



Employee Engagement and Corporate Sustainable Practices: Insights from Selected F&B Manufacturing Industry Employees

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Abstract

Corporate sustainability is increasingly becoming a strategic priority in the food and beverage (F&B) industry, where businesses are under growing pressure to integrate responsible practices without compromising profitability. This study examines the relationship between corporate sustainability practices and employee engagement in Metro Manila's F&B sector. Specifically, this study's objective aims to assess how sustainability initiatives influence the development of a sustainable culture by analyzing their impact on long-term company growth, organizational procedures, and employee personal behaviors. The research tests the hypothesis: Ho: There is no significant relationship between employee engagement and corporate sustainability practices. Using simple random sampling, data were collected from 385 employees across the industry. Employee engagement was assessed through six dimensions: quality of life, work, people, opportunities, rewards, and company practices. Sustainability practices were categorized into environmental, economic, and social pillars. Descriptive statistics were used to summarize findings, while Spearman's Rank correlation determined the strength of the relationship. Results revealed high levels of both employee engagement and corporate sustainability practices. A significant moderate positive correlation was found, rejecting the null hypothesis and confirming that sustainability practices are meaningfully linked to employee engagement. These insights underscore the importance of embedding sustainability in business strategies, not only for environmental and social impact but also for enhancing employee motivation and retention. The study provides HR practitioners and decision-makers with a basis for developing targeted programs that align sustainability with workforce engagement, ultimately supporting sustainable growth in the F&B sector.

Keywords: *employee engagement; corporate sustainable practices; food and beverage industry*

INTRODUCTION

Sustainability has become a crucial factor in how analysts evaluate organizations, emphasizing strategies that drive long-term growth and align with environmental priorities (Thun et al., 2024). To fully embrace sustainability, organizations must embed environmentally conscious practices into their daily operations. Studies show a strong link between implementing environmental strategies and using performance metrics to guide decisions, as prioritizing environmental concerns not only improves performance assessments but also drives tangible improvements (Marrucci et al., 2024). A significant challenge to sustainability lies in the food industry, which accounts for around 35% of global packaging production and is the largest user of single-use packaging. Shockingly, nearly 95% of this packaging is discarded after a single use, contributing to severe environmental and health risks. Tackling these challenges demands comprehensive action, including changes in industrial practices, consumer behaviors, and regulatory policies (Arijeniwa et al., 2024).

Manufacturing sectors that prioritize sustainability and cultivate a culture of environmental responsibility often achieve superior environmental performance. This underscores the importance of adopting sustainable manufacturing practices, which not only benefit the environment but also strengthen business outcomes. Initiatives such as reducing carbon emissions, utilizing renewable energy, optimizing resource use, and integrating eco-friendly production

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methods are pivotal in achieving these benefits (Imran & Jingzu, 2022). This heightened environmental awareness is prompting manufacturing companies to adopt eco-friendly practices. Specifically, these firms are diligently striving to minimize waste and transition towards cleaner, greener manufacturing processes, ultimately leading to improved organizational performance (Al-Swidi & Saleh, 2021). However, beyond operational and environmental gains, the human aspect, particularly how employees respond to and engage with these sustainability efforts, remains underexplored. As frontline contributors to production and internal culture, employees in this industry play a critical role in implementing sustainable practices. Understanding their behaviors, motivations, and engagement with corporate sustainability is essential to fostering a culture that supports long-term environmental and organizational goals. There remains a limited understanding of whether these corporate efforts inspire employees to embrace environmentally and socially responsible behaviors beyond the workplace (Pan et al., 2022). Existing literature tends to focus on the external benefits of corporate sustainability, such as environmental outcomes and business competitiveness, while overlooking its internal impacts, especially on the workforce. It is unclear whether employees internalize these sustainability values and how such internalization translates to enhanced engagement, motivation, and alignment with the company's goals. Addressing this gap is crucial, as employees play a key role in operationalizing sustainability initiatives. Understanding their engagement to these practices can help organizations not only improve sustainability performance but also cultivate a more empowered and purpose-driven workforce, leading to long-term cultural and strategic benefits. To address this gap effectively, it is imperative to delve deeper into fostering a culture of corporate sustainable practices within workplace environments, emphasizing not only compliance but also genuine commitment to ethical and sustainable practices.

Deepening our understanding of employee engagement about corporate sustainability in the food and beverage sector can help organizations not only enhance their sustainability outcomes but also cultivate a more empowered, values-driven workforce that champions long-term change. However, for these outcomes to be realized, the initiative must begin internally with personnel across all levels of the organization. This study looked at how rank-and-file, management, and supervisory employees in the food and beverage (F&B) manufacturing sector felt about their degree of employee engagement. Aon Hewitt's six major drivers, such as quality of life, work, people, opportunities, rewards, and corporate practices, were used to examine engagement. The study also looked at these engagement characteristics with the environmental, social, and economic pillars of corporate sustainability. The researchers formulated the following research questions to guide the study: (1) What is the level of assessment of the respondents concerning employee engagement and corporate sustainable practices? And (2) What is the extent of the effect of employee engagement on corporate sustainable practices? These questions aim to explore the relationship between employee engagement and the implementation of sustainable practices within food and beverage manufacturing companies in Metro Manila, providing insights into how workforce involvement may influence an organization's commitment to sustainability.

This study aims to assess the relationship between corporate sustainability practices and employee engagement, and to examine how these initiatives contribute to the development of a sustainable culture by analyzing their impact on long-term company growth, organizational procedures, and employee personal behaviors.

LITERATURE REVIEW

Employee Engagement

Employee engagement can be motivated both intrinsically, by encouraging personal growth and learning, and extrinsically, by providing the necessary knowledge and support to help

employees reach their goals. This balanced approach not only drives employees to achieve their objectives but also fosters greater engagement and commitment, as they find a more profound sense of fulfilment in their work (Başar, 2024). The Aon Hewitt model of employee engagement serves as a strong foundation for understanding how various organizational factors influence employee motivation and commitment. Developed through over 15 years of research, this model identifies six key drivers that shape engagement: work, people, opportunities, total rewards, company practices, and quality of life (Srivastava & Singh, 2020). Its strength lies in offering a well-rounded and actionable perspective that captures the realities of employee experience across multiple dimensions. The model is efficient, aligning closely with human resource strategies and organizational development goals, making it especially relevant for industries like food and beverage manufacturing, where dynamic work environments and sustainability efforts intersect. By using this framework, the study can explore how engagement is fostered within the workplace and how it connects to broader initiatives such as corporate sustainability. It also enables more profound insight into how engagement influences employee behavior, encouraging proactivity, knowledge sharing, innovation, and a stronger sense of cultural alignment within the organization (Arif et al., 2023).

Aon Hewitt's Employee Engagement Drivers

Employee engagement plays a vital role in promoting corporate sustainable practices. The Aon Hewitt model is a strong framework for assessing employee engagement because it provides a comprehensive view of the employee work experience by focusing on key drivers such as quality of life, work, people, company practices, total rewards, and opportunities. These elements directly influence how motivated, committed, and involved employees are in organizational initiatives, including sustainability. The model also connects these drivers to measurable outcomes, what employees say, whether they stay, and how they strive, which are critical in evaluating engagement levels.

Employee's Quality of Life and Work Balance

Research indicates that concerns about employees' quality of life and work-life balance are common across different genders, ages, career stages, and job levels. The rising demands and longer work hours can lead to role conflicts, especially for individuals balancing work with personal responsibilities. This contrasts with the traditional "ideal worker" image, where employees are expected to dedicate themselves fully to work. In this context, corporate social responsibility (CSR), which refers to companies' efforts to support sustainable development and improve stakeholder well-being, plays a key role in addressing these challenges (Mao et al., 2020). For businesses, prioritizing employee well-being is crucial, as neglecting it can harm productivity and performance. This is particularly relevant in the F&B manufacturing sector, where the fast-paced, labor-intensive nature of operations often places employees under significant physical and mental strain. As the sector increasingly embraces sustainability from reducing packaging waste and carbon emissions to implementing ethical sourcing and production practices, there is a growing need to extend these efforts to the social pillar of sustainability. CSR initiatives should focus not only on environmental goals but also on enhancing employees' quality of life by supporting their health, well-being, and that of their families and communities (González-De la Rosa et al., 2023). When employees feel that their employer supports their personal growth and well-being, they are more motivated to engage with their work and contribute positively, which ultimately improves their involvement and performance (Srivastava & Singh, 2020). Integrating social sustainability into corporate strategies can help F&B firms build a resilient workforce that is aligned with the broader goals of sustainable development.

A key approach is embedding responsibility into business sustainability frameworks, such as corporate social responsibility (CSR) and environmental, social, and governance (ESG) initiatives. These frameworks help drive meaningful change by going beyond compliance to promote ethical and sustainable practices. This includes enforcing fair labor practices, promoting diversity, reducing environmental impact, and supporting community development. Crucially, CSR and ESG also encompass employee-focused policies that directly affect quality of life and work-life balance, such as flexible working arrangements, mental health support, and wellness programs. By integrating CSR into daily operations, companies not only contribute to society but also create healthier, more supportive environments for their workforce. This leads to greater job satisfaction, reduced burnout, and improved productivity. Ultimately, prioritizing employee well-being through responsible business practices enhances both long-term organizational viability and overall reputation (Jain et al., 2024).

Sustainability Impact towards People and Stakeholders

Company policies and practices set by leaders are vital in aligning resources to benefit the organization. Companies that build strong social networks among employees, customers, and stakeholders are more likely to create a shared responsibility for sustainability, ensuring long-term success. Engaged employees, empowered to make an impact, are more likely to contribute to sustainability efforts. Knowledge exchange between leaders, employees, and the larger community has a favorable impact on organizational outcomes according to the Social Capital Theory (SCT) (Shaikh et al., 2024). SCT emphasizes the value of social networks, trust, and shared norms in facilitating cooperation and collective action. Within the context of this study, SCT provides a vital lens to understand how the social relationships and trust built through employee engagement can reinforce the success of sustainability initiatives which aligns conceptually in framing how engagement drivers such as people, company practices, and quality of life are not just internal motivators but also contributors to stronger social ties and shared organizational purpose.

Employees gain a higher sense of pride and purpose in their job when they view their organization as making significant progress in addressing social and environmental challenges. This sense of involvement leads to higher productivity, loyalty, and a greater dedication to the organization's objectives (Khan et al., 2023). Businesses that build strong social networks among employees, customers, and other stakeholders are more likely to generate a shared sense of accountability for sustainability programs and achieve long-term success. Companies, specifically in the F&B manufacturing sector, are under increasing pressure from many stakeholders, including the public, employees, and investors, to examine the larger social and environmental implications of their actions and operations. This includes incorporating corporate social responsibility (CSR) into the workplace through initiatives that promote ethical practices, environmental sustainability, and community involvement. Furthermore, promoting CSR within the firm not only adds to the company's performance but also improves its beneficial influence on society, which benefits everyone involved (Hossain et al., 2022).

Employee Opportunities and Total Rewards

Employees are considered the company's most valuable asset. Businesses are increasingly investing in human capital, recognizing that long-term value stems from employee development rather than just material resources. As a result, many companies now focus on education and training to enhance workforce skills and overall competitiveness. Organizations must prioritize initiatives that transform employees into strong advocates for environmental goals. Research shows that employee participation in sustainable projects is closely linked to higher engagement levels (Marrucci et al., 2024). In the food and beverage sector, where sustainability is becoming a

core operational focus, from waste reduction to energy efficiency, this is particularly relevant. Studies have shown that sustainability education, training, and rewards encourage environmentally conscious behaviors across all levels of an organization.

Offering targeted sustainability training and implementing green incentive systems can promote responsible actions while reinforcing management's commitment to environmental goals. Within the F&B industry, where operational processes directly impact environmental outcomes, empowering employees to contribute meaningfully to eco-friendly practices creates a ripple effect of positive change. Recognizing and praising employees' efforts in sustainability not only strengthens their commitment and willingness to act but also cultivates a culture of open communication. In turn, this encourages employees to share innovative ideas, enhancing the company's overall sustainability performance and fostering a shared sense of purpose (Kang et al., 2022).

Leaders play a key role by providing the tools, autonomy, and support needed for employees to carry out sustainability projects and make eco-friendly decisions (Shaikh et al., 2024). As awareness grows about the importance of improving employment conditions, various policy strategies have emerged to encourage businesses to become more involved.

Pillars of Corporate Sustainable Practices

As global attention on environmentalism continues to grow, the environmental, social, and economic approach to sustainability has become increasingly crucial, especially in resource-intensive sectors like food and beverage manufacturing. Within this framework, employees' pro-environmental behaviors are vital in fostering eco-friendly practices that reduce waste, improve energy efficiency, and promote responsible sourcing. When organizations in the F&B industry actively support and acknowledge these behaviors, they often witness a higher level of employee engagement, creating a workplace culture that prioritizes sustainability (Chua et al., 2024).

By actively participating in green initiatives, employees not only reduce the business's environmental impact but also strengthen the sense of responsibility within the organization (Chua et al., 2024). Many companies base their sustainability strategies on the Brundtland Commission's report (World Commission on Environment and Development, 1987), which defines sustainable development as meeting present needs without compromising future generations' ability to meet their own. This concept drives the three-pillar sustainability model, which includes environmental, social, and economic practices. However, for this idea to be effective, businesses must adapt it to their situations (Frecè et al., 2024). In practice, the adoption of this model in F&B manufacturing reveals notable gaps. For instance, while many companies emphasize environmental initiatives like packaging reduction or water conservation, social aspects such as fair labor practices, employee well-being, and workforce inclusivity are often secondary. Likewise, the economic dimension can sometimes overshadow environmental or social goals, as cost-efficiency remains a driving force in manufacturing decisions. Corporate sustainability marks a shift in business philosophy, where companies recognize their responsibility in addressing socio-ecological challenges. By critically applying the triple bottom line approach in a context-specific way, F&B manufacturers can better align their sustainability goals with operational realities. This includes not just reducing environmental harm but also improving workers' quality of life, offering skill-building opportunities, and maintaining financial stability (Cheng et al., 2023).

Environmental Practices

Public standards are increasingly influencing business strategies, driving the adoption of more sustainable practices and highlighting the importance of public participation in advancing environmental sustainability efforts (Konwar et al., 2024). Companies face growing pressure to

address environmental challenges ([Barnett et al., 2020](#)), especially as the visible effects of global warming have shifted public and investor perceptions. With greater access to information and more channels for the public to challenge corporate reputations, businesses are being held to higher environmental sustainability standards. Global protests against corporate inaction on climate change have also influenced how companies present their sustainability policies, pushing governments and businesses to engage more with the public. Additionally, the Sustainable Development Goals (SDGs) have reinforced the demand for companies to integrate sustainable practices into their operations ([Pizzi et al., 2021](#)).

Social Practices

Addressing societal concerns requires active participation from businesses across all areas. While many businesses have focused their sustainability efforts on environmental and economic factors, more research is needed to fully understand social sustainability. This understanding is crucial for implementing policies and measuring performance effectively. Internal factors such as corporate strategies aimed at gaining a competitive edge, ensuring economic viability, and fostering a sustainability-oriented culture often drive social sustainability, encouraging businesses to adopt these practices ([Ahmed et al., 2020](#)). Companies are increasingly launching social sustainability programs to attract top talent. Research shows that employees are drawn to firms that prioritize health and safety, diversity, inclusion, and equal opportunity. Top management, owners, and employees are key drivers within firms, suggesting that leaders' moral values and goals can influence company practices and be passed down through generations. These internal factors not only explain why businesses pursue social sustainability initiatives but also shed light on the motivations behind economic and environmental sustainability efforts. This literature highlights that adopting social sustainability practices is not just a response to external pressures but a strategic decision that aligns with the broader goals of organizational success and long-term sustainability ([Omolooso et al., 2023](#)).

Economic Practices

Addressing societal concerns requires active participation from businesses across all areas. While many businesses have focused their sustainability efforts on environmental and economic factors, more research is needed to understand social sustainability fully. This understanding is crucial for implementing policies and measuring performance effectively. Internal factors such as corporate strategies aimed at gaining a competitive edge, ensuring economic viability, and fostering a sustainability-oriented culture often drive social sustainability, encouraging businesses to adopt these practices ([Ahmed et al., 2020](#)). Companies are increasingly launching social sustainability programs to attract top talent. Research shows that employees are drawn to firms that prioritize health and safety, diversity, inclusion, and equal opportunity. Top management, owners, and employees are key drivers within firms, suggesting that leaders' moral values and goals can influence company practices and be passed down through generations. These internal factors not only explain why businesses pursue social sustainability initiatives but also shed light on the motivations behind economic and environmental sustainability efforts. This literature highlights that adopting social sustainability practices is not just a response to external pressures but a strategic decision that aligns with the broader goals of organizational success and long-term sustainability ([Omolooso et al., 2023](#)).

Food and Beverage (F&B) Manufacturing Industry

The food manufacturing industry faces challenges due to the perishable nature of its products, which complicates distribution and leads to resource depletion and increased

greenhouse gas emissions. Around 40% of global food production is wasted at various stages of the supply chain, prompting a global effort to reduce food waste and promote sustainability (Ema et al., 2024). However, food packaging, especially single-use packaging, poses significant environmental and health concerns. The food sector is the largest consumer of single-use packaging, accounting for up to 35% of global packaging production, most of which is discarded after one use. This creates risks to both the environment and human health (Arijeniwa et al., 2024). In response to growing environmental concerns, manufacturing companies are adopting eco-friendly practices to reduce waste and transition to more sustainable production methods. These efforts not only help the environment but also improve business performance (Al-Swidi & Saleh, 2021). Sustainable development has become a priority, especially in the manufacturing sector, which consumes large amounts of resources and has significant environmental impacts. A green organizational culture can play a key role in driving sustainability and positive environmental outcomes (Khaddage-Sobo et al., 2024). Manufacturers are increasingly pressured by stakeholders to adopt sustainable practices while maintaining profitability, leading to changes in operations and supply chain management (Hebaz et al., 2024).

This study established the relationship between employee engagement and corporate sustainability, guided by the following hypothesis: H_0 : There is no significant relationship between employee engagement and corporate sustainable practices. To test this, the researchers developed a hypothesis-driven framework that examined how different levels of employee engagement may influence the implementation of corporate sustainability initiatives across economic, environmental, and social dimensions. The hypothesis was tested to determine whether a statistically significant relationship exists, providing insights into how engaged employees contribute to the success and integration of sustainable practices within food and beverage manufacturing companies in Metro Manila.

RESEARCH METHOD

A quantitative correlational research design was used in this study to collect and analyze numerical data, allowing for an objective assessment of employees' engagement levels in corporate sustainable practices. This approach is appropriate as it enables the identification and measurement of statistical relationships between variables, specifically, between the dimensions of employee engagement and the pillars of corporate sustainability. By quantifying these associations, the study can provide evidence-based insights into how sustainability initiatives may influence employee behavior, perceptions, and cultural alignment within the organization.

To analyze the data, a descriptive analysis was applied, which helped summarise the data and highlight important trends and patterns within the sample. The researchers developed a self-made survey questionnaire with three main sections: (1) employee engagement, (2) corporate sustainable practices, and (3) employee engagement in corporate sustainable practices. A total of 50 questions were included 30, comprising for employee engagement, 15 for corporate sustainable practices, and 5 for employee engagement in corporate sustainable practices. The survey instrument used in this study was composed of self-constructed questions, specifically designed to align with the study's objectives. To ensure content validity, the instrument underwent rigorous expert validation by a panel of three professionals: an academic professional, a licensed psychometrician, and an industry practitioner. These experts critically reviewed the questionnaire's content, structure, and relevance, providing valuable insights and recommendations that helped refine the survey items for clarity and alignment with the constructs being measured. Additionally, the reliability of the instrument was assessed using Cronbach's alpha, yielding high internal consistency scores of 0.95 for employee engagement, 0.96 for corporate sustainable practices, and 0.93 for employee engagement in corporate sustainable practices. These

results confirm that the instrument is both valid and reliable for this study. The analysis of employee engagement and corporate sustainable practices was conducted using IBM SPSS Statistics Version 26, a software widely utilized by researchers across various fields for performing quantitative analysis of complex datasets.

The data collection process was carried out by engaging employees at various levels of the organization within selected F&B manufacturing companies based in Metro Manila. The survey was administered online, providing a convenient and accessible platform for employees to complete the questionnaires at their own pace. Before participating in the survey, employees were asked to provide their consent and review a privacy notice to ensure voluntary participation. A sample size of 385 was determined to be statistically valid and practical using Cochran's formula, assuming an unknown population size, a 95% confidence level (1.96), a 5% margin of error, and an estimated proportion of 50%. This sample size provided strong confidence in the findings while remaining manageable for data collection among workers in selected food and beverage manufacturing companies in Metro Manila.

The researchers followed the guidelines of the Data Privacy Act of 2021 (Research Act 1073), ensuring the protection of personal data. Confidentiality and privacy were maintained through consent forms validated by the data privacy committee, which outlined how data would be collected, processed, and protected. The inclusion of the privacy notice demonstrated the researchers' commitment to upholding ethical standards and safeguarding respondents' rights. The researchers employed a simple random sampling technique by distributing the survey to various companies within the food and beverage manufacturing sector and randomly selecting employees from each participating organization. This ensured that every individual within the target population had an equal chance of being chosen, thereby minimizing selection bias. The randomness was maintained by generating random participant lists provided by HR departments or team leads, ensuring a more representative and diverse sample of the workforce. This approach enhances the generalizability and reliability of the findings across the broader employee population.

The quantitative analysis of this study involved using descriptive and inferential statistical analysis. To evaluate participants' level of assessments, researchers utilized descriptive analysis to summarize the data gathered from the Likert scale questions, specifically using the mean and standard deviation. To assess variability, a four-point Likert: 1 – strongly disagree, 2 – disagree, 3 – agree, and 4 strongly agree. The result was processed using verbal interpretation: disengaged - 1.00-1.75, somewhat disengaged – 1.76 – 2.50, moderately engaged – 2.51 – 3.25 and highly engaged – 3.26 – 4.00. The four-point Likert scale was employed in the survey instrument to measure the extent of agreement or engagement, intentionally excluding a neutral option. This decision was made to encourage respondents to take a definitive stance, either positively or negatively, thus reducing central tendency bias and yielding more decisive data for analysis.

FINDINGS AND DISCUSSION

Table 1. Demographic Profile of the F&B Employees in Metro Manila

Demographic Profile	Frequency	Percent
Age Group	21-29 Years Old	188
	30-39 Years Old	143
	40-49 Years Old	55
Generation	Generation X	62
	Generation Z	178

Demographic Profile		Frequency	Percent
	Generation Y	146	37.8
Sex	Female	182	47.2
	Male	204	52.8
Household Monthly Income	Below P10,957	1	.3
	P10,958 to P21,914	71	18.4
	P21,915 to P43,828	177	45.9
	P43,829 to P76,669	82	21.2
	P76,670 to P131,484	42	10.9
	P131,485 to P219,140	7	1.8
	P219,141 and above	6	1.6
Company of Employment	Company G	30	7.8
	Company D	70	18.1
	Company K	63	16.3
	Company A	112	29.0
	Company L	38	9.8
	Company B	28	7.3
	Company C	45	11.7
Department	Customer Center	8	2.1
	Finance	15	3.9
	Human Resources	46	11.9
	Information Technology	11	2.8
	Logistic	2	.5
	Marketing	61	15.8
	Operations	177	45.9
	Procurement	32	8.3
	Research and Development	7	1.8
Level in Organization	Sales	27	7.0
	Managerial	55	14.2
	Rank and File	309	80.1
	Supervisor	22	5.7
Tenure in Organization	Less than a year	48	12.4
	1 – 3 years	159	41.2
	4 – 6 years	149	38.6
	7 – 9 years	26	6.7

Table 1 shows the demographic profile of employees in the food and beverage (F&B) manufacturing sector in Metro Manila. Most respondents were aged 21–29 (48.7%) and 30–39 (37.1%), with the majority belonging to Generation Y (46.2%). The gender distribution was pretty even, with 52.8% male and 47.2% female. Most employees had a monthly household income between ₱21,915 and ₱43,828 (45.5%). The highest number of participants came from Company D (29.0%), followed by Company C (16.3%). The Operations department had the most employees (18.4%), while Human Resources also had a significant share (11.9%). Most respondents were in Rank-and-File positions (80.1%), followed by those in Managerial (14.2%) and Supervisory roles (5.7%). In terms of tenure, most had been with their company for 1–3 years (41.2%), followed by 4–6 years (38.6%).

Table 2. Level of Assessment of Employee Engagement Factors

Employee Engagement	Mean	Std. Deviation	Interpretation
Quality of Life	3.71	0.39	Highly Engaged
Work	3.74	0.38	Highly Engaged
People	3.75	0.37	Highly Engaged
Opportunities	3.75	0.37	Highly Engaged
Rewards	3.64	0.46	Highly Engaged
Company Practices	3.72	0.38	Highly Engaged
Overall	3.71	0.37	Highly Engaged

As shown in Table 2, the survey results indicated a high level of employee engagement regarding the "Quality of Life" provided by the company. Respondents consistently showed strong agreement across various aspects contributing to their well-being, work-life balance, and environmental sustainability efforts (mean = 3.71, SD = 0.39). Employees value the company's focus on wellness and a healthy environment. The data shows that employees feel the company cares about their health, well-being, and environmental sustainability, which boosts their engagement (Ahmad & Umrani, 2019). In conclusion, the high scores in these areas indicate that employees are highly engaged and see their company as a positive influence on their overall well-being. This reflects a workplace where sustainability, work-life balance, and social responsibility are priorities, leading to greater employee commitment and organizational success.

Findings from the "Work" domain suggested that employees' job responsibilities are well-aligned with the company's environmental and economic sustainability goals, as evidenced by the high engagement score (mean = 3.74, SD = 0.38). This indicated that employees are more engaged when their roles are directly connected to the organization's sustainability initiatives and practices (Inam et al., 2021). The results suggest that employees are more engaged when their job roles are connected to the organization's sustainability efforts. This engagement is driven by a match between personal values and the organization's sustainability goals, with supportive leadership and practices playing a key role. The positive effects on both job satisfaction and organizational performance highlight the importance of integrating sustainability into the workplace (González-Dela Rosa et al., 2023).

Data from the "People" and "Opportunities" sections also revealed strong engagement (mean = 3.75, SD = 0.37), with employees agreeing on career development opportunities, a deep commitment to ethical behavior, and social responsibility toward the organizations' sustainability goals (Chua et al., 2024). The results show that employees believe their workplace is committed to ethics, social responsibility, and sustainability. High ratings in the "People" section reflect a strong culture of inclusion and care, which increases employee engagement. Research also shows that CSR, ethical leadership, and inclusion lead to better job satisfaction and performance (Rosa et al., 2023). Employees value career growth and being part of sustainability efforts (Hossain et al., 2022), which helps them feel more connected to the company and its mission. Organizations that focus on ethics and sustainability tend to support both employee well-being and overall success (Babu et al., 2020).

The "Rewards" section highlighted important elements of employee engagement, particularly in the context of corporate sustainability. The high ratings across all items suggested that employees perceived the company's reward system to be well-aligned with both organisational values and their financial well-being, as well as with the company's long-term sustainability goals (mean = 3.64, SD = 0.46). A sound reward system that values social responsibility and sustainability can boost employee engagement. Fair pay, recognition for social efforts, and support for green

practices lead to higher job satisfaction and long-term organizational success (Arif et al., 2023). This alignment is crucial for fostering a committed workforce.

Finally, the "Company Practices" section reflects high employee engagement (mean = 3.72, SD = 0.38), with respondents strongly agreeing that the company is committed to sustainability practices. All specific aspects related to environmental sustainability, long-term economic stability, and socially responsible practices were highly rated. It has been proven that such cultures improve environmental outcomes while also impacting employees' pro-environmental behavior, which is necessary to achieve long-term sustainability (Latif et al., 2022).

Table 3. Level of Assessment of Corporate Sustainable Practices Pillars

Corporate Sustainable Practices	Mean	Std. Deviation	Interpretation
Environmental	3.75	0.37	Highly Engaged
Social	3.74	0.37	Highly Engaged
Economic	3.76	0.37	Highly Engaged
Overall	3.75	0.37	Highly Engaged

As shown in Table 3, the data from the assessment of environmental practices reflects a strong commitment by the organization to adopting sustainable and environmentally friendly initiatives. Overall, respondents expressed strong agreement with the organizations' efforts to minimize waste generation, reduce energy consumption, and promote sustainability across all aspects of operations (mean = 3.75, SD = 0.37). Moreover, organizational sustainable practices boost job satisfaction among employees by giving them a favorable work environment that is compatible with long-term sustainability (Filimonau et al., 2023). This very involved response about the organizations' environmental practices also reflects the more general trend around the world toward a greener approach to business. According to Al-Swidi and Saleh (2021), consumers as well as employees begin to appreciate the efforts of sustainability, changing their behavior and attitudes toward companies. This is also reflected in the studies, which indicate that as companies adopt green practices, they not only improve their environmental footprint but also help to enhance the brand image, which, in turn, reinforces organizational loyalty and employee satisfaction (Imran & Jingzu, 2022).

Similarly, positive perceptions of social practices within the organization were evident, particularly in areas such as diversity and inclusion, labor practices, community involvement, health and safety, and employee well-being. The high employee engagement scores (mean = 3.74, SD = 0.37) indicate a strong commitment to these social values, further reinforcing the organizations' positive social impact (Inam et al., 2021). The organizations' strong commitment to diversity, fair labor practices, community involvement, health and safety, and overall employee well-being has led to high levels of employee engagement. These practices not only create a positive and supportive work environment but also boost employee satisfaction and loyalty, ultimately contributing to long-term organizational success.

In terms of economic practices, the results highlight key factors that contribute to the organizations' overall performance, employee commitment, and long-term sustainability. The data indicate that the company demonstrates significant concern for sustainable ethical practices in its economic operations, which in turn enhances employee satisfaction and organizational performance. The high engagement with these economic practices (mean = 3.76, SD = 0.37) suggests that the organization is creating a sustainable work environment with positive implications for both its employees and the broader community. Findings are very well in line with

prior literature, as underlined importance of ethical leadership, fair compensation, innovation, financial transparency, and CSR as driving keys for organizational performance and employee engagement (Imran & Jingzu, 2022).

Table 4. Level of Assessment of Employee Engagement in Corporate Sustainable Practices

	Mean	Std. Deviation	Verbal Interpretation
Employee Engagement in Corporate Sustainable Practices	3.69	0.42	Highly Engaged

Table 4 showed that the level of employee engagement in corporate sustainable practices is exceptionally high (mean = 3.69, SD = 0.42). The results demonstrate that employees are highly active in sustainability projects and eager to contribute ideas for improving organizational processes. This high level of involvement can likely be attributed to ethical leadership and a supportive organizational culture, as leaders have a direct impact on shaping employee attitudes and behaviors. The study further affirms that cultivating a green organizational culture and prioritizing sustainability initiatives leads to improved employee performance and overall organizational sustainability (Imran & Jingzu, 2022). Providing employees with more opportunities to share ideas and actively participate in sustainability efforts enhances their engagement and alignment with organizational goals. Such practices not only foster greater job satisfaction and a sense of purpose but also contribute significantly to the success of the organization.

This engagement aligns with several key drivers. The influence of ethical leadership and sustainable company practices reflects the “people” and “company practices” drivers, where employees feel supported and guided by management that prioritizes environmental and social responsibility. Opportunities to be involved in green initiatives directly tie to the “work” and “opportunities” drivers, making employees feel that their roles have a meaningful impact on both the business and the environment. Additionally, promoting workplace health and safety, along with environmental consciousness, supports the “quality of life” driver by enhancing the overall work environment. When contributions to these efforts are acknowledged or rewarded, this reinforces the “rewards” driver. In the context of food and beverage manufacturing where sustainability concerns such as packaging waste, water usage, and sourcing practices are highly relevant, engaged employees play a critical role in driving sustainable change. Their active participation helps build a greener production culture, improves operational efficiency, and supports long-term organizational success. These findings reaffirm that when employees are given the platform to take part in sustainability, both job satisfaction and organizational outcomes improve (Filimonau et al., 2023).

Table 5. Relationship Between Employee Engagement and Corporate Sustainable Practices

	Correlation Coefficient	p-Value	Decision
Employee Engagement vs. Corporate Sustainable Practices	0.588	<0.001	Reject Ho

Table 5 shows a moderate positive correlation between employee engagement and corporate sustainable practices ($\rho = 0.588$, $p < 0.001$). This indicates that as employee engagement increases, so does their involvement in sustainability initiatives, and vice versa. A correlation of

0.588 suggests a meaningful relationship, implying that while other factors may also influence engagement, sustainability practices play a significant role. This finding supports prior research highlighting the mutual reinforcement between employee involvement and corporate responsibility efforts. In practical terms, it means that when organizations invest in sustainable practices and create avenues for employee participation, they are likely to see higher levels of commitment, motivation, and job satisfaction, fostering a more productive and future-oriented workplace. Glavas (2016) posits that employees are more likely to be engaged when they perceive their organization as committed to sustainable practices because it creates a sense of purpose and alignment with personal values. Similar research by Kim et al. (2020) indicates that employees' involvement in sustainability programs increases job satisfaction, organizational commitment, and engagement levels. Sustainability programs are usually characterized by collective, meaningful activities that help employees connect emotionally and psychologically to their work. De Roeck and Farooq (2018) argue that organizations' adoption of corporate sustainable practices provides a positive ethical climate, which will further enhance employee trust and engagement. Additionally, according to Renwick et al. (2016), green human resource management practices like sustainability training and rewards highly influence employees' engagement by establishing a supportive and participatory environment. On top of that, Khan et al. (2018) proved that employees are more engaged and creative and exhibit higher loyalty if the organization has a solid sustainability framework in place. Therefore, this kind of positive engagement-sustainability cycle is crucial to establishing the long-term prosperity of an organization and its well-being.

CONCLUSION

The study highlights the significant impact of employee engagement on corporate sustainability performance in the food and beverage manufacturing sector. Employees rated their companies highly in both sustainability commitment and engagement, indicating a strong alignment between organizational values and employee perceptions. This suggests a positive and supportive workplace culture where sustainability is not only a corporate agenda but a shared value. A key finding is the positive correlation ($\rho = 0.588$) between employee engagement and sustainability practices, demonstrating that engaged employees contribute more actively to environmental, social, and economic initiatives. Their involvement drives compliance, innovation, and the successful adoption of green technologies. This reinforces the importance of fostering an environment where employees are empowered to take part in sustainability efforts.

Based on the data presented, leadership emerged as a critical driver of employee engagement in sustainability initiatives. The high level of engagement observed among employees reflects the influence of leaders who actively champion sustainability, involve their teams in decision-making, and model ethical behavior in day-to-day operations. When leaders take the initiative to visibly prioritize sustainable practices, such as reducing waste, supporting community causes, or transitioning to greener technologies, they set a behavioral standard that employees are more likely to follow. Their influence fosters a culture where sustainability becomes embedded in the organization's values and actions. Employees take cues from leadership when they see leaders walking the talk, it builds trust, motivation, and a shared sense of purpose. This creates a ripple effect where leaders inspire mid-level managers, who in turn engage front-line staff, collectively driving broader and deeper participation in sustainable practices.

To amplify this impact, companies in the F&B manufacturing sector must institutionalize leadership development programs that equip current and future leaders with the tools to champion sustainability and engage their teams. This ensures that sustainable behavior is not left to individual initiative alone but becomes a consistent and strategic part of organizational culture and leadership practice. To maximize the benefits of employee engagement, F&B manufacturing

companies should provide structured platforms for employees to share ideas, participate in green initiatives, and see the results of their contributions. Human resource managers and industry leaders are encouraged to integrate sustainability into performance metrics, reward systems, and career development paths to foster long-term commitment. As environmental awareness continues to shape the global business landscape, F&B companies must respond with action. Cultivating a green organizational culture and engaging employees meaningfully in sustainability is not just good practice, it is a strategic imperative. Ultimately, a sustainably engaged workforce is the engine that drives innovation, resilience, and long-term success in the F&B manufacturing sector.

LIMITATIONS AND FURTHER RESEARCH

The study acknowledges certain limitations. Responses were gathered from a broad pool of employees working in F&B companies across Metro Manila, encompassing various levels, including rank-and-file, managerial, and supervisory roles. This diversity may limit the depth of insights into how different employee groups experience engagement with sustainability practices. Additionally, the data collected exhibited a noticeable skewness, with responses predominantly clustered around higher engagement scores, suggesting a potential response bias or lack of variation in employees' engagement levels. This skewness could limit the accuracy and granularity of the findings, as it may not fully capture the diversity of experiences and perspectives within the workforce. Moreover, the study focused on Food and Beverage Manufacturing Companies in Metro Manila. Future research could benefit from narrowing the scope to a single organization, allowing for a more in-depth investigation. This would also help address challenges encountered in the current study, such as difficulties in securing company approval due to privacy and confidentiality concerns, as well as issues related to employee availability. A more focused approach could yield more detailed insights into the specific drivers of employee engagement and help mitigate issues like response skewness.

Further, the study's focus on AON Hewitt's six drivers of employee engagement, quality of life, work, people, opportunities, rewards, and company practices, could be expanded by concentrating specifically on the drivers of engagement with corporate sustainability initiatives. This would provide a more nuanced understanding of how these factors directly influence employees' involvement in sustainability efforts. To further expand on these findings, future research should explore longitudinal data and consider external factors such as cultural, regional, and industry-specific variables to enhance the generalizability and applicability of the results across different contexts. Since this study focused solely on the Aon Hewitt Model and Carroll's CSR Pyramid, the use of only these two frameworks presents a limitation in examining broader influences such as organizational culture, industry norms, and societal expectations. Future studies are encouraged to incorporate additional theoretical models and cross-cultural perspectives to understand better how employee engagement strategies and corporate sustainability practices can be effectively tailored to various industries and cultural settings.

Finally, future studies could explore the long-term impact of employee engagement in sustainability on organizational performance and the role of leadership in fostering a culture of sustainability. Investigating how different leadership styles affect employee engagement and sustainability outcomes could offer valuable insights into how companies can cultivate a more committed workforce aligned with sustainability goals. Additionally, future research could aim to address the potential biases or skewness in data collection methods to obtain more representative findings.

To enhance the direction of future research, follow-up studies could consider formulating targeted research questions, such as how transformational leadership specifically influence employee engagement in sustainability initiatives in F&B manufacturing. Methodologically, researchers could employ mixed-method approaches, combining quantitative surveys with in-

depth interviews or focus groups to capture both the breadth and depth of employee experiences. Longitudinal designs could also be adopted to track changes in engagement and sustainability performance over time, providing insights into the lasting effects of leadership and organizational culture on sustainability outcomes.

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