

Work Engagement and Satisfaction of Employees: Basis for Improvement Plan

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ABSTRACT

This study examined the relationship between work engagement and employee satisfaction among permanent employees in local government units (LGUs), serving as the foundation for an organizational Improvement Plan. Anchored on the Job Demands-Resources (JD-R) Theory and Social Exchange Theory (SET), the research employed a quantitative descriptive-correlational design. A total of 268 regular employees from 22 departments in a City Government in Negros Occidental were selected through stratified random sampling, with data gathered using a validated survey questionnaire. Findings revealed a mature, educated, and gender-diverse workforce, predominantly female, married, and composed of rank-and-file personnel. Work engagement was consistently high, driven by fulfillment in public service and resolving citizen concerns. Employee satisfaction was also high, particularly in workplace safety and comfort, though challenges were noted in salary limitations and unclear promotion pathways. Engagement varied across age, tenure, and position, while satisfaction was experienced uniformly across demographic groups. The study confirmed a positive relationship between engagement and satisfaction, indicating a moderate positive association between the two constructs. Based on these outcomes, an Improvement Plan was proposed, highlighting mentorship programs, merit-based promotion systems, workspace adjustments, and non-financial rewards to strengthen motivation and enhance public service performance.

Keywords: Work Engagement; Employee Satisfaction; Local Government Units; Workspace Adjustments; Public Service Performance

INTRODUCTION

Employees are considered the most valuable resource of any organization, especially in government institutions where they serve as the frontline providers of public service. The success of government programs depends largely on their dedication, skills, and motivation. Thus, administrators have become increasingly concerned with factors that influence employee performance, particularly work engagement and employee satisfaction, which strongly affect productivity, service quality, and organizational commitment (Schaufeli, 2021; Saks, 2022).

Work engagement refers to the positive emotional and psychological connection employees have with their work, reflected in enthusiasm, energy, and commitment. Employee satisfaction, on the other hand, indicates how fulfilled and motivated individuals feel in their workplace. Studies show that engaged employees often exceed expectations, build stronger workplace relationships, and contribute to organizational success, while satisfied employees demonstrate higher motivation, loyalty, and performance (Gil-Beltrán et al., 2020).

In the Philippine public sector, challenges such as workplace stress, heavy workloads, limited resources, and restricted career growth opportunities continue to affect employee motivation. These issues became more pronounced during the COVID-19 pandemic, which reshaped work arrangements and accelerated the adoption of digital technologies and e-governance systems (Bautista & David, 2022; Garcia & Cruz, 2021). Employees

now face increasing accountability, performance standards, and citizen expectations, often with limited manpower and organizational support (Kim & Park, 2021; OECD, 2023).

Recent reforms in public administration—such as digital transformation, performance-based evaluations, and tighter monitoring systems—aim to improve efficiency but also heighten workload pressures and stress. Government employees are expected to manage multiple tasks, extensive reporting, and continuous organizational changes, which can affect their engagement and satisfaction (Department of the Interior and Local Government, 2023; Civil Service Commission, 2022).

Despite their commitment to public service, employees' engagement and satisfaction are shaped by workplace conditions such as recognition systems, communication, and career opportunities (Bakker, 2022). High levels of engagement and satisfaction lead to stronger commitment, productivity, and service quality, while low levels may result in absenteeism, poor performance, and turnover (Saks, 2022; Schaufeli, 2021).

Although many studies have examined these variables, there is limited research focusing on local government employees in the Philippines. Most existing studies are based on private institutions or foreign contexts, which may not fully capture the realities of local government units. This gap highlights the need for localized evidence to better understand how engagement and satisfaction interact in the public sector.

Therefore, this study seeks to examine the relationship between work engagement and employee satisfaction among local government employees. The findings will provide valuable insights for administrators, department heads, and human resource practitioners in designing policies and interventions that strengthen employee well-being and organizational performance. Ultimately, the results may serve as the foundation for an Improvement Plan aimed at enhancing engagement, satisfaction, and the delivery of quality public service.

METHODOLOGY

The study employed a quantitative, descriptive-correlational research design to examine work engagement and employee satisfaction among permanent employees of a selected city government in Negros Occidental. The descriptive component was used to characterize the respondents and determine their levels of work engagement and employee satisfaction, while the correlational component was used to examine differences across demographic groups and the relationship between the two major study variables. Data were collected quantitatively from employees within their natural work setting without manipulating the study variables. The results also provided an empirical basis for developing an Improvement Plan intended to strengthen employee engagement, satisfaction, and organizational effectiveness.

The study population consisted of 805 permanent employees from the different offices and departments of the selected city government as of December 31, 2025. Only permanent employees were included because their security of tenure and sustained organizational exposure were considered appropriate for assessing work engagement and employee satisfaction. Newly hired employees in 2026 and non-permanent personnel were excluded from the study. The sample size was determined using Yamane's formula with a 0.05 margin of error, resulting in a sample of 268 respondents. To ensure adequate representation of employees from the various offices and departments, proportionate stratified random sampling was employed. The population was first divided into departmental strata, after which the required number of respondents from each stratum was proportionally determined. Respondents within each stratum were subsequently selected through a lottery method, thereby providing each eligible employee an equitable opportunity for selection and minimizing potential selection bias.

Data were collected using a structured researcher-made questionnaire consisting of three parts. Part I obtained the respondents' demographic information, specifically age, sex, civil status, educational attainment, length of service, and position. Part II consisted of 20 items measuring work engagement, while Part III contained 20 items assessing employee satisfaction. Responses were recorded using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questionnaire underwent content validation using Lawshe's

Content Validity Ratio (CVR) procedure. Five experts with relevant academic and professional expertise reviewed the instrument and assessed each item as essential, useful but not essential, or not necessary. The computed overall CVR of 1.00 indicates a highly satisfactory content validity. The recommendations of the validators were incorporated to improve the clarity, relevance, organization, and contextual appropriateness of the items. The revised instrument was subsequently pilot-tested with respondents who were not included in the final sample. Internal consistency was assessed using Cronbach's alpha. The work engagement scale obtained an alpha coefficient of 0.968, while the employee satisfaction scale yielded 0.957. These coefficients demonstrated strong internal consistency and supported the reliability of the instrument for the main data collection.

Prior to data collection, the researcher secured formal approval from the City Mayor of Bago and coordinated with the City Human Resource Management Office to obtain the official list and corresponding number of permanent employees in each department as of December 31, 2025. Each eligible employee was assigned a number, and respondents were selected through the lottery method in accordance with the predetermined proportion for each departmental stratum. The questionnaires were then distributed through coordination with the respective department heads. Respondents were provided sufficient time to complete the instrument. Upon retrieval, the accomplished questionnaires were checked for completeness, organized, encoded, and prepared for statistical analysis. Throughout the data collection process, the researcher maintained the confidentiality, anonymity, and privacy of the respondents.

Descriptive and inferential statistical procedures were employed to analyze the data. Frequency and percentage were used to summarize the respondents' demographic characteristics. Mean and standard deviation were used to determine the levels of work engagement and employee satisfaction. The study interpreted mean scores using the following ranges: 4.21–5.00, very high; 3.41–4.20, high; 2.61–3.40, moderate; 1.81–2.60, low; and 1.00–1.80, very low. For tests of differences in work engagement and employee satisfaction according to demographic characteristics, non-parametric procedures were employed. The Mann–Whitney U test was used for demographic variables with two groups, specifically sex and position/rank. The Kruskal–Wallis H test was used for variables with three or more groups, namely age, civil status, educational attainment, and length of service. When significant differences were identified through the Kruskal–Wallis test, Dunn's post-hoc pairwise comparison was conducted to determine the specific groups that differed significantly.

Finally, the relationship between work engagement and employee satisfaction was examined using Spearman's rank-order correlation coefficient, a non-parametric measure appropriate for determining the direction, strength, and statistical significance of the relationship between the two variables. Hypothesis testing was conducted at the 0.05 level of significance.

RESULTS AND DISCUSSIONS

Demographic Profile of the Respondents

Table 1. Frequency and Percentage Distribution of the Respondents in terms of Profile.

Profile	Category	f	%
Age	25 years old and below	6	2.24
	26 – 35 years old	82	30.60
	36 – 45 years old	55	20.52
	46 – 55 years old	90	33.58
	56 years old and above	35	13.06
	Total	268	100.00
Sex	Male	110	41.04
	Female	158	58.96
	Total	268	100.00

Civil Status	Single	94	35.07
	Married	170	63.43
	Widowed	2	0.75
	Separated	2	0.75
	Total	268	100.00
Educational Attainment	High School Graduate/Vocational	19	7.09
	College Graduate	199	74.25
	With Master's Units/Master's Degree	41	15.30
	With Doctorate Units/Doctorate Degree	9	3.36
	Total	268	100.00
Length of Service	Less than 5 years	66	24.63
	5 – 10 years	77	28.73
	11 – 15 years	34	12.69
	16 – 20 years	24	8.96
	21 years and above	67	25.00
	Total	268	100.00
Position/Rank	Rank-and-File (Clerical, Technical, Admin Support)	230	85.82
	Supervisory/Management (Head/Officer-in-Charge)	38	14.18
	Total	268	100.00

The largest age group is 46–55 years old, with 90 respondents (33.58%), followed by 26–35 years old with 82 respondents (30.60%). Meanwhile, 55 respondents (20.52%) fall within the 36–45 age group, 35 respondents (13.06%) are aged 56 and above, and only 6 respondents (2.24%) are 25 years old and below. The data shows that most respondents are in mature, productive life stages, meaning the workforce is largely composed of experienced individuals who remain active in public service. This mix highlights a multigenerational workplace where seasoned employees share expertise with younger, adaptable professionals.

Pandey and Pandey (2021) note that balanced age demographics in public organizations strengthen collaboration and continuity. Harder and Martir (2026) add that combining mid-career professionals with younger staff helps local governments maintain resilience in complex operations. Robbins and Judge (2021) emphasize that diverse age structures provide varied perspectives on performance and accountability. As Berina et al. (2024) highlight, managers must recognize that life stages and generational alignments shape employee engagement, influencing commitment and satisfaction.

Regarding the sex of the respondents, most respondents are female (158 or 58.96%), while males make up a smaller share (110 or 41.04%). This female-majority reflects broader trends in the Philippine civil service, where government careers provide stable and accessible employment for women. The distribution highlights that local government offers an inclusive environment where women play active roles in administration and policy. Equal-opportunity frameworks, structural stability, and professional development pathways continue to attract and retain female professionals across municipal or city offices.

Civil service tracking shows that gender representation in local institutions remains strong because secure tenure supports career growth and work-life balance (Estreller et al., 2024). The strong female presence reflects broader shifts in Philippine bureaucracy, where women often hold key technical, fiscal, and administrative roles. Local studies further note that gender-balanced or female-leaning workforces excel in community programs, social welfare delivery, and transparent communication, strengthening the responsiveness of local government units (Estreller et al., 2024; LGU Albay Study, 2023).

With regard to civil status, most respondents are married (170 or 63.43%), followed by single employees (94 or 35.07%), with only a few widowed or separated (2 each, 0.75%). This shows that many carry family and financial responsibilities, giving them a mature outlook on public employment. The spread suggests a workforce focused

on long-term stability, where employees with dependents value predictable jobs, reliable health benefits, and structured welfare programs that strengthen their commitment to public service.

Similar findings were reported in local government reviews show that married employees form the stable core of civil service institutions, relying on steady pay and localized benefits (LGU Albay Study, 2023). Regional frameworks note that family-oriented personnel help maintain low turnover rates by valuing loyalty and predictable careers (Estreller et al., 2024). In contrast, single workers add flexibility, often taking advanced training or dynamic tasks without domestic constraints. Together, this mix of civil status creates a balanced workforce that meets public service demands while sustaining institutional stability (Pandey & Pandey, 2021).

In terms of educational attainment, most respondents are college graduates (199 or 74.25%). Postgraduate studies account for nearly one-fifth of the group, with 41 holding Master's units or degrees (15.30%) and 9 with Doctorate units or degrees (3.36%). A smaller share (19 or 7.09%) are high school or vocational graduates. Overall, the data shows a workforce with strong higher-education credentials, reflecting the rigorous standards of local government agencies. Higher attainment is linked to stronger analytical skills, better policy interpretation, and technical precision, creating a highly capable workforce prepared for modern governance and community development.

This finding aligns with modern administrative research showing that higher education among public personnel improves policy compliance, problem-solving, and service delivery (Pandey & Pandey, 2021). The widespread presence of college and postgraduate degrees confirms that the LGU workforce has strong analytical skills for project management, fiscal transparency, and evidence-based planning. Meanwhile, advanced doctorate and specialized postgraduate credentials remain concentrated in executive, technical, and legal departments, serving as a resource for high-level strategy without disrupting daily frontline operations (Berina et al., 2024).

With regard to tenure, most respondents have 5–10 years of service (77 or 28.73%), followed by those with 21 years or more (67 or 25.00%) and newer staff with less than 5 years (66 or 24.63%). Mid-tenure groups include 34 with 11–15 years (12.69%) and 24 with 16–20 years (8.96%). This balanced mix blends institutional memory with fresh perspectives, creating a stable organization that can handle administrative transitions while retaining core knowledge. Long-tenured employees serve as anchors, while mid-career and newer staff ensure adaptability to digital governance and modern strategies.

This observation supports the core views of organizational behavior established by Robbins and Judge (2021) emphasize that organizations combining long-tenured staff with steady entry-level recruitment build resilience against systemic shocks. Estreller et al. (2024) confirm this in local public institutions, noting that mid-career and veteran employees provide continuity and reliable service outcomes. At the same time, newer staff ensure a healthy recruitment pipeline, bringing modern administrative practices that complement institutional wisdom (Harder & Martir, 2026).

Finally, regarding position classification, most respondents belong to the Rank-and-File sector (230 or 85.82%), while only 38 (14.18%) hold Supervisory or Management roles. This shows that the majority occupy frontline and operational positions, directly engaged in service delivery, citizen interaction, and grassroots program implementation. The distribution reflects a classic bureaucratic pyramid, where overall performance is driven mainly by frontline personnel carrying out daily LGU mandates.

This structure reflects standard public administration models, where a strong base of rank-and-file staff supports a lean management tier (Pandey & Pandey, 2021). Local governance studies highlight that front-line civil servants connect LGU policies with community realities, making their feedback crucial for improvement (Estreller et al., 2024). The smaller share of supervisory and management roles ensures streamlined oversight, preventing administrative bloat while maintaining clear accountability across departments (Harder & Martir, 2026).

Level of Work Engagement

Table 2. Level of Work Engagement of the Respondents.

Statements	Mean	SD	Interpretation
1) When I get up in the morning, I feel motivated to go to work at my department.	4.29	.73	Very High
2) I possess a high level of energy while performing my day-to-day duties in the organization.	4.28	.70	Very High
3) I am willing to exert extra effort in my work, even when facing heavy workloads.	4.32	.68	Very High
4) I persist and stay focused when dealing with unexpected operational challenges at work.	4.33	.62	Very High
5) I find the work that I do deeply meaningful and full of purpose.	4.38	.67	Very High
6) I feel highly enthusiastic and inspired by my job in the organization.	4.27	.72	Very High
7) I fully immerse myself in the tasks required to help my department succeed.	4.43	.62	Very High
8) Time passes quickly when I am completely immersed in my official tasks and responsibilities.	4.40	.64	Very High
9) I can maintain deep focus and concentration on my job without getting easily distracted.	4.17	.69	High
10) I feel a strong psychological and emotional connection to my overall role as a public servant.	4.26	.68	Very High
11) I feel a sense of personal fulfillment whenever I successfully resolve a concern for a citizen.	4.52	.60	Very High
12) I maintain a high level of interest in my tasks even when handling office work pressures.	4.48	.63	Very High
13) I am highly enthusiastic about finding creative solutions to work problems.	4.35	.65	Very High
14) I show a high level of dedication by being fully focused and present while at work.	4.44	.62	Very High
15) I find a great deal of personal pride and dedication in reaching our office targets.	4.43	.61	Very High
16) I look forward to expanding my capabilities when new operational systems are implemented.	4.39	.61	Very High
17) I find myself deeply engrossed in my work because I genuinely enjoy the nature of my assignment.	4.32	.67	Very High
18) I can continue working for long periods at a time while maintaining a positive attitude.	4.34	.65	Very High
19) I feel highly energized when discussing the impacts of my work with others.	4.34	.67	Very High
20) I find my long-term dedication to serving our target community highly rewarding.	4.39	.63	Very High
Work Engagement Overall Mean	4.36	.53	Very High
Legend: (4.21–5.0) Very High; (3.41–4.20) High; (2.61–3.40) Moderate; (1.81–2.60) Low; (1.00–1.80) Very Low			

The findings indicate that permanent employees demonstrated a very high level of work engagement, with an overall mean of 4.36 (SD = 0.53). This suggests that employees generally experience strong involvement, dedication, and concentration in performing their assigned responsibilities. The consistently high ratings across the indicators further indicate that engagement is not limited to a particular aspect of work but is reflected in employees' willingness to remain focused, interested, and committed to their tasks. In particular, employees reported strong fulfillment when successfully addressing concerns of citizens, suggesting that the service-oriented nature of local government work may contribute to employees' sense of purpose and accomplishment.

These findings are consistent with the view that work engagement reflects a positive and fulfilling work-related state characterized by vigor, dedication, and absorption. The low standard deviation indicates that this high commitment is consistent across departments, making engagement a core part of the LGU's organizational culture (Harder & Martir, 2026).

Analyzing specific indicators, the statement about feeling personal fulfillment after resolving a citizen's concern received the highest rating, with a mean of 4.52 ($SD = 0.60$, Very High). This shows that engagement in local government is strongly driven by intrinsic motivation and public service values. Helping citizens provides direct psychological rewards, which align with maintaining interest in tasks even under heavy office pressures, scoring a mean of 4.48 ($SD = 3.16$). While this reflects resilience, the wider standard deviation suggests differences in how employees cope with workload stress (Berina et al., 2024).

Other high-performing indicators include being fully focused at work (mean = 4.44, $SD = 0.62$) and immersing in tasks to help the department succeed (mean = 4.43, $SD = 0.62$). These reflect a strong team-oriented culture where collaboration drives motivation. The lowest score was maintaining deep focus without distraction, with a mean of 4.17 ($SD = 0.69$, High). Although still favorable, this slight dip suggests that workplace conditions—such as open layouts, frequent interruptions, and citizen interactions—can occasionally challenge sustained concentration (Pandey & Pandey, 2021).

The strong focus on citizen service shows that civil servants are strongly influenced by Public Service Motivation (PSM). Unlike private employees who rely mainly on financial incentives, public sector workers gain emotional and psychological fulfillment from serving their communities. Saks (2022) explains that PSM acts as a buffer, sustaining motivation because employees see their work as meaningful social contribution rather than routine tasks. Studies in the Philippine bureaucracy confirm that this altruistic orientation strengthens resilience and commitment among public employees (Reyes et al., 2024; Villanueva & Santos, 2025). This aligns with the Job Demands-Resources (JD-R) Theory, which highlights intrinsic rewards and personal purpose as key drivers of employee vigor and retention (Demerouti & Bakker, 2023).

The lower score for uninterrupted focus reflects the realities of local governance, where multitasking, backlogs, and public inquiries require constant cognitive shifts. Studies show that frontline service and dense office setups create "hindrance demands" that limit sustained concentration despite strong dedication (Bakker & Demerouti, 2023; Taris et al., 2024). Regional assessments also note that heavy caseloads and continuous citizen interaction contribute to cognitive fatigue among LGU workers (Mendoza et al., 2025). For HR managers and local executives, these findings suggest that improving office layouts, streamlining digital workflows, and offering stress-management resources can help protect focus, boost efficiency, and sustain long-term commitment (Estreller et al., 2024; Robbins & Judge, 2021).

Level of Employee Satisfaction

Table 3. Level of Employee Satisfaction of the Respondents.

Statements	Mean	SD	Interpretation
1) I am satisfied with the current salary scale assigned to my permanent or regular position.	3.57	.94	High
2) The non-financial benefits and rewards provided by the organization adequately meet my expectations.	3.66	.82	High
3) I believe that the compensation and recognition practices are implemented fairly within the organization.	3.74	.86	High
4) My physical work environment is safe, clean, and comfortable to work in.	4.21	.72	Very High
5) I am provided with sufficient office equipment, tools, and resources to do my job efficiently.	3.89	.84	High
6) There is a strong sense of teamwork, cooperation, and positive relations among my co-workers.	4.03	.74	High

7) My current workload is manageable and allows me to maintain a healthy work-life balance.	4.12	.70	High
8) My immediate supervisor provides clear guidance and well-defined roles.	4.04	.79	High
9) There is open, clear, and effective communication between office management and staff.	4.07	.94	High
10) Supervisors show genuine care for employee well-being.	3.99	.85	High
11) The organization gives me adequate opportunities for professional growth and skill advancement.	4.01	.78	High
12) I am given equal access to relevant training programs, workshops, and educational seminars.	3.90	.85	High
13) There is a clear, transparent, and fair path for career promotion within the organization.	3.83	.63	High
14) I am satisfied with how organizational interventions improve my day-to-day competencies.	3.81	.80	High
15) I am highly content with my overall employment security and tenure in the organization.	4.03	.75	High
16) The physical and digital infrastructure in our office is adequate for my job needs.	3.88	.80	High
17) I am satisfied with how conflict and grievances are handled and resolved in our department.	3.79	.81	High
18) My supervisor values my opinions, feedback, and suggestions regarding service improvements.	3.93	.86	High
19) I feel that my current position maximizes my actual educational qualifications and talents.	3.84	.89	High
20) Overall, I am highly satisfied with my day-to-day working experience within the organization.	3.99	.79	High
Employee Satisfaction Overall Mean	3.92	.62	High
Legend: (4.21–5.0) Very High; (3.41–4.20) High; (2.61–3.40) Moderate; (1.81–2.60) Low; (1.00–1.80) Very Low			

In contrast, employees reported a high level of satisfaction, with an overall mean of 3.92 ($SD = 0.62$). The results suggest that employees generally hold favorable perceptions of their work environment and employment conditions. Satisfaction was particularly evident in perceptions of workplace safety and the cleanliness and comfort of the work environment, while relatively lower ratings were associated with salary, nonfinancial benefits, and perceived fairness of compensation. This pattern indicates that although employees generally view their employment positively, compensation-related aspects may represent areas where organizational improvements could further strengthen employee satisfaction. However, satisfaction scores are consistently lower than work engagement scores, suggesting that while employees show strong motivation and dedication to their duties, their satisfaction is more influenced by external organizational conditions and workplace resources (Harder & Martir, 2026).

Among the twenty satisfaction indicators, only the perception of a safe, clean, and comfortable work environment reached a Very High rating, with a mean of 4.21 ($SD = 0.72$). This shows that the LGU maintains healthy, ergonomic spaces that support productivity and staff well-being. Other highly rated factors include manageable workloads (Mean = 4.12, $SD = 0.70$), open communication between management and staff (Mean = 4.07, $SD = 1.94$), clear supervisory guidance (Mean = 4.04, $SD = 0.79$), teamwork and cooperation among colleagues (Mean = 4.03, $SD = 0.74$), and job security (Mean = 4.03, $SD = 0.75$). Together, these results highlight a collaborative and secure environment supported by strong leadership and positive workplace relations (Estreller et al., 2024).

Conversely, the lowest satisfaction scores are tied to compensation and career growth. Contentment with the current salary scale had the lowest mean at 3.57 ($SD = 0.94$), followed by non-financial benefits (Mean = 3.66, $SD = 0.82$) and fairness in compensation and recognition practices (Mean = 3.74, $SD = 0.86$). This reflects a systemic challenge in public administration, where local government pay is bound by national laws like the Salary Standardization Law (SSL), limiting management's ability to adjust salaries. Career progression also showed weaknesses, with promotion pathways scoring 3.83 and a wide standard deviation of 2.63, indicating differing staff perceptions and highlighting the need for greater transparency and clarity in HR practices (Berina et al., 2024).

The "Very High" satisfaction with the physical workspace reflects successful efforts to improve local government facilities. Under the Job Demands-Resources (JD-R) Theory, a clean, safe, and secure environment serves as a key resource that protects employees from stress and heavy demands (Demerouti & Bakker, 2023). Knight et al. (2021) add that hazard-free workplaces reduce stress and encourage positive organizational behavior. Local HR audits also confirm that ergonomic upgrades and clean facilities help prevent burnout and sustain morale among LGU workers (Aquino & Ramos, 2024).

However, lower scores in wage satisfaction highlight persistent economic challenges in the civil service. While laws like the Salary Standardization Law ensure job security, public salaries often lag behind inflation and private sector pay (Tan et al., 2025). Research shows that employees accept this trade-off for tenure security, stable benefits, and public service purpose (Garcia & Cruz, 2021; Bautista & Lim, 2024). Still, studies caution that inadequate pay and unclear promotion paths can lead to detachment, turnover intentions, and quiet withdrawal, even among regular staff (Macapagal et al., 2026). To address this gap between high engagement and moderate satisfaction, HR managers and local executives should strengthen non-financial rewards, clarify promotion criteria, and ensure transparency in career advancement (Pandey & Pandey, 2021; Robbins & Judge, 2021).

Difference in the Level of Work Engagement When Grouped According to Age

Table 4a. Difference in the Level of Work Engagement When Grouped According to Age.

Age	Test Statistics (H)	p-value	Decision for H_0	Interpretation
25 years old and below	14.348	.006	Reject H_0	Significant
26 – 35 years old				
36 – 45 years old				
46 – 55 years old				
56 years old and above				

The statistical results in the table above demonstrate a significant variation in work engagement when respondents are grouped according to their age. The Kruskal-Wallis test yielded a test statistic of $H = 14.348$ with a p-value of .006, which is lower than the significance threshold. Consequently, the null hypothesis is rejected, confirming that age plays a statistically significant role in influencing the work engagement levels of permanent Local Government Unit (LGU) employees.

Generational differences strongly shape how employees in the public sector view their work and career paths. Younger personnel often enter local government service during a period of rapid digital transformation and expanding e-governance reforms. As Kim and Park (2021) explain, this group tends to expect agility, modern technological tools, and faster career progression. However, these expectations frequently clash with the traditional, rule-bound structures of bureaucracy, creating friction that can temporarily lower their engagement as they adjust to the realities of public administration (Harder & Martir, 2026).

In contrast, older and mid-career employees typically display greater professional stability and adaptability. Over time, they develop emotional intelligence, coping mechanisms, and a strong sense of public service motivation,

which help them remain engaged despite daily administrative stressors. Berina et al. (2024) and Robbins & Judge (2021) emphasize that this maturity and intrinsic motivation act as protective factors, allowing seasoned employees to sustain high levels of commitment even in challenging institutional environments.

Table 4a.1. Pairwise Comparison Between Age Groups.

Age		Test-statistic	p-value	Interpretation
25 years old and below	26 – 35 years old	83.482	.011	Significant
	36 – 45 years old	86.218	.010	Significant
	46 – 55 years old	54.533	.095	Not Significant
	56 years old and above	57.043	.095	Not Significant
26 – 35 years old	36 – 45 years old	2.736	.839	Not Significant
	46 – 55 years old	-28.948	.014	Significant
	56 years old and above	-26.439	.091	Not Significant
36 – 45 years old	46 – 55 years old	-31.685	.017	Significant
	56 years old and above	-29.175	.081	Not Significant
46 – 55 years old	56 years old and above	2.510	.871	Not Significant

To identify the specific age groups where differences in work engagement occur, post-hoc Dunn’s pairwise comparisons were conducted, as presented in Table 4a.1. The analysis shows that employees aged 25 years and below exhibits significantly different engagement levels compared to those in the 26–35 age group ($p = .011$) and the 36–45 age group ($p = .010$). This suggests that younger employees, who are often at the early stages of their careers, experience distinct patterns of engagement compared to their slightly older counterparts who may already be more settled in their professional roles.

Further differences were observed between mid-career employees. Specifically, those in the 26–35 age bracket differs significantly from employees aged 46–55 ($p = .014$), while the 36–45 group also shows significant variation when compared to the 46–55 group ($p = .017$). These findings highlight that engagement levels tend to shift as employees move through different career stages, with younger cohorts showing fluctuating engagement and older cohorts demonstrating more stable and consistent levels. groups.

These pairwise distinctions emphasize how career stages shape the way employees connect psychologically to public service. Mid-career personnel, particularly those aged 26–45, demonstrate stronger professional adaptation because they have already mastered complex workflows, administrative protocols, and the operational demands of LGU service. Robbins and Judge (2021) explain that tenure maturity and steady career progression foster deeper institutional alignment, which in turn strengthens dedication and work absorption. Estreller et al. (2024) further note that employees in these developmental stages have moved beyond the uncertainties of early-career adjustment, enabling them to balance organizational pressures with sustained affective commitment. Local institutional assessments, such as the LGU Albay Study (2023), confirm that recognizing these cohort-specific differences is essential for human resource managers. By understanding how engagement varies across age groups, managers can design targeted policies, mentorship programs, and engagement initiatives that respond directly to the needs of each career stage, thereby ensuring a more resilient and motivated workforce.

Difference in the Level of Work Engagement When Grouped According to Sex

Table 4b. Difference in the Level of Work Engagement When Grouped According to Sex.

Sex	Test Statistics (U)	p-value	Decision for H_0	Interpretation
Male	7497.500	.056	Failed to Reject H_0	Not Significant
Female				

The Mann-Whitney U test produced a statistic of 7497.500 with a p-value of .056. Since this is slightly above the 0.05 threshold, the null hypothesis is not rejected, showing that sex does not significantly influence how civil servants engage with their departmental roles. This consistency suggests that male and female employees share similar levels of psychological connection, dedication, and energy in performing public service (Harder & Martir, 2026).

The absence of significant differences reflects effective institutional policies and strong gender mainstreaming in public administration. In the Philippines, the Gender and Development (GAD) mandate ensures that LGUs provide fair and supportive workplaces for all employees regardless of sex (PCW, 2023). Santos and Martinez (2021) note that when agencies remove gender barriers in resources, training, and role distribution, both men and women can assume equal responsibilities. As a result, operational challenges and career opportunities are experienced similarly across genders in LGU structures (Estreller et al., 2024).

Policy reviews show that institutionalized GAD mechanisms support equal engagement and empowerment across genders (Banzon & Dizon, 2024; Tan-Torres et al., 2025). This equality ensures that employees' dedication and motivation align with shared civil service goals and community commitments rather than being divided by gender (Berina et al., 2024). Public managers can build on this foundation by maintaining inclusive workplaces, with HR policies and support systems that foster high performance and equitable engagement for all staff (Pandey & Pandey, 2021).

Difference in the Level of Work Engagement When Grouped According to Civil Status

Table 4c. Difference in the Level of Work Engagement When Grouped According to Civil Status.

Civil Status	Test Statistics (H)	p-value	Decision for H_0	Interpretation
Single	.251	.969	Failed to Reject H_0	Not Significant
Married				
Widowed				
Separated				

The Kruskal-Wallis test produced $H = .251$ with a p-value of .969. Since this is far above the 0.05 threshold, the null hypothesis is not rejected, showing that civil status does not significantly affect the engagement of permanent LGU employees (Harder & Martir, 2026). This uniformity indicates that personal relationship status and household structure do not alter the dedication, energy, or absorption that LGU staff bring to their public duties (Pandey & Pandey, 2021).

This statistical uniformity shows that family status does not reduce the professional responsibilities of regular civil servants. Married or single-parent employees may face different home duties, but the job security, structured frameworks, and predictable schedules of permanent positions help them separate personal concerns from work (Berina et al., 2024). Knight et al. (2021) emphasize that stable leave provisions, clear working hours, and strong HR support maintain this balance, allowing employees to meet family obligations without compromising professional standards.

Recent studies confirm that institutional support and progressive workplace policies reduce work-family conflict across marital groups (Villanueva et al., 2024; Ledesma & Pascual, 2025). This stability prevents home stress from affecting workplace focus, ensuring consistent dedication among single, married, widowed, or separated employees (Estreller et al., 2024). Public administrators can strengthen this by maintaining wellness programs and flexible policies that support diverse life stages, keeping organizational commitment resilient across the workforce (Robbins & Judge, 2021).

Difference in the Level of Work Engagement When Grouped According to Educational Attainment

Table 4d. Difference in the Level of Work Engagement When Grouped According to Educational Attainment.

Educational Attainment	Test Statistics (H)	p-value	Decision for H_0	Interpretation
High School Graduate/ Vocational	1.970	.579	Failed to Reject H_0	Not Significant
College Graduate				
With Master's Units/ Master's Degree				
With Doctorate Units/ Doctorate Degree				

The Kruskal-Wallis test produced $H = 1.970$ with a p-value of .579. Since this is well above the 0.05 threshold, the null hypothesis is not rejected, showing that educational attainment does not significantly affect engagement among LGU employees (Harder & Martir, 2026). This indicates that professional dedication, energy, and job involvement remain consistent whether staff hold a high school diploma, vocational certificate, college degree, or postgraduate credentials (Pandey & Pandey, 2021).

This finding shows that public service values and intrinsic dedication are embedded across all workforce levels, regardless of academic background. Employees with vocational training or doctorate degrees display similar energy, pride, and focus in their roles (Berina et al., 2024). Albrecht et al. (2021) emphasize that engagement is driven more by internal motivation, organizational support, and workplace resources than by formal education alone.

Recent studies confirm that organizational context, job fulfillment, and support systems are stronger equalizers of performance and commitment than academic background (Dela Cruz & Ramos, 2024; Tan et al., 2025). In Local Government Units, the shared mission of delivering responsive public service unites employees across all educational levels. This common purpose ensures aligned commitment to administrative and operational responsibilities (Estreller et al., 2024; Robbins & Judge, 2021).

Difference in the Level of Work Engagement When Grouped According to Length of Service

Table 4e. Difference in the Level of Work Engagement When Grouped According to Length of Service

Length of Service	Test Statistics (H)	p-value	Decision for H_0	Interpretation
Less than 5 years	11.639	.020	Reject H_0	Significant
5 – 10 years				
11 – 15 years				
16 – 20 years				
21 years and above				

The statistical results in Table 4e confirm that tenure plays a significant role in shaping the work engagement of permanent LGU employees. The Kruskal-Wallis test produced a test statistic of $H = 11.639$ with a p-value of .020, which is below the .05 threshold for statistical significance. This outcome leads to the rejection of the null hypothesis and establishes that length of service is a meaningful factor influencing how employees invest their energy, dedication, and absorption in their roles (Harder & Martir, 2026).

In practical terms, this finding suggests that employees with longer service records tend to demonstrate stronger organizational commitment and deeper psychological investment in their work. Over time, familiarity with

institutional processes, accumulated experience, and professional stability contribute to higher engagement levels (Corpuz et al., 2022; Robbins & Judge, 2021). Conversely, newer employees may still be navigating role adjustments and organizational expectations, which can affect their engagement scores (Harder & Martir, 2026). Thus, tenure emerges as a critical predictor of how effectively employees channel their vigor and dedication into public service, highlighting the importance of retention strategies and career development programs that sustain engagement across different stages of service (Berina et al., 2024; Cabrera & Estacio, 2022).

This tenure-based variation highlights how the length of service shapes an employee's professional outlook and ability to remain engaged despite the challenges of local governance. Drawing from Career Stage Theory, employees gradually transition from early-career exploration to mid-career stabilization, a shift that often results in stronger organizational commitment and deeper psychological attachment to their roles. As tenure increases, employees acquire institutional knowledge, confidence in navigating bureaucratic systems, and resilience in handling administrative demands.

Recent studies reinforce this perspective. Pandey and Pandey (2021) found that long-tenured civil servants benefit from higher levels of Public Service Motivation (PSM), which acts as a protective buffer against the negative effects of bureaucracy and political volatility. This motivation enables veteran employees to mobilize internal resources such as emotional intelligence, coping strategies, and intrinsic dedication, allowing them to sustain high levels of work engagement even under stressful conditions. In contrast, newer employees often face steep learning curves, struggling with role clarity, organizational expectations, and the pressures of adapting to complex institutional environments. These adjustment challenges can temporarily lower their engagement scores until they gain stability and confidence in their roles (Estreller et al., 2024).

Table 4e.1. Pairwise Comparisons Between Length of Service.

Length of Service Pairs		Test-statistic	p-Value	Interpretation
Less than 5 years	5 – 10 years	-7.799	.548	Not Significant
	11 – 15 years	-15.258	.350	Not Significant
	16 – 20 years	-10.898	.555	Not Significant
	21 years and above	-42.482	.002	Significant
5 – 10 years	11 – 15 years	-7.459	.640	Not Significant
	16 – 20 years	-3.099	.864	Not Significant
	21 years and above	-34.683	.007	Significant
11 – 15 years	16 – 20 years	4.360	.833	Not Significant
	21 years and above	-27.224	.095	Not Significant
16 – 20 years	21 years and above	-31.584	.086	Not Significant

The pairwise analysis in Table 4e.1 demonstrates that employees with 21 or more years of service report significantly higher engagement compared to those with less than 5 years ($p = .002$) and those with 5–10 years ($p = .007$) of service. This finding underscores the value of accumulated experience in shaping work attitudes within public administration. Long-tenured employees, having served for over two decades, possess deep institutional knowledge and advanced administrative expertise, enabling them to navigate complex workflows and adapt to evolving governance demands (Berina et al., 2024). Their extensive exposure to political transitions, policy reforms, and organizational adjustments fosters resilience and strengthens their psychological connection to public service.

In contrast, newer employees often face steep learning curves as they adjust to bureaucratic structures, role expectations, and organizational culture. These early challenges can temporarily lower engagement levels until they acquire stability and confidence in their roles (Harder & Martir, 2026). The disparity between veteran and newer employees highlights tenure as a critical factor in sustaining vigor, dedication, and absorption in public sector work. Recognizing this variation is essential for human resource managers, as it points to the need for

retention strategies, mentoring programs, and career development initiatives that support newer employees while maximizing the institutional wisdom of long-serving personnel (Robbins & Judge, 2021; Cabrera & Estacio, 2022).

According to the Job Demands-Resources (JD-R) Theory, tenure functions as a valuable personal resource that helps long-serving employees withstand the pressures of public administration. Veteran staff, having accumulated years of service, are better equipped to shield themselves from burnout, maintain psychological balance, and sustain their commitment to public service even under heavy workloads (Demerouti & Bakker, 2023). Their familiarity with institutional routines, combined with resilience built over time, allows them to remain engaged despite the challenges of bureaucracy and political volatility.

By contrast, employees with ten years or less of service are often still in the process of refining their understanding of complex organizational dynamics and bureaucratic constraints. Early-career staff typically enter the service with high enthusiasm and energy, but their engagement levels can fluctuate as they confront the realities of local government work, including administrative red tape and demanding workloads (Navarro et al., 2024; Estreller et al., 2024). These adjustment challenges highlight the importance of structured support systems.

Research suggests that mentorship programs are particularly effective in bridging these gaps. Pairing long-tenured employees with newer staff allows for the transfer of institutional knowledge, coping strategies, and professional insights. Such initiatives not only stabilize engagement across career stages but also foster stronger organizational cohesion and resilience (Robbins & Judge, 2021). In this way, tenure differences can be leveraged as a strength, ensuring that the experience of veteran employees supports the growth and adaptation of newer personnel.

Difference in the Level of Work Engagement When Grouped According to Position/Rank

Table 4f. Difference in the Level of Work Engagement When Grouped According to Position/Rank.

Position/Rank	Test Statistics (U)	p-value	Decision for H ₀	Interpretation
Rank-and-File (Clerical, Technical, Administrative Support)	3280.500	.014	Reject H ₀	Significant
Supervisory/Management (Head/Officer-in-Charge)				

The Mann-Whitney U test produced a statistic of 3280.500 with a p-value of .014. Since this is below the 0.05 threshold, the null hypothesis is rejected, confirming that organizational rank significantly affects engagement levels (Harder & Martir, 2026). This shows that hierarchical positioning in the LGU introduces distinct motivational and psychological experiences in task execution (Pandey & Pandey, 2021).

This position-based difference is mainly tied to variations in autonomy, decision-making authority, and task variety. Supervisory and management roles provide greater independence, involvement in policy, and diverse responsibilities. Under the Job Demands-Resources (JD-R) model, autonomy, decision latitude, and task significance serve as key resources that strengthen vigor, dedication, and absorption (Demerouti & Bakker, 2023).

Research in local government settings shows that authority and empowerment raise managerial engagement compared to frontline roles (Perez & Evangelista, 2024; LGU Governance Review, 2025). In contrast, rank-and-file staff often perform repetitive clerical or technical tasks, which can lower engagement unless supported by supervision, feedback, and recognition (Santos et al., 2024; Berina et al., 2024). Albrecht et al.

(2021) further note that higher-ranking positions allow employees to use advanced skills and leadership abilities, strengthening their psychological connection to the organization (Estreller et al., 2024; Robbins & Judge, 2021).

Difference in the Level of Satisfaction of the Respondents When Grouped According to Age

Table 5a. Difference in the Level of Satisfaction of the Respondents When Grouped According to Age.

Age	Test Statistics (H)	p-value	Decision for H_0	Interpretation
25 years old and below	3.422	.490	Failed to Reject H_0	Not Significant
26 – 35 years old				
36 – 45 years old				
46 – 55 years old				
56 years old and above				

The Kruskal-Wallis test produced $H = 3.422$ with a p-value of .490. Since this is above the 0.05 threshold, the null hypothesis is not rejected, showing that satisfaction does not significantly differ across age groups (Harder & Martir, 2026). This consistency indicates that structural and environmental factors influencing workplace satisfaction are experienced similarly across all generations in the LGU workforce (Pandey & Pandey, 2021).

This consistency shows that workplace factors influencing satisfaction are experienced similarly across age groups. Whether employees are early-career or late-career, they share the same view of the organizational climate and practices (Berina et al., 2024). From an administrative perspective, both strengths—such as safe work environments (Mean = 4.21)—and challenges—such as salary limits (Mean = 3.57)—affect all staff equally, regardless of age (Estreller et al., 2024).

This multi-generational alignment is supported by Pandey and Pandey (2021), who note that standardized public sector environments and uniform civil service frameworks stabilize satisfaction across age groups. Recent studies also show that institutional policies serving as universal workplace resources minimize age-related differences in job satisfaction and organizational climate (Nunez & Rodriguez, 2024). Because city structures, protocols, and compensation systems remain consistent across departments, age does not disrupt the shared baseline of employee contentment in the LGU (Robbins & Judge, 2021).

Difference in the Level of Satisfaction of the Respondents When Grouped According to Sex

Table 5b. Difference in the Level of Satisfaction of the Respondents When Grouped According to Sex.

Sex	Test Statistics (U)	p-value	Decision for H_0	Interpretation
Male	8559.000	.834	Failed to Reject H_0	Not Significant
Female				

The Mann-Whitney U test produced a statistic of 8559.000 with a p-value of .834. Since this is above the 0.05 threshold, the null hypothesis is not rejected, showing no significant difference in satisfaction between male and female employees (Harder & Martir, 2026). This uniformity indicates that both groups view their work environment, benefits, leadership support, and organizational policies with comparable levels of contentment (Pandey & Pandey, 2021).

This finding highlights strong equity within the LGU. Policies, resources, working conditions, and supervisory treatment are applied fairly, giving male and female employees equal satisfaction (Berina et al., 2024). Gender and development audits in the Philippine bureaucracy confirm that standardized frameworks promote equitable perceptions across genders (Banzon & Dizon, 2024; Tan-Torres et al., 2025). As a result, the workplace avoids

gender-based disparities, allowing HR strategies to focus on organization-wide improvements rather than segmented interventions (Estreller et al., 2024).

This pattern aligns with Santos and Martinez (2021), who found that strong gender-mainstreaming practices and civil service rules create inclusive workplaces where sex does not determine satisfaction or morale. Recent studies also show that transparent policies act as equalizers, preventing gender-based differences in public sector settings (Villanueva & Santos, 2025). Public administrators can use these outcomes to sustain gender-neutral welfare programs, ensuring career development and support systems serve all employees equitably (Robbins & Judge, 2021).

Difference in the Level of Satisfaction of the Respondents When Grouped According to Civil Status

Table 5c. Difference in the Level of Satisfaction of the Respondents When Grouped According to Civil Status.

Civil Status	Test Statistics (H)	p-value	Decision for H_0	Interpretation
Single	3.590	.309	Failed to Reject H_0	Not Significant
Married				
Widowed				
Separated				

The Kruskal-Wallis test produced $H = 3.590$ with a p-value of .309. Since this is above the 0.05 threshold, the null hypothesis is not rejected, showing no significant difference in satisfaction across civil status groups (Harder & Martir, 2026). This uniformity indicates that personal relationship status or household structure does not affect how LGU employees perceive the organizational climate and workplace practices (Pandey & Pandey, 2021).

This result shows that civil status—whether married, single, widowed, or separated—does not affect workplace satisfaction. Core benefits like job security (Mean = 4.03) and manageable workloads (Mean = 4.12) provide a stable foundation that supports satisfaction across all groups, regardless of family responsibilities (Berina et al., 2024). Family-work studies in the public sector further confirm that standardized policies and equitable benefits protect employees from civil status-based differences in satisfaction (Ledesma & Pascual, 2025; Villanueva et al., 2024).

Garcia and Cruz (2021) note that local government frameworks provide legal protections, predictable hours, and reliable schedules that help employees balance personal and professional demands. Public administration studies also show that structural consistency in civil service keeps satisfaction stable despite family or personal changes (Tan et al., 2025). Managers can use these uniform satisfaction baselines to maintain inclusive policies that serve all employees equally, regardless of civil status (Estreller et al., 2024; Robbins & Judge, 2021).

Difference in the Level of Satisfaction of the Respondents When Grouped According to Educational Attainment

Table 5d. Difference in the Level of Satisfaction of the Respondents When Grouped According to Educational Attainment.

Educational Attainment	Test Statistics (H)	p-value	Decision for H_0	Interpretation
High School Graduate/ Vocational	6.026	.110	Failed to Reject H_0	Not Significant
College Graduate				
With Master's Units/ Master's Degree				
With Doctorate Units/ Doctorate Degree				

The Kruskal-Wallis test comparing satisfaction across educational levels produced $H = 6.026$ with a p-value of .110. Since this does not meet the 0.05 threshold, the null hypothesis is not rejected, confirming that educational background does not significantly affect employee satisfaction.

In public sector HR management, this consistency is meaningful. Employees with advanced degrees often expect more growth, complex tasks, and autonomy. The steady satisfaction across all education levels shows that the LGU's climate, training opportunities (3.90), and role placements (3.84) effectively support both technical staff and highly qualified professionals without causing frustration or dissatisfaction. Recent human capital studies in regional civil service systems show that transparent competency mapping and equal access to professional development help neutralize performance expectations based on credentials (Dela Cruz & Ramos, 2024; Tan et al., 2025).

This finding is supported by Saks (2022) who notes that clear civil service paths and fair training systems keep employees satisfied across all educational levels, preventing credential-based discontent. Public sector HR frameworks also emphasize that organizational support mechanisms act as equalizers, ensuring academic background differences do not lead to disparities in job satisfaction (Albrecht et al., 2021).

Difference in the Level of Satisfaction of the Respondents When Grouped According to Length of Service

Table 5e. Difference in the Level of Satisfaction of the Respondents When Grouped According to Length of Service.

Length of Service	Test Statistics (H)	p-value	Decision for H_0	Interpretation
Less than 5 years	4.171	.383	Failed to Reject H_0	Not Significant
5 – 10 years				
11 – 15 years				
16 – 20 years				
21 years and above				

The Kruskal-Wallis test comparing satisfaction across tenure groups produced $H = 4.171$ with a p-value of .383. Since this is above the 0.05 threshold, the null hypothesis is not rejected, showing no significant difference in employee satisfaction based on length of service.

This finding contrasts with earlier engagement results, where tenure showed significant differences. It suggests that while long service strongly affects dedication and engagement, it does not change how employees view satisfaction factors. New hires with less than five years rate compensation, infrastructure, and leadership just as highly as veterans with over 20 years. Public HR audits confirm that standardized policies and welfare benefits maintain consistent satisfaction levels regardless of years in service (Soriano & Gatchalian, 2024; Navarro et al., 2024).

This consistent perception across tenure groups shows that the LGU's climate and policies are stable and well-institutionalized. As Bakker and Demerouti (2023) emphasize, a strong civil service framework ensures reliable workplace resources, giving employees a stable experience at all career stages. Organizational studies also confirm that institutional equity in routine services preserves satisfaction across different tenure cohorts (Taris et al., 2024).

Difference in the Level of Satisfaction of the Respondents When Grouped According to Position/Rank

Table 5f. Difference in the Level of Satisfaction of the Respondents When Grouped According to Position/Rank.

Position/Rank	Test Statistics (U)	p-value	Decision for H ₀	Interpretation
Rank-and-File (Clerical, Technical, Administrative)	3598.000	.081	Failed to Reject H ₀	Not Significant
Supervisory/Management (Head/Officer-in-Charge)				

The Mann-Whitney U test produced a statistic of 3598.000 with a p-value of .081. Since this is above the 0.05 threshold, the null hypothesis is not rejected, showing that rank does not significantly affect satisfaction (Harder & Martir, 2026). This outcome indicates that despite differences in duties, stressors, and authority, both frontline staff and management share similar views of workplace conditions in the LGU (Pandey & Pandey, 2021).

This result shows that despite differences in responsibilities, shared organizational factors—such as effective communication (Mean = 4.07) and strong job security (Mean = 4.03)—benefit all levels equally. Reviews confirm that standardized policies, equitable protocols, and uniform benefits foster similar satisfaction across ranks (Perez & Evangelista, 2024; Santos et al., 2024). At the same time, workplace challenges like salary limits (Mean = 3.57) are felt uniformly, anchoring satisfaction baselines regardless of position (Tan et al., 2025).

This shared perspective supports Albrecht et al. (2021), who note that a standardized public bureaucracy fosters common organizational views and uniform climate evaluations. Contemporary research also shows that broad frameworks and equitable resource distribution act as equalizers, ensuring both frontline and managerial staff report similar satisfaction with their work environment (Demerouti & Bakker, 2023; Berina et al., 2024). Local executives and HR managers can use this alignment to sustain organization-wide welfare programs, knowing that satisfaction drivers are shared across the LGU hierarchy (Estreller et al., 2024; Robbins & Judge, 2021).

The demographic findings indicate an important distinction between work engagement and employee satisfaction. Work engagement differed significantly according to age, length of service, and position or rank, whereas employee satisfaction did not significantly differ across the demographic and professional groups examined. This pattern suggests that the two constructs, although positively associated, may capture different aspects of employees' work experiences. Work engagement reflects employees' psychological investment, energy, dedication, and absorption in their work, whereas satisfaction encompasses evaluations of relatively stable organizational conditions such as compensation, workplace environment, supervisory practices, employment security, and career opportunities.

The significant age-related differences in work engagement may reflect differences in career stage, accumulated experience, expectations, and adaptation to organizational demands. The post-hoc comparisons indicate that the youngest employees differed significantly from selected older groups, while several differences also occurred between younger and mid-to-late-career groups. Such variation may be associated with differences in role familiarity and professional adjustment rather than age itself. Employees at earlier career stages may still be developing organizational knowledge, professional confidence, and familiarity with bureaucratic procedures, whereas more experienced employees may have established routines and stronger psychological attachment to their roles. These interpretations should nevertheless be treated as plausible explanations rather than causal conclusions because the cross-sectional design does not permit determination of whether age-related characteristics directly produce differences in engagement.

A similar pattern was observed for length of service. The post-hoc analysis showed that employees with 21 years or more of service reported significantly higher engagement than employees with less than five years and those with 5–10 years of service. This finding may reflect the accumulation of institutional knowledge, greater

familiarity with organizational procedures, and increased confidence in handling public-sector responsibilities. Long-serving employees may also have developed coping strategies and professional networks that facilitate effective navigation of administrative demands. Conversely, employees with shorter tenure may still be adjusting to organizational expectations, role requirements, and established workplace routines. These factors provide a plausible interpretation of the observed association, but the findings should not be interpreted as evidence that longer tenure causes higher engagement.

Position or rank also showed a significant difference in work engagement. Supervisory and management positions generally involve greater decision latitude, role autonomy, responsibility, and participation in organizational decision-making, whereas rank-and-file employees may experience more standardized or task-specific responsibilities. These differences may contribute to different experiences of vigor, dedication, and absorption. However, because position was not experimentally assigned and the study used a cross-sectional design, the observed association should be interpreted as a difference between groups rather than evidence that promotion or managerial status causes greater engagement.

In contrast, employee satisfaction did not significantly differ according to age, sex, civil status, educational attainment, length of service, or position/rank. This finding is theoretically meaningful because many of the satisfaction indicators measured common organizational conditions that are likely to be experienced across the workforce. Employees, regardless of demographic characteristics, operate within the same institutional policies, compensation structures, physical facilities, supervisory systems, employment-security arrangements, and organizational procedures. The relative uniformity of these structural conditions may explain why satisfaction remained comparatively stable even when engagement varied across career-related groups.

The contrast between engagement and satisfaction therefore suggests that demographic characteristics may be more closely associated with employees' psychological involvement in work than with their overall evaluation of organizational conditions. An employee may experience high energy, dedication, and meaning in public service while simultaneously holding similar views about salary, promotion opportunities, facilities, supervision, and employment security as colleagues from different demographic groups. This interpretation is consistent with the present finding that work engagement was very high ($M = 4.36$), whereas employee satisfaction was high but comparatively lower ($M = 3.92$). Taken together, these results suggest that engagement-related interventions may benefit from differentiated strategies for employees at different career stages and organizational positions, particularly for newer personnel and employees whose roles provide fewer opportunities for autonomy and decision-making. Satisfaction-related interventions, by contrast, may be more appropriately implemented at the organizational level because the factors assessed in the study appear to be shared broadly across the workforce. This distinction provides a more targeted basis for human resource planning than treating engagement and satisfaction as interchangeable constructs.

Relationship Between Work Engagement and Employee Satisfaction

Table 6. Relationship Between Work Engagement and Employee Satisfaction.

Correlated Variables	Test Statistics (r_s)	p-value	Decision for H_0	Interpretation
Work Engagement vs. Employee Satisfaction	.473**	<.001	Reject H_0	Significant

The analysis revealed a statistically significant, moderate positive association between work engagement and employee satisfaction ($r_s = .473$, $p < .001$). Since this is below the 0.05 threshold, the null hypothesis is rejected, confirming a statistically significant, moderate positive relationship between engagement and satisfaction among permanent LGU employees (Harder & Martir, 2026). The coefficient shows that higher engagement is consistently linked with greater satisfaction, and vice versa (Pandey & Pandey, 2021). This finding indicates that employees reporting higher levels of work engagement also tended to report higher levels of satisfaction. The

magnitude of the association suggests meaningful overlap between the two constructs while also indicating that they are not identical aspects of the employee experience.

The finding is consistent with theoretical perspectives suggesting that employees' psychological investment in their work may coexist with favorable perceptions of organizational resources and workplace conditions. In the present study, particularly favorable assessments were observed for meaningful public service, workplace safety, manageable workload, communication, and interpersonal relations. At the same time, comparatively lower satisfaction was observed for salary, non-financial rewards, and career advancement. This pattern suggests that employees may remain highly engaged with the purpose and responsibilities of public service even when some organizational conditions are evaluated less favorably.

Accordingly, the present finding should be interpreted as evidence of an empirical association within the sampled permanent employees rather than as evidence of a causal mechanism. Nevertheless, the relationship provides a useful basis for organizational planning because both constructs were positively associated and each represents a relevant dimension of the employee experience.

This positive correlation supports a core principle in public administration: engagement and satisfaction reinforce each other. When the LGU organization improves its environment—through safe workspaces (Mean = 4.21), manageable workloads (Mean = 4.12), and open communication (Mean = 4.07)—job satisfaction rises, which in turn strengthens engagement and vigor (Berina et al., 2024). Recent studies confirm that optimizing these resources boosts both commitment and satisfaction in public sector teams (Perez & Evangelista, 2024; Tan et al., 2025).

Conversely, when public servants are highly engaged, find meaning in serving citizens (Mean = 4.52), and take pride in meeting office targets (Mean = 4.43), they view workplace conditions and management more positively. This reflects the Job Demands-Resources and Social Exchange theories, which show that supportive resources encourage deeper investment and reciprocal commitment (Demerouti & Bakker, 2023). Public management studies also confirm that strong public service motivation bridges engagement and overall satisfaction (Saks, 2022; Villanueva & Santos, 2025).

As noted by Garg et al. (2022), this deep psychological investment creates reinforcing positive experiences that strengthen long-term organizational commitment and contentment. For Local Government Unit leaders and administrators, these findings prove that investing in workplace satisfaction and resource optimization directly builds a focused, highly motivated, and dedicated workforce. Ultimately, these empirical results provide a robust foundation for developing a comprehensive, data-driven Human Resource Improvement Plan aimed at sustaining high performance and institutional resilience across the LGU (Estreller et al., 2024; Robbins & Judge, 2021).

Overall, the findings suggest that employee well-being in the local government setting is multidimensional. Engagement is characterized by strong involvement and commitment but varies across selected employee groups, whereas satisfaction is generally favorable and comparatively stable across demographic categories. The organization may therefore strengthen its human resource practices by sustaining the positive work environment that supports satisfaction while developing targeted strategies that address differences in engagement among employees at different career stages, with varying lengths of service, and occupying different organizational positions.

Several limitations should be considered when interpreting the findings. First, the study employed a cross-sectional design; consequently, the observed association between work engagement and employee satisfaction cannot be interpreted as evidence of causality, temporal ordering, or reciprocal influence. Longitudinal or cross-lagged studies would be more appropriate for examining whether changes in one construct precede changes in the other.

Second, the study was conducted among permanent employees of a single city government in Negros Occidental. Although proportionate stratified random sampling was used to obtain representation across departments, the

institutional, administrative, and socioeconomic characteristics of the selected local government may differ from those of other local government units. Therefore, the generalizability of the findings to other LGUs, regions, employment categories, or national government agencies should be made cautiously.

Third, the study relied on self-reported questionnaire responses. Such measures may be affected by social desirability, respondents' current experiences, and perceptions of organizational conditions. This consideration is particularly relevant in a government workplace where employees may be cautious in expressing unfavorable evaluations of their organization. Future studies may strengthen the evidence by incorporating qualitative interviews, objective organizational indicators, supervisor assessments, or longitudinal measures.

Fourth, the instruments used in the study were researcher-developed and were subjected to expert-based content validation and internal consistency assessment. Although the reported Cronbach's alpha coefficients were high, internal consistency does not by itself establish construct validity. The absence of factor-analytic validation limits conclusions regarding the dimensional structure and cross-context comparability of the measures. Future research should therefore conduct exploratory and/or confirmatory factor analysis using an adequately powered and independent sample, or employ established validated instruments with documented psychometric properties.

Fifth, some demographic categories contained relatively small numbers of respondents, particularly the youngest age group and the widowed and separated categories. Unequal group sizes may reduce statistical power and make estimates for smaller groups less stable. Future research may consider broader sampling across multiple LGUs to obtain larger and more balanced demographic subgroups.

Finally, the study focused primarily on demographic characteristics and the two principal organizational constructs. Other factors that may be associated with work engagement and employee satisfaction—including leadership style, organizational climate, workload, perceived organizational support, public service motivation, compensation, career opportunities, and job demands and resources—were not directly modeled. Future research incorporating these variables may provide a more comprehensive explanation of the factors associated with employee engagement and satisfaction in local government settings.

CONCLUSIONS

Based on the findings, the following conclusions were drawn:

The respondents represented a diverse permanent workforce of the selected City Government in terms of age, sex, civil status, educational attainment, length of service, and position. The profile was predominantly composed of employees aged 46–55 years, female, married, college graduates, employees with 5–10 years of service, and rank-and-file personnel. The varied composition of the respondents indicates that the organization is characterized by employees with different levels of experience, personal circumstances, and organizational responsibilities. This diversity provides a broad basis for understanding work engagement and employee satisfaction within the local government setting.

The respondents demonstrated a very high level of work engagement. This indicates that the employees generally possess strong energy, dedication, enthusiasm, focus, and psychological involvement in their work. The high ratings associated with personal fulfillment from serving citizens further suggest that public service itself is an important source of motivation and engagement. Although the overall level of engagement was very high, the comparatively lower rating concerning sustained concentration indicates that maintaining focus amid workplace demands remains an area that may still be strengthened.

The respondents demonstrated a high level of employee satisfaction. This indicates that employees generally viewed their workplace, leadership, relationships with co-workers, employment security, and organizational opportunities favorably. However, employee satisfaction was comparatively lower than work engagement, suggesting that strong commitment to public service does not necessarily translate into equally high satisfaction in every aspect of employment. In particular, salary satisfaction, non-financial benefits and rewards, recognition

practices, and career advancement remain areas where organizational improvements may further enhance employees' overall satisfaction.

Work engagement was found to significantly differ according to age, length of service, and position/rank, but not according to sex, civil status, and educational attainment. This means that employees' engagement with their work is not uniform across all demographic characteristics. Rather, variations in engagement appear to be associated particularly with employees' career stage, organizational tenure, and position within the organization. The significant differences involving length of service, including the higher engagement observed among certain long-serving employees compared with shorter-tenured groups, suggest that organizational experience and accumulated familiarity with public service may contribute to stronger work engagement.

Employee satisfaction did not significantly differ according to age, sex, civil status, educational attainment, length of service, and position/rank. This indicates that the respondents generally shared comparable levels of satisfaction regardless of their demographic or professional characteristics. The absence of significant differences suggests that employee satisfaction may be influenced more by common organizational conditions and experiences than by individual demographic characteristics. Consequently, organization-wide measures addressing workplace conditions, communication, recognition, career development, and employee welfare may be appropriate for the permanent workforce as a whole.

A significant moderate positive relationship was found between work engagement and employee satisfaction. This indicates that higher work engagement tends to be associated with higher employee satisfaction. The finding provides empirical evidence that these two organizational variables are connected among the permanent employees included in the study. Thus, efforts to maintain and strengthen work engagement may be complemented by initiatives that improve employees' workplace experiences and satisfaction. The null hypothesis stating that there was no significant relationship between work engagement and employee satisfaction was therefore rejected.

The findings provide a sufficient basis for the development of an Improvement Plan. Since work engagement was already very high while employee satisfaction was high but comparatively lower, the primary direction of the plan should be to sustain the existing strength in employee engagement while addressing areas that may further improve satisfaction. The plan should particularly consider salary-related concerns within the limits of applicable government policies, non-financial rewards and recognition, career advancement, employee development, workplace support, and interventions responsive to differences in age, length of service, and position. The significant positive relationship between work engagement and employee satisfaction further supports an integrated approach in which improvements in employee support and workplace conditions are intended to sustain engagement and enhance satisfaction.

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