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THE ROLE OF EMPLOYEE ENGAGEMENT IN ENHANCING WORK VALUES IN SOUTH LUZON EXPRESSWAY: A STUDY ON THE CORRELATION BETWEEN CAREER DEVELOPMENT AND JOB SATISFACTION

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Abstract

This study examines the impact of employee engagement on work values and job satisfaction at South Luzon Expressway (SLEX). With high operational demands, maintaining engagement is crucial, yet challenges such as turnover and limited career growth hinder workforce morale. Using a quantitative approach, this research explores the correlation between career development and job satisfaction, providing insights into enhancing engagement strategies. Findings aim to offer actionable recommendations for improving employee commitment, fostering motivation, and optimizing organizational performance in infrastructure-based settings.

Keywords – Employee Engagement, Job Satisfaction, Work Values, Career Development, Organizational Commitment, Tollway Management, Employee Motivation, Infrastructure-Based Organizations

INTRODUCTION

Employee engagement is a cornerstone of organizational success, influencing job satisfaction, productivity, and overall work values. In the context of South Luzon Expressway (SLEX), employee engagement plays a critical role in maintaining high service standards, particularly in an infrastructure-dependent organization with high operational demands. However, challenges such as employee turnover, misalignment of organizational values, and limited career development opportunities hinder engagement levels and contribute to declining morale and

productivity. These issues underscore the need to examine how employee engagement can effectively enhance work values and foster career satisfaction within SLEX. Research demonstrates that engaged employees are more productive, motivated, and aligned with organizational goals, which can drive better operational outcomes (Burawat, 2023).

Despite extensive research on employee engagement in various industries, gaps remain in understanding its impact on infrastructure-based organizations, especially those operating under demanding conditions like SLEX. Previous studies often overlook the

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interplay between engagement, career development, and job satisfaction in such settings. For example, career development opportunities are known to influence employee motivation and commitment, yet their role in fostering engagement and enhancing work values is underexplored in tollway infrastructure organizations (Davis & Van der Heijden, 2023). This study seeks to address these gaps by exploring the correlation between career development opportunities and employee job satisfaction in SLEX, focusing on how engagement strategies can bridge organizational goals and employee well-being. The expected output of this study includes actionable recommendations for SLEX to implement targeted career development programs, enhance work values, and improve overall job satisfaction. These findings aim to contribute not only to the theoretical understanding of employee engagement but also to practical applications within infrastructure organizations. By addressing these critical aspects, this study seeks to provide insights that will benefit SLEX and similar organizations in creating a more engaged and motivated workforce.

between career development and job satisfaction.

Specifically, this study will seek answers to the following questions:

1. What is the demographic profile of the employees in terms of:
 - 1.1 Age
 - 1.2 Sex
 - 1.3 Year in Service
 - 1.4 Socio-economic Background
2. What is the level of employee engagement in South Luzon expressway in terms of:
 - 2.1 Meaningfulness;
 - 2.2 Safety; and
 - 2.3 Availability
3. What is the extent of the employees on their work values in South Luzon Expressway in terms of:
 - 3.1 Way of life;
 - 3.2 Security;
 - 3.3 Associates;
 - 3.4 Prestige; and
 - 3.5 Economic return
4. Is there a significant relationship between employee engagement and the work values in South Luzon Expressway?
5. Based on the findings, what can be derived from the study?

OBJECTIVES OF THE STUDY

This study aims to assess the role of employee engagement in enhancing work values in South Luzon Expressway and the correlation

METHODOLOGY

This study employs a quantitative research approach, using a survey questionnaire as the primary data collection method. The

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questionnaire will measure employee engagement, work values, career development opportunities, and job satisfaction. The study population comprises employees of the South Luzon Expressway, a vital infrastructure project connecting Manila to the CALABARZON region (Santiago, 2023). From a total target population of 200 toll tellers employed at South Luzon Expressway (SLEX), this study focused specifically on the front-line employees who directly interact with motorists and handle toll collection duties. The decision to focus on toll tellers was deliberate, as these employees play a crucial customer-facing role that directly impacts the company's service quality and operational efficiency.

The study employs a stratified random sampling technique to ensure representative participation from 200 toll tellers working at SLEX. The toll teller population is stratified based on their work locations across different toll plazas, shift assignments, and length of service, ranging from one to six years. This sampling approach helps capture diverse perspectives from toll tellers working under different conditions while ensuring equal opportunity for the participants in the study.

RESULTS AND DISCUSSION

PART 1. PROFILE OF THE RESPONDENTS

Table 1

Frequency & Percentage of Respondents according to Age

Age	Frequency	Percent
21 – 30	94	47.00
31 – 40	70	35.00
41 – 50	24	12.00
51 – 60	12	6.00
Total	200	100.00

The table shows the frequency and percentage distribution of the respondents according to Age. The majority of the respondents are 21 – 30 years old, with a frequency of 94 or 47.00 percent, followed by 31 – 40 years old, with a frequency of 70 or 35.00 percent, then 41 – 50 years old with the frequency of 24 or 12.00 percent, and lastly is 51 – 60 years old with the frequency of 12 or 6.00 percent.

Table 2
Frequency & Percentage of Respondents according to Sex

Sex	Frequency	Percent
MALE	78	39.00
FEMALE	122	61.00
Total	200	100.00

The table shows the frequency and percentage distribution of the respondents according to Sex. The majority of the respondents are female, with a frequency of

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122 or 61.00 percent, and male, with a frequency of 78 or 39.00 percent.

Table 3
Frequency & Percentage of Respondents according to Years in Service

Years in Service	Frequency	Percent
0 – 5 Years	76	38.00
6 – 10 Years	64	32.00
11 – 15 Years	34	17.00
16 – 20 Years	26	13.00
Total	200	100.00

The table shows the frequency and percentage distribution of the respondents according to years in service. The majority of the respondents are 0 – 5 years in service with a frequency of 76 or 38.00 percent, followed by 16 – 10 years in service with a frequency of 64 or 32.00 percent, then 11 – 15 years in service with the frequency of 34 or 17.00 percent, and lastly 16 – 20 years in service with the frequency of 26 or 13.00 percent.

Table 4

Frequency & Percentage of Respondents according to Socio Economic Background

Socio Economic Background	Frequenc y	Percent
Lower Income Class	120	60.00
Middle Income Class	60	30.00
Upper Income Class	20	10.00

Total **200** **100.00**

The table shows the frequency and percentage of respondents according to socio-economic background. The majority of the respondents have a lower income class with a frequency of 120 or 60.00 percent, followed by middle-income class with a frequency of 60 or 30.00 percent, and lastly, upper-income class with the frequency of 20 or 10.00 percent.

PART II. LEVEL OF EMPLOYEE ENGAGEMENT IN SOUTH LUZON EXPRESSWAY

Table 5
Level of employee engagement in South Luzon Expressway in terms of Meaningfulness

Indicators	Weighted Mean	Verbal Interpretation
1. I find my work at South Luzon Expressway to be personally fulfilling.	3.48	Strongly Agree
2. The tasks I perform contribute significantly to the organization's goals.	3.52	Strongly Agree
3. My role allows me to utilize my skills and strengths effectively.	3.57	Strongly Agree
4. I feel a sense of purpose in the work I do daily.	3.07	Agree
Over-all Weighted Mean	3.41	Strongly Agree

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The table shows the level of employee engagement in the South Luzon Expressway in terms of Meaningfulness and its verbal interpretation. The majority of the respondents chose My role allows me to utilize my skills and strengths effectively, has a weighted mean of 3.57 and with the verbal interpretation of strongly agree, followed by The tasks I perform contribute significantly to the organization's goals with a weighted mean of 3.52 and with the verbal interpretation of strongly agree. My work at South Luzon Expressway is personally fulfilling, with a weighted mean of 3.48, with the verbal interpretation of strongly agree. Lastly, I feel a sense of purpose in the work I do daily, with a weighted mean of 3.07, with verbal interpretation of agree. The overall weighted mean is 3.41, with the verbal interpretation of strongly agree with the level of employee engagement in South Luzon Expressway in terms of Meaningfulness.

Research highlights the vital role of Meaningfulness in employee engagement, as employees who find their work meaningful exhibit greater engagement, commitment, and job satisfaction (Moyo et al., 2021; Kaur & Mittal, 2020; Albrecht et al., 2021). Meaningful work fosters positive job-related outcomes, including increased retention, affective commitment, and motivation (Moyo et al., 2021; Kaur & Mittal, 2020). Additionally, job resources significantly influence employee engagement through meaningful work

(Albrecht et al., 2021). Leadership also plays a key role in enhancing Meaningfulness. Transformational leadership boosts employee engagement by fostering a sense of purpose (Meng et al., 2022), while authentic leadership strengthens workplace connection and meaning (Winton et al., 2022). Thus, leadership development programs at SLEX focusing on these styles can further enhance employee engagement.

Table 6
Level of employee engagement in South Luzon Expressway in terms of Safety

The table shows the level of employee engagement in the South Luzon expressway in terms of Safety and its verbal interpretation. The majority of the respondents chose I am confident that I will not face discrimination or harassment at work, has a weighted mean of 3.60 and with the verbal interpretation of strongly agree, followed by I feel physically safe while performing my job duties at South Luzon Expressway, and My opinions and ideas are valued, making me feel psychologically safe with the same weighted mean of 3.53 and with the verbal interpretation of strongly agree. Lastly, The organization ensures that I work in a secure and supportive environment with a weighted mean of 3.50, with the verbal interpretation of strongly agree. The overall weighted mean is 3.54, with the verbal interpretation of strongly agreeing with the

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level of employee engagement in South Luzon expressway in terms of Safety.

These findings align with research emphasizing the role of safety culture in enhancing employee engagement. A strong safety culture, characterized by shared values and beliefs about Safety, is crucial in maintaining high levels of engagement (Abeje & Luo, 2023). The high level of agreement among employees at SLEX suggests that they recognize the importance of Safety, which supports Abeje and Luo's (2023) assertion that employee engagement mediates the relationship between safety climate and performance. Employees who are engaged are more likely to adhere to safety protocols and actively contribute to a safer work environment. Additionally, the role of safety training in fostering employee engagement is well-documented. Bayram (2019) highlights

that safety training significantly enhances employee participation in safety initiatives, ultimately improving safety performance. The consistently high-weighted means across all indicators in Table 5 suggest that SLEX employees feel well-equipped and motivated to engage in safety practices. This underscores the importance of continued investment in safety training programs, ensuring that employees possess the necessary knowledge and skills to maintain and enhance workplace safety.

Indicators	Weighted Mean	Verbal Interpretation
1. I feel physically safe while performing my job duties at South Luzon Expressway.	3.53	Strongly Agree
2. The organization ensures that I work in a secure and supportive environment.	3.50	Strongly Agree
3. My opinions and ideas are valued, making me feel psychologically safe.	3.53	Strongly Agree
4. I am confident that I will not face discrimination or harassment at work.	3.60	Strongly Agree
Over-all Weighted Mean	3.54	Strongly Agree

Table 7
Level of employee engagement in South Luzon Expressway in terms of Availability

The table shows the level of employee engagement in the South Luzon expressway in terms of Availability and verbal interpretation. The majority of the respondents chose I am always ready and willing to invest effort in my work responsibilities has a weighted mean of 3.55 wit, with the verbal interpretation of strongly agree, followed by My workload allows me to stay engaged without feeling overwhelmed with a weighted mean of 3.53 and with verbal interpretation of strongly agree, then, I receive sufficient support from

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my colleagues and supervisors when needed with a weighted mean of 3.51, with verbal interpretation of strongly agree, lastly, I have the energy and resources to perform my tasks efficiently with a weighted mean of 3.37, with verbal interpretation of strongly agree. The overall weighted mean is 3.49, with the verbal interpretation of strongly agreeing with the level of employee engagement in South Luzon expressway in terms of Availability.

These findings align with research emphasizing the critical role of leadership in fostering employee availability. Govender and Bussin (2020) highlight that effective leadership practices, particularly those that create a supportive and empowering work environment, significantly enhance employee engagement. The strong agreement in the results suggests that employees at SLEX feel supported in their roles, reinforcing the idea that leadership influences their willingness and ability to contribute effectively. Additionally, when employees perceive their leaders as communicative and appreciative of their efforts, they are more likely to stay engaged and committed to organizational goals (Govender & Bussin, 2020). The high-weighted means in Table 6 suggest that employees at SLEX recognize and respond positively to leadership that fosters engagement through clear communication and acknowledgment of their contributions

Indicators	Weighted Mean	Verbal Interpretation
1. I have the energy and resources to perform my tasks efficiently.	3.37	Strongly Agree
2. My workload allows me to stay engaged without feeling overwhelmed.	3.53	Strongly Agree
3. I receive sufficient support from my colleagues and supervisors when needed.	3.51	Strongly Agree
4. I am always ready and willing to invest effort in my work responsibilities.	3.55	Strongly Agree
Overall Weighted Mean	3.49	Strongly Agree

Table 8
Summary of Extent of the employees on their work values in South Luzon Expressway

The table shows the summary of the Extent of the employees on their work values in South Luzon Expressway. The majority of the respondents chose Security, which has the greatest mean of 3.43 with a verbal interpretation of strongly agree, followed by economic return with a weighted mean of 3.31 with a verbal interpretation of strongly agree, then a way of life with a weighted mean of 3.30 with the verbal interpretation of strongly agree, and lastly, Associates and Prestige with the same weighted mean of 3.29, also with the same verbal interpretation of strongly agree. The overall weighted mean is 3.32, with the verbal interpretation of strongly agree in the summary of the Extent of the employees on

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their work values in South Luzon Expressway

INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION
Way of life	3.30	Strongly Agree
Security	3.43	Strongly Agree
Associates	3.29	Strongly Agree
Prestige	3.29	Strongly Agree
Economic return	3.31	Strongly Agree
OVER - ALL WEIGHTED MEAN	3.32	STRONGLY AGREE

Table 9
Multiple Regression Analysis on Employees on their Work Values in terms of Way of life

A multiple regression was calculated to determine whether employee engagement in South Luzon Expressway in terms of Way of life was affected by employees' work values.

The data presented in Table 9 shows the value of R squared ($R^2=0.025$), which denotes that the 2.5 % increase in Employee Engagement in South Luzon Expressway in terms of Way of Life is attributed to the Employee's Work Values. The p-value = 0.340 generated from the ANOVA table explains that we have enough evidence to show that employee engagement in South Luzon Expressway in terms of Way of life is not significantly affected by the employees' work values. The respondents also agreed that Meaningfulness ($p = 0.192$), Safety ($p = 0.125$), Availability, and ($p = 0.548$) have no significant influence on Employee Engagement in South

Luzon Expressway in terms of in terms of Way of Life.

Research indicates that employee engagement is not merely influenced by isolated aspects such as Safety or perceived Meaningfulness at work; instead, it is a comprehensive construct benefited by a multitude of engagement drivers. Furthermore, Adeosun and Adegbite provide evidence that high levels of competition in the workforce necessitate robust engagement strategies, emphasizing the need for a broad approach rather than focusing exclusively on isolated variables (Adeosun & Adegbite, 2023).

The limited significance of the assessed parameters can also be contextualized within the framework of transformational leadership, which plays a pivotal role in enhancing employee engagement. For example, studies have shown that effective leadership strategies can enhance engagement levels, indicating that certain environmental conditions can render other factors less critical in their direct contribution to engagement (Manjaree & Perera, 2021; Suwarni et al., 2023). While factors like work values and Safety are important, leadership that cultivates an engaged work culture can diminish their significance in influencing overall employee engagement metrics.

Moreover, research highlights the essential interplay between job characteristics and employee engagement. Employees

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typically find engagement through collaborative and supportive environments rather than through isolated features like Safety or Availability (Masharyono et al., 2023). The evidence suggests that engagement arises from a holistic perspective where multiple workplace factors converge, indicating that the individual significance of parameters such as Safety or Meaningfulness may often be overshadowed by the overarching culture and support provided within the organization.

Ultimately, while the p-values noted in the ANOVA table indicate a lack of significant evidence that work values directly influence employee engagement, this should not diminish the broader context of engagement strategies that organizations need to adopt. As indicated in the literature, a varied approach that comprehensively addresses interpersonal relationships, leadership styles, and organizational practices is essential for fostering sustainable employee engagement (Parmenas, 2022).

In conclusion, the assertion that the analyzed factors do not significantly affect employee engagement resonates with the broader understanding of employee engagement as a multifactorial construct. This illustrates the need for organizations to adopt integrative and holistic engagement strategies rather than relying solely on distinct environmental features.

Model	Unstandar dized Coefficients		Standar dized Coefficie nts	T		Sig ma
	B	Std. Erro r	Beta			
(Constant)	3.079	.422		7.296	.000	
Meaningful ness	.146	.111	.121	1.310	.192	
Safety	-.186	.121	-.148	1.542	.125	
Availability	-.088	.147	-.064	-.602	.548	
	R square = 0.025					
	F = 1.137					
	df ₁ = 4					
	df ₂ = 179					
	p-value = 0.340					

Table 10
Multiple Regression Analysis of Employees on their Work Values in terms of Security

A multiple regression was calculated to determine whether employee engagement in South Luzon Expressway in terms of Security was affected by employees' work values.

The data presented in Table 10 shows the value of R squared ($R^2=0.115$), which denotes that the 11.5 % increase in Employee Engagement in South Luzon Expressway in terms of Security is attributed to the Employee's Work Values. The p-value = 0.000 generated from the ANOVA table explains that we have enough evidence to show that employee engagement in South Luzon

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Expressway in terms of Security is significantly affected by the employees' work values. The respondents also agreed that Meaningfulness ($p = 0.834$) and Safety ($p = 0.078$) have no significant influence on Employee Engagement in South Luzon Expressway in terms of Security. The Availability ($p = 0.001$) shows a significant influence on Employee Engagement in South Luzon Expressway in terms of Security.

The findings indicate that employee engagement is significantly impacted by work values, which align with substantial evidence suggesting the pivotal role of psychological conditions, namely meaningful, Safety, and Availability, on work engagement. For instance, the study by Wijerathna and Bandara highlights a positive correlation between psychological conditions and employee engagement, reinforcing the argument that psychological Availability, Safety, and Meaningfulness are influential factors (Wijerathna & Bandara, 2023).

Moreover, while the indicators for Meaningfulness ($p = 0.834$) and Safety ($p = 0.078$) were found to have no significant effect on employee engagement, the literature provides insights into the complexities surrounding these constructs. Albrecht et al. have articulated that organizational resources can indirectly affect employee engagement, pointing out that without direct influence, these psychological states might not manifest

significant statistical relationships under certain conditions (Albrecht et al., 2022). This nuanced understanding sheds light on why Meaningfulness and Safety might not demonstrate significant impacts in every scenario, as contextual factors and employee perceptions significantly mediate these relationships (Albrecht et al., 2022; Memon et al., 2020; Rabiul et al., 2021).

Importantly, the significant association noted with availability ($p = 0.001$) is consistent with findings that emphasize the direct relationship between psychological Availability and employee engagement. Research by Rabiul et al. establishes that the perception of psychological Safety, alongside meaningful work and the Availability of resources, can bolster employee engagement levels (Rabiul et al., 2021). This is mirrored in additional studies, such as those by Yunyi et al. and Albrecht et al., which reinforce that an environment fostering meaningful work, Safety, and Availability is critical for cultivating high levels of employee engagement (Yunyi et al., 2024; Albrecht et al., 2023).

Furthermore, understanding that engagement is not solely a direct effect of individual psychological factors but a confluence of work-related experiences is nuanced by insights from Memon et al., who advocate for a broader interpretation of how HR practices and organizational resources intertwine to influence engagement (Memon et

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al., 2020). Thus, while certain psychological states like Availability show a more significant direct impact on engagement, the role of Safety and Meaningfulness, though less direct, warrants consideration in the broader landscape of employee engagement, highlighting the intricate interplay of factors that organizations must navigate to foster a thriving workplace environment.

In conclusion, the evidence strongly supports the premise that psychological factors play a pivotal role in employee engagement in the South Luzon Expressway context, particularly noting the significant impact of Availability while also recognizing the indirect influences of Meaningfulness and Safety, which require deeper exploration relative to employees' work values and organizational culture.

Table 11
Multiple Regression Analysis on
Employees on their Work Values in terms
of Associates

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig ma
	B	Std. Error	Beta		
(Constant)	2.898	.352		8.241	.000
Meaningfulness	.063	.093	.063	.680	.498
Safety	-.080	.101	-.077	-.798	.426
Availability	-.103	.122	-.091	-.845	.399

R square = 0.010
F = 0.458
df₁ = 4
df₂ = 179
p-value = 0.766

A multiple regression was calculated to determine whether employee engagement in South Luzon Expressway in terms of associates was affected by the employees' work values.

The data presented in Table 11 shows the value of R squared ($R^2=0.010$), which denotes that a 1.0 % increase in employee engagement in South Luzon Expressway in terms of associates is attributed by the employees to their work values. The p-value = 0.766 generated from the ANOVA table explains that we have enough evidence to show that the Employee Engagement in South Luzon Expressway in terms of Associates is the Basis is not significantly affected by the Employee's Work Values. The respondents also agreed that Meaningfulness ($p = 0.498$), Safety ($p = 0.426$), and Availability ($p = 0.399$)

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have no significant influence on Employee Engagement in South Luzon Expressway in terms of Associates.

This finding aligns with research indicating that various psychological dimensions, including dedication and a sense of meaning, play crucial roles in fostering employee engagement.

Moreover, research by Tian et al. discusses how job crafting affects employee engagement, noting that when employees pursue resources not directly linked to their work, it can lead to distractions and a decrease in work engagement (Tian et al., 2021). This indicates that while employees may possess varying work values, their engagement levels can be influenced by how those values are integrated within their daily tasks and the organizational culture, shedding light on the negligible effects observed in the South Luzon Expressway study.

In addition, the age demographics of employees often relate to engagement levels. Previous studies indicate considerable variation in engagement based on Age, with older employees frequently demonstrating higher levels of dedication compared to younger counterparts (Douglas & Roberts, 2020). This suggests that demographic factors can both mitigate and amplify the impact of work values on engagement, but the findings from the South Luzon Expressway study underscore that these potential relationships

remain statistically insignificant, as indicated by the ANOVA results.

Furthermore, the relationship between perceived Meaningfulness and employee engagement is critical but complex. While Meaningfulness can enhance engagement, other factors, such as the work environment, may play a more decisive role.

Overall, these findings suggest that while various aspects of employee work values and the work environment seem intuitively relevant to engagement at South Luzon Expressway, statistically, they do not demonstrate significant interaction or influence, which aligns with insights drawn from prior literature. The high p-values reported in multiple dimensions—Meaningfulness ($p=0.498$), Safety ($p=0.426$), and Availability ($p=0.399$)—reinforce the notion of a disconnect between employee engagement levels and these specific work values.

Table 12
Multiple Regression Analysis on Employees on their Work Values in terms of Prestige

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sigm a
	B	Std. Error	Beta		

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(Constant)	3.78 9	.222		17.04 7	.000
Meaningfulness	.021	.059	.032	.364	.716
Safety	.105	.064	.152	1.653	.100
Availability	-.185	.077	-.244	- 2.391	.018
R square = 0.105					
F = 5.262					
df ₁ = 4					
df ₂ = 179					
p-value = 0.000					

Multiple regression was calculated to determine whether Employee Engagement in South Luzon Expressway in terms of Prestige was affected by the Employee's Work Values.

The data presented in Table 12 shows the value of R squared ($R^2=0.105$), which denotes that a 10.5 % increase in Employee Engagement in South Luzon Expressway in terms of Prestige is attributed to the Employee's Work Values. The p-value = 0.000 generated from the ANOVA table explains that we have enough evidence to show that Employee Engagement in South Luzon Expressway in terms of Prestige is significantly affected by Employees' Work Values. The respondents also agreed that Meaningfulness ($p = 0.716$) and Safety ($p = 0.100$) have no significant influence on Employee Engagement in South Luzon Expressway in terms of Prestige. At the same time, Availability ($p = 0.018$) has a significant influence on employee

engagement at South Luzon Expressway in terms of prestige.

The present analysis of employee engagement relative to the South Luzon Expressway emphasizes the crucial role of Prestige, work values, and other correlates on employee engagement outcomes. The results of the ANOVA reporting a significant p-value of 0.000 associated with Prestige indicate a strong correlation between employee engagement and their work values, as demonstrated by Basir et al. (Basir et al., 2023). Specifically, this significantly low p-value suggests that work values can substantially affect engagement levels, as seen in similar studies showing significant relationships between job demands, job resources, and levels of work engagement.

Further, the neutrality of the variables Meaningfulness ($p = 0.716$) and Safety ($p = 0.100$), indicating no significant impact on employee engagement, aligns with findings from Rizzotti and Depalma (Rizzotti & DePalma, 2021). Their work highlights how value-task concordance impacts job satisfaction and, implicitly, employee engagement, suggesting that simply feeling meaningful or safe does not necessarily enhance engagement without alignment with organizational values.

Contrastingly, the p-value of 0.018 associated with Availability underscores a significant influence on employee engagement.

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This relationship emphasizes that when employees perceive high Availability of resources, their engagement and performance levels tend to improve dramatically, illustrating the importance of organizational support structures.

Various studies have underscored how employee engagement, shaped by these values, correlates with broader performance metrics in organizations, such as innovation and overall success in both manufacturing and service sectors, as shown by Shkurti and Mustafa (Shkurti & Mustafa, 2024). The implications extend to understanding that employee involvement significantly correlates with enhanced organizational outcomes.

In summary, the synthesis of these studies illustrates a nuanced understanding of the impact of work values on employee engagement, with a particular focus on Prestige, Availability, and the lack of significance attributed to Meaningfulness and Safety. Thus, improving organizational resources and aligning them with employees' work values can not only enhance engagement but also drive better performance outcomes.

Table 13
Multiple Regression Analysis on
Employees on their Work Values in terms
of Economic Return

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sigma
	B	Std. Error			
(Constant)	3.944	.132		29.784	.000
Meaningfulness	.006	.035	.015	.162	.871
Safety	-.002	.038	-.004	.043	.966
Availability	.065	.046	.150	1.408	.161
R square = 0.019					
F = 0.879					
df ₁ = 4					
df ₂ = 179					
p-value = 0.478					

Multiple regression was calculated to determine whether employee engagement in South Luzon Expressway in terms of economic return was affected by employees' work values.

The data presented in Table 13 shows the value of R squared ($R^2=0.019$), which denotes that a 1.9% increase in Employee Engagement in South Luzon Expressway in terms of Economic Return is attributed to the Employees on their Work Values. The p-value = 0.478 generated from the ANOVA table explains that we have enough evidence to show that employee engagement in South Luzon Expressway in terms of economic return is not

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significantly affected by the employees' work values. The respondents also agreed that Meaningfulness ($p = 0.871$), Safety ($p = 0.966$), and Availability ($p = 0.161$) have no significant influence on Employee Engagement in South Luzon Expressway in terms of Economic Return.

The analysis of employee engagement in relation to economic return in workplaces, such as the South Luzon Expressway, indicates that variables linked to work values do not significantly impact engagement outcomes. Specifically, the p-values obtained (e.g., 0.478 for economic return, 0.871 for Meaningfulness, 0.966 for Safety, 0.161 for Availability) demonstrate a lack of significant influence from these factors on employee engagement metrics. Such findings align with the literature suggesting employee engagement is influenced by specific drivers rather than general work values.

For instance, Baño et al. emphasize that specific drivers of engagement—namely communication and work-life balance—are significantly correlated with organizational performance. Their work underlines that while general constructs like engagement may hold value, it is often the nuanced drivers that directly correlate with performance outcomes, particularly in settings such as the banking industry, which can draw parallels with the operational context of the South Luzon Expressway (Baño et al., 2024). Additionally,

Kumar et al. report a significant correlation between employee wellness and engagement, highlighting that engagement often depends on intrinsic and extrinsic factors beyond mere work values, reinforcing the importance of focusing on specific engagement drivers for enhanced performance (Kumar et al., 2020).

Moreover, in the domain of employee engagement research, the interaction between motivational and satisfaction factors shows variability in their predictive capabilities regarding business performance. For example, while Qian and Li discuss the significance of employee engagement, they do not directly address the economic return relative to work-related values, suggesting that a more detailed analysis is necessary to disambiguate these relationships in different industries (Qian & Li, 2023). However, Falola et al. found that management initiatives significantly impact talent engagement in the Nigerian pharmaceutical industry, emphasizing that management actions may better channel engagement into performance outcomes, which elucidates a potential area for strategic focus in organizations (Falola et al., 2020).

In summary, while employee engagement remains a critical theme in organizational performance and economic return, data supports that across various environments—including transportation and logistics, such as the South Luzon Expressway—variations in work values reflect

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minimal direct impacts on engagement metrics. The empirical evidence suggests a closer examination of specific engagement drivers and management approaches as more effective avenues for fostering a productive workforce.

CONCLUSION AND RECOMMENDATION

The study reveals that most respondents from South Luzon Expressway are young adults (21–30 years old), predominantly female, with 0–5 years in service, and from lower-income backgrounds. In terms of employee engagement, respondents strongly agree that they feel safe, find meaning in their work, and are available to invest effort in their tasks, with **Safety** being the most emphasized dimension. Regarding work values, **Security** ranks highest, followed by Economic Return, Way of Life, Prestige, and Associates—all rated with strong agreement. Correlation analysis shows that **Security and Prestige** significantly influence employee engagement, especially through **Availability**, while other work values like Way of Life, Associates, and Economic Return show no significant effect. Overall, ensuring a safe, secure, and respectful work environment enhances engagement among employees.

Recommendations

1. Introducing Job Enrichment Initiatives
2. Implement employee wellness programs to improve energy and focus, including

health breaks, flexible scheduling, and physical fitness initiatives.

3. Promote work-life balance policies to reduce burnout and maintain job satisfaction.
4. Strengthen Team Dynamics through Team-Building Activities
5. Peer Mentoring Programs
6. Conduct a Compensation Benchmark

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