



**“The Influence of Work Environment on Employee Engagement of Local Government Unit in Municipality of Candelaria Zambales”**

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**ABSTRACT**

This study intends to determine and analyze the influence of Work Environment on employee engagement of Local Government Unit (LGU) in Municipality of Candelaria Zambales. The respondents were composed of a sample size of 159 employees of LGU-Candelaria, from the total population of 270, using the Raosoft calculator at 95% level of confidence and 5% margin of error. The survey questionnaire method was used in data gathering, composed of 3 parts:

(1) the profile of the respondents, (2) assessment on the influence of work environment, and (3) assessment on the employee engagement.

The findings indicate that the majority of the respondents belong to the age group of 18-28 years old, females, Bachelor's degree holder, singles, on a permanent employment status, with 6-16 years of tenure, and with a salary of below P10,000 monthly. The respondents agree on the influence of physical work environment, psychological work environment, social work environment, and workplace flexibility. The respondents agree on their assessment on the employee engagement. There is a significant difference between the influence of work environment in terms of physical, psychological, social, and workplace flexibility, and the employee engagement. And, there is a moderate significant relationship between the psychological work environment social work environment, and the employee engagement. On the other hand, there is a low significant relationship between the physical work environment and workplace flexibility, and the employee engagement. Therefore, it was recommended that the organization may enhance their physical working environment thru upgrading infrastructure and equipment. It is also encourage that the organization may provide or create security and safety policies and health and wellness programs and interventions for employees. The organization may enhance their psychological working environment thru fostering the employee benefits, sense of belongings, and support from the management. The organization may boost their employee's morale and drive employee engagement thru employee incentive programs such as recognitions, rewards, and personal growth. The organization may enhance their social working environment thru harmonious and happy workplace where the presence of collaboration and cooperation between employees is evident. Organization may conduct seminars, trainings and team building programs to improve employees' social work environment and their engagement to their work. And lastly, organization may develop flexible time thru implementing flexible scheduling so that employees can enjoy their work-life balance, that is working while having responsibilities with their family at the same time and provide work-life balance programs such as family day programs.

**Keywords:** *Work environment, physical work environment, psychological work environment, social work environment, workplace flexibility, employee engagement, local government unit.*

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**INTRODUCTION**

The Environment in which the organizations operate today is highly competitive and many organizations are putting in place measures to achieve operational excellence in order to improve their positioning in the industry. To achieve this, a lot of attention is shifting to the role of human resources in organizational performance. Employee engagement is one way through which organizations can ensure success and achieve competitiveness [1].

Employee Engagement is a workplace approach resulting in the right conditions for all members of an organisation to give their best each day, committed to their organisation's goals and values, motivated to contribute to organisational success, with an enhanced sense of their own well-being [2].

Work Environment is a condition that exists around workers. The environment greatly influences a person in carrying out tasks that are charged [3]. Furthermore, the work environment is a whole ranging from human resources to

tools and materials faced, the surrounding environment where a person works, methods of work, and work arrangements both as individuals and as groups [4].

Many businesses fail to understand the importance of working environment for employees' engagement and thus face a lot of difficulties during their work. Employee is an essential component in the process of achieving the mission and vision of a business. Employees should meet the performance criteria set by the organization to ensure the quality of their work. To meet the standards of organization, employees need a working environment that allows them to work freely without problems that may restrain them from performing up to the level of their full potential [5].

As we faced today's issue which is the pandemic, most of the organizations started working online and initiated a work-from-home regime but it is difficult for employees as they do not feel the organizational climate at home, work-life conflict arises due to lack of concentration and they do not have the proper equipment and tools to use for their work. And, they are not sure about their job security and also about their salary. Due to these problems, employees could not concentrate/focus on their work, so there is a need for employee engagement [6].

As large numbers of workers are forced to work from home, many face challenges due to such fundamental issues as not having space in one's home to attend to work. Employees who live with others also face a larger set of challenges than those who live alone since they need to navigate others' space as well [7].

People are very happy to have a job, but many of them no longer feel that their workplace is a second home, although much of their time is spent in the office. This often leads them to feel forced to accommodate with the uncomfortable environment. An employee's workplace environment is a key determinant of the quality of their work and their level of productivity. How well the workplace engages an employee impacts their desire to learn skills and their level of motivation to perform. In a world of increasingly global competition among companies and even among countries; the good performance of human resources is needed [8].

The objective of this study is to know the influence of work environment on employee engagement of Local Government Unit in Municipality of Candelaria, Zambales. This study aims to explore employee engagement which is predicted to be affected by work environment such as physical, psychological, social and work flexibility.

## **LITERATURE REVIEW**

### **1. FOREIGN LITERATURE**

#### **Physical Work Environment**

Employee engagement is affected by physical work environment. The physical work environment has an impact on staff functions and will determine the organization's well-being. The indoor and outdoor office layout, temperature, comfort zone, and office work setup or arrangement all contribute to the physical work environment [9].

Several review prospective studies of physical environment that has a relationship in job performance found a positive relationship between physical environment and job performance with their sample of the employees of private hospitals of Hyderabad [10]. Khaled Al-Omari & Haneen Okasheh investigated the influence of physical environment on job performance. They used 85 employees in Engineering company in Jordan and findings revealed that the situational constraints constituted of factors such as noise, office furniture, and ventilation [8].

When it comes to workplace design, some of the current aspects of the space are stable, while others are vulnerable to alteration and adjustments. Walls, windows, and furniture anchored to the floor, for example, are all stable aspects of the area. Partitions, seats, tables, and cupboards, for example, may all be reconfigured. Previous researcher show that physical work environment affect the people's well-being, satisfaction and performance. Furthermore, it can influence individuals' or groups' ability to arrange and control their situation for continuity and coherence with the whole organization, such that physical space in the work environment can contribute to peoples' and organizations' competitive advantages. Thus, promoting individuals' satisfaction and performance is possible, due to paying more attention to designing the workplace and facilitating the work environment to have more control over their workplace [11].

#### **Psychological Work Environment**

According to job demands-resources model by Arnold Bakker & Evangelia Demerouti, demands are defined as elements of the work context associated with the experience of stress, which, therefore, may dampen work performance and impair well-being [12]. In turn, resources are the conditions of the work environment that have the potential of motivating employees and therefore facilitating their performance and enhancing their sense of well-being. This distinction implies that demands denote threats for the work and the self, whereas resources entail potential rewards for the same outcomes. Thus, for example, workload and time pressure are primarily threats for work performance, which are prompted by the experience of stress. In turn, resources, such as job control and social support, entail opportunities to

do the work beyond its minimum requirements, which is conveyed by the experience of motivation. Thus, demands and resources are not the opposite ends of the same continuum, but independent factors with different meaning and psychological consequences, such that demands are primarily predictors of stress experiences, whereas resources of motivation states [13].

Furthermore, the psychosocial work environment expressed in demands and resources is given in a multilevel structure. The latter means that elements of the work context are more proximal or distal to the individual employee experience, expressed in the job, the group, and the organization referents [12]. Thus, this multilevel structure defines a hierarchical system in which the diverse psychosocial factors are located [14]. Finally, the organizational-level context is given by distal work conditions affecting all organizational members, independent of their specific jobs and groups. Examples of organizational demands and resources are unfair practices, job insecurity and rewards clarity [15].

### **Social Work Environment**

Social work environment refers to how we interact with and are affected by the people around us such as co-workers and supervisors. It also includes digital forums like email, text messages and social media [16].

The process involves supervisor's providing social supportive environment and concerning workers' well-beings, which then make workers committed to return high performance to the organization [17].

Supervisory behavior influences employee job satisfaction and employee engagement as an extrinsic job factor. In a qualitative exploration of the effect of human resource practices on employee engagement and business success, Albrecht, Gruman, Bakker, Macey & Saks, identified themes suggesting that extrinsic job factors support employee job satisfaction and employee engagement. They also suggested that the extrinsic job factor of supervisor feedback facilitates the processes to improve organizational dedication, organizational performance, and organizational profitability [18]. Cahill, McNamara, Pitt-Catsouphes, & Valcour found that perceived supervisor support influences employee job satisfaction, employee engagement, organizational commitment, productivity, and performance [19].

Role clarity concerns the extent to which individuals comprehend the responsibilities, duties, tasks, and expectations of their work roles [20]. It acts as a vital enabler in formulating and maintaining collaborative work practices. Some studies suggest that working in teams and reporting to several managers can improve clarity in tackling more complex and abstract tasks, but other studies have shown that multiple roles and communication channels may also create ambiguity and conflicts [21].

### **Workplace Flexibility**

Workplace flexibility is defined as a formal or informal agreement between an employer and employee to provide individual job control over flexibility in timing, location, amount, or continuity in concert with nonworking needs [22]. There must be a balance between job and personal life, having the sense of balance will boost employee job satisfaction because they will feel that they are not disregarding other aspects of their lives that are as essential, if not more important, to them than work. Employees might feel more confident about themselves and perform better at work when they meet their many needs and goals in life, such as those of family, friends, spiritual interests, self-growth, and so on. Apart from that, individuals who have gathered more life experience outside of work might apply what they have learned to their employment [23].

In other words, work-life balance may foster innovation and outside-the-box thinking. Enhance staff productivity workers who put forth the effort are frequently classified as good employees. They put forth a lot of effort and sacrificed their personal time to do well at work. Managers must demonstrate that this is not acceptable by recognizing workers who go above and beyond. Maintain a healthy work-life balance (e.g., leave work on time) and yet function well [23].

Research from Cambridge University revealed that some flexible working arrangements such as part-time and zero hour contracts could adversely affect employee well-being by making them feel anxious about the uncertainty of stable hours of work [24].

### **Employee Engagement**

Employee Engagement is a situation where a person has an engagement and commitment to work [25]. According to another opinion, employee engagement is a positive energy that motivates and connects employees to their organization, in the emotional, cognitive, and physical aspects [26]. According to Owais Nazir & Jamid Islam, employee engagement has two factors, they are employee satisfaction and employee commitment [27]. If a company wants to increase the performance of their employees, they have to pursue the benefits of employee engagement, because employee engagement will increase employee's performance. According to Tannady, Gunawan, & Heryjanto, employee that has employee engagement tends to believe in organization's vision and mission, love their work, need no disciplinary

punishment, can be trusted, respect their leaders, keep improving their skills, have a source of extraordinary ideas, and willing to give the best contribution they can [28].

## **2. LOCAL LITERATURE**

All employees must feel safe and included within their company. Your workplace should respect all employees' sexual orientation, age, beliefs, gender, skills, race, career experience, and cultural background. A company that fosters an inclusive culture in the workplace can boost the business's chances of success through improved employee engagement and productivity [29].

As stated in the report of Mark Louis Ferrolino, special feature writer, working environment in the Philippines, particularly in the past 10 years, went through rapid and significant changes. From the traditional cubicle-style setup, primarily designed for employees to stay focused all the time, workplaces today have open space design that encourage collaboration and creativity between staff. As key developments in the realm of office culture take place, the way people perform their work has also evolved [30].

Technology is revolutionizing the local working environment, offering boundless opportunities for the employees to be productive and efficient with utmost convenience. Devices such as smart phones, tablets and laptops allow employees to send e-mails, check documents, and talk to their colleagues anytime and anywhere. Video conference also allows people to participate in important meetings wherever they are [30].

Lars Wittig, country manager of Regus Philippines, shared in an e-mail to Business World that as generations grow up in this kind of setting — expecting to be able to communicate cheaply and rapidly from anywhere in the world — it follows that they expect this to also be the case in the professional arena [30].

Having a flexible workspace is important for employees who want to manage work-life balance. Thus, for start-ups to drive business growth and for well-established companies to expand further, providing the ideal work environment for employees while avoiding unnecessary costs is a great plan [30].

## **3. FOREIGN STUDIES**

### **Work Environment and Employee Engagement**

Working environment is important in an organization and it is perceived to motivate employees that results in a better productivity, greater passion for business and a deeper engagement with their customers. It is also believed that an individual would contribute positively to the business outcome when they feel valued and respected at their workplace [31].

From the study entitled “How Work Environment Affects Employee Engagement in Telecommunication Company” found that work environment have a great impact on employee engagement where it shows that respondents feel that environment is more important to engagement of employees. Work environment does not only need to be conducive but also needs to be free for employee to contribute their effort towards the organization [32].

As studied by Vidhi Tyagi entitled “Working Environment”, found that working environment is contributing up to 63.4% towards employee engagement i.e. if employees feel satisfied with the working environment or they got favorable environment at the work place, they feel engaged at work and thus their efficiency towards work increases. This study specifically found quality of work life, appreciation and harmonious relationships and communication system as factors of working environment which influence employee engagement [33].

As a result of the study of Raqiz & Maula-Bakhsh, such working environments where employees are made a part of the overall decision making process, being given flexible working hours, less work load, a team work approach and a supportive top management have positive impact on the performance of employees. This leads to high level of employee job satisfaction thus making the employees more committed towards their business, more motivated to work hard and more inclined to get high productivity for their firms benefiting their respective businesses in the long run [34].

Agbozo, Owusu, Hoedoafia, & Atakorah mentioned in their study entitled “The effect of work environment on Job satisfaction: Evidence from the Banking Sector in Ghana”, that a good working environment ought to bring about happiness and morale in the way it impacts the employees mentally, physically, and psychologically. This condition makes the work environment most ideal working conditions for employees to work in [35]. Wamalwa, Kimutai, & Wandera also mentioned in their study entitled “Effect of Internal Work Environment on Employee Performance in Public Secondary Schools in Kimilili Sub-Country, Kenya”, that the environment were people work plays a central role for performance and productivity of an employee given that the feature of working environment may simply determine the level of employee motivation [36].

### **Physical Environment and Employee Engagement**

Eliot Kukiqi stated in his study entitled “Environmental conditions and work satisfaction in the Republic of Kosovo” that the work environment, especially the physical work environment has a significant influence on employee satisfaction. This means that lighting, temperature and the presence of conditioning plants can provide comfort and job satisfaction for their employees [37].

Cynthia Nanzushi found in her study entitled “The Effect of Workplace Environment on Employee Performance in the mobile Telecommunication Firm in Nairobi City Country” that elements of the physical workplace play an important role in positively influencing the employees' performance. The study also shown that furniture comfortability, undisturbed work environment devoid noise and a spacious office with enough lighting would boost the employees' performance [38]. In addition, Samson, Waiganjo, & Koima found in their study “Effect of Workplace Environment on the Performance of Commercial Vanks Employees in Nakuru Town”, that better physical workplace environment will boost employees' performance and ultimately improve their productivity [39].

According to Gladys, Asawo, & Gabriel, workplace designed should be designed to be comfortable, flexible and aesthetic to support employee engagement and well-being, while taking into account the needs and limitations of employees who occupy the facilities, more especially, as it relates to their health, safety and reduction of human error. In addition, a conducive physical workplace environment is necessary and important as it gives a pleasurable experience to employees, enables them to actualize their abilities, controls their behavior and connects them physically, cognitively, emotionally to their work roles and ultimately builds up resistance to the thought of severing ties with the organization [40].

### **Psychological Work Environment and Employee Engagement**

Dorothea Ariani explores the relationship with the supervisor and co-workers' psychological condition and employee engagement in the workplace found that employee relationship with co-workers and supervisors has a direct effect on the psychological condition of the employees in the workplace. Psychological conditions which include meaningfulness, safety, and availability are psychological effect on employee engagement [41].

Rabindra Pradhan & Lalatendu Jena mentioned in their study entitled “Impact of Psychological Capital on Organizational Citizenship Behavior: Moderating Role of Emotional Intelligence States”, that management style of work, reward, discipline and work motivation significantly impacts the performance of employees. Many companies tend to focus their employee engagement efforts on quick fixes like promotions, bonuses and raises, flexible work arrangements, or convenient perks like catered meals, game rooms and happy hours. But these types of benefits are just part of the story [42]. Chritina Zurek indicates in her study “The Impact of Social Psychology on Employee Engagement”, that Identity Benefits are actually the top driver of employee engagement, highlighting the need to continually foster employees' pride, self-esteem and sense of belonging. By understanding these psychological forces organizations can improve employee loyalty and drive engagement [43].

### **Social Work Environment and Employee Engagement**

Jyoti Sharma & Rajib Dhar revealed in their study entitled “Factors Influencing Job Performance of Nursing Staff: Mediating Role of Affective Commitment”, that organizational support has a positive influence on employee commitment and engagement [44]. As studied by Sumiyati, Masharyon, Purnama, & Patama entitled “The Effect of Social Work Environment on Employee Productivity in Manufacturing Company in Indonesia”, social work environment positively effects the employees' productivity, where the increase in social working environment will affect the increased in productivity of the employees [45].

As indicated by Eliot Kukiqi, healthy relationships inspire and motivate the employees, increasing their morale and are then able to focus and effectively complete their tasks. Good relationships at workplace also encourage teamwork; employees are able to support each other, realizing more success, which trickles down to personal job satisfaction [37].

### **Workplace Flexibility and Employee Engagement**

Several studies have identified the relationship between employee engagement and work-life balance. “The 3 engines of employee engagement” study by Joe Robinson, noted that work-life balance is positively related with employee engagement. Employees who experience flexibility in doing their work tasks and has the power to balance between their life work and personal life are more engaged and more positive on their jobs. Furthermore, those who are treated well by the organizations, employees reciprocate that fair treatment by exhibiting positive behaviors in the organization. These positive behaviors may include dedication, vigor, and energy, which are the antecedents of employee engagement [46].

“The Impact of Time Spent Working and Job-fit on Well-being around the World” studies by James Harter & Raksha Arora found that an organization implementing work-life balance with experience a high levels satisfaction among employees which rests into their engagement and retention. Employees prefer the work environment where the employer has implemented policies that enable them to reduce work and personal related conflicts. By implementing flexible conditions of work, employees will be able to balance their home and work demands. The workplace is highly attracting female 23 employees who have multiple roles as mother and a worker hence then need to come up with policies that carter for all employee’s needs [47].

Additionally, “The Relationship between Work-life Balance, Work Engagement and Participation in Employee Development Activities: A Moderated Mediation Model” study of Marjolein De Kort, also identified that work-life balance and employee engagement are positively and significantly related. He was also noted that employees who exhibit work-life balance participate more in organization’ development programs and activities [48]. Same is true with the study of Biswajit Bhattacharya “The Relationship between work-life balance and employee engagement”, the findings showed that employees who exhibit work-life balance increase their efforts at work and contribute a lot in the organization through high performance, decreased absenteeism, and less turnover. In short, employees become more engaged at work. It was also identified that the role of the employer is huge particularly in understanding the needs and concerns of the employees [49].

#### **4. LOCAL STUDIES**

In the study conducted by Chavez, Malabanan, Ramillo, Sarapat, & Buluran entitled “Effects of Work Environment to the Health and Productivity of Workers of IM Digital Philippines Inc.” respondents evaluate the work environment of IM Digital Philippines Inc. in terms of illumination, noise, temperature and ventilation as “Good”. The evaluation tells that the IM Digital Philippines Inc. working environment provides a good level of illumination, noise, temperature and ventilation for its workers [50].

From the socially constructed knowledge, it is plausible to conclude that employee engagement is a conscious decision of employees to attach and detach self to role and organization. Employees consciously assess the value of engagement. Engagement is a triad of employee, organization and work, not a two-way relationship between the employee and the organization. There can never be no authentic engagement if one of the triads is detached from the two. Employee engagement increases employee attachment to role and organization that produce positive personal and organizational outcomes. Role attachment is internally driven just by a single factor: work content. No internal engagement driver is offered by the organization. Compensation and benefits are key engagement drivers in the local setting. There is no standard measure in the determination of the degree of importance of engagement drivers, but they are purely dependent on individual assessment of employees based on the meets their expectations. Engagement drivers are not prescribed but discretionary role and organizational attachment effort of the employee. Engagement, therefore, is a state of behavior and not a set of behaviors[51].

"The Influence of Work life balance on Employee engagement among workers in Pampanga. Philippines: A Structural Equation Modelling Approach" was conducted to examines the influence of work life balance on employee engagement. The data were gathered from the employees of Pampanga Chamber of Commerce (PAMCHAM) member organizations in the following sectors: banking, education and auto sales sector. This result suggests that employee engagement increases when there is a decrease in family work conflict [52].

The leaders and supervisors at the provincial government of Romblon exhibited servant leadership behaviors most of the time in their dealing with their followers. The employees at the provincial government are committed to their leaders most of the time in terms of identification with their leader and internalizing the values of their leaders. The results on the work engagement suggested that the employees at the provincial government were engaged most of the time in their work. The provincial government employees of Romblon were satisfied most of the time on their jobs. The findings of the study helped us conclude that whenever servant leadership behaviors were strongly exhibited by the government leaders, there was significant increase in the employee commitment to supervisor, work engagement and job satisfaction of employees. The partial mediation of employee commitment to supervisor can further enhance the influence of servant leadership on job satisfaction. The Influence of servant leadership on job satisfaction can be significantly improved by the mediating role of work engagement [53].

#### **METHODOLOGY**

This research uses quantitative approach with descriptive survey method conducted on the employees of Local Government Unit in Municipality of Candelaria Zambales, with total sample size of 159 employees. All variables in the study were measured using a Likert scale of 1-5.

## RESULTS AND DISCUSSION

### 1. Profile of the Respondents

Table 4 shows the frequency and percentage distribution of the respondents according to their profile variables.

**Table 4:** Frequency and Percentage Distribution of the Respondents According to their Profile Variables

Profile Variables		Frequency(f)	Percentage(%)
Age	18-28yearsold	49	30.82
	29-39yearsold	38	23.90
	40-50yearsold	37	23.27
	51-60yearsold	17	10.69
	61yearsoldand above	18	11.32
	Total	159	100.00
Sex	Male	59	37.11
	Female	91	57.23
	Others	9	5.66
	Total	159	100.00
Highest Educational Attainment	Elementary Graduate	9	5.66
	High School Graduate	26	16.35
	Vocational	18	11.32
	Bachelor's Degree	90	56.60
	Master's Degree	15	9.43
	Doctor's Degree	1	0.63
	Total	159	100.00
Civil Status	Single	71	44.65
	Married	68	42.77
	Separated	11	6.92
	Widowed/Widower	9	5.66
	Total	159	100.00
Employ-ment Status	Permanent	60	37.74
	Casual	44	27.67
	Job Order	44	27.67
	Others	11	6.92
	Total	159	100.00
Tenure	Below5years	63	39.62
	6-16years	74	46.54
	17-27years	12	7.55
	28-38years	10	6.29
	Total	159	100.00
Monthly Salary	Below10,000php	71	44.65
	10,001-20,000php	63	39.62
	20,001-30,000php	13	8.18
	30,001-40,000php	11	6.92
	50,001-60,000php	1	0.63
	Total	159	100.00

**Age.** The majority of the respondents belong to the age group of 18-28 years old with 49 or 30.82%, while the least belong to the age group of 51-60 years old with 17 or 10.69%. The results indicate that middle adulthood employees are majority in the workforce of LGU-Candelaria.

**Sex.** The majority of the respondents were females with 91 or 57.23%, while the least belong to the others category with 9 or 5.66% from the total respondents. It shows that the LGU preferred females than other sexes in the workforce.

**Highest Educational Attainment.** The majority of the respondents obtained a Bachelor's degree with 90 or 56.60%, while the least was a holder of doctor's degree with 1 or 0.63% from the total respondents. The results indicate that finishing college education is a pre-requisite for employability.

**Civil Status.** The majority of the respondents were singles with 71 or 44.65% compared to widowed/widower with 9 or 5.66% respectively. The data clearly reveal that the respondents were still single. Settling marriage is not yet their priority for they are bound and committed to help parents to alleviate from poverty and economic status.

**Employment Status.** The majority of the respondents were on permanent employment status with 60 or 37.74%, while the least were on others employment status category with 11 or 6.92%, from the total respondents.

**Tenure.** The majority of the respondents have a tenure of 6-16 years with 74 or 46.54%, while the least have a tenure of 28-38 years with 10 or 6.29% respectively.

**Monthly Income.** The majority of the respondents were earning an income of below P10,000 monthly with 71 or 44.65%, while the least were earning above P50,000-P60,000 with 1 or 0.63%, from the total respondents.

## 2. Respondents' Assessment on the Influence of Work Environment on Employee Engagement Physical Work Environment

Table 5 shows the respondents' assessment on the influence of work environment in terms of physical work environment.

The respondents agree that physical work environment influence work environment with an overall weighted mean of 3.64. Likewise, they agree that the offices are clean with the highest weighted mean of 4.45 and ranked 1st. But they disagree that the work environment is unsafe with the lowest weighted mean of 1.95 and ranked 10th, respectively.

**Table 5:** Respondents' Assessment on the Influence of Physical Work Environment on Employee Engagement

Statements	Weighted Mean	Descriptive Interpretation	Rank
1. Workplace in the office is adequate.	4.15	Agree	7
2. There is Congestion in the offices	2.72	Neutral	8
3. Workplace machines and tools are readily available.	4.21	Agree	4.5
4. The employer provides health and safety measures for employees.	4.26	Agree	2
5. Employer Provides me with safety training.	4.21	Agree	4.5
6. Accidents are frequent in the organization.	2.06	Disagree	9
7. Wellness programs are provided to employees.	4.18	Agree	6
8. Welfare programs are provided to employees.	4.23	Agree	3
9. Work environment is unsafe.	1.95	Disagree	10
10. Offices are clean	4.45	Agree	1
<b>Overall Weighted Mean</b>	<b>3.64</b>	<b>Agree</b>	

The findings show that the respondents agree that physical work environment influence employee engagement particularly if the offices are clean and if they were provided health and safety measures. According to [54], the indoor and outdoor office layout, temperature, comfort zone, and office work setup or arrangement all contribute to the physical work environment. It was also found out that physical work environment contributes positively to employees' job performance that make them engage in their job [10]. Another study claimed that situational constraints constituted of factors such as noise, office furniture, and ventilation, thus, affect them negatively.

### Psychological Work Environment

Table 6 shows the respondents' assessment on the influence of work environment in terms of psychological work environment.

The respondents agree that psychological work environment influence work environment with an overall weighted mean of 4.20. Similarly agree that they are happy with the job benefits provided with the highest weighted mean of 4.45 and ranked 1st, as well as, they agree that employees are involved in decision making and that they are made accountable for their job with the lowest weighted means of 3.62 and ranked last, respectively.

**Table 6:** Respondents' Assessment on the Influence of Psychological Work Environment on Employee Engagement

Statements	Weighted Mean	Descriptive Interpretation	Rank
1.I have sufficient support from my boss.	4.29	Agree	5
2.My boss provides me with adequate resources to do my work.	4.27	Agree	7
3.I am happy with the rewards provided by my employer	4.28	Agree	6
4.I am happy with the job benefits provided.	4.45	Agree	1
5. I am safe and secure working in the organization.	4.39	Agree	4
6.I am happy with The leadership in the company.	4.43	Agree	2
7.Employees are recognized for better performance.	4.22	Agree	9
8.Employees are involved in decision making.	3.62	Agree	9.5
9.I am made accountable for their job.	3.62	Agree	9.5
10. My job provides me with adequate challenge	4.42	Agree	3
<b>Overall Weighted Mean</b>	<b>4.20</b>	<b>Agree</b>	

The results indicate that the respondents agree that psychological work environment influence the employee engagement particularly with the provided benefits from the organization; this is because, psychosocial work environment expressed in demands and resources is given in a multilevel structure which are elements of the work context are more proximal or distal to the individual employee experience, expressed in the job, the group, and the organization referents [12;14]. Furthermore, the experience of stress dampens work performance and impair the well-being of the employees [12].

Resources are the conditions of the work environment that have the potential of motivating employees and therefore facilitating their performance and enhancing their sense of well-being.

### Social Work Environment

Table 7 shows the respondents' assessment on the influence of work environment in terms of social work environment.

The respondents agree that social work environment influence work environment with an overall weighted mean of 4.20. However, they strongly agree that the work environment is friendly with the highest weighted mean of 4.57 and ranked 1st. On the contrary, they disagree that the work environment is intimidating with the lowest weighted mean of 2.28 and ranked 10th, respectively.

**Table 7:** Respondents' Assessment on the Influence of Social Work Environment on Employee Engagement

Statements	Weighted Mean	Descriptive Interpretation	Rank
1. I enjoy a good working relationship with my boss.	4.42	Agree	3.5
2. My boss is a wonderful person to work with	4.42	Agree	3.5
3. Work environment is friendly	4.57	Strongly Agree	1
4. I am happy working with my colleagues	4.37	Agree	7
5. Work environment is intimidating	2.28	Disagree	10
6. We work as a team in the department	4.30	Agree	9

7. I have a feeling of well-being with my colleagues	4.41	Agree	5.5
8. I have a person at work who I can confide in	4.33	Agree	8
9. I can receive help from my colleagues to carry out my work.	4.41	Agree	5.5
10. I have the opportunity to contact and collaborate with work colleagues.	4.47	Agree	2
<b>Overall Weighted Mean</b>	<b>4.20</b>	<b>Agree</b>	

The findings show that the respondents agree that social work environment influence the employee engagement particularly a friendly and collaborative work environment; which involves providing social supportive environment and concerning workers' well- beings, making workers committed to return high performance to the organization [17], this is because, supervisory behavior influences employee job satisfaction and employee engagement as an extrinsic job factor. Furthermore, [19] found out that organization's support influences employee job satisfaction, employee engagement, organizational commitment, productivity, and performance.

### Workplace Flexibility

Table 8 shows the respondents' assessment on the influence of work environment in terms of workplace flexibility.

The respondents agree that social environment influence work environment with an overall weighted mean of 3.93. They likewise agree that the management of the organization is accommodative of family related needs with the highest weighted mean of 4.31 and ranked 1st, but they are neutral on compressed work week option for employees with the lowest weighted mean of 3.20 and ranked 10th, respectively.

**Table 8:** Respondents' Assessment on the Influence of Workplace Flexibility on Employee Engagement

Statements	Weighted Mean	Descriptive Interpretation	Rank
1. My organization has flexible work arrangement	4.08	Agree	4
2. I have a choice of when I can undertake my work.	3.75	Agree	8
3. My employer provides me with the chance to choose where I can work.	3.80	Agree	7
4. Telecommunicating is provided by my Employer and enables me to work from Home or away from the offices.	3.71	Agree	9
5. There is a Compressed workweek option for employees	3.20	Neutral	10
6. The employee has an opportunity For part-time work which I find preferable.	3.96	Agree	5
7. The employer provides assistance with childcare.	3.94	Agree	6
8. The employer allows employees to take Career breaks, i.e. opportunity to take study Leave for a given period of time.	4.23	Agree	3
9. In this organization, employees can combine career and family.	4.29	Agree	2
10. The management of this organization is accommodative of family related needs	4.31	Agree	1
<b>Overall Weighted Mean</b>	<b>3.93</b>	<b>Agree</b>	

The findings show that the respondents agree that workplace flexibility influence employee engagement particularly being an accommodative of employees' family-related needs where employees can combine work and family matters. It

is providing individual job control over flexibility in timing, location, amount, or continuity in concert with nonworking needs [22]. Apart from that, individuals who have gathered more life experience outside of work might apply what they have learned to their employment [23]. Therefore, a work-life balance may foster innovation and outside-the-box thinking and enhance staff productivity workers who put forth the effort are frequently classified as good employees [23].

Table 9 shows the summary of the results on the respondents' assessment on the influence work environment on employee engagement. The respondents agree on physical work environment, psychological work environment, social work environment, and workplace flexibility, respectively.

**Table 9:** Summary Table on the Respondents' Assessment on the Influence of Work Environment on Employee Engagement

Factors	Weighted Mean	Descriptive Interpretation	Rank
Physical Environment	3.64	Agree	4
Psychological Environment	4.20	Agree	1.5
Social Environment	4.20	Agree	1.5
Workplace Flexibility	3.93	Agree	3

All employees must feel safe and included within their company, a workplace should respect all employees because an organization that fosters an inclusive culture in the workplace can boost the business's chances of success through improved employee engagement and productivity [29]. Furthermore, the employee's working environment affects productivity, so the organization must provide a friendly working environment that will make employees work comfortably; providing a workplace that will enable employees to achieve their goals [55]. Therefore, working environment is important in an organization to motivate employees and engaged them that results in a better productivity [31].

### 3. Respondents' Assessment on the Employee Engagement

Table 10 shows the respondents' assessment on the employee engagement. The respondents agree on the employee engagement with an overall weighted mean of 4.37. They likewise agree that most of the systems and processes support getting work done effectively with the highest weighted mean of 4.47 and ranked 1st, as well as, they agree that they expect to stay in the organization until they retire with the lowest weighted mean of 4.26 and ranked 10th, respectively.

**Table 10:** Respondents' Assessment on the Employee Engagement

Statements	Weighted Mean	Descriptive Interpretation	Rank
1. I am satisfied Working for the organization	4.36	Agree	6
2. I am happy and committed to work for the government.	4.42	Agree	3
3. I believe for quality work as I work for the government.	4.40	Agree	4
4. I have an opportunity for professional growth and development.	4.30	Agree	9
5. My supervisor is a great role model for employees.	4.38	Agree	5
6. My employer provides recognition of my performance.	4.35	Agree	7
7. I rarely think of looking for job in An other organization.	4.31	Agree	8
8. I expect to stay in this organization until I retire.	4.26	Agree	10
9. I have access to things I need to do my job well.	4.45	Agree	2
10. Most of the systems and processes Here support getting work done effectively.	4.47	Agree	1
<b>Overall Weighted Mean</b>	<b>4.37</b>	<b>Agree</b>	

The results show that the respondents agree on the employee engagement assessment particularly the support of getting work done effectively; which make employees to be engaged and committed to work [25]. Accordingly, employee engagement is a positive energy that motivates and connects employees to their organization, in the emotional, cognitive, and physical aspects [26], satisfied employees are committed employees [27]. Therefore, if an organization wants to increase the performance of their employees, they have to pursue the benefits of employee engagement; which believe in organization's vision and mission, love their work, need no disciplinary punishment, can be trusted, respect their leaders, keep improving their skills, have a source of extraordinary ideas, and willing to give the best contribution they can [28].

#### 4. Test of Difference on the Respondents' Assessment between the Influence of Work Environment and Employee Engagement

Table 11 shows the test of significant difference on the respondents' assessment between the influence of work environment and employee engagement.

The computed value of  $t(158)=-20.999$ ,  $p=0.000$  for physical work environment;  $t(158)=-5.334$ ,  $p=0.000$  for psychological work environment;  $t(158)=-5.743$ ,  $p=0.000$  for social work environment; and  $t(158)=-9.638$ ,  $p=0.000$  for workplace flexibility was less than  $<$  the 0.05 Alpha Level of significance, therefore, the null hypothesis was rejected, hence there is a significant difference.

**Table 11:** Test of Difference on the Respondents' Assessment between the Influence of Work Environment and Employee Engagement

	t	df	Sig.(2-tailed)	Decision/Interpretation
Physical Work Environment	-20.999	158	.000	Reject Ho, Significant
Psychological Work Environment	-5.334	158	.000	Reject Ho, Significant
Social Work Environment	-5.743	158	.000	Reject Ho, Significant
Workplace Flexibility	-9.638	158	.000	Reject Ho, Significant

The results show a significant difference between the influence of work environment and employee engagement which indicates that there is evidence that physical, psychological, social work environment and workplace flexibility influence the employee engagement in their job and in organization. The finding conforms with the claims of [31] that an individual would contribute positively to the business outcome when they are engaged that is feel valued and respected at their workplace. Consequently, an appreciation and harmonious relationships and communication system as factors of working environment which influence employee engagement [33]. Furthermore, it was found out that physical work environment has a significant influence on employee satisfaction [37], management style of work, reward, discipline and work motivation significantly impacts the performance of employees [42], organizational support has a positive influence on employee commitment and engagement [44], and employees who exhibit work-life balance increase their efforts at work and contribute a lot in the organization through high performance, decreased absenteeism, and less turnover [49].

#### 5. Test of Relationship between the Respondents' Assessment on the Influence of Work Environment and Employee Engagement

Table 12 shows the test the significant relationship between the influence of work environment and employee engagement.

The  $r=0.459$ ,  $p=0.000$  for psychological work environment and  $r=0.478$ ,  $p=0.000$  for social work environment denotes a moderate and statistically significant relationship, while the computed value of  $r=0.343$ ,  $p=0.000$  for physical work environment and  $r=0.219$ ,  $p=0.000$  for workplace flexibility denotes a low and statistical significant relationship, therefore, the null hypothesis was rejected, hence, there're is a significant relationship between these independent and dependent variables.

**Table 12:** Test of Relationship between the Assessment of the Influence Work Environment and Employee Engagement

		Physical Work Environment	Psychological Work Environment	Social Work Environment	Workplace Flexibility	Decision /Interpretation
Employee Engagement	Pearson Correlation	.343**	.459**	.478**	.219**	Reject Ho Significant
	Sig.(2-tailed)	.000	.000	.000	.006	
	N	159	159	159	159	

\*\*Correlation is significant at the 0.01 level (2-tailed)

The results show that work environment influences the employee engagement, which conforms with the work of [5] that working environments make employees more motivated and engaged in their jobs which results to better productivity. It is also believed that an individual would contribute positively to the business outcome when they feel valued and respected at their workplace [31]. Accordingly, work environment has a great impact on employee engagement where it shows that respondents feel that environment is more important to engagement of employees [32;33]. Furthermore, physical work environment has a significant influence on employee satisfaction and engagement [37], psychological has positive effect on employee engagement [41], organizational support has a positive influence on employee commitment and engagement [44], and that employees who exhibit work-life balance increase their efforts at work and contribute a lot in the organization through high performance [49].

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