

The Relationship of Employee Work Engagement and Employee Performance

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ABSTRACT

This study investigated the relationship between employee work engagement and employee performance among employees of Dole Stanfilco assigned to the Kibangan site. Using a quantitative descriptive-correlational research design, the study assessed work engagement through the dimensions of vigor, dedication, and absorption using the Utrecht Work Engagement Scale (UWES-9), while employee performance was measured using the Individual Work Performance Questionnaire (IWPQ). A total of 127 respondents participated, selected through stratified random sampling. Data were analyzed using descriptive statistics and Spearman's Rank-Order Correlation. Findings revealed that employees demonstrated a very high level of work engagement, particularly in dedication and absorption, indicating strong commitment, pride, and deep involvement in their tasks. Vigor was rated high, suggesting stable but slightly lower levels of energy and persistence. Employee performance was found to be high, with employees showing effective planning, adaptability, initiative, and consistent fulfillment of assigned duties. However, correlation results indicated no significant relationship between employee work engagement and employee performance across all dimensions ($p > .05$). This suggests that high engagement does not automatically translate into measurable performance within this organizational setting. Factors such as leadership practices, workload demands, resource availability, and organizational systems may moderate or overshadow the influence of engagement on performance. The study concludes that while engagement remains essential for employee well-being and motivation, performance outcomes require supportive structures that enable employees to convert engagement into productive work behaviors. Recommendations for management and future researchers are provided to further explore contextual factors influencing this relationship.

Keywords: employee work engagement, vigor, absorption, employee performance, agribusiness

INTRODUCTION

Employee work engagement has become a central concern in organizational psychology and human resource management because it is closely linked to productivity, innovation, and employee retention. At the same time, global engagement levels remain low; the 2024 Gallup report shows that only about one-quarter of employees worldwide are engaged. Yet, highly engaged organizations substantially outperform those with low engagement in terms of profitability and productivity.

Work engagement is commonly conceptualized through three dimensions—vigor, dedication, and absorption—capturing the energy, commitment, and immersion that employees bring to their roles. Meta-analytic evidence links these dimensions, particularly vigor and dedication, to task and contextual performance, lower absenteeism, and stronger organizational commitment.

In the Philippines, recent reports and studies highlight that recognition, career growth, and supportive work environments drive engagement, but many organizations still struggle with absenteeism, turnover, and uneven performance. Agribusiness firms such as Dole Stanfilco depend heavily on a physically demanding, labor-intensive workforce, making sustained engagement a critical concern.

However, empirical findings on the engagement–performance linkage are not uniform. Some studies report strong positive associations, whereas others suggest that engagement predicts performance only when job resources, leadership support, and clear roles are present. Furthermore, there is limited empirical work focusing on Philippine agribusiness employees who face long working hours, physically demanding tasks, and volatile market conditions.

To address this gap, the present study examines the relationship between employee work engagement—operationalized as vigor, dedication, and absorption—and employee performance among employees at Dole Stanfilco’s Kibangan farm. Specifically, it assesses the levels of engagement and performance and tests whether engagement is significantly associated with performance in this labor-intensive agribusiness context.

Objective of the study

This study aimed to analyze the relationship between employee work engagement and employee performance. Specifically, it examines the following:

- The level of employee work engagement in terms of vigor, dedication, and absorption
- Assess the level of employee performance.
- Examine if there is a significant relationship between employee work engagement and employee performance.

Significance of the study

The results of this study aimed to analyze the relationship between employee work engagement and employee performance at Dole Stanfilco's Kibangan farm. The findings provide insights and knowledge for management seeking to enhance workforce productivity in agribusiness settings. The study's results help Dole Stanfilco improve employee motivation, sustain high performance levels, and foster organizational commitment. This, in turn, is crucial for boosting operational efficiency and achieving long-term competitiveness in the industry. This study enhances employee understanding by providing precise data on engagement dimensions—vigor, dedication, and absorption—enabling them to recognize behaviors that drive resilience, pride, and focus, while ensuring greater job satisfaction and well-being. These findings offer valuable insights that strengthen human resource strategies and leadership practices. By utilizing this information, management can develop more effective programs like recognition systems, training initiatives, and wellness support that meet employee needs and expectations. This study serves as a valuable resource for gaining knowledge and understanding. It fosters better comprehension of workforce dynamics, benefiting both organizational leaders and employees in their professional development. The results enable Dole Stanfilco to establish targeted interventions and supportive policies aimed at bridging gaps between engagement levels and performance outcomes in labor-intensive environments. Lastly, this study serves as a valuable guide for future researchers. They can refer to it for information and ideas on agribusiness contexts, which will help them in their own work and studies exploring mediating factors or sector comparisons.

Conceptual Framework

This study aims to examine the correlation between employee work engagement and employee performance at Dole Stanfilco’s Kibangan farm. The conceptual framework is anchored on the Job Demands-Resources (JD-R) Model, where employee work engagement is the independent variable measured through vigor, dedication, and absorption, and employee performance is the dependent variable. The model suggests that while engagement reflects employees' vitality, dedication, and involvement, its impact on performance depends on workplace conditions such as organizational resources, leadership support, and role clarity. Engagement may boost performance when supported by clear communication, recognition, and managerial guidance, but it is not always directly linked to better outcomes. The framework further recognizes that different engagement dimensions influence aspects of performance differently—for instance, vigor predicts persistence and adaptability, dedication influences commitment and work quality, and absorption enhances focus and creativity but can reduce

adaptability in extremes. This study investigates how these dynamics unfold within Dole Stanfilco's specific organizational context to clarify the direct relationship between employee engagement and performance.

Statement of the Problem

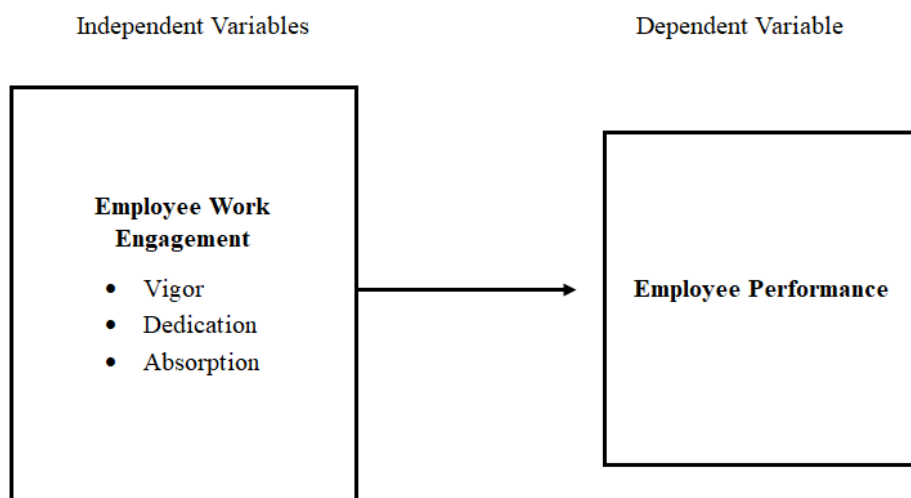
This study aims to assess the relationship between employee work engagement and employee performance. It aimed to answer the following question:

1. What is the level of employee work engagement in terms of vigor, dedication, and absorption?
2. What is the level of employee performance?
3. Is there a significant relationship between employee work engagement and employee performance?

Research Hypothesis

Ho1. There is no significant relationship between employee work engagement and employee performance.

Figure 1: Framework of the Study



METHODOLOGY

Research Design

This study employed a quantitative descriptive-correlational design to determine the levels of employee work engagement and employee performance and to test their association using numerical data. A correlational design was appropriate because the objective was to examine the strength and direction of the relationship between naturally occurring variables without manipulating conditions or inferring causality.

Participants of the Study

The population comprised 189 permanent employees assigned to the Agriculture (77) and Production (112) departments at Dole Stanfilco's Kibangan farm. Using G*Power with a medium effect size of 0.30, $\alpha = 0.05$, and power = 0.80, the minimum required sample size was 115. A total of 127 employees (Agriculture = 52, Production = 75) participated, exceeding the minimum to enhance statistical power and account for potential non-response.

A purposive sampling approach was used to select respondents who were directly involved in field-based operations such as planting, cultivation, and harvesting, as their work is most relevant to the engagement and performance constructs examined in this study.

Population Sampling

Employee work engagement was assessed using a modified Utrecht Work Engagement Scale–9 (UWES-9), which measures vigor, dedication, and absorption on a 4-point Likert scale from “Strongly Disagree” (1) to “Strongly Agree” (4). Employee performance was measured with a shortened version of the Individual Work Performance Questionnaire (IWPQ), focusing on task execution, planning, adaptability, and initiative. Content validity was established through expert review by faculty members in organizational behavior and HRM, who evaluated item clarity, relevance, and contextual fit. A pilot test with 30 employees not included in the main sample produced Cronbach’s alpha coefficients above 0.80 for all scales, indicating good internal consistency.

Data Analysis

Data were collected through face-to-face administration of paper-and-pencil questionnaires during work breaks at the Kibangan farm. Before data collection, the researchers secured approval from Bukidnon State University and formal permission from Dole Stanfilco management. All participants signed informed consent forms after being briefed on the study’s purpose, voluntary nature, confidentiality, and anonymity. No identifying information was recorded, and completed questionnaires were stored securely until analysis.

Research Instrument

Responses were encoded and analyzed using SPSS. Descriptive statistics (mean and standard deviation) were computed to determine the levels of employee work engagement (vigor, dedication, absorption) and employee performance. Because the data were ordinal and did not fully meet normality assumptions, Spearman’s Rank-Order Correlation was used to test the relationship between engagement dimensions and performance. The null hypothesis stated that there is no significant relationship between employee work engagement and employee performance at $\alpha = 0.05$.

Validation of Instrument. A validation process was carried out to ensure the reliability and validity of the survey questionnaire. Internal consistency was confirmed through Cronbach’s Alpha, with all constructions surpassing the recommended benchmark of 0.70.

Expert Evaluation. Experts in organizational psychology and human resource management reviewed the questionnaire for conceptual clarity, contextual relevance to the agribusiness setting, and applicability to Dole Stanfilco employees.

Data Collection. The survey questionnaire was personally distributed and administered to the respondents by the researchers at the Kibangan farm. Before use, the researchers secured an approval letter from Bukidnon State University and formal permission from Dole Stanfilco management. The researchers’ adviser validated the adapted questionnaire.

To ensure voluntary participation, an informed consent form was attached to each questionnaire. This consent form informed participants of the study’s purpose, assured confidentiality and anonymity, and confirmed that data would be used solely for research purposes. The researchers explained the study’s objectives and provided clear instructions, allowing ample time for completion. Completed questionnaires were collected promptly, tallied, and analyzed using a 4-point Likert scale ranging from “Strongly Agree” (4) to “Strongly Disagree” (1).

Ethical Consideration

The study adapted the questionnaire items from the Utrecht Work Engagement Scale (UWES-9) developed by Schaufeli, Bakker, and Salanova (2006) and the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2013).

The questionnaire was divided into three parts. Part 1 gathered respondents’ demographic information. Part 2 focused on the independent variable, employee work engagement in terms of vigor, dedication, and absorption. Part 3 focused on the dependent variable, employee performance.

Experts reviewed the research instruments for content validity, and pilot testing was conducted with 30 employees not included in the main study to ensure reliability (Cronbach's $\alpha > 0.80$ for all constructs). The instrument was printed, and the researchers conducted face-to-face surveys at the workplace.

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RESULTS

Descriptive Statistics

Table 1 Level of Employee Work Engagement interms of Vigor

Vigor	Mean	SD	Qualitative Interpretation
I feel full of energy at work.	3.45	0.60	Very High Engagement
I feel strong and active at my job.	3.35	0.65	Very High Engagement
I feel like going to work in the morning.	3.07	0.77	High Engagement
I can work for long hours if needed.	3.23	0.74	High Engagement
I can stay mentally strong at my job.	3.01	0.67	High Engagement
I keep going at work, even when things are hard.	3.31	0.70	Very High Engagement
Overall Vigor Mean	3.23	0.38	High Engagement

Legend:

Scale	Range	Descriptive Value	Qualifying Statement
4	3.25-4.00	Strongly Agree	Very High Engaged
3	2.50-3.24	Agree	High Engaged
2	1.75-2.49	Disagree	Low Engagement
1	1.00-1.74	Strongly Disagree	Very Low Engagement

The results in Table 1 show that employees at Dole Stanfilco’s Kibangan farm report generally high levels of vigor, indicating strong energy and psychological resilience at work. The highest mean score ($M = 3.45$) for “I feel full of energy at work,” and the very high rating for “I feel strong and active at my job” ($M = 3.35$) suggest that most employees experience sustained physical and mental vitality in their daily tasks. The lowest item mean, “I can stay mentally strong at my job” ($M = 3.01$), still falls within the high engagement range, indicating that employees can maintain mental endurance even in demanding conditions. With an overall vigor mean of 3.23, employees can be characterized as highly vigorous, consistently showing persistence and effort in their work activities.

These findings are consistent with the conceptualization of vigor as a core dimension of work engagement, which reflects high levels of energy, mental toughness, and willingness to invest effort despite challenges (Schaufeli et al., 2006). Studies have shown that employees with higher vigor tend to exhibit greater job satisfaction, resilience, and sustained performance over time, particularly in physically and psychologically demanding roles (Abdelkader et al., 2024; Gonzalez et al., 2023). In labor-intensive settings such as agribusiness, this energetic state is crucial for coping with variable workloads and environmental conditions.

At the same time, the relatively lower means for “I feel like going to work in the morning” ($M = 3.07$) and “I can work for long hours if needed” ($M = 3.23$) indicate potential areas for improvement. These items may reflect the impact of work schedules, fatigue, or other job demands that can dampen enthusiasm at the start of the workday or limit employees’ willingness to extend effort beyond normal hours. Prior research suggests that supportive organizational climates, fair workloads, and opportunities for recovery are important in sustaining vigor and preventing exhaustion, especially in contexts where physical labor is prominent (Toropova et al., 2022). For Dole Stanfilco, this implies that maintaining high vigor will require not only leveraging current strengths in motivation but also addressing workload management, rest periods, and supportive supervisory practices to protect employees’ energy over the long term.

Table 2 Level of Employee Work Engagement interms of Dedication

Dedication	Mean	SD	Qualitative Interpretation
1.My work feels meaningful to me.	3.15	0.77	High engagement
I feel excited about my job.	3.26	0.62	Very High engagement
My job motivates me.	3.18	0.73	High engagement
I feel proud of the work I do.	3.46	0.69	Very High engagement
My job challenges me in a good way.	3.57	0.72	Very High engagement
Overall Dedication Mean	3.32	0.46	Very High engagement

Legend:

Scale	Range	Descriptive Value	Qualifying Statement
4	3.25-4.00	Strongly Agree	Very High Engaged
3	2.50-3.24	Agree	High Engaged
2	1.75-2.49	Disagree	Low Engagement
1	1.00-1.74	Strongly Disagree	Very Low Engagement

The results in Table 2 show that employees report very high levels of dedication, indicating strong emotional attachment and commitment to their work at Dole Stanfilco’s Kibangan farm. The item “My job challenges me in a good way” obtained the highest mean ($M = 3.57$), suggesting that employees perceive their roles as stimulating and growth-oriented, while “I feel proud of the work I do” ($M = 3.46$) reflects a strong sense of pride and identification with their contributions. The ratings for “I feel excited about my job” ($M = 3.26$) and “My job motivates me” ($M = 3.18$) also fall within the high to very high engagement range, and the overall dedication mean of 3.32 confirms that, on average, employees are highly dedicated to their jobs.

These findings align with the view of dedication as a core dimension of work engagement characterized by enthusiasm, significance, and a sense of inspiration at work, which has been linked to higher job satisfaction, organizational commitment, and persistence in the face of difficulties (Ariyanto et al., 2025; Gutierrez et al., 2024). Prior research further suggests that supportive leadership and a positive organizational climate strengthen dedication by providing recognition, feedback, and opportunities for growth, thereby enhancing overall engagement (Ly et al., 2024). In the Philippine context, studies similarly highlight that employees who perceive their work as meaningful and feel proud of their contributions are more likely to remain with the organization and sustain high levels of effort, which is consistent with the high dedication scores observed in this study.

Table 3 Level of Employee Work Engagement interms of Absorption

Absorption	Mean	SD	Qualitative Interpretation
Time passes quickly when I’m working.	3.39	0.64	Very High engagement
I lose track of everything else when I’m working.	3.10	0.55	High engagement
I feel happy when I work hard.	3.28	0.64	Very High engagement
I get deeply involved in my work.	3.34	0.79	Very High engagement
I get carried away when I’m working.	3.35	0.57	Very High engagement
It’s hard for me to stop thinking about my job.	3.06	0.73	High engagement
Overall Absorption Mean	3.25	0.36	High engagement

Legend:

Scale	Range	Descriptive Value	Qualifying Statement
4	3.25-4.00	Strongly Agree	Very High Engaged
3	2.50-3.24	Agree	High Engaged
2	1.75-2.49	Disagree	Low Engagement
1	1.00-1.74	Strongly Disagree	Very Low Engagement

The results in Table 3 show that employees at Dole Stanfilco’s Kibangan farm report high to very high absorption, indicating strong psychological immersion in their work. The items “Time passes quickly when I’m working” ($M = 3.39$), “I get carried away when I’m working” ($M = 3.35$), and “I get deeply involved in my work” ($M = 3.34$) all fall in the very high engagement range, suggesting that employees frequently experience a flow-like state in which they are fully focused on their tasks. Although “I lose track of everything else when I’m working” ($M = 3.10$) and “It’s hard for me to stop thinking about my job” ($M = 3.06$) have slightly lower means, they still indicate high engagement. The overall absorption mean of 3.25 confirms that, on average, employees demonstrate strong concentration and mental presence while performing their jobs.

This pattern reflects the conceptualization of absorption as deep involvement and sustained attention, which is associated with enjoyment, persistence, and higher-quality task execution. Prior research shows that employees who experience high absorption tend to report greater intrinsic motivation and job satisfaction and are more likely to engage in creative and adaptive behaviors at work (Ariyanto et al., 2025; Ly et al., 2024). Other studies indicate that absorption can mediate the link between engagement and innovative work behaviour, particularly when employees receive adequate support and autonomy from their organization (Wulandari, 2025). In a labor-intensive agribusiness context, such as Dole Stanfilco's Kibangan farm, this high level of absorption suggests that employees are not only physically present but also mentally invested in their tasks—a condition that management can leverage by providing opportunities for problem-solving, skill development, and process improvement so that focused effort translates into tangible performance gains.

Table 4 Summary Table Employee Work Engagement

Indicators	Mean	SD	Qualitative Interpretation
Vigor	3.23	0.38	High Engagement
Dedication	3.32	0.46	Very High engagement
Absorption	3.25	0.36	High engagement
Overall Mean	3.26	0.40	High engagement

Legend:

Scale	Range	Descriptive Value	Qualifying Statement
4	3.25-4.00	Strongly Agree	Very High Engaged
3	2.50-3.24	Agree	High Engaged
2	1.75-2.49	Disagree	Low Engagement
1	1.00-1.74	Strongly Disagree	Very Low Engagement

The summary results in Table 4 indicate that employees at Dole Stanfilco's Kibangan farm exhibit a generally high level of work engagement across all three dimensions. Vigor ($M = 3.23$) reflects strong energy and persistence, dedication ($M = 3.32$) emerges as the most salient dimension, showing pronounced pride and meaningfulness in work, and absorption ($M = 3.25$) points to deep focus and involvement in job tasks. Taken together, the overall engagement mean of 3.26 confirms that the workforce is, on average, highly engaged rather than merely neutral or disengaged.

These findings suggest that employees are not only present at work but also psychologically invested, which is a critical foundation for sustaining productivity and organizational effectiveness in a labor-intensive agribusiness setting. They are consistent with research showing that the combined effect of vigor, dedication, and absorption is associated with higher job satisfaction, resilience, and adaptive work behaviour, particularly when supported by favorable job resources and leadership practices. In line with the Job Demands–Resources framework, the high engagement levels observed here highlight an important organizational strength that management can leverage by ensuring adequate support, feedback, and development opportunities so that this positive psychological state can be maintained and, where possible, translated into improved performance outcomes and employee well-being.

Table 5

Employee Performance	Mean	SD	Qualitative Interpretation
1.I manage to plan my work so that is done on time	3.14	0.59	High performance
2.My planning is optional.	2.99	0.67	High performance
3.I keep in mind the results that I have to achieve in my work.	3.05	0.55	High performance
4.I maintain high standard of quality in my work.	3.03	0.45	High performance
5.I complete my work tasks correctly o my job.	2.83	0.73	High performance
6.I work towards achieving the objectives of my job.	2.60	0.71	High performance
7.I can adapt well to changes and challenges in my task.	2.94	0.69	High performance
8.I actively participate in work meetings.	2.73	0.65	High performance
9.I come up with creative solutions to work-related problems.	2.95	0.71	High performance
10.I start new tasks myself when my old ones are finished.	2.83	0.88	High performance
11.I take initiative when something needs to be done.	2.98	0.70	High performance
12.I regularly seek ways to improve my skills and performance.	3.01	0.66	High performance
13.I manage to plan my work so that is done on time	2.91	0.83	High performance
14.My planning is optional.	3.14	0.66	High performance
15.I keep in mind the results that I have to achieve in my work.	3.21	0.43	High performance
Overall Mean Score Employee Performance	2.96	0.30	High performance

Level of Employee Performance

The results in Table 5 show that employees at Dole Stanfilco's Kibangan farm demonstrate consistently high levels of performance across key aspects of their work. The highest mean ($M = 3.21$) for "I keep in mind the results that I have to achieve in my work" indicates a strong results-orientation and sense of responsibility. High means for planning and quality-related items (for example, "I manage to plan my work so that it is done on time," $M = 3.14$; "I maintain a high standard of quality in my work," $M = 3.03$) suggest that employees organize their tasks effectively and strive to meet expected standards. Items reflecting adaptability, initiative, and continuous improvement also fall in the high-performance range, pointing to a workforce that is able to respond to changes, contribute ideas, and seek ways to enhance their skills.

Overall, the mean performance score of 2.96 confirms that employees generally perform their roles competently and reliably. In a labor-intensive agribusiness context, such consistently high performance is critical for meeting production targets and maintaining operational efficiency. The pattern observed here aligns with literature highlighting the importance of planning, adaptability, and proactive behavior as core indicators of effective performance in agricultural and logistics settings. It also suggests that, even though the statistical analysis in your study did not find a significant correlation between engagement and performance, employees' high engagement coexists with a strong performance profile—implying that organizational systems, leadership

practices, and training programs may be successfully supporting employees in translating their skills and efforts into productive work outcomes.

Table 6 A Test of Significant Relationship Between Employee Work Engagement and Employee Work Performance using Spearman's Rank Correlation

Independent Variable	Work Performance	P-value	Interpretation
Vigor	-.083	0.355	Not Significant
Dedication	-.042	0.637	Not Significant
Absorption	-.087	0.333	Not Significant
Overall	-.085	0.342	Not Significant

The results in Table 6 show that none of the dimensions of employee work engagement—vigor, dedication, and absorption—are significantly related to employee performance when tested using Spearman's Rank Correlation. All computed p-values (vigor $p = .355$, dedication $p = .637$, absorption $p = .333$) are greater than the .05 significance level, and the overall engagement–performance coefficient ($\rho = -0.085$, $p = .342$) is likewise non-significant. Statistically, this means that differences in engagement levels do not correspond to meaningful differences in self-reported performance among employees at Dole Stanfilco's Kibangan farm.

These findings indicate that, in this organizational context, work engagement and performance appear to function as largely independent outcomes rather than as directly linked variables. This pattern is consistent with studies that report weak or context-dependent engagement–performance relationships and emphasize the role of mediating and moderating factors such as leadership style, organizational climate, and performance management systems. Such research suggests that engagement may enhance well-being and motivation, but its impact on performance becomes evident only when employees also have adequate job resources, clear expectations, and supportive supervision. In line with this perspective, the present results imply that high engagement alone is not sufficient to guarantee higher performance; instead, it must be complemented by enabling structures and conditions that allow employees to translate their motivation into observable work outcomes.

DISCUSSION

The findings show that employees at Dole Stanfilco's Kibangan farm exhibit generally high levels of work engagement in terms of vigor, dedication, and absorption, alongside consistently high self-reported performance. Dedication recorded the highest mean, indicating great pride, enthusiasm, and a sense of meaning in work, while vigor and absorption also reached high to very high levels, reflecting energetic persistence and deep involvement in tasks. At the same time, the correlation analysis revealed no significant relationship between engagement dimensions and employee performance, suggesting that, in this context, engagement and performance operate as largely independent outcomes rather than directly linked variables.

The elevated dedication scores are consistent with studies that identify dedication as a key driver of job satisfaction, organizational commitment, and perceived work quality, particularly in demanding occupations. High vigor similarly aligns with evidence portraying energetic persistence and mental resilience as essential for sustaining productivity in labor-intensive industries. The strong ratings on absorption support prior work showing that deep concentration and immersion enhance focus and accuracy, which are crucial in complex field operations such as agribusiness. Together, these patterns indicate that employees are psychologically invested in their roles and experience work as meaningful, stimulating, and absorbing.

However, the absence of a significant statistical association between engagement and performance resonates with research suggesting that engagement does not automatically translate into measurable performance gains. Empirical studies have reported that the impact of engagement on performance is contingent on contextual

factors such as role clarity, feedback, supportive supervision, and adequate resources. Within the Job Demands–Resources framework, engagement represents a motivational state that can enhance performance only when employees also possess sufficient job resources and operate under conducive conditions. In environments where workloads are heavy, structures are rigid, or external constraints shape outcomes, engagement may primarily benefit well-being rather than directly influencing performance scores.

In the case of Dole Stanfilco’s Kibangan farm, the combination of high engagement and high performance, but non-significant correlations between them, suggests that other mechanisms—such as standardized procedures, team-based targets, or strong supervisory control—may be driving performance independently of individual engagement levels. This interpretation underscores the importance of viewing engagement as one component of a broader performance system rather than a stand-alone predictor. It also indicates that existing organizational practices may already be ensuring acceptable performance, even when variations in engagement occur.

Consequently, while employee engagement in this setting is a clear organizational strength, management cannot rely on engagement alone to improve performance. Efforts to leverage engagement should be complemented by targeted interventions that enhance job resources and performance enablers—for example, clarifying expectations, strengthening feedback and coaching, providing opportunities for skill development, and involving employees in problem-solving and decision-making about work processes. Aligning these contextual factors with the existing high levels of vigor, dedication, and absorption can create conditions under which engagement is more likely to translate into sustainable, measurable performance improvements, consistent with the propositions of the Job Demands–Resources model.

CONCLUSION

This study examined the relationship between employee work engagement and employee performance among workers at Dole Stanfilco’s Kibangan farm during the academic year 2024–2025. Using a quantitative descriptive-correlational design, it measured the three core dimensions of work engagement—vigor, dedication, and absorption—together with key indicators of employee performance among 127 purposively selected employees from the Agriculture and Production departments. Descriptive results showed high levels of engagement across all dimensions, with dedication emerging as the strongest, and consistently high levels of performance in terms of planning, quality, adaptability, initiative, and continuous improvement.

Despite these favorable levels, the correlation analysis using Spearman’s Rank Correlation revealed no significant relationship between overall work engagement and employee performance, nor between any specific engagement dimension and performance. This indicates that, in this agribusiness context, employees can be highly engaged and perform well, yet engagement and performance do not vary systematically together. Interpreted through the Job Demands–Resources framework, the findings suggest that engagement is present as a motivational resource, but its translation into measurable performance may depend on additional factors such as leadership practices, role clarity, workload, feedback systems, and other organizational conditions.

The study, therefore concludes that while employee work engagement is an evident strength at Dole Stanfilco’s Kibangan farm, it should not be viewed as a stand-alone predictor of performance. Management must complement engagement initiatives with targeted improvements in job resources and work systems to create conditions under which employees can more effectively convert their high vigor, dedication, and absorption into observable performance gains. The results provide a useful empirical basis for designing such interventions and highlight the need for further research that examines mediating and moderating variables, incorporates multi-source performance measures, and compares agribusiness settings with other labor-intensive industries in the Philippines.

Findings Summary

After the analysis, the results of the study revealed that the level of employee work engagement among Dole Stanfilco’s Kibangan farm employees in terms of vigor, dedication, and absorption is “High” to “Very High.” Employee performance was also assessed to be overall “High.” However, the examination of the relationship

between employee work engagement and employee performance showed no significant correlation, leading to the acceptance of the null hypothesis.

Implication for Practice. The findings underscore the importance of fostering employee work engagement dimensions—vigor, dedication, and absorption—in supporting positive workplace attitudes and motivation. Although engagement levels were high, management should focus on supplementary organizational factors such as leadership support, role clarity, and job resources to effectively translate engagement into improved employee performance outcomes. Prioritizing initiatives that enhance these supportive factors will likely maximize the benefits of employee engagement on performance.

RECOMMENDATION

The findings of this study showed high levels of employee work engagement and performance but no significant statistical relationship between the two, which has several important implications for practice and future research. For Dole Stanfilco's management, it is essential to sustain employees' vigor, dedication, and absorption by ensuring fair workload distribution, adequate rest and safety measures, and a supportive work environment that protects their energy and motivation over time. Management is encouraged to implement and strengthen engagement-oriented programs such as recognition and reward systems, clear career development pathways, skills-training opportunities, and wellness initiatives, while also improving leadership practices through supervisor training in supportive communication, coaching, and constructive feedback to clarify expectations and guide performance. Reviewing and refining job roles, procedures, and performance indicators so they are realistic, clearly defined, and aligned with field conditions can help employees convert their engagement into tangible performance outcomes.

Employees, for their part, are encouraged to actively participate in available organizational initiatives, including training, wellness activities, and suggestion or problem-solving programs, as well as to seek feedback and collaborate with colleagues so that their enthusiasm, focus, and commitment are translated into improved work quality and efficiency. At the policy and human resource level, the results support the development of integrated HR systems that combine engagement-building strategies with fair and transparent performance management processes, as well as the conduct of regular engagement and performance audits to identify areas needing additional resources or support. For future researchers, the findings highlight the need to investigate mediating and moderating variables—such as organizational culture, leadership style, workload, psychological safety, and availability of resources—that might explain why engagement does not directly predict performance in this context, to employ mixed-methods approaches that capture employees' lived experiences of engagement and performance, and to replicate the study in other agribusiness sites or labor-intensive industries using multiple performance measures, including supervisor ratings or objective indicators, to enhance the robustness and generalizability of the results.

Hypothesis testing results and decision

H₀₁: There is no significant relationship between employee work engagement and employee performance.

The results show that the relationship between employee work engagement and employee performance is not statistically significant across all dimensions: vigor ($r = -0.083$, $p = 0.355$), dedication ($r = -0.042$, $p = 0.637$), absorption ($r = -0.087$, $p = 0.333$), and overall engagement ($r = -0.085$, $p = 0.342$). These findings suggest that, in the context of Dole Stanfilco's Kibangan farm, employee work engagement does not directly predict or correlate with employee performance outcomes. This may be due to other factors, such as leadership support, job resources, or organizational climate, influencing how engagement translates into measurable performance. Engagement remains important for motivation and well-being, but its effect on performance could be mediated or moderated by contextual variables.

Decision: *H₀₁* is accepted.

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