Factors Affecting Senior Citizen Work Engagement in Selected Fast Food Chains: Manager's Perception

Randolph Renz Alcazar[1], Hannah Marie Calupig[2], Rica Ellaine Pelayo[3], Marichou Fabregas Senorin[4]

De La Salle University - Dasmarinas Philippines

College of Tourism and Hospitality Management

Hospitality Management Department

Abstract: **Now particularly in the hospitality industry establishment are slowly hiring senior citizen or person with disabilities to become more productive and prolong their working life. The aim of this study is to identify the Factors Affecting Senior Citizen Work Engagement in Selected Fast Food Chains: A Manager's Perception. This research focused on quantitative data by conducting surveys to selected mangers to get their perception towards the factors that may affect their senior citizen employee's work engagement. The result of this research implies that technology affects their work engagement while health, attitude, culture and management strongly affects the work engagement of senior citizens.**

Keywords: **work engagement, aging, workforce, perception, dedication.**

I. INTRODUCTION

The success of an organization depends on the involvement and performance of its employees (Aboazoum et al., 2015). Employees that are well engaged at work are more positively motivated, committed, passionate, and empowered which is reflected on their work behavior (Mone and London, 2018). Therefore, maintaining employee motivation and involvement at work is important since an individual highly engaged can execute job not just for completion but with utmost passion to reach organization goals (Tanwar, 2017).

Furthermore, (Karatepe and Olugbade, 2009; cited in Putra et al., 2017) emphasized that gaining deeper comprehension of the concept of work engagement of the employees can help increase efficiency in terms of the effectiveness of management in different hospitality organizations. Since, efforts given by working staff play a big role helping these organizations in the growing competitive market (Green and Heywood, 2007; Khakali, 2017).

Employee engagement is vital to the productiveness of any establishment regardless of how they measure or address the concept of employee engagement. Researchers and several firms cohere that the engagement of an individual affects and correlates to their performance outcome (Popli and Rizvi, 2016). Therefore, individual performance directly impacts the organizations' delivery of its services and stability. The lack of qualified human resources such as managers and staff gives questions and problems for any corporation hence retaining and improving employees can bring out their full potential (Rastgoo, 2016; Sang-Bing 2018; Bejtkovsky, 2018).

Moreover, organization should understand and focus on employee engagement for the reason that an employee disengaged can cause great amount of loss for any business. An employee not well engaged in his/her work will show laziness and decreased performance effort which will reflect negatively in their performance and the overall growth of the organization (Allam, 2017).

(Khan, 1990; cited in Mansoor and Hassan, 2016) stated that the engagement of an individual is influenced by three psychological factors which is meaningfulness, safety, and availability. When this needs are felt by employees' higher level of engagement is expected. Therefore, to keep employees engaged it is clear that organizations should take necessary measures to make them feel valuable and believe that they are considered an asset to the company (Agrawal, 2016). Thus, addressing the factors that may have a detrimental influence in employee engagement is both important not just to the organization but to the individual as well. Understanding its relevance will help determine appropriate step to increase engagement (Othman et al., 2019).

Given that information engagement of employees at work is an important aspect to consider since the involvement of employees will determine the fate and success of different organization. Moreover, associated with engaged workers is that more effort is to be expected therefore resulting to better performance outcome.

However, with the global changes and people getting healthier as they age, aging workforce has been slowly emerging and are given opportunities to enter or retain jobs. According to (Claudia et al., 2018) Aging population is drastically increasing and has been an important market segment due to reasons that they are becoming healthier, educated, and lives longer which surpasses retirement age. As supported also by (European Commision, 2012; Ross, 2010; Toosi, 2012; Goštautaitė and Bučiūnienė, 2015) Workforces in most developed countries are aging rapidly due to increasing employment of older workers. Given that information an AARP survey by Kenneth Terrell (2018) showed that 3,900 people 45 and older found that even those who were retired (13 percent) said they were either still working or still eager looking for work.

As aging is marked as a global occurrence, different countries worldwide tackle it as an important issue that affects the social security of a country, thus addressing this occurrence seriously to ensure social stability. For example, in 2006 the Japanese government issued a mandated revised law which is the Elderly Employment Stabilization Law, which addresses discrimination problems and a potential solution to elder employment. Henceforward, government officials in Japan have considered strategies to further encourage strengthening the elder labor force by changing social security benefits, pension eligibility age, and additional elder in labor supply (Kondo and Shigeoka, 2017). Therefore, slowly the working opportunities in different nation is not only limited to younger counterparts instead several countries have been encouraging and taking different measures in addressing the participation of aging workers in labor force.

As supported by a cross-sectional study, 905 managers revealed that they consider aging workers vital and should be retained despite reaching the retirement age. They commended their older employees experience and skills positively contributing in labor force, which they believe is significant and should be further enhanced to prolong working life (Nilsson, 2018).In addition to that according to Burke (2016), it will be beneficial to retain older workers for the reason that this will help minimize cost in terms of hiring and training more staff, and most importantly older workers show undeniable strong work motivation which requires less supervision and can actually pass important knowledge that could help their younger counterparts.

Moreover, (Froyland and Terjesen, 2020) found that older workers are more stable and strong professionals, showing great amount of loyalty in terms of their job. As assessed by their respondents aging workers takes pride and have strong motivation which play a big factor in their performance because they often show enthusiasm and love towards what they do which makes them socially responsible with the task given to them.

Meanwhile in the Philippines, growing elderly increased rapidly and was estimated that by the end of 2018, Filipinos 60 years old and above will be about eight million, making 8.2% of the total population. Moreover, a growth in the percentage number of senior citizens in the Philippines to 4.9% by the year 2020 was even projected (ABSCBN News, 2018).

Recently, due to the overwhelming statistics of an aging population, Manila City government mandated the hiring of senior citizens and PWDs in fast food jobs as reported in The Manila Times (Mendoza, 2020). Ordinance number 8598 require fast food corporations operating in Metro Manila to temporarily employ qualified senior citizens and persons with disability. Salary of at least the minimum wage, least of four hours for at least four days in a week, and task that considers capability and health were amongst considerations (Galupo from PhilStar, 2020).

Given this situation the researchers would like to focus assessing the factors that may have detrimental influence in the work engagement of elderly people, known as senior citizens in line with the mandated ordinance in the recruitment of senior citizen in fast food chain in the city of manila. Since despite the mandated ordinance not all fast food chains in

manila are hiring these specific group and may still be hesitant to employ them. Therefore, the study can help further understand and encourage more establishment to hire aging workforce and help senior citizen to improve and participate more at work after assessing what factors could affect their engagement and what should be improved in order to increase work engagement among senior citizens.

II.   CONCEPTUAL FRAMEWORK

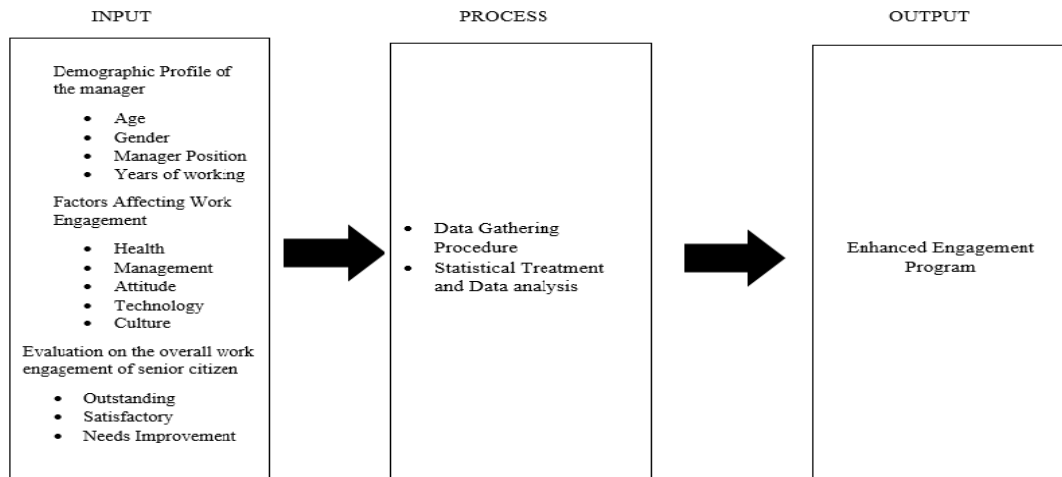**Fig. 1# Conceptual Paradigm of the study**

Figure #1 indicates the model that researchers would follow in conducting the study.

The study was anchored to Dave Lazor (2014)'s concept of employee engagement. He emphasized that employee engagement pertains to the involvement and satisfaction to ones work; and that there are contributing factors which can affect ones engagement and these are attitude, health, management, technology, and culture.

The concepts presented can be well understood through the study paradigm in Figure 1 that is adapted from Dave Lazor (2014).

Statement of the Problem

The study objectives are as follows:

1. Demographic profile of the managers in term of:

1.1 Name

1.2 Age

1.3 Gender

1.4 Job title

1.5 Number of years in the company

2. To determine how the different factors affect SC work engagement as perceived by their store managers in terms of:

2.1 Health

2.2 Attitude

2.3 Culture

2.4 Technology

2.5 Management

3. To know the overall work engagement evaluation of the manager's on their SC employees

4. To propose suggestions to enhance their engagement program based on study findings and implication.

REVIEW OF RELATED STUDIES

Different organizations tackle and assess work engagement of an employee which is significant to the overall success of the establishment and individual productivity. The following reviewed literature presents thematic factors that can affect work engagement of employees. Literatures have direct importance and meaning to the current investigation, enriching and giving supplement to the background and objectives of the study.

Health

Bakker and Schaufeli (2015) stated that engaged workers are considered valuable and considered a competitive advantage in an establishment. Workers in good health condition is associated to better work engagement, since engaged workers with good health means they can focus their energy, execute, and utilize their skill and job properly. Furthermore, (Chandani et al., 2016) explained that the level of engagement is highly linked to the sense of security of an individual while working. Hence, different establishment must implement appropriate system and methods that will foster the safety and health of employees. Since working hours, health, and safety are factors which can affect and drive employee engagement in different sectors. Workers who are well engaged at work will be highly energized, passionate, and happily dedicated at work.

Given that information hindrances such as demands and poor resources can lead to physical and psychological decline. Stressors hinder health condition directly and indirectly which can affect their work engagement. Therefore, employees' wellbeing and behaviour is significant which needs to be addressed and improved by managers to control loss in resources and control stressors (Kim and Beehr, 2018). (Bakker, Demerouti, & Schaufeli, 2003; cited in Upadyaya et al., 2016) emphasize that job demands should not always be viewed negatively, however when demands at work goes out of hand they may become stressors. Job demands become stressors when the requirement is already too high and the effort to be exerted by an employees exceed the minimum number they can produce.

(Leijten et al., 2015) stated that higher physical load, increase in psychological job demands, and decrease in job autonomy are determinants which affects health and result to poor physical health. Moreover, an employee physically and mentally healthy is found to be more engaged. Hence, burnout and work engagement are both correlated which makes employee mental and physical health significant to an employee's overall involvement (Bakker et al., 2014; cited in Van et al., 2017). Therefore, (Borrahlha et al., 2016) suggest that when it comes to stress, burnout, and emotional exhaustion, establishment should take necessary measures to reduce these experiences at work to increase and produce better productivity from employees and a healthy wellbeing

Attitude

(DiRenzo et al., 2015; cited in Zhang et al., 2015) emphasized that career attitude of an employee is highly associated to how they view their career, and which also affects their motivation to engage in their personal work aspect. An employee with positive career attitude may go beyond their work expectations and will experience a better work-life balance which increases work engagement.

Furthermore, (Wood and Sofat, 2013; Jung and Yoon, 2016) emphasized that employees who significantly appreciate and recognize their work has higher work engagement. Suggesting that an individual's positive mental attitude toward their work contributes and affects their overall engagement. Since an employee who positively views his/her job does not only positively affect their individual job experience and productivity but also improves their personal motivation and stability. Hence, increasing their work engagement. As supported by another group of authors (Dey et al., 2014; Hanaysha, 2016), employees who are well engaged tend to show undeniable work loyalty and productivity which is associated to positive attitude of an employee. Hence, they will most likely result to positive work behavior which is crucial towards the values and goals of an organization.

Therefore, (Belcher, 2019) explained that it is important for these establishment to have workers who are not only committed to comply with company goals but also be well involved with their own position and responsibilities. An employee with a committed attitude will show outmost willingness and dedication to do their responsibilities and even contribute new ideas that can help in the improvement of the company. Hence, committed employees result to better teamwork where everyone benefits.

On the contrary (Lyssa, 2019), explained that a negative attitude portrayed by an employee is a state of mind which can affect workplace and everyone in it. Furthermore, despite the negative effect it may instil among co-workers it has more detrimental effect on how the office or workplace function. These include reduced energy level, unwillingness to collaborate, decline of quality in work product, etc. Therefore, attitude that is full of negativity can start conflict and lack of drive which will reflect in their work engagement.

Culture

(Lockwood, 2007; McBain, 2007; Mohammed et al., 2017) the culture of an organization is said to drive and promote employee engagement. Employees tend to be more involved if the culture of an organization instil a friendly and positive work environment. Furthermore, having good compensation and benefits can improve better employee engagement which is also aligned to positive peer treatment, mission and vision of the company, and a good worklife balance. Adhering to that culture facilitates a working environment for employees to grow and strive which results to higher level of engagement. Providing them with numerous opportunities will affect and neutralize their individual goals and work which leads not only to high performance but also better employee engagement (Taneja et al., 2015). In addition to that (Khuong and Nhu, 2015) stated that establishing trust in a work environment is also relevant for the reason that, this will create an environment where workers will be able to voice out their issues and discuss ethical dilemmas with their management. Hence, creating a better sociability and commitment towards one another.

Furthermore, (Soemaryani and Rakhmadini, 2013; Anitha, 2014; Singh et al., 2016) also stated that the culture within an organization is what the employees observe and acquire which affects their observation in terms of their opinions, values, and anticipation. Therefore, work environment, team, and peer are the root of employee engagement, which is connected to an individual's performance. In contrary to that (Hansel et al., 2006; Park and Ono, 2016) found that employees who experience lower social support at work from their peers or coworkers are prone to experience symptoms like depression, somatization, and anxiety. Therefore, organizations must have an environment where people support one another.

Management

(Sandhya, 2010; cited in Tanwar, 2017) emphasized that management is crucial to maintain employee engagement. A management that values employee which creates various opportunities for them to grow, are factors which can influence and increase employee engagement. This is true as well to another group of authors (Swarnalatha and Prasanna, 2013; Smith, 2017) who also stated that managers who influences and gives chance to their employees to develop and grow in the job will result to more employee participation sharing the same vision and goals with the company. Given that information (Khuong and Nhu, 2015) emphasized that leaders should know how to communicate and share the ethical vision among their employees because this would improve the commitment they show in an establishment. It is then important that different management help workers understand the code of conduct at work and how to act ethically, this could be done by providing necessary organizational policy, training events, coaching, team meetings, and newsletter for employees.

Therefore, it is important that managers focus on employees who are considered the human capital of an establishment and implement a peopleoriented management style where employees are able to express themselves and decide in the company freely. It is relevant for managers to understand the significance of communication at work and providing different benefit and resources to inspire them and result to higher level of work engagement (Baran and Sypniewska, 2020). According to Mone and London (2018) effective performance management can also foster better employee engagement. Since this management produces a culture that encompasses areas which encourage feedback and development, and selfdirection for continuous learning. Despite different organizational context he emphasized that management that gives feedback, coaching, evaluation, and recognition are key elements which can help increase and maintain an engaged workforce.

Adhering to that (Mone and London 2018) one of the popular key element in effective performance management that they elaborated is feedback. Since through feedback managers allow employees to grow and take full responsibility of their own improvement in order to meet corporate expectations. Hence, (Carte et al., 2006; Alok and Israel, 2012; cited in Nwokolo et al., 2017) empirical evidence then prove that indeed the kind of leadership style is crucial in managing and utilizing employee behavior and task execution. Since the type of leadership an establishment have can affect and improve employee engagement, satisfaction, and their enthusiasm towards their work.

Technology

(Ter Hoeven et al., 2016) discovered that technology and well-being of an employee is certainly linked to better accessibility and communication among employees and is also said to be falsely associated to the increase of interruption and unpredictability at work. Hence, technology indeed cultivate effectiveness and better accessibility in terms of communication and other processes, which proves that with the utilization of technology it can decrease employee burnout and in return increase better work engagement. Moreover, (Det Wet et al., 2016) their findings also emphasized that with ICT this has improved better communication among employees, however decreased the quality of conversation. Since, with the intervention of technology relationship among employees became well established and continue to increase, even beyond geographic boundaries. Workers have realized that with using ICT communication was made possible and convenient which made sharing of information among co-workers productive and quicker.

Adhering to that (Fujimoto et al., 2016) also found that using technology such as mobile at work enhanced employees work engagement through job autonomy. Through social connectivity it appears that they became encouraged, energized, and dedicated in executing their assigned tasks. Aside from utilizing the modern technology platform as a way to improve engagement of employees, it is important to focus this to the human capital due to the vital role they possess in an establishment. Hence, it is important to prioritize a culture where technology is built for better efficiency and socialization which foster a better collaboration among employees (Bob, 2019).

However, (Tarafdar et al., 2015) also pointed out that due to the complexity that technology also holds, an individual may exert more effort and time to understand how this works. Therefore, techno-insecurity may arise due to unfamiliarity and more time to understand its usage. Moreover, the intervention of technology has caused increased working demands like work from home, and potential problem between family and priorities since the use of technology like information system has made them available and easy to call even beyond working time, therefore working individuals may feel more drained, exhausted and burned due to this situation (Ayyagari et al., 2011; Tarafdar et al., 2015).

Employee Engagement

According to (Bakker and Demerouti, 2008; Bakker et al., 2006; cited in Nazir and Islam, 2017), employees who has high work engagement shows varieties of productive behavior which positively affects team related task and makes achieving company goals possible for any organization. The Neuroscience of Trust (2019) also stated that an employee well engaged is said to be more connected, contributes, and enjoys his/her job well. Hence, having high level of employee engagement will increase retention of talent, improve loyalty and organizational performance which will affect operations positively (SHRM, 2019).

Therefore, (Gallup, 2021) stated that the approach of an organization to sustain the engagement of an employee is indeed crucial since this can positively affect or put operations at risk if engagement of employees declines. Hence, the engagement of an employee remain challenging and is affected by several factors such as workplace culture, managerial approach, communication and many areas, which makes managers or HR professionals important in keeping employees well engaged (SHRM, 2019).

III. METHODOLOGY

This chapter will discuss the methods and procedure the researchers will use in gathering data to support the study about the factors affecting senior citizens work engagement in selected fast-food chain as perceived by the store manager. This section includes the research design, research locale, participants of the study, instrumentation, data gathering procedures, and data treatment & analysis.

A. Research Design

The study used a quantitative descriptive research design in answering the research rationale. This research method provides quantitative information that can be tabulated along a continuum in numerical form. The collected data was tallied and submitted to the statistician for accurate result.

B. RESEARCH LOCALE

The researchers conducted the survey in selected McDonald's fast-food chains within Manila city. The most essential criteria are a) the store has senior citizen employees or history of employing senior citizen before the pandemic; and b) the store is established in the city of Manila, Philippines.

C. PARTICIPANTS OF THE STUDY

Managers of the selected McDonalds fast food branches in manila are the respondents of the study that implemented the ordinance after the release of ordinance 8958. Overall, there are 46 branches identified in Manila city, however out of the 46 branches the researchers only conducted the survey in branches with history and recently employed senior citizen. Therefore, among all the identified branches only 5 branches agreed to participate and confirmed to have employed a senior citizen employee. Each has a total of 6 managers making the total population 30. The researchers used the total population purposive sampling technique to determine their target population. Since there will only be a specific group to be selected intended for the study and given the small population the researchers will use all the population size.

E. INSTRUMENTATION

The primary instrument in gathering and collecting the desired data was a researcher-made survey questionnaire. The survey is divided into three parts: The first part is the Managers demographic profile. Followed by the second part which is the manager's perceived factors affecting work engagement of senior citizens using the likert scale from strongly agree, agree, disagree, and strongly disagree. Lastly, will be the managers' evaluation on the work engagement of their senior citizen employee where they rated their work engagement from outstanding, satisfactory, and needs improvement.

The instrument was submitted and checked by researchers' thesis adviser, research professor, statistician, or validators to see if questions are fit and relevant to the study. Final revision will be in accordance with suggestions and recommendation given by the panel.

F. DATA GATHERING

For data gathering, a letter to the establishment was prepared by the researchers and is signed and validated by any college faculty such as subject professor, thesis adviser, or dean. After validation the letter for approval was submitted to the management of the selected fast-food chains in the city of Manila. Upon the establishments approval the researchers conducted the survey and for easy distribution amidst the pandemic, the questionnaires was distributed through online platform via Google forms. The researchers personally tallied and tabulated the collected data and was submitted for statistical treatment with the guidance of statistician

G. DATA TREATMENT & ANALYSIS

The following are the statistical tools used in computing the data and results of the study which helped answer the research objectives: Mean, Standard deviation, and Ranking was used to present the manager's perceived factors affecting work engagement of their senior citizens employee. While Percentage and frequency are used to present the demographic profile and engagement level of their senior citizens employee.

IV.   RESULT AND DISCUSSION

This chapter will present and discuss the interpreted result and data gathered from the respondents, which will answer the research objectives stated in the previous section.

1. Demographic Profile of the respondents

1.1 Age

Table 1.1 Age

Age	Frequency	Percent	Valid Percent	Cumulative Percent
20 to 25 years old	7	23.3	23.3	23.3
26 to 30 years old	17	56.7	56.7	80.0
31 to 35 years old	2	6.7	6.7	86.7
31 to 35 years old	3	10.0	10.0	96.7
36 to 40 years old	1	3.3	3.3	100.0
Total	30	100.0	100.0	

Table 1.1 shows that most of the respondents are between 26-30 years old, corresponding to 56.7% of the total number of respondents. And the least is between 3640 years old and above, corresponding to 3.3%. (Harvard Business Review 2012; cited in Kasperkevic, 2019) stated that millennials born in between 1980-2000 are more likely to enter the workforce and participate in a managerial position at the age of 25 and above. Which can explain why there are more of 26-30 years old respondents compared to other age bracket.

1.2 Gender

Table 1.2 Gender Gender Interpretations

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Female	13	43.3	43.3	43.3
Male	17	56.7	56.7	100.0
Total	30	100.0	100.0	

Table 1.2 shows that 56.7% of the respondents are male and 43.3% are female. The data suggest that men are more likely overall to be chosen or rated as leaders as supported by (Badura, 2018).

1.3 Job title

Table 1.3 Job Title

Job title	Frequency	Percent	Valid Percent	Cumulative Percent
Assistant Manager	5	16.7	16.7	16.7
Department Manager	11	36.7	36.7	53.3
General Manager	4	13.3	13.3	66.7
Shift Manager	5	16.7	16.7	83.3
Store Manager	5	16.7	16.7	100.0
Total	30	100.0	100.0	

Table 1.3 shows that 36.7% of the respondents are Department Managers, while Assistant Manager, Shift Manager, and Store Manager contributed to 16.7% of the respondents each. The lowest was coming from the general managers which obtained 13.3%. According to Hanly (2016) the number and structure of an organizational hierarchy may vary depending on the size of the business. This is also supported by (Rosado, 2019) who also stated that in every hierarchy there is someone assigned to monitor and check the operation, and at the top of the line are executive managers, followed by other types of manager and front line employees. This explains the uneven number of managers as presented in the data above.

1.4 Number of Years in the company

Table 1.4 Number of Years in the company

Years in the company	Frequency	Percent	Valid Percent	Cumulative Percent
1 to 5 years	19	63.3	63.3	63.3
6 to 10 years	11	36.7	36.7	100.0
Total	30	100.0	100.0	

Table 1.4 shows that most of the respondents are in the company between 1-5 years, corresponding to the total number of 63.3%. On the other hand, the least are between 6-10 years in the company corresponding to 36.7%. Many of the McDonald's restaurants have a high turnover of employees which could have an impact on the efficiency and productivity. One of McDonalds' senior administrators put the chain's yearly turnover of employees at almost 44%. As stated by the McDonald's Chief Human Resources Officer, managerial turnover was 20% worldwide, while that of the crew members was between 80% and 90% on average. However, this varied from country to country (The Wall Street Journal, 2008; cited in All Answers Ltd, 2019). This may explains why managers working 1-5 years are more dominant compared to employees staying for more than 6-10 years.

PERCEIVED FACTORS AFFECTING WORK ENGAGEMENT:

DESCRIPTIVE STATISTICS

Descriptive statistics for the statements were presented in the table below. This report includes the total number of respondents (N), Mean value of responses (Mean), Standard Deviation (Std. Deviation), and its corresponding verbal interpretation.

2.1 Health

Table 2.1 Health

2.1 Health	N	Mean	Std. Deviation	Verbal Interpretation
1. No complains of physical pain or health issues when working	30	3.433	.5040	Agree
2. Happy and energetic when serving guests	30	3.767	.4302	Strongly Agree
3. Handles stress and workloads well	30	3.400	.6747	Agree
4. Can easily cope up with physical demands and other responsibilities	30	3.467	.5713	Agree
Overall mean	**30**	**3.5167**	**.40965**	**Strongly Affects**

Table 2.1. The table presents the Health factors affecting the senior citizen work engagement as perceived by the managers which has a total mean score of 3.5167 with verbal interpretation of Strongly Affects. It also shows that the statement "Happy and energetic when serving guests" has the highest mean score of 3.767. The result implies that a person in good health condition can execute his/her task well which allows better work engagement. With this, it is important for workers to be in good health condition since engaged workers with good health means they can focus their energy, execute and utilize their skill and job properly (Bakker and Schaufeli, 2015).

On the other hand, the statement 'Handles stress and workloads well" has the lowest mean scores of 3.400. Work demands can difficult to control and handle as a person age, which may explain why this received the lowest mean score and affect the engagement of older workforce. Coping stress becomes more difficult in older age as stated by (Ribeiro et al., 2017). (Bakker, Demerouti, & Schaufeli, 2003; cited in Upadyaya et al., 2016) When the demands at work goes out of hand, these may become stressors which can be resulting to burnout and emotional exhaustion which can affect engagement. Therefore, employees' wellbeing and behavior is significant which needs to be addressed and improved by managers to control stressors which can affect engagement of employees (Kim and Beehr, 2018). The standard deviation (SD) describes the consistencies of the responses. In this case, the respondents are consistent in their answers for statement number 2 which obtained the lowest SD of .4302 while the statement that has the most varied (with highest SD) answers is statement number 3 (.6747).

The overall mean describes the level of effect of health factor to the work engagement of SC. The mean is 3.5167. This implies that the health factor strongly affects the work engagement of the SC.

2.2 Attitude

Table 2.2 Attitude

2.2 Attitude	N	Mean	Std. Deviation	Verbal Interpretation
1. Displays Enthusiasm and dedication when working	30	3.833	.3790	Strongly Agree
2. Exhibits low energy level when doing task and responsibilities	30	3.800	.4068	Strongly Agree
3. Shows loyalty to the company	30	3.867	.3457	Strongly Agree
4. Cooperate well with peers when working	30	3.900	.3051	Strongly Agree
Overall mean	**30**	**3.8500**	**.26749**	**Strongly Affects**

Table 2.2. The table shows the Attitude as a factor affecting the senior citizen work engagement as perceived by the managers which has a total mean score of 3.8500 with verbal interpretation of Strongly Affects.

In this table it shows that the statement "Cooperate with peers when working" has the highest mean score of 3.900. This explains that having a positive attitude and good working-relationship at work seemed to affect employee engagement positively which reflected with their senior citizen employees. According to (Belcher, 2019), employees who show positive attitude and commitment regardless of age will result to better teamwork. (Wood and Sofat, 2013; Jung and Yoon, 2016) also supported that an individual's positive mental attitude toward their work contributes and affects their overall engagement. Since an employee who positively views his/her job does not only positively affect their individual job experience and productivity but also improves their personal motivation and stability.

On the other hand, the statement "Exhibits high energy levels when doing task and responsibilities" has the lowest mean score of 3.800. Though senior citizens are observed to be committed and show utmost willingness and dedication to do their responsibilities at work, it was stated by (Cardini and Freund, 2020), their energy levels aren't as high with younger age group of workers. This explains why older workers are said to portray lower energy than younger workers. The standard deviation (SD) describes the consistencies of the responses. In this case, the respondents are consistent in their answers for statement number 4 which obtained the (lowest SD) of .3051. While the statement that has the most varied (with highest SD) answers is statement number 2 (.4068).

The overall mean describes the level of effect of the attitude factor to the work engagement of the SC. The mean is 3.8500. This implies that the attitude factor strongly affects the work engagement of the SC.

2.3 Culture

Table 2.3 Culture

2.3 Culture	N	Mean	Std. Deviation	Verbal Interpretation
1. Shows good work relationship with peers	30	3.767	.4302	Strongly Agree
2. No work problems and misunderstanding are encountered with co-workers	30	3.767	.4302	Strongly Agree
3. Displays satisfaction with work environment and peers	30	3.767	.4302	Strongly Agree
4. Exhibits and display respect at work	30	3.767	.4302	Strongly Agree
Overall mean	**30**	**3.7667**	**.37100**	**Strongly Affects**

Table 2.3. The table unveils the Culture as a factor affecting the senior citizen work engagement as perceived by the managers which has a total mean score of 3.7667 with verbal interpretation of Strongly Affects.

In this table, all the statements show same mean scores of 3.767. These include showing good work relationship with peers, no work problem and misunderstanding are encountered with co-workers, display satisfaction with work environment and peers, and exhibits and display respect at work. This shows that a culture a workplace has can definitely affect the work engagement of senior citizen. This can be explained by (Sandhya, 2010 cited in Tanwar, 2017), that by simply giving opportunities for Senior Citizen to work, and grow, increases their employee engagement. As supported by another group of authors (Lockwood, 2007; McBain, 2007; Mohammed et al., 2017) the culture of an organization is said to drive and promote employee engagement. Employees tend to be more involved if the culture of an organization instil a friendly and positive work environment.

Furthermore, having good compensation and benefits can improve better employee engagement which is also aligned to positive peer treatment, mission and vision of the company, and a good work-life balance. Hence, (Hansel et al., 2006; Park and Ono, 2016) emphasize that receiving low support from peers will definitely affect the performance and engagement of an employee. The standard deviation (SD) describes the consistencies of the responses. It shows that all have the same corresponding SD scores from statements 14 which obtained (.4302).

The overall mean describes the level of effect of the culture factor to the work engagement of the SC. The mean is 3.7667. This implies that the culture factor strongly affects the work engagement of SC.

2.4 Management

Table 2.4 Management

2.4 Management	N	Mean	Std. Deviation	Verbal Interpretation
1. Support company's mission and vision	30	3.733	.4498	Strongly Agree
2. Appreciate company's plans and programs	30	3.733	.4498	Strongly Agree
3. Understand and accept evaluation and feedback	30	3.833	.3790	Strongly Agree
4. Participates in training and development programs of the company	30	3.900	.3051	Strongly Agree
Overall mean	**30**	**3.8000**	**.30371**	**Strongly Affects**

Table 2.4. The table above presents the Management factor affecting the senior citizen work engagement as perceived by the managers which has a total mean score of 3.8000 with verbal interpretation of Strongly Affects.

In this table, the statement "Participates in training and development programs of the company" has the highest mean score of 3.900. This explains that the willingness and participation of employees is important in terms of their growth and commitment in the company which their work engagement. This is supported by (Froyland and Terjesen, 2020) their findings showed that older workers are very much still capable and strong professionals, they show undeniable amount of loyalty to their job, which makes them more socially responsible because of the enthusiasm they show when it comes to their work. It shows that despite their age they are still willing to learn and participate in company goals in order to contribute to the company. (G. Burdick, 2019) also stated that older workers are open to new learnings and can still adjust and handle tasks and procedures, but for them to learn efficiently the training methods a workplace have should be adaptable and modified for older workforce to be more efficient.

While "Supporting Company's mission and vision" and the statement "Appreciate the company's plan and program" has the lowest mean score of 3.733. This explains that an employee to be well engaged at work needs to understand the managements or company objectives and goals which is crucial to the overall success of an organization. A group of authors emphasized that demanding jobs that includes complexity, processing of information, and problem solving which are part of fluid intellectual abilities may decline as a person age which leads to undeniable negative working outcomes in areas like satisfaction, engagement, and performance (Zacher and Frese, 2009; 2011; Zacher et al., 2010, Zaniboni et al.,

2013; Zaniboni et al., 2013, cited in De Vos and Van der Heijden, 2015). Moreover, according to Mone and London (2018), to make employees more committed at work it is important that the management knows how to promote selfdevelopment and instil self-direction at work. To make this possible the management needs to coach, recognize, and help their employees to appreciate and love their job more. Therefore, it is relevant for managers to understand the significance of communication and providing different benefit and resources to inspire them and result to higher level of work engagement (Baran and Sypniewska, 2020). This may explain why statement 1 and 2 has the lowest mean score. However, it also shows that Senior Citizens are very much willing to learn and participate to be able to help and contribute to their job, which shows how passionate and dedicated they are despite reaching the retirement age. The standard deviation (SD) describes the consistencies of the responses. In this case, the respondents are consistent in their answers for statement number 4 which obtained the lowest SD of .3051 while the statement that has the most varied (with highest SD) answers is statement number 1 and 2 which obtained (.4498).

The overall mean describes the level of effect of management factor to the work engagement of SC. The mean is 3.8000. This implies that the management factor strongly affects the work engagement of the SC.

2.5 Technology

Table 2.5 Technology

2.5 Technology	N	Mean	Std. Deviation	Verbal Interpretation
1. Shows basic knowledge in using technology to communicate and establish working relationship with co-workers	30	3.067	.6915	Agree
2. More socially connected and active via digital platform	30	2.967	.7184	Agree
3. Adapts well with technological advancement and are able to deliver services well	30	3.100	.8030	Agree
4. Aware and comprehends the utilization of technology	30	3.267	.7397	Agree
Overall mean	**30**	**3.1000**	**.67785**	**Affects**

Table 2.5. The table above shows the Technology factor as a factor affecting the senior citizen work engagement as perceived by the managers which has a total mean score of 3.1000 with verbal interpretation of Affects.

In this table, the statement "Aware and comprehends the utilization of technology" has the highest mean score of 3.267. This explains that senior citizen can still be flexible at work despite their age and can still be aware of the importance of using technology. (Bob, 2019) pointed out that it is important to promote and know importance of technology because technology is also a way for efficiency and better communication and collaboration among co-workers inside a workplace.

However, the statement "More socially connected and active via digital platforms" has the lowest mean score of 2.967. This shows that aging workforce may not be that engaged in digital platform which affects their work engagement. It was stated by (Meymo and Kenn, 2017), that most people who are in the range of 50-80 years and up have fewer social interactions using social media networks. Also, it was observed that some of them still struggle in using the technology. Moreover, (Tarafdar et al., 2015) also stated that unfamiliarity with digital platform could affect an individual's digital engagement which needs more time and effort to be able to cope up. The standard deviation (SD) describes the consistencies of the responses.The overall mean describes the level of effect of the technology factor to the work engagement of the SC. The mean is 3.1000. This implies that the technology factor affects the work engagement of SC employee.

OVERALL EVALUATION OF THE MANAGERS ON THEIR SENIOR CITIZEN EMPLOYEES

Table 3.1 Overall Evaluation

Overall Evaluation	Frequency	Percent	Valid Percent	Cumulative Percent
Outstanding	24	80.0	80.0	80.0
Satisfactory	6	20.0	20.0	100.0
Total	30	100.0	100.0	

Table 3.1 shows the overall evaluation of work engagement of their Senior Citizen employees. 80% of the respondents evaluated their senior citizen employee outstanding. While only 20% evaluated them satisfactory. This explains that despite reaching the retirement age senior citizen can execute and do their duties and responsibilities well to gain an outstanding rating from their managers. This is supported by a research finding which revealed that older workers possess and value more soft skills, and these skills are associated with social, management, reliability, and loyalty which is interconnected to the assessment of productivity of older workers. Working capabilities can be improved or retained throughout the individuals' life if older workers abilities can be appropriately managed well by the employer and work environment which can increase their productivity rate (Turek and Perek-Bialas, 2013, cited in Anselmo, 2018). Florea (2016) also stated that older workforce tend to show discipline in task execution and show expertise in specific task where there years of experience remain useful and handy.

V. CONCLUSION

The researchers conclude that most of the respondents are 26 -30 years of age since this age bracket is most likely to be hired and enter workforce, which explains the high number of respondents coming from this category. Most of them are from the male gender and majority of them are are departmental managers this is because in every organization structure there are appointed managers and the number of managers depend on the size of the organization. The result also showed that the respondents are working in the company for at least 1-5 years this explains that in fast food chain there is high employee turnover which is why majority of the respondents came from this bracket.

When it comes to the perceived factors affecting the work engagement of their senior citizen employee. The result shows that the health factor, attitude factor, culture factor, and management factor strongly affect the work engagement of their senior citizen employee. While the technology factor shows that it affects the work engagement of their senior citizen employee. When it comes to health it is important for employees like senior citizen be mentally healthy and fit since this foster better work engagement and commitment. On the other hand, when work demands are too much to handle this could affect their productivity and health which may show signs of decline in terms of their work engagement. Given their age bracket too much workload can be a stressor which could result to decline when it comes to work engagement level. While the result in the attitude factor explains that the attitude of their senior citizen employee in a workplace is important, having a positive attitude to accept, work, and collaborate with coworkers is very significant, since establishing a good working relationship increases employee engagement level. although they show commendable attitude at work the result shows that sometimes they may portray lesser energy. Showing unmotivated attitude will indeed reflect in their engagement since a negative attitude tend to manifest discouraged and unproductive employee which significantly affect work engagement level. When it comes to the culture factor the result justifies that providing and implementing a culture where positive environment, opportunities and growth is promoted increases and affects the employee engagement of senior citizen crew. Since the kind of culture an organization promote and instill in a workplace is very vital, work alone is not enough for employees to strive but it should be a workplace where employees are able to enjoy, be secured, develop and encounter opportunities that would make them more engaged in the workplace. When it comes to the management factor the researchers conclude that the management who knows to handle its people and enhance their knowledge and skills will increase their commitment at work and their engagement to do better. It is important to include and make sure that every employee is on the same page to make sure that they are well engaged and committed to their job. Since failure to understand the organization's goals will indeed reflect with the way they perceive and commit to the company which affect their duties resulting to decline engagement level. Lastly, technology also play a vital role in increasing employee engagement, awareness in the usage of technology is highly significant in the workplace given that most establishment are run and aided by various technological equipment to promote better commitment and efficiency among employees, and employees who can familiarize and use this well can do their job better which hand in hand increases employee engagement.

Lastly, majority of the respondents gave their senior citizen employee an evaluation of satisfactory. Although there are a lot of changes and precautions as a person age the result shows that senior citizens are very much still capable of working and contributing in labor force. They are indeed still well engaged at work thus making it possible for them to meet their duties and responsibilities at work and gaining good feedback from their managers.

VI. RECOMMENDATION

Enhanced Engagement Program

Vision

The enhanced engagement program aspires to encourage and promote the retention of more aging workforce where equality and more opportunities are fostered that will engage more senior citizen to work beyond retirement age.

Mission

The enhanced engagement program aims to engage and motivate more aging workforce by providing a system where their wellbeing and capabilities are prioritized for better efficiency.

The enhanced engagement program intends to improve, promote and engage not only younger employees but senior citizen fast food crews. The engagement of employees is the key to the success of any establishment. Hence, the program is designed to keep all employees regardless of age motivated and passionate with their duties and responsibilities at work.

Engagement Program	Existing engagement program	Areas for Improvement	Action Plan	Person In charge	Time Frame	Budget
Health	1. Health benefits like Phil health, SSS, insurance etc. 2. well-being of seniors are 3. prioritized 4. flexible working hours 5. Well-being assessment 6. 4 hrs working time	"handles workload and stress well" got the lowest mean score	1. skeletal working schedule 2. 4 hours working time with 1 hour break – 3. free monthly check up for senior citizen crew 4. one on one interview with senior citizen crew to ask and check their work status and wellbeing 5. healthier employee meal for senior citizen crew	Management	Monthly	20,00 0
Attitude	1. Promotes positive attitude by providing recognition, rewards & incentives 2. Oriented about right & positive attitude	"exhibits high energy when doing task and responsibilities" got the lowest mean score	1. Provide and create surveys to know their insights and feeling about work. 2. Allow them to evaluate their workplace by giving them monthly assessment sheet - keep them updated and included in company announcement o activities	Management	monthly	5,000
Culture	1. Instill a positive and safe work environment - implement strict & secured company policies 2. Incentives, reward,	all the statements garnered same mean scores	1. Provide senior citizen certificate like "employee of the month" for recognition - provide them with printed stars or badge when performing well to make them feel validated and recognized	Manag ement	monthly	10,00 0

	recognition		2. Include them in company bonuses and incentives 3. Promote senior citizen employee if necessary or if seen significant progress 4. Cash price, gift checks or grocery goods for hardworking crew of the month in the senior citizen category 5. In a corner post picture of senior citizen employee who worked the hardest for the week or month			
Management	1. Administer and prepare training for employees 2. Provides promotion 3. Evaluation and feedbacks on employees 4. Team buildings	Supporting Company's mission and vision" and the statement "Appreciate the company's plan and program" has the lowest mean score	1. Training in other station not just in customer service but also kitchen related duties but modified 2. Provide handbook about establishment goals to remind & make them understand and be on the same page 3. Create friendly team buildings for all age bracket like company dinner or whole day outing once a month for senior citizen crew and other crews to socialize and know each other 4. better 5. Allow and show them a copy privately of their 6. performance evaluation 7. Set seminars for senior citizen crew where topics involve motivation about working employees after the retirement age. 8. create trainings or program that would utilize the skill or experience of senior citizen employee like private hands on training on the kitchen or dining area	Management	Every 12 months	25,00 0
Technology	1. Proper orientation about basic use of technology in workplace - makes use of digital	More socially connected and active via digital platforms received the	1. Hands on exposure to technology such as kiosk and other technology friendly equipment to help them familiarize themselves. 2. Allow them to explore	Management	Monthly	10,00 0

	2. Platform to communicate better with crew - hands on training and monitor employees in using technology	lowest mean score	different technological equipment in the establishment this would increase their knowledge and skill and may provide assistance sometimes when needed. 3. Increase social media awareness by enumerating platforms that the company is actively using like messenger, facebook,instagram - encourage the use of virtual platform to conduct meetings with elderly crew to help them familiarize and cope with platforms like zoom or google meet 4. Provide them with company phones that they can use to communicate and work while they are working in the establishment			

REFERENCES

[1] Aboazoum, H. M., Nimran, U., & Al Musadieq, M. (2015). Analysis factors affecting employees job performance in Libya. IOSR Journal of Business and Management, 17(7), 42-49

[2] ABS-CBN. POPCOM. (Online). (2018). The Philippines moving toward an aging population: POPCOM. Retrieved from: https://news.abscbn.com/news/01/03/18/phil ippinesmoving-toward-aging-populationpopcom

[3] Agrawal, S. (2016). Factors influencing employee engagement: A study of diverse workforce. The Indian Journal of Social Work, 76(4), 485-506.

[4] Allam, Z. (2017). Employee Disengagement : A Fatal Consequence to Organization and its Ameliorative Measures. International Review of Management and Marketing, 7(2), 49–52

[5] Allam, Z. (2017). Employee Disengagement : A Fatal Consequence to Organization and its Ameliorative Measures. International Review of Management and Marketing, 7(2), 49–52

[6] Anselmo Ferreira Vasconcelos. (2018). Older workers as a source of wisdom capital: broadening perspectives. Revista de Gestão, 25(1), 102–118. https://doi.org/10.1108/REGE-11-2017- 002

[7] Badura, K. L., Grijalva, E., Newman, D. A., Yan, T. T., & Jeon, G. (2018). Gender and leadership emergence: A meta-analysis and explanatory model. Personnel Psychology, 71(3), 335-367.

[8] Bakker, A. B., & Schaufeli, W. B. (2015). Work engagement. Wiley Encyclopedia of Management, 1-5.

[9] Baran, M., & Sypniewska, B. (2020). The Impact of Management Methods on Employee Engagement. Sustainability, 12(1), 426.

[10] Baran, M., & Sypniewska, B. (2020). The Impact of Management Methods on Employee Engagement. Sustainability, 12(1), 426.

[11] Bejtkovský, J. (2018). Employee voice: An employee satisfaction level by selected healthcare service providers in the Czech Republic. Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis. https://www. business 2community.com/human-resources/how-digital-hastransformedemployee-engagementstrategies-and-whatcmos-can-do-about-it02162698

[12] Borralha, S., Jesus, S. N., Pinto, P., & Viseu, J. (2016). Hotel employees: A systematic literature review. Tourism & Management Studies, 12(1), 120-126.

[13] Burdick, G. (2019). The Workforce Is Aging-We Need to Keep It Healthy and Safe. Retrieved from https:// ehsdailyadvisor.blr.com/2019/10/the workforce-is-aging-we-need-to-keepithealthy-and-saf

[14] Burke, R.J. (2016), "Organizational Initiatives to Develop and Retain Older Workers ", Antoniou, A.-S., Burke, R.J. and Cooper, S.C.L. (Ed.) The Aging Workforce Handbook, Emerald Group Publishing Limited, pp. 27-57. https:// doi.org/10.1108/978-1-78635- 448820161002

[15] Cardini, B. B., & Freund, A. M. (2020). More or less energy with age? A motivational life-span perspective on subjective energy, exhaustion, and opportunity costs. Psychology and Aging, 35(3), 369–384. https://doi.org/ 10.1037/pag0000445

[16] Chandani, A., Mehta, M., Mall, A., & Khokhar, V. (2016). Employee engagement: A review paper on factors affecting employee engagement. Indian Journal of Science and Technology, 9(15), 1-7.

[17] Claudia Laua, Choong Chee Keongb, & Wong Kee Luenc. (2018). An Empirical Study of Managers' Intention to Hire Older Workers. Journal of Business and Social Review in Emerging Economies, 4(2). https://doi.org/ 10.26710/jbsee.v4i2.506

[18] Dave, Lazor. (2014). 5 Factors that Affect Employee Engagement. Retrieved from: https://www.lazorpoint.com/ insights/5factor s-that-affect-employee-engagement

[19] De Wet, W., Koekemoer, E., & Nel, J. A. (2016). Exploring the impact of information and communication technology on employees' work and personal lives. SA Journal of Industrial Psychology, 42(1), 111.

[20] Florea, R. (2016). Ageing Workforce in Romania - Perspectives of Ageing Workforce Policies in East European Countries. Annals of the University of Oradea, Economic Science Series, 25(1), 30–35.

[21] Froyland, K., & Terjesen, H. C. A. (2020). Workplace Perceptions of Older Workers and Implications for Job Retention. Nordic Journal of Working Life Studies, 10(2), 23.

[22] Fujimoto, Y., Ferdous, A. S., Sekiguchi, T., & Sugianto, L. F. (2016). The effect of mobile technology usage on work engagement and emotional exhaustion in Japan. Journal of Business Research, 69(9), 3315-3323.

[23] Gallup, Inc. (2021). How to Improve Employee Engagement in the Workplace - Gallup. Gallup.Com. https://www. gallup.com/workplace/285674/ i mprove-employeeengagementworkplace.aspx

[24] Goštautaitė, B., & Bučiūnienė, I. (2015). The role of work characteristics in enhancing older employees' performance: evidence from a post-Soviet country. International Journal of Human Resource Management, 26(6), 757–782. https://doi.org/10.1080/09585192.2014.9498 20

[25] Gupta, N., & Sharma, V. (2016). Exploring Employee Engagement—A Way to Better Business Performance. Global Business Review, 17(3_suppl), 45S– 63S. doi:10.1177/0972150916631082

[26] Hanaysha, J. (2016). Testing the effects of employee engagement, work environment, and organizational learning on organizational commitment. Procedia-Social and Behavioral Sciences, 229(8), 289-297.

[27] Hanly, S. (2016). Organizational Hierarchy for Restaurants. Small Business - Chron.Com.https://smallbusiness. chron.co m /organizational-hierarchyrestaurants20814.html

[28] John, E. Mendoza. MSN. The Manila Times. (Online). (2020). Isko inks ordinance hiring senior citizens, PWDs in fast-food jobs. Retrieved from: https://www.msn.com/enph/news/worldtrendtop/isko-inks-ordinancehiring-senior citizens-pwds-in-fast-foodjobs/ar BB10Qu9E

[29] Jung, H. S., & Yoon, H. H. (2016). What does work meaning to hospitality employees? The effects of meaningful work on employees' organizational commitment: The mediating role of job engagement. International Journal of Hospitality Management, 53, 59-68.

[30] Kasperkevic, J. (2019). How should millennials lead in the workplace? Marketplace.https://www.marketplace.org/2 017/03/03/advice-millennialmanagersmillennial-managers/

[31] Kazimoto, P. (2016) Employee Engagement and Organizational Performance of Retails Enterprises. American Journal of Industrial and Business Management, 6, 516-525. doi: 10.4236/ajibm.2016.64047

[32] Kenneth Terrell (2018). Why working after retirement works. Retrieved from: https://www.aarp.org/work/working-at50plus/info-2018/why-workafterretirement.html

[33] Khakali, P. (2017). Factors Affecting Job Performance among employees in airline industry in Kenya: A case study of Kenya Airways (Doctoral dissertation, MUA).

[34] Khuong, M. N., & Nhu, N. V. Q. (2015). The effects of ethical leadership and organizational culture towards employees' sociability and commitment–A study of tourism sector in Ho Chi Minh City, Vietnam. Journal of Advanced Management Science, 3(4).

[35] Kondo, A., & Shigeoka, H. (2017). The Effectiveness of Demand-Side Government Intervention to Promote Elderly Employment: Evidence from Japan. ILR Review, 70(4), 1008–1036. https://doi.org/10.1177/0019793916676490

[36] Leijten, F. R., van den Heuvel, S. G., van der Beek, A. J., Ybema, J. F., Robroek, S. J., & Burdorf, A. (2015). Associations of workrelated factors and work engagement with mental and physical health: a 1-year followup study among older workers. Journal of occupational rehabilitation, 25(1), 86-95.

[37] Lyssa, McQuerry. (2019). How Do Negative & Positive Attitudes Affect the Workplace. Retrieved from: https://smallbusiness.chron.com/negativepos   itive-attitudes-affectworkplace21287.html?fbclid=IwAR2IjIEcN BxfTMzs NgU85_dTgdjSZhELKSxZ6TUGysR9iZ3P nr0NQEwi-s

[38] Mansoor, Fazna & Hassan, Zubair. (2016). Factors influencing Employee Engagement: A study on a Telecommunication Network provider in Maldives. International Journal of Accounting and Business Management. 4. 50-64. 10.24924/ijabm/2016.04/v4.iss1/50.64.

[39] Meymo, S., & Kenn, N. (2017). Why do elderly not use social media? An investigation of the elderly's attitudes to HCI.

[40] Mohammed Al Shehri, Patrick Mc Laughlin, Ahmed Al-Ashaab and Rashid Hamad (2017), "The Impact of Organizational Culture on Employee Engagement in Saudi Banks", Journal of Human Resources Management Research, Vol. 2017 (2017), Article ID 761672, DOI: 10.5171/2017.761672

[41] Mone, E. M., London, M. (2018). Employee engagement through effective performance management: A practical guide for managers. Routledge.

[42] Nazir, O., & Islam, J. U. (2017). Enhancing organizational commitment and employee performance through employee engagement. South Asian Journal of Business Studies, 6(1), 98–114. doi:10.1108/sajbs-04- 20160036

[43] Nilsson, K. (2018). Managers' attitudes to their older employees: A cross-sectional study. Work, 59(1), 49–58. https://doi.org/10.3233/WOR-172663 Nwokolo, E. E., Ifeanacho, N. C., & Anazodo, N. N. (2017). Perceived organizational justice and leadership styles as predictors of employee engagement in the organization. Nile Journal of Business and Economics, 2(4), 16-28.

[44] Othman, R. B., Rapi, R. B. M., Alias, N. E. B., Jahya, A. B., & Loon, K. W. (2019). Factors Affecting Employee Engagement: A Study among Employees in the Malaysian Construction Industry. International Journal of Academic Research in Business and Social Sciences, 9(7), 784–797.

[45] Park, J. H., & Ono, M. (2016). Effects of workplace bullying on work engagement and health: the mediating role of job insecurity. The International Journal of Human Resource Management, 28(22), 3202–3225. doi:10.1080/ 09585192.2016.1155164

[46] Popli, S., & Rizvi, I. A. (2016). Drivers of employee engagement: The role of leadership style. Global Business Review, 17(4), 965-979.

[47] Putra, E. D., Cho, S., & Liu, J. (2017). Extrinsic and intrinsic motivation on work engagement in the hospitality industry: Test of motivation crowding theory. Tourism and Hospitality Research, 17(2), 228-241

[48] Rey, Galupo. Phil Star. (Online). (2020). Manila requires hiring of seniors, PWDs. Retrieved from: https://www. philstar.com/nation/2020/03/07 /1998714/manila-requires-hiringseniorspwds

[49] Ribeiro, M. D. S., Borges, M. D. S., Araújo, T. C. C. F. D., & Souza, M. C. D. S. (2017). Coping strategies used by the elderly regarding aging and death: an integrative review. Revista Brasileira de Geriatria e Gerontologia, 20(6), 869-877.

[50] Rosado, J. (2019). What Organizational Structure Is Best for a Fast Food Restaurant? Small Business - Chron.Com. https://smallbusiness.chron.com/organizatio nal-structure-fast-food-restaurant75640.html

[51] SHRM. (2019). Developing and Sustaining Employee Engagement. https://www.shrm.org/resourcesandtools/too lsandsamples/toolkits/pages/sustainingemploy eee ngagement.aspx

[52] Singh, S. K., Burgess, T. F., Heap, J., & Al Mehrzi, N. (2016). Competing through employee engagement: a proposed framework. International Journal of Productivity and Performance Management.

[53] Smith, J. K. (2017). Management Strategies to Improve Employee Engagement in the Credit Union Industry

[54] Taneja, S., Sewell, S. S., & Odom, R. Y. (2015). A culture of employee engagement: a strategic perspective for global managers. Journal of Business Strategy, 36(3), 46–56. doi:10.1108/jbs-06-2014-0062

[55] Tanwar, Anjum. "Impact of Employee Engagement on Performance." International Journal of Advanced Engineering, Management and Science, vol. 3, no. 5, May. 2017.

[56] Tarafdar, M., Pullins, E. B., & Ragu- Nathan, T. S. (2015). Technostress: negative effect on performance and possible mitigations. Information Systems Journal, 25(2), 103132.

[57] Ter Hoeven, C. L., van Zoonen, W., & Fonner, K. L. (2016). The practical paradox of technology: The influence of communication technology use on employee burnout and engagement. Communication monographs, 83(2), 239-263.

[58] The Neuroscience of Trust. (2019). Harvard Business Review. https://hbr.org/2017/01/the-neuroscienceoftrust

[59] Upadyaya, K., Vartiainen, M., & SalmelaAro, K. (2016). From job demands and resources to work engagement, burnout, life satisfaction, depressive symptoms, and occupational health. Burnout Research, 3(4), 101–108. doi:10.1016/j.burn.2016.10.001

[60] Van den Broeck, A., Vander Elst, T.,Baillien, E., Sercu, M., Schouteden, M., De Witte, H., & Godderis, L. (2017). Job demands, job resources, burnout, work engagement, and their relationships: an analysis across sectors. Journal of occupational and environmental medicine, 59(4), 369-376.

[61] Zhang, C., Hirschi, A., Herrmann, A., Wei, J., & Zhang, J. (2015). Self-directed career attitude as predictor of career and life satisfaction in Chinese employees. Career Development International.