considerations. For example, their involvement is reinforced when they are able to solve difficulties, finish tasks, or contribute to organizational goals. In this context, personal motivation draws attention to an inner aspect of work, wherein individuals are impacted by internal aspirations for development, competence, and self-worth in addition to external benefits. This is consistent with the psychological contract's balanced component, which holds that employees' motivation and commitment are sustained over time through the interaction of organizational support and personal fulfillment.

Grinder described that: *Nadulaan ako sang motibasyon kon wala obra ukon kon nabatyagan ko nga wala ako sang produktibo nga nahimo kag daw wala ako ginapahalagahan. Nagamotibar ako nga makahatag sang kontribusyon sa kompanya kag makabalos sa suporta nga akon nabaton, labi na gid sang nagaikswela pa ako.* (I lose motivation when there is no work or when I feel unproductive and not valued. I am motivated to contribute to the company and give back for the support I received, especially during my studies.)

Solar studs supported: *Huo, ang palibot ukon working environment may epekto gid sa performance sang empleyado. Halimbawa, kon indi maayo ang panahon, pareho sang mabaskog nga ulan ukon lain nga kondisyon sang panahon, mahimo ini makapakunhod sang motibasyon kag produktibidad. Subong, malipayon kag may motibasyon ako, labi na gid tungod sang akon bag-o nga mga eksperyensya. Nagahatag ini sa akon sang inspirasyon nga magbalik sa trabaho kag padayon nga magbulig sa pagpaayo sang operasyon sang kompanya.* (Yes, the working environment affects performance. For example, bad weather conditions can reduce motivation

and productivity. Currently, I feel happy and motivated, especially after recent experiences. I feel encouraged to return to work and continue improving operations.)

Gravel added: *Kulang sa pahuway sir. May mga tion gid man sir sa trabaho nga daw wala ka gid sang motibasyon ukon gana magtrabaho. Amo man na nga nabatyagan mo nga may motibasyon ka gihapon kag nagapadayon ka sa pagtrabaho.* (Lack of rest, sir. There are really times, Sir, to work where you just don't have any motivation at all, Sir. That's why you feel motivated, you know.)

Overall, the findings suggest that personal reasons for working play a vital role in sustaining employee motivation, particularly when employees derive meaning, growth, and a sense of accomplishment from their work (Steffens et al., 2021). These intrinsic sources of motivation encourage individuals to remain engaged and productive even in demanding work environments (Fernet et al., 2023). The results further support the view that motivation is influenced by both personal fulfillment and organizational factors that create opportunities for success and development (Van Zyl et al., 2022). Employees who perceive their work as meaningful are more likely to demonstrate persistence, dedication, and positive work attitudes (Steger et al., 2021).

Theme 7: Job Satisfaction and Contentment

Job satisfaction and contentment emerged as an essential theme reflecting how employees evaluate their overall work experience within the organization. Positive workplace conditions, such as equitable pay, encouraging management, secure workspaces, and cordial interactions with coworkers, were cited by participants as contributing to their level of satisfaction. When these components are present, workers typically feel more at ease and content in their positions, which helps to create a more stable and effective staff. In this perspective, satisfaction encompasses not only tangible advantages but also relational and emotional elements that affect workers' daily experiences.

From an organizational standpoint, the degree to which employee expectations are fulfilled is directly related to job satisfaction. Employees feel more attached and loyal to the company when they believe it fulfills its commitments, such as offering opportunity for advancement, timely pay, and recognition. This is in line with the ideas of psychological contracts, which hold that meeting perceived commitments increases organizational commitment and employee engagement. However, when expectations are not fulfilled, discontent can develop, which can result in decreased motivation, disengagement, or even plans to quit the company.

These results align with contemporary motivation theories that emphasize the combined influence of intrinsic and extrinsic factors on employee satisfaction and workplace attitudes (Gagné et al., 2022). Employees derive satisfaction not only from tangible rewards such as compensation, supervision, and working conditions but also from opportunities for achievement, recognition, and personal growth (Van den Broeck et al., 2021). While inadequate workplace conditions may contribute to dissatisfaction, meaningful work experiences and acknowledgment of employee contributions are important drivers of long-term motivation and engagement (Steffens et al., 2021). Organizations that effectively balance both economic and psychological needs are more likely to foster positive work attitudes and sustained employee commitment (De Vos et al., 2022). These findings highlight the importance of creating a work environment that supports both employee well-being and professional fulfillment in order to maintain long-term satisfaction and organizational loyalty (Caesens et al., 2023).

Sub-theme 7.1: Happiness with current job

Happiness with the current job emerged as a meaningful indicator of employees' overall satisfaction and emotional connection to their work. A supportive work environment, positive connections with coworkers and superiors, acceptable workloads, and a sense of permanence in their job, according to the participants, all have an impact on how happy they feel in their roles. Employees are more likely to be enthusiastic, cooperative, and perform consistently when they find their daily activities enjoyable and comfortable. This feeling of contentment is indicative of an affective aspect of organizational commitment, in which workers form a sincere bond with

their jobs and workplace. In this situation, job satisfaction not only improves personal wellbeing but also fosters long-term engagement and a greater desire to stay with the company.

Jackhammer said: *Malipayon ako sa akon trabaho, bisan pa kon kis-a kinahanglan magbalhin-balhin sang lugar. Huo, nalipay gid ako sini. Kay hasta subong, ginahigugma kag ginanamian ko gihapon ang akon trabaho.* (I am happy with my work, even if it sometimes requires moving from one place to another. Yes, I enjoy it. Because I still enjoy my work.)

Backhoe added: *Sang una, wala gid ako sang dako nga ginapaabot. Nalipay lang gid ako nga nabaton ako sa trabaho. Malipayon ako kon nagakadto ako sa trabaho. Ginanamian ko kag nalipay ako sa akon ginahimo nga obra.* (At first, I did not expect much. I was just happy that I was accepted. I feel happy when I go to work. I enjoy what I do.)

Transit mixer mentioned: *Maayo gid sir, kay nabatyagan mo nga malipayon ka kag nalilibang ukon naga-enjoy sa imo trabaho.* (It's nice, sir, because you feel happy and entertained/occupied with your work.)

Overall, the findings suggest that satisfaction with one's current job plays a crucial role in strengthening both employee engagement and organizational commitment, particularly when employees feel valued, respected, and emotionally fulfilled in their roles (Steger et al., 2021). Positive job experiences not only enhance day-to-day performance but also reinforce employees' willingness to remain with the organization despite workplace challenges (Fernet et al., 2023). The emphasis on enjoyment and fulfillment highlights that job satisfaction is not merely an outcome of employment but a sustaining factor that promotes long-term involvement and commitment to work (Van Zyl et al., 2022). Employees are more likely to experience higher levels of well-being and motivation when their work environment supports autonomy, competence, and meaningful interpersonal relationships (Olafsen & Deci, 2020).

Sub-theme 7.2: General job satisfaction

General job satisfaction emerged as a key aspect of employees' overall evaluation of their work experience, encompassing both tangible and intangible factors within the organization. Participants defined workplace satisfaction as striking a balance between equitable pay, job stability, favorable working circumstances, and the caliber of interpersonal connections. Employees are more likely to have a good attitude about their work when these factors are seen as sufficient and consistent, which encourages them to perform well and stick with the company. This general feeling of contentment is a reflection of both the transactional and relational aspects of the psychological contract, in which workers evaluate the organization's level of respect, support, and fairness in addition to the tangible benefits they receive. In this situation, overall job satisfaction strengthens employees' dedication to their jobs and the company and acts as a basis for ongoing involvement.

Sand highlighted that: *Ok lang man sir kay amo nana ang na angdan ta daw amo nana ang pang adlaw adlaw ko nga ulobrahon.* (It's okay for me. This is the path I've chosen.)

Overall, the findings affirm that general job satisfaction plays a fundamental role in shaping employees' attitudes, behaviors, and long-term attachment to the organization (Allan et al., 2021). Employees are more likely to develop trust, commitment, and a strong sense of belonging when they perceive a consistent balance between fair compensation, job security, and positive workplace relationships (De Vos et al., 2022). Such perceptions encourage employees to contribute meaningfully to organizational goals and remain committed despite the challenges associated with labor-intensive industries such as construction (Steffens et al., 2021). Job satisfaction is also influenced by workplace conditions, opportunities for participation, supportive relationships, and the overall quality of the work environment (Fernet et al., 2023). Employees often evaluate their level of satisfaction based on whether they perceive fairness between their contributions and the rewards they receive from the organization (Van Zyl et al., 2022).

Sub-theme 7.3: Positive outlook toward work

A positive outlook toward work emerged as an important dimension of job satisfaction, reflecting employees' general attitude and mindset in approaching their roles and responsibilities. Despite the challenging circumstances of the construction sector, participants who indicated optimism about their employment showed tenacity, adaptability, and a determination to overcome obstacles. This optimistic outlook is frequently influenced by encouraging work settings, deep connections, and a sense of purpose in one's work, all of which raise employees' motivation and morale. In this situation, keeping a positive attitude shows both an emotional and cognitive engagement with work, where workers not only carry out their responsibilities but also cultivate a positive and forward-thinking mindset that increases their dedication and general job satisfaction.

Jackhammer said: Nagpaabot ako nga magdugay gid ako sa kompanya. Kay subong kilala na ini nga kompanya kag mabinuligon man sila sa ila mga empleyado. (I expected that I would stay long in the company. Because it is now a well-known company and they are generous.)

Backhoe added: Pagkaligad sang isa ka tuig, nakabaton kami sang mga bonus, labi na gid sang naghatag ang kompanya sang mga parte ukon bahin sang kita. Kon ari diri si Sir, siya mismo ang personal nga nagapamahagi sini sa mga empleyado. (After one year, we were given bonuses, especially when the company distributed shares. If Sir was present here, he would personally distribute them.)

Thermoplastic expressed: Of course. If you are not loyal to your company, you will not do your work properly. If work is not managed well, projects will not be completed according to the company's mission and vision.

Overall, the findings affirm that general job satisfaction plays a vital role in shaping employees' attitudes, workplace behaviors, and long-term attachment to the organization (Caesens et al., 2023). Employees are more likely to develop trust, commitment, and a strong sense of belonging when they perceive a balance between fair compensation, job security, and positive workplace relationships (Kim et al., 2022). Such perceptions encourage employees to contribute meaningfully to organizational goals and remain committed despite the challenges associated with labor-intensive industries such as construction (Alshaabani et al., 2021).

Moreover, job satisfaction is influenced by several workplace factors, including supportive working conditions, opportunities for participation, and the quality of relationships with supervisors and coworkers (Cropanzano et al., 2022). Employees often evaluate their level of satisfaction by assessing the fairness of the exchange between their contributions and the rewards they receive from the organization (Rupp et al., 2023). When employees perceive fairness, respect, and support in the workplace, they are more likely to maintain positive attitudes and stronger commitment to the organization (Thibault Landry et al., 2024).

Figure 3 Simulacrum



The simulacrum illustrates how various organizational and personal factors collectively shape employee engagement and organizational commitment in the construction industry. Centered on the construction employee, the model shows that job role clarity and skill development, work experience and professional growth, compensation and financial considerations, workplace relationships, organizational support, and motivation and work drivers work together to influence job satisfaction and contentment. The balanced platform symbolizes the need for harmony between organizational support and employee needs, demonstrating that when employees experience clear roles, growth opportunities, fair treatment, adequate support, and meaningful motivation, they are more likely to become satisfied, engaged, productive, and committed to the organization over the long term. The interconnected themes emphasize that employee outcomes are influenced by both workplace conditions and personal circumstances. Likewise, the construction site background reflects the dynamic and challenging environment in which employees perform their daily responsibilities. The flow of the framework suggests that positive organizational practices strengthen employees' perceptions of support, trust, and value. Eventually, these experiences foster stronger psychological contracts, higher engagement, and a deeper commitment to organizational goals and success. As a result, the model highlights the importance of a holistic and employee-centered approach in developing a stable, motivated, and high-performing construction workforce.

Table 23 Joint Display of Quantitative and Qualitative Results

Highlighted Dimensions	Quantitative Result	Qualitative Result	Meta Inference
Psychological Contract			
Relational Contracts	The findings show a high degree of relational contracts, which reflects the organization's strong views of interpersonal connections, trust, and respect. Nonetheless, slight differences between groups imply that not every employee receives the same degree of assistance and communication from management.	Employees stressed respect, open communication, and support from supervisors in a number of statements that focused on working relationships, fair treatment, and organizational support. Positive connections with coworkers and management, according to the participants, improve their sense of pleasure and belonging.	Employee trust, cooperation, and emotional attachment are all enhanced by strengthening relationship activities. This suggests that maintaining engagement and organizational commitment requires courteous and helpful management techniques.
Highlighted Dimensions	Quantitative Result	Qualitative Result	Meta Inference

Transactional Contracts	The results demonstrate a moderate to high degree of transactional contracts, highlighting the significance of pay, benefits, and job security to workers. Certain differences imply that not all group's financial expectations are fulfilled.	Participants emphasized wage, financial stability, and economic obligations as the main motivators for working, highlighting remuneration and financial responsibility as major concerns. Workers stated that in order to maintain their drive, they needed to be paid fairly and consistently.	Enhancing pay structures and guaranteeing equity in monetary compensation will increase worker satisfaction and retention. This demonstrates that economic considerations continue to be a crucial basis for worker loyalty in the construction sector.
Balanced Contracts	The findings show a high percentage of balanced contracts, suggesting that workers value both monetary compensation and professional growth prospects. This implies that pay and job advancement are both important.	The themes of job role clarity, skill development, and professional growth where employees highlighted learning opportunities and organizational support this. The significance of both job stability and professional growth was acknowledged by the participants.	Long-term engagement and motivation are improved when financial and developmental support are balanced. This illustrates how companies that invest in staff development and rewards encourage organizational engagement.
Highlighted Dimensions	Quantitative Result	Qualitative Result	Meta Inference
Employee Engagement			

Vigor	The results show that employees have a high degree of vigor, which reflects their great vitality, perseverance, and resilience. Despite difficult working conditions, employees typically show that they can maintain effort.	Participants highlighted personal objectives, family obligations, and financial duties as sources of motivation that sustain their readiness to work. Workers emphasized their resolve to keep working in spite of obstacles.	Both organizational and individual factors, especially powerful motivational drivers, maintain employee energy. This implies that strengthening these motivators can improve productivity and resilience even more.
Dedication	The findings demonstrate a high degree of commitment, suggesting that workers have a strong feeling of purpose and interest in their work. Workers show dedication and pride in their positions.	Themes of job satisfaction, optimism, and meaningful work experiences where individuals felt fulfillment and emotional commitment to their work support this. As important components of their experience, participants emphasized commitment and satisfaction.	Positive experiences and meaningful work strengthen employees' commitment and sense of purpose. This improves overall performance and fortifies their emotional bond with the company.
Highlighted Dimensions	Quantitative Result	Qualitative Result	Meta Inference

Absorption	The results show a moderate to high degree of absorption, indicating that workers are typically attentive and fully engaged in their tasks. Some differences, nevertheless, suggest that not every employee has the same degree of engagement.	Workers talked about actively participating in work and learning by experience, especially when they were exposed to various projects. They emphasized how practical labor improves concentration and skill development.	Employee absorption is increased when they work on tasks that are skill-based and meaningful. This suggests that offering tough and varied job tasks can enhance concentration and output.
Organizational Commitment			
Affective Commitment	Strong emotional attachment and favorable sentiments toward the organization are shown by the results, which show a high degree of affective commitment. In general, workers are content and feel a sense of belonging at work.	This is corroborated by themes of contentment with one's existing position and good relationships at work, where workers felt delight and a feeling of community. Participants highlighted how comfortable and satisfied they were with their workplace.	Emotional attachment to the company is strengthened by positive work experiences and encouraging interactions. This emphasizes how crucial it is to keep a happy and healthy workplace.
Highlighted Dimensions	Quantitative Result	Qualitative Result	Meta Inference
Continuance Commitment	The results show a moderate to high level of continuation commitment, which reflects the necessity for employees to stay for practical and financial reasons. Retention is significantly impacted by economic variables.	Financial obligations, pay, and job stability were cited by participants as reasons to remain with the company. Workers emphasized how their needs are met by a regular income.	Job security and financial stability have a big impact on employees' decision to stay with the company. This emphasizes how crucial it is to keep stable employment conditions and competitive pay.

Normative Commitment	The findings reveal a moderate degree of normative commitment, suggesting that workers feel obligated to remain with the company. Workers have a sense of obligation to their employer.	This is evident in themes on management support and organizational support, where staff members conveyed gratitude for the company's assistance and possibilities. Participants observed that management support encourages loyalty.	Employee loyalty and responsibility are fostered by offering opportunities and support on a regular basis. Long-term retention is strengthened and normative commitment is reinforced.
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SUMMARY, CONCLUSIONS, GENERAL STATEMENTS AND RECOMMENDATIONS

Summary

The study found that the level of psychological contracts among employees in the construction industry in Negros Occidental was generally high, particularly in relational and balanced contracts, indicating strong perceptions of trust, support, and opportunities for professional growth. This positive evaluation was consistent across groups classified by age, sex, length of service, and employment characteristics, suggesting that employees share relatively similar experiences in terms of organizational relationships and expectations. However, transactional contracts, while also rated at a moderate to high level, reflected the continuing importance of salary, job security, and financial stability, indicating that economic factors remain a critical consideration among employees.

Results on employee engagement revealed a high level of vigor and dedication, with absorption at a moderate to high level, indicating that employees are generally energetic, committed, and involved in their work. These findings were supported by qualitative results, where employees emphasized motivation driven by family responsibilities, financial obligations, and personal aspirations, as well as the importance of meaningful work experiences and professional growth. While engagement levels were generally high, variations in absorption suggest that some employees may experience differences in focus and immersion depending on the nature of their tasks and working conditions.

Similarly, organizational commitment was found to be high in terms of affective commitment, with moderate to high levels of continuance and normative commitment, indicating that employees remain in the organization due to both emotional attachment and practical considerations. Qualitative findings further revealed that job satisfaction, positive workplace relationships, and organizational support significantly contribute to employees' willingness to stay. Although the results showed no major differences across demographic groupings, slight variations suggest that individual experiences and workplace conditions may influence the level of commitment, highlighting the need for continuous improvement in management practices.

Finally, the integration of quantitative and qualitative findings confirms that psychological contracts, employee engagement, and organizational commitment are significantly interconnected. The results demonstrate that when employees perceive fair treatment, receive organizational support, and experience opportunities for growth, they are more likely to be motivated, satisfied, and committed to the organization. This implies that management plays a crucial role in shaping employee experiences, and that strengthening both relational and structural aspects of the workplace can lead to improved engagement, higher job satisfaction, and stronger organizational commitment.

Conclusions

The findings of the study demonstrate that psychological contracts, employee engagement, and organizational commitment among construction employees in Negros Occidental are present at generally high levels. Relational and balanced psychological contracts were particularly strong, indicating that employees perceive trust, support, and opportunities for growth within the organization, while transactional contracts highlight the continued importance of financial stability and fair compensation. Across demographic groupings such as age, sex, and length of service, the results revealed consistent patterns, suggesting that organizational practices are relatively uniform in shaping employee experiences. However, minor variations in specific dimensions indicate that certain aspects of workplace relationships, compensation, and organizational support may still require further enhancement.

More importantly, the study established a strong and meaningful relationship between psychological contracts, employee engagement, and organizational commitment. The findings confirm that when employees perceive that organizational obligations are fulfilled-through clear role expectations, fair compensation, and supportive management-they are more likely to demonstrate higher levels of vigor, dedication, and absorption. These engagement dimensions, in turn, strengthen affective, continuance, and normative commitment, reinforcing the idea that employee engagement serves as a key mechanism linking psychological contracts to organizational commitment.

This study underscores the critical role of management in shaping employee experiences through the consistent delivery of job role clarity, professional growth opportunities, fair compensation, and supportive workplace relationships. The integration of qualitative and quantitative findings revealed that motivation is driven by a combination of family responsibilities, financial obligations, and personal aspirations, while job satisfaction is influenced by positive work environments and organizational support. Although many positive practices are already present, variations in employee experiences suggest that these practices are not always consistently implemented across all contexts.

To address these gaps, the study proposes an HR Intervention Model for Enhancing Employee Engagement and Organizational Commitment in the Construction Industry, which is grounded in the findings of the simulacrum. The model emphasizes that management must first establish foundational elements such as job role clarity and skill development, which enable key organizational conditions including compensation, workplace relationships, and organizational support. These conditions then activate employees' internal motivation and work drivers, ultimately leading to job satisfaction and contentment as key outcomes. Through this process, employees are more likely to achieve a balanced work-life perspective, resulting in stronger engagement and long-term organizational commitment.

The adoption of this HR Intervention Model provides organizations with a structured and strategic approach to managing employee experiences, ensuring that both economic and relational needs are addressed. This model goes beyond traditional human resource practices by integrating psychological, social, and organizational dimensions into a unified framework. Ultimately, organizations that implement this model are better positioned to develop a resilient, motivated, and committed workforce, leading to improved performance, reduced turnover, and sustainable organizational success in the construction industry.

General Statements

This study reflects the real experiences of construction employees who work under physically demanding conditions while striving to meet both personal and organizational expectations. Behind the statistical results and identified themes are individuals who continuously balance their responsibilities to their families, their financial needs, and their desire for personal growth. While the findings reveal that employees generally demonstrate strong engagement and commitment, they also highlight that these are sustained not only by organizational practices but by the resilience and motivation of the workers themselves.

By integrating both quantitative data and qualitative insights, the study emphasizes that employee engagement and organizational commitment are not simply outcomes of compensation or policies, but are shaped by a combination of meaningful work experiences, supportive relationships, and clear organizational direction. The findings point to the need for more consistent and structured management practices, particularly in areas such as role clarity, professional development, workplace relationships, and organizational support. The proposed HR Intervention Model responds to this need by offering a unified approach that aligns organizational systems with employees' psychological and practical needs.

Finally, this study highlights that sustainable organizational success in the construction industry depends on recognizing employees not just as workers, but as individuals with diverse motivations, responsibilities, and aspirations. Meaningful improvements can be achieved when management practices are designed not only to enhance performance but also to support employee well-being, foster engagement, and strengthen long-term commitment. In this way, organizations can build a more resilient, motivated, and committed workforce capable of sustaining both productivity and growth.

Recommendations

Based on the integrated findings of this study, construction companies are encouraged to adopt a structured HR Intervention Model for Enhancing Employee Engagement and Organizational Commitment, which systematically addresses both the relational and transactional aspects of the workplace. This recommendation is grounded in both qualitative and quantitative results, which highlight that while employees generally exhibit high levels of engagement and commitment, variations in role clarity, compensation, workplace relationships, and organizational support still exist. Qualitative findings revealed that employees value clear job expectations, continuous skill development, fair treatment, and accessible management support, while also being strongly influenced by family responsibilities, financial obligations, and personal aspirations. These insights point to the need for a more consistent and integrated approach to managing employee experiences across all levels of the organization.

Quantitatively, the study revealed high levels of relational and balanced psychological contracts, along with strong employee engagement and affective commitment. However, moderate levels in transactional and normative commitment indicate that financial stability, consistency in compensation, and perceived organizational support still require improvement. These results suggest that while existing practices are generally effective, there are gaps in the consistent delivery of organizational policies and support mechanisms. Cross-cutting themes such as differences in employee experiences, varying levels of motivation, and inconsistencies in management practices further reinforce the need for a unified HR framework that aligns organizational systems with employee needs.

The proposed HR Intervention Model should focus on three key phases: (1) foundational development, (2) enabling organizational conditions, and (3) outcome-driven engagement strategies. The first phase involves strengthening job role clarity and skill development through structured onboarding programs, regular training, and clear performance expectations. The second phase emphasizes improving compensation systems, fostering positive workplace relationships, and enhancing organizational support through fair policies, open communication, and responsive leadership. The third phase focuses on sustaining motivation and engagement by recognizing employees' personal drivers, implementing employee recognition programs, and promoting work-life balance initiatives. Through this structured approach, organizations can create a more supportive, consistent, and motivating work environment that enhances job satisfaction and strengthens organizational commitment.

Furthermore, organizations are encouraged to institutionalize regular monitoring and evaluation mechanisms, such as employee feedback systems, engagement surveys, and performance reviews, to ensure the continuous effectiveness of HR practices. Management should also invest in leadership development programs to equip supervisors with the skills needed to manage diverse employee needs and foster positive workplace relationships. These initiatives will not only improve employee engagement but also strengthen trust, accountability, and communication within the organization.

As a result, the implementation of a comprehensive HR Intervention Model represents a strategic shift from traditional management practices toward a more human-centered and performance-driven approach. By aligning organizational policies with employees' psychological, social, and economic needs, construction companies can build a more resilient, motivated, and committed workforce. This, in turn, will lead to improved productivity, reduced turnover, and sustainable organizational success in the construction industry.

Proposed HR Intervention Model for Enhancing Employee Engagement and Organizational Commitment in the Construction Industry

Integrated Justification

The findings of the study revealed that psychological contracts, employee engagement, and organizational commitment are all present at high to very high levels among construction employees. However, statistical results showed that demographic variables do not significantly influence these constructs, indicating that employee perceptions are shaped more by shared workplace experiences than individual characteristics.

For quantitative evidence, correlation analysis revealed that employee engagement has a strong positive relationship with organizational commitment ($r = 0.74$), while psychological contracts show moderate relationships with both variables. This suggests that employee engagement plays a critical linking role in strengthening commitment within the organization.

Qualitative insights further highlighted the importance of clear communication, fair treatment, supervisor support and opportunities for growth. These findings justify the need for a structured HR intervention model that focuses on strengthening engagement while aligning psychological contracts to sustain organizational commitment.

Rationale

Qualitative and quantitative findings indicate the need to strengthen employee engagement and organizational commitment among construction employees. Results highlight that while psychological contracts are generally fulfilled, employee engagement plays a critical role in enhancing organizational commitment. The absence of a structured HR approach may lead to inconsistencies in communication, support, and employee development. Therefore, implementing a unified HR intervention model focusing on engagement strategies, clear expectations, and continuous development will help improve employee commitment, enhance performance, and support long-term organizational effectiveness.

Objectives

The proposed HR Intervention Model aims to improve employee engagement and strengthen organizational commitment among construction employees by enhancing key workplace practices and addressing both organizational and individual needs. Specifically, the model seeks to ensure that employees clearly understand their roles and responsibilities while providing opportunities for continuous skill development to improve job performance. It also aims to promote fair and consistent compensation practices that address employees' financial needs, alongside strengthening workplace relationships through respect, open communication, and teamwork. Furthermore, the model focuses on enhancing organizational support by ensuring that employees receive timely guidance and assistance, particularly during work-related challenges. It also intends to increase employee motivation by recognizing personal and work-related drivers such as family responsibilities, financial obligations, and aspirations for growth. Ultimately, the model aims to improve job satisfaction by creating a positive and supportive work environment, thereby encouraging employees to remain committed, perform effectively, and sustain long-term engagement within the organization.

Theoretical and Empirical Bases of the Model

The proposed HR Intervention Model is anchored on Psychological Contract Theory, Employee Engagement Theory, and Organizational Commitment Theory, which explain how employees' perceptions, motivation, and attachment to the organization are developed. The findings of the study show that when organizations provide clear roles, fair compensation, and strong support, employees become more engaged and committed to their work.

Empirically, the model is supported by both quantitative and qualitative results, which revealed high levels of psychological contracts, engagement, and commitment, alongside key influencing factors such as role clarity, professional growth, workplace relationships, motivation, and job satisfaction. These findings confirm that employee engagement and commitment are shaped by a combination of organizational practices and personal drivers, making the model both practical and applicable in the construction industry.

Components of the Proposed HR Intervention Model

The proposed HR Intervention Model consists of four key components: foundational elements, enabling conditions, motivation drivers, and outcome variables. The foundational elements focus on job role clarity and skill development to ensure employees understand their responsibilities and improve their competencies.

These are supported by enabling conditions such as fair compensation, positive workplace relationships, and organizational support, which create a conducive work environment. These conditions influence employees' motivation and work drivers, including family, financial, and personal factors, which sustain their engagement.

As such, these components lead to job satisfaction and contentment, resulting in stronger employee engagement and organizational commitment. The model highlights that a balanced and supportive work environment is essential in developing a committed and productive workforce.

Implementation Plan of the Model

The proposed HR Intervention Model can be implemented through a structured and phased approach focusing on key human resource practices. Management should begin by strengthening job role clarity and skill development through clear job descriptions, proper onboarding, and regular training programs. This ensures that employees understand their responsibilities and are equipped with the necessary skills to perform their tasks effectively.

Next, organizations should improve enabling conditions by ensuring fair compensation, promoting positive workplace relationships, and providing consistent organizational support. This can be achieved through regular salary reviews, team-building activities, open communication channels, and accessible management support during work-related challenges.

Furthermore, management should implement strategies to enhance employee motivation by recognizing employees' efforts, providing incentives, and supporting work-life balance. Simple initiatives such as employee recognition programs, flexible scheduling (if applicable), and regular feedback sessions can help sustain motivation and engagement.

Thereby, organizations should monitor and evaluate the effectiveness of the model through employee feedback, performance reviews, and engagement surveys. This allows management to identify areas for improvement and ensure that the intervention remains relevant, consistent, and effective in enhancing employee engagement and organizational commitment.

Monitoring and Evaluation of the Model

The effectiveness of the proposed HR Intervention Model should be regularly monitored and evaluated to ensure its continuous improvement and relevance. Organizations may use tools such as employee feedback surveys, performance evaluations, and engagement assessments to measure changes in employee motivation, job satisfaction, and organizational commitment.

In addition, management should conduct periodic reviews of HR practices, including training programs, compensation systems, and support mechanisms, to identify areas for improvement. The use of regular feedback sessions and open communication channels will also allow employees to share their experiences, ensuring that the model remains responsive to their needs and contributes to sustained engagement and commitment.

Sustainability Mechanism of the Model

To ensure the long-term effectiveness of the proposed HR Intervention Model, organizations should integrate the model into their regular human resource policies and management practices. This includes continuously applying structured processes such as regular training, consistent performance evaluation, and ongoing employee support to maintain alignment with organizational goals and employee needs.

In addition, management should promote a culture of continuous improvement by encouraging feedback, adapting HR strategies based on employee experiences, and updating programs as needed. By institutionalizing these practices and maintaining consistent implementation, the model can remain relevant, effective, and sustainable in enhancing employee engagement and organizational commitment over time.

HR Intervention Model Assessment Checklists

Psychological Contract Alignment Checklist

Purpose: This checklist is designed to assess whether key elements of the psychological contract between the organization and employees are clearly communicated, fairly implemented, and consistently practiced in the workplace.

Psychological Contract Alignment Checklist (Intended for: HR Personnel/ Supervisor)			
Instructions: Please check (✓) the appropriate column based on your observation or assessment. This checklist may be used during regular HR evaluations or supervisory reviews to ensure alignment of employee expectations and organizational practices.			
Name of Employee: _____		Position: _____	
Date Evaluated : _____			
No	Item	Yes (✓)	No (X)
1	Job roles and responsibilities are clearly explained to employees.	☐	☐
2	Work expectations are communicated at the start of employment.	☐	☐
3	Compensation and benefits are clearly discussed.	☐	☐
4	Company policies are explained and understood.	☐	☐
5	Supervisor maintains regular communication with employees.	☐	☐
6	Employee concerns are listened to and addressed.	☐	☐
7	Fair and consistent treatment is observed in the workplace.	☐	☐
8	Feedback is regularly provided to employees.	☐	☐
Comments/ Suggestions:			
Name and Signature of Evaluator			

Interpretation of Results and Suggested HR Interventions

Total Yes Responses	Interpretation	Suggested HR / Supervisory Action
7–8 Yes Responses	Strong psychological contract alignment is evident within the organization. Employees are likely to perceive fairness, trust, and organizational support.	Maintain current HR practices, continue regular communication, strengthen employee recognition programs, and sustain employee engagement initiatives.
5–6 Yes Responses	Moderate alignment exists, but some organizational practices may require improvement. Certain employee expectations may not be fully addressed.	Conduct regular feedback sessions, improve communication practices, clarify policies and expectations, and strengthen supervisory support.
3–4 Yes Responses	Weak alignment of psychological contracts is observed. Employees may experience dissatisfaction, disengagement, or uncertainty regarding organizational support.	Implement immediate HR interventions such as employee consultations, policy orientation, supervisory coaching, conflict resolution, and employee engagement activities.
0–2 Yes Responses	Very weak psychological contract alignment exists. Employees may perceive unmet expectations, poor communication, and lack of organizational support, which may negatively affect engagement and organizational commitment.	Develop comprehensive HR action plans, review organizational practices, improve leadership communication, reassess compensation and employee support systems, and conduct intensive employee engagement and retention programs.

Employee Engagement Checklist

Purpose: This checklist is designed to assess the level of employee engagement in terms of vigor, dedication, and absorption. It helps HR personnel and supervisors evaluate employees' energy, involvement, and commitment to their work, and identify areas for improvement in workplace engagement.

Employee Engagement Checklist (Intended for: HR Personnel/ Supervisor)	
Instructions: Please check (✓) the appropriate column based on your observation or assessment. This checklist may be used during regular HR evaluations or supervisory reviews to ensure alignment of employee expectations and organizational practices.	
Name of Employee: _____ Date Evaluated : _____	Position: _____

No	Item	Yes (✓)	No (X)
1	Employees show energy and enthusiasm at work (Vigor).	☐	☐
2	Employees are willing to go beyond minimum requirements.	☐	☐
3	Employees express pride in their work (Dedication).	☐	☐
4	Employees are focused during tasks (Absorption).	☐	☐
5	Employees participate actively in team activities.	☐	☐
6	Employees attend work regularly and on time.	☐	☐
7	Employees show initiative in solving problems.	☐	☐
Comments/ Suggestions:			
Name and Signature of Evaluator			

Interpretation of Results and Suggested HR Interventions		
Total Yes Responses	Interpretation	Suggested HR / Supervisory Action
6–7 Yes Responses	High employee engagement is evident. Employees demonstrate strong energy, commitment, enthusiasm, and active involvement in their work responsibilities.	Maintain engagement initiatives, continue employee recognition programs, provide career development opportunities, and encourage participative leadership practices.
4–5 Yes Responses	Moderate employee engagement is observed. Employees generally perform well, but some aspects of motivation, involvement, or enthusiasm may need improvement.	Strengthen team-building activities, improve communication and feedback systems, provide motivational programs, and enhance supervisory support.
2–3 Yes Responses	Low employee engagement is evident. Employees may display reduced enthusiasm, limited initiative, or decreased involvement in workplace activities.	Conduct employee consultations, identify workplace concerns, implement coaching and mentoring programs, and introduce engagement enhancement activities.

0–1 Yes Responses	Very low employee engagement is observed. Employees may experience disengagement, low morale, absenteeism, or lack of commitment to their work responsibilities.	Develop immediate HR intervention plans, reassess workplace conditions, improve employee support mechanisms, strengthen leadership involvement, and implement intensive employee engagement and retention strategies.
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Organizational Commitment Checklist

Purpose: This checklist is designed to assess the level of organizational commitment among employees in terms of their emotional attachment, loyalty, and willingness to remain in the organization. It helps HR personnel and supervisors evaluate employees' connection to the company and identify areas for strengthening commitment and retention.

Organizational Commitment Checklist (Intended for: HR Personnel/ Supervisor)			
Instructions: Please check (✓) the appropriate column based on your observation or assessment. This checklist may be used during regular HR evaluations or supervisory reviews to ensure alignment of employee expectations and organizational practices.			
Name of Employee: _____		Position: _____	
Date Evaluated : _____			
No	Item	Yes (✓)	No (X)
1	Employees feel emotionally connected to the company.	☐	☐
2	Employees express loyalty to the organization.	☐	☐
3	Employees intend to stay in the company long-term.	☐	☐
4	Employees feel obligated to contribute to company success.	☐	☐
5	Employees are willing to recommend the company to others.	☐	☐
6	Employees show responsibility in their work.	☐	☐
Comments/ Suggestions:			
Name and Signature of Evaluator			

Total Yes Responses	Interpretation of Results	Suggested HR / Supervisory Interventions
5–6 Yes Responses	Strong organizational commitment is evident. Employees demonstrate loyalty, emotional attachment, responsibility, and willingness to remain with the organization.	Sustain positive workplace practices; continue employee recognition and retention programs; provide career growth opportunities; and strengthen organizational culture and employee relations.
3–4 Yes Responses	Moderate organizational commitment is observed. Employees show a reasonable level of attachment to the organization, but some areas of commitment and retention may require improvement.	Improve employee communication and involvement; strengthen supervisory support; provide motivational and team-building activities; and enhance employee welfare programs.

1–2 Yes Responses	Low organizational commitment is evident. Employees may experience weak attachment to the organization, reduced loyalty, or uncertainty regarding long-term employment.	Conduct employee consultations; identify sources of dissatisfaction; improve organizational support systems; implement mentoring and coaching programs; and strengthen employee engagement initiatives.
0 Yes Responses	Very weak organizational commitment is observed. Employees may feel disconnected from the organization and may be at risk of disengagement, absenteeism, or turnover.	Develop immediate retention and intervention strategies; reassess workplace conditions and management practices; improve communication and employee support systems; and implement intensive organizational commitment enhancement programs.

HR Intervention Model Implementation Roadmap

The implementation of the proposed HR Intervention Model will follow a phased and structured approach to ensure effective adoption and sustainability. The roadmap outlines key activities, responsible personnel, timeline, and expected outcomes to guide organizations in systematically enhancing employee engagement and organizational commitment.

Implementation Roadmap Table

Phase	Key Activities	Responsible Person	Timeline	Expected Output
Phase 1: Preparation	Review HR policies and identify gaps	HR/ Management	Month 1	Identified HR gaps and priorities
	Conduct employee orientation and role clarification	Supervisor / HR	Month 1	Clear understanding of roles
Phase 2: Foundation Development	Implement training and skill development programs	HR Management /	Months 2–3	Improved employee skills and competence
	Establish clear job descriptions and expectations	HR / Supervisor	Months 2–3	Standardized job roles
Phase 3: Enabling Conditions	Review and improve compensation and benefits	Management / HR	Months 3–4	Fair and competitive compensation system
	Conduct team-building and communication activities	HR	Months 3–5	Improved workplace relationships
	Strengthen organizational support systems	Supervisor / Management	Ongoing	Increased employee support satisfaction
Phase 4: Motivation and Engagement	Implement employee recognition programs	HR Management /	Months 4–6	Increased motivation and morale
	Promote work-life balance initiatives	Management	Ongoing	Improved employee well-being
Phase 5: Evaluation and Monitoring	Conduct employee engagement and satisfaction surveys	HR	Quarterly	Measured engagement and satisfaction levels
	Review performance and feedback systems	HR / Supervisor	Quarterly	Continuous improvement of HR practices

Key Performance Indicators (KPIs) for Enhancing Employee Engagement and Organizational Commitment in the Construction Industry

Strategic Area	Key Performance Indicator (KPI)	Measurement Method	Target	Frequency
Psychological Contract Fulfillment	Psychological Contract Alignment Score	HR Assessment Checklist	$\geq 90\%$ compliance	Semi-Annual
	Employees with clear role understanding	Employee Survey	$\geq 95\%$	Quarterly
	Employees satisfied with organizational support	Satisfaction Survey	$\geq 90\%$	Semi-Annual
Job Role Clarity & Skill Development	Training participation rate	HR Training Records	100% participation	Quarterly
	Employee competency improvement	Performance Evaluation	$\geq 10\%$ improvement	Annual
Compensation & Workplace Support	Compensation satisfaction rate	Employee Survey	$\geq 85\%$	Annual
	Supervisor communication effectiveness	360° Feedback	$\geq 90\%$ favorable rating	Semi-Annual
Employee Engagement (Mediator)	Employee Engagement Index (Vigor, Dedication, Absorption)	Engagement Assessment Checklist	$\geq 90\%$ High Engagement	Semi-Annual
	Employee Recognition Rate	HR Records	100% eligible employees recognized	Quarterly
Job Satisfaction	Job Satisfaction Index	Satisfaction Survey	$\geq 90\%$ satisfied employees	Semi-Annual
	Positive Workplace Climate Score	Employee Feedback	$\geq 90\%$ favorable responses	Semi-Annual
Organizational Commitment	Organizational Commitment Index	Organizational Commitment Checklist	$\geq 90\%$ High Commitment	Semi-Annual
	Employee Retention Rate	HR Records	$\geq 95\%$	Annual
	Voluntary Turnover Rate	HR Records	$\leq 5\%$	Annual
Workforce Stability	Employee Absenteeism Rate	Attendance Records	$\leq 2\%$	Monthly
	Productivity Improvement	Performance Reports	$\geq 10\%$ increase	Annual

KPI Performance Dashboard

Performance Level	Score	Interpretation
Excellent	90–100%	HR interventions are highly effective and sustainable.
Very Satisfactory	80–89%	HR practices are effective but require minor improvements.
Satisfactory	70–79%	HR interventions meet minimum expectations but need enhancement.
Needs Improvement	60–69%	HR strategies require immediate review and corrective action.
Unsatisfactory	Below 60%	HR interventions are ineffective and require comprehensive revision.

Gantt Chart of Implementation Timeline

The following Gantt chart presents the timeline for the implementation of the proposed HR Intervention Model, outlining key activities across a six-month period. It provides a visual representation of the phased approach, ensuring systematic execution, monitoring, and evaluation of HR practices.

Activity	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
HR Policy Review	✓					
Orientation & Role Clarification	✓					
Training & Skill Development		✓	✓			
Job Description Setup		✓	✓			
Compensation Review			✓	✓		
Team Building Activities			✓	✓	✓	
Organizational Support				✓	✓	✓
Recognition Programs				✓	✓	✓
Work-Life Balance				✓	✓	✓
Employee Surveys					✓	
Performance Review						✓

HR Intervention Model Budget Allocation

The successful implementation of the proposed HR Intervention Model requires appropriate allocation of resources to support various activities and programs. The following budget plan outlines the estimated costs associated with key interventions, ensuring that the model is both practical and achievable within the organizational context.

Activity	Description	Frequency	Total Cost
Orientation & Role Clarification	Materials, printing, orientation sessions	Once	P5,000.00
Training & Skill Development	Seminars, training facilitators, materials	Quarterly	50,000.00

Team Building Activities	Venue, food, logistics	Annual	200,000.00
Compensation Review	Administrative cost	Annual	3,000.00
Employee Recognition Program	Incentives, certificates	Quarterly	100,000.00
Work-Life Balance Initiatives	Activities, wellness programs	Semi-annual	100,000.00
Employee Surveys & Monitoring	Survey tools, printing	Semi-annual	2,000.00
Performance Review System	Evaluation tools, documentation	Semi-annual	2,000.00
		Total Cost	₱ 462,000.00

Projected Benefits of the HR Intervention Model

The proposed HR Intervention Model is expected to improve employee performance by enhancing role clarity, skills, and workplace support, leading to higher engagement, productivity, and job satisfaction. It will also strengthen employee commitment, reduce turnover, and improve overall work efficiency, resulting in a more motivated and stable workforce.

Although the model requires initial investment in training and HR programs, these costs are offset by long-term benefits such as reduced recruitment expenses, improved work quality, and fewer operational errors. Overall, the model offers strong returns through increased productivity, cost savings, and enhanced organizational performance, making it a practical and sustainable strategy for the construction industry.

Disclosure Statement

This research utilized digital tools to support data analysis and manuscript preparation. Quantitative data were analyzed using Microsoft Excel and JASP, while qualitative data were examined with the assistance of a language-based computational tool (ChatGPT) to aid in organizing and refining thematic interpretations. Grammarly was used to enhance writing clarity and coherence, and Mendeley was employed for citation management and referencing. All outputs generated through these tools were carefully reviewed, validated, and interpreted by the researcher to ensure accuracy, originality, and alignment with the objectives of the study.

Dedication

This work is wholeheartedly dedicated to those who have inspired, guided, and supported me throughout this journey.

First and foremost, to our Father God in heaven-my source of strength, hope, and wisdom. Every step of this journey was carried by Your grace. When I thought I could not go on, You reminded me that I never walked alone. This is all for You. All glory and honor belong to You.

To my loving parents, Nanay and Tatay-Benjie Armada Torres and Michael Torres-your sacrifices are the quiet foundation of every dream I have achieved. You believed in me even in moments when I doubted myself. This lifetime milestone is not mine alone-it is ours.

To my dear siblings, Mike Kevin John Torres and Princes Kate Torres, my constant support system through every challenge and success-this achievement is also yours. Together, let us continue to make Nanay and Tatay proud.

To my beloved Lola Via Villanueva, my prayer warrior and constant reminder to trust in God, thank you for your endless prayers, love, and unwavering faith in me. And to my late grandfather, +Lolo Mente Villanueva-though you are no longer with us, your love, wisdom, and memories continue to inspire me every day. I wish you were here to witness this milestone.

To my relatives-Tito, Tita, and cousins, friends, and colleagues at Kenneth Construction and General Merchandise, and to everyone who has been part of this journey- thank you for your support and encouragement.

To God be all the glory, now and forever.

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