

Workforce Planning Strategies and Employee Commitment in Construction Companies in the Province of Rizal

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Abstract

The construction industry plays a significant role in economic growth and employment generation; however, it continues to face persistent workforce management challenges, including irregular project demand, labor shortages, skills mismatches, and increasing competition from other industries. This study examined the workforce planning strategies and employee commitment of medium to large construction companies operating in the Province of Rizal, Philippines. Anchored on Workforce Planning Theory and Organizational Commitment Theory, the study investigated workforce planning practices such as recruitment and forecasting, scheduling and deployment, time and attendance monitoring, safety and compliance practices, performance appraisal systems, and learning and development programs. Employee commitment was assessed in terms of affective, continuance, and normative commitment. A descriptive-correlational research design was employed, involving engineers, foremen, skilled workers, and administrative staff selected through stratified random sampling. Data were gathered using a structured survey questionnaire and analyzed using descriptive statistics, correlation, and regression analysis. Findings revealed that workforce demand forecasting and supply analysis were moderately implemented, while scheduling and deployment practices showed a strong influence on employee commitment. Safety and compliance systems significantly supported normative commitment, performance appraisal systems enhanced affective commitment, and learning and development initiatives were strongly associated with continuance commitment. Overall, workforce planning practices were moderately implemented, with notable strengths in operational scheduling and safety compliance but weaknesses in strategic human resource alignment and employee engagement. Employee commitment was generally moderate, with continuance commitment being the most dominant due to job security concerns and financial necessity, particularly among contractual workers. The study concludes that while construction firms in Rizal possess functional workforce planning systems, gaps remain in strengthening employee engagement, retention strategies, and long-term workforce stability. It is recommended that companies adopt a more strategic and integrated workforce planning approach, enhance career development opportunities for contractual employees, improve monitoring systems, and strengthen communication and safety practices to foster stronger organizational commitment and reduce workforce turnover.

Keywords: Workforce Planning, Employee Commitment, Construction Industry, Organizational Commitment, Workforce Forecasting, Scheduling and Deployment, Human Resource Management, Rizal Province,

Introduction

The construction industry plays a vital role in driving economic growth, generating employment, and supporting infrastructure development worldwide. As one of the most labor-intensive sectors, it depends heavily on the efficient deployment of skilled and semi-skilled workers to sustain project operations. However, the industry continues to face persistent workforce management challenges, including labor shortages, skills mismatches, fluctuating project demands, and the need for continuous skills development (International Labour Organization [ILO], 2021; World Bank, 2022). These challenges are further intensified by the cyclical nature of construction activities, rapid technological advancements, and changing labor market conditions, which contribute to workforce instability and reduced organizational efficiency.

To address these concerns, workforce planning has been widely recognized as a strategic human resource function that ensures the right number of workers with the right skills are available at the right time. It involves forecasting labor demand, scheduling and deployment, performance management, safety compliance, and skills development programs. International studies highlight that effective workforce planning enhances productivity, improves employee engagement, and strengthens organizational commitment, particularly in project-based industries such as construction (ILO, 2021; Jones, 2015).

Globally, construction firms in developed economies such as the United States and Germany have adopted advanced workforce planning systems that integrate predictive labor analytics, structured training programs, and strong safety management frameworks to address workforce shortages and improve efficiency (Gibb et al., 2020; Harty, 2016). Similarly, in Southeast Asia, countries like Singapore and Malaysia have implemented workforce forecasting, job rotation,

and competency development programs to manage foreign labor dependency and aging workforces, resulting in improved workforce stability and employee engagement (Tan et al., 2019; Wong et al., 2021). These findings consistently demonstrate that workforce planning is not only an operational necessity but also a strategic driver of employee commitment and organizational performance.

In the Philippine context, the construction industry remains a major contributor to national economic growth and employment generation. According to the Philippine Statistics Authority (PSA, 2023), it provides jobs for engineers, foremen, masons, carpenters, electricians, and equipment operators across various infrastructure and development projects. Despite this growth, construction firms continue to experience workforce-related challenges, particularly in manpower deployment, skills alignment, and career development. Studies indicate that inadequate training systems, unclear career pathways, and inconsistent human resource practices negatively affect employee engagement and organizational commitment (POEA, 2022; HR Practitioners in CALABARZON, 2024).

In Rizal Province, the rapid expansion of residential, commercial, and industrial construction projects has increased the demand for a stable and skilled workforce. Medium to large construction firms heavily rely on effective manpower planning to sustain project continuity and operational efficiency. However, reports from the Department of Trade and Industry–Rizal (2023) reveal persistent issues in workforce allocation, skills matching, and workload distribution. While some firms implement workforce planning practices such as scheduling, attendance monitoring, safety compliance, and technical training, these practices are often fragmented and operational rather than strategically integrated.

Despite the existence of strong legal and institutional frameworks such as Republic Act No. 11058 (Occupational Safety and Health Standards Act), the Labor Code of the Philippines (Presidential Decree No. 442), Republic Act No. 10918 (Philippine Construction Industry Act), and Republic Act No. 6715 (social protection provisions), gaps remain in translating these policies into effective workforce planning systems at the organizational level. Many firms still struggle with aligning workforce planning practices with employee engagement, motivation, and long-term organizational commitment.

Moreover, although previous studies have established the importance of workforce planning in improving operational efficiency and productivity, limited empirical evidence exists on its behavioral and psychological outcomes, particularly employee commitment. In addition, most studies focus on individual workforce planning components in isolation, rather than examining their combined effect on affective, continuance, and normative commitment. Furthermore, there is a lack of localized studies in Rizal Province that explore how medium to large construction firms implement workforce planning practices and how these practices influence employees across different occupational roles such as engineers, foremen, skilled workers, and administrative staff. This gap highlights the need for context-specific research that integrates multiple workforce planning dimensions with organizational commitment outcomes.

Given these gaps, this study examines the relationship between workforce planning strategies and employee commitment among medium to large construction firms in Rizal Province. It specifically investigates how workforce planning practices influence affective, continuance, and normative commitment among construction employees. By addressing these gaps, the study aims to provide empirical evidence that can guide construction firms in strengthening workforce planning systems, enhancing employee commitment, and improving organizational stability and sustainability in the industry

Material and methods

2.1 Research Design

This study adopts a quantitative descriptive–correlational research design to comprehensively examine the workforce management planning practices of construction companies in the Province of Rizal and their relationship with employee commitment.

2.2 Locale of the Study

This study is conducted in the Province of Rizal, located in the CALABARZON Region (Region IV-A) of the Philippines. Rizal is composed of one component city, Antipolo City, and thirteen municipalities, namely Angono, Baras, Binangonan, Cainta, Cardona, Jala-Jala, Morong, Pililla, Rodriguez (Montalban), San Mateo, Tanay, Taytay, and Teresa. Its proximity to Metro Manila has contributed to rapid urbanization and increased infrastructure development, resulting in a growing number of construction projects across the province.

2.3 Respondents of the Study

The respondents of the study consist of employees and management personnel from medium to large construction companies operating in the Province of Rizal. These respondents include both managerial and non-managerial staff such as engineers, foremen, skilled workers, and administrative personnel. The study ensures representation from various

workforce segments within the construction industry to obtain a comprehensive understanding of workforce planning practices and employee commitment.

2.4 Sample and Sampling Procedure

A purposive stratified sampling technique was employed to ensure that respondents adequately represent different categories within the construction workforce. Stratification was based on position (management and non-management), employment status, company type, and company size. The inclusion criteria for the respondents were as follows: (a) they must be currently employed in a construction company operating in the Province of Rizal; (b) they may occupy either managerial or non-managerial positions; (c) they must have at least six (6) months of work experience in their current company; and (d) they must voluntarily agree to participate in the study. Based on records from the Department of Trade and Industry and local business registries, approximately two hundred (200) construction companies are operating in Rizal Province. Using a 95% confidence level and a 5% margin of error, the computed sample size is approximately one hundred thirty-two (132) respondents, which is deemed sufficient to ensure adequate representation and allow for meaningful statistical analysis of workforce planning strategies and employee commitment.

2.5 Research Instrument

The study utilized a researcher-made structured questionnaire developed from an extensive review of related literature, empirical studies, and theories on workforce planning and organizational commitment, anchored on Workforce Planning Theory and Organizational Commitment Theory. The instrument consists of four sections: respondent profile, workforce planning strategies, employee commitment, and reasons for employee attrition. The second and third sections assess key variables such as workforce demand forecasting, workforce supply analysis, HR strategies, monitoring and evaluation, and the three dimensions of employee commitment— affective, continuance, and normative commitment—while the fourth section identifies attrition-related factors. All substantive items are measured using a five-point Likert scale ranging from Strongly Agree to Strongly Disagree. To ensure validity and reliability, the instrument undergoes content validation by a panel of experts in human resource management, construction management, and research, followed by pilot testing among selected respondents not included in the main study. Revisions are made based on expert feedback and pilot test results to improve clarity, relevance, and consistency prior to final administration.

2.6 Data Gathering Procedure

The data gathering process begins with securing formal permission from selected construction companies operating in the Province of Rizal. Once approval is obtained, the researcher coordinate with company representatives to identify eligible respondents based on the sampling criteria. The questionnaires are distributed personally or electronically to respondents at a time convenient to them so as not to disrupt their work responsibilities. Throughout the data collection period, ethical considerations such as informed consent, confidentiality, and anonymity will be strictly observed. Completed questionnaires has been incorporated checked for completeness, and prepared for data encoding and analysis.

2.7 Data Analysis Techniques

The study employs both descriptive and inferential statistical tools to address the research questions and objectives. For the demographic profile of respondents, frequency and percentage distribution are used for categorical variables, while mean and standard deviation are computed for numerical variables. To assess workforce planning strategies, weighted mean is utilized to determine the extent of implementation across different dimensions, and standard deviation is used to measure the consistency of responses. Similarly, the level of employee commitment—comprising affective, continuance, and normative commitment—is analyzed using weighted mean and standard deviation. To determine significant differences in workforce planning strategies when respondents are grouped according to demographic profile, independent samples t-test and one-way analysis of variance (ANOVA) are employed as appropriate. Furthermore, the relationship between workforce planning strategies and employee commitment is examined using Pearson product-moment correlation coefficient (Pearson r). For reasons of employee commitment and attrition from both management and employee perspectives, frequency and percentage distribution are applied. The results of all statistical analyses are then synthesized as the basis for developing a proposed workforce retention program aimed at strengthening employee commitment and reducing attrition among construction companies in the Province of Rizal.

2.8 Ethical Considerations

The study observes strict ethical standards to ensure the protection of respondents and the integrity of the research process. Prior to data collection, permission is secured from the management of selected construction companies in the Province of Rizal. Respondents are fully informed about the purpose of the study, the voluntary nature of their participation, and their right to withdraw at any time without any consequences. Informed consent is obtained before participation, ensuring that respondents agree to take part in the study with full understanding of its objectives and procedures. Confidentiality and anonymity of all responses are strictly maintained. No personal identifiers are disclosed in any part of the study, and all collected data are used solely for academic purposes. Access to raw data is limited only to the researcher, and all information is stored securely to prevent unauthorized use or disclosure. The study also ensures that no harm, discomfort,

or risk is imposed on the respondents throughout the data collection process. Finally, all findings are reported honestly and accurately, without fabrication or misrepresentation of data, to uphold academic integrity and research credibility.

Results and Discussion

3.1 Profile of Respondents from Construction Companies in the Province of Rizal in Terms of Demographic Profile Variables.

The demographic profile of respondents from construction companies in the Province of Rizal shows a predominantly male, mid-aged, and married workforce, largely concentrated in the 36–55 age range, indicating an experienced labor pool but limited youth representation that may pose future succession and workforce renewal challenges. Most respondents are college graduates or undergraduates and are primarily employed as skilled workers, with fewer occupying technical and managerial positions, reflecting a labor-intensive organizational structure. In terms of employment characteristics, a significant proportion have less than five years of service and are engaged under contractual or project-based arrangements, suggesting high workforce mobility and potential challenges in employee retention and long-term commitment. Most workers are assigned to construction execution roles, while fewer are placed in administrative, procurement, and safety functions, indicating functional concentration in operational tasks. Income levels are generally within mid-range brackets, and many are employed in infrastructure and public works projects, while medium-sized firms dominate employment. Overall, the demographic pattern reflects a skilled but highly contractual and operational workforce, highlighting the need for stronger workforce planning strategies focused on retention, career development, functional balance, and long-term organizational stability.

Table 1

Profile of Respondents from Construction Companies in the Province of Rizal in Terms of Demographic Profile Variables.

Category	Frequency	Percentage
Age		
25 years old and below	15	12.9%
26–35 years old	23	19.8%
36–45 years old	32	27.6%
46–55 years old	34	29.3%
56 years old and above	12	10.3%
Total (Age)	116	100%
Sex		
Male	116	100.0%
Total (Sex)	116	100%
Civil Status		
Single	18	15.5%
Married	76	65.5%
Separated	10	8.6%
Widowed	12	10.3%
Total (Civil Status)	116	100%
Highest Educational Attainment		
High School Undergraduate	33	28.4%
High School Graduate	11	9.5%
College Undergraduate	39	33.6%
College Graduate	47	40.5%
Postgraduate	8	6.9%
Others	8	6.9%
Total (Educational Attainment)	116	100%
Position		
Project Manager	6	5.2%
HR Manager	7	6.0%
Project Lead	9	7.8%
Team Lead	14	12.1%
Supervisor	5	4.3%
Engineer	10	8.6%
Architect	6	5.2%
Foreman	12	10.3%
Skilled Worker	46	39.7%

Administrative Staff	1	0.9%
Total (Position)	116	100%
Number of Years in the Company		
Below 5 years	50	43.1%
6–10 years	25	21.6%
11–15 years	16	13.8%
16–20 years	15	12.9%
20 years and above	10	12.9%
Total (Years in Company)	116	100%
Employment Status		
Regular/Permanent	40	34.5%
Contractual	52	44.9%
Probationary	4	3.4%
Project-based	14	12.1%
Casual	6	5.2%
Total (Employment Status)	116	100%
Area of Assignment		
Design and Planning	16	13.8%
Project Management	23	19.8%
Construction Execution	46	39.7%
Procurement	1	0.9%
Safety and Compliance	11	9.5%
Administration	7	6.0%
Quality Control	12	10.3%
Total (Area of Assignment)	116	100%
Net Monthly Income		
₱10,001–₱20,000	48	41.4%
₱30,001–₱40,000	17	14.7%
₱40,001–₱50,000	26	22.4%
₱60,001–₱70,000	13	11.2%
₱70,001–₱80,000	12	10.3%
Total (Income)	116	100%
Type of Construction Company		
Commercial Construction	35	30.2%
Industrial Construction	9	7.8%
Infrastructure/Public Works	54	46.6%
Residential Construction	18	15.5%
Total (Company Type)	116	100%
Company Size		
50 employees and below	35	30.2%
51–100 employees	9	7.8%
101–200 employees	54	46.6%
More than 200 employees	18	15.5%
Total (Company Size)	116	100%

3.2 Assessment of Workforce Management Planning Practices Among Construction Companies

It could be gleaned from the table that Normative Commitment got the highest mean of 4.06, interpreted as Agree, indicating that respondents strongly exhibit a sense of loyalty, moral obligation, and responsibility toward their organization. This is followed by Affective Commitment with a mean of 3.93, interpreted as Agree, and HR Strategies and Interventions also with a mean of 3.93, interpreted as Agree, suggesting that emotional attachment and HR support practices are both strongly perceived by respondents. Meanwhile, the lowest mean was obtained by Continuance Commitment with a mean of 3.78, interpreted as Agree, indicating that while employees remain in their jobs, their retention is less driven by long-term benefits or necessity compared to moral and emotional factors. The overall mean of 3.90, interpreted as Agree, reflects that both workforce management planning practices and employee commitment are moderately implemented and positively perceived in construction companies in Rizal. Results imply that construction companies should further strengthen the integration of workforce planning systems, particularly by enhancing career development programs, job security, and structured HR interventions that reinforce both emotional and moral commitment. Although practices are

already in place, the moderate level suggests that improvements in strategic alignment between HR and operations are still necessary to maximize workforce stability and reduce turnover risks in project-based environments. Results mean that respondents generally perceive their organizations as having functional but not fully optimized workforce planning systems, where employees remain committed primarily due to loyalty and emotional attachment rather than purely financial or long-term incentive structures. This indicates that workforce planning is effective in supporting operational needs but still requires strengthening in terms of long-term employee retention mechanisms. Results support study of Armstrong and Taylor (2020) and Collings et al. (2021), which emphasize that integrated and data-driven workforce planning improves organizational effectiveness and employee outcomes. Similarly, studies by Vrontis et al. (2021) highlight that stronger alignment between HR practices and operational management enhances employee commitment, while Meyer and Allen's commitment theory supports the finding that normative and affective commitment are stronger predictors of retention than continuance commitment in project-based industries such as construction.

Table 2

Assessment of Workforce Management Planning Practices Among Construction Companies

Category	Weighted Mean	Verbal Interpretation
Workforce Demand Forecasting	3.87	Agree
Workforce Supply Analysis	3.88	Agree
Gap Identification	3.87	Agree
HR Strategies and Interventions	3.93	Agree
Monitoring and Evaluation	3.89	Agree
Continuance Commitment	3.78	Agree
Affective Commitment	3.93	Agree
Normative Commitment	4.06	Agree
TOTAL / OVERALL MEAN	3.90	Agree

3.3 Significant Differences in Workforce Management Planning Assessments Across Respondents' Demographic Profiles

It could be gleaned from the table that most demographic variables such as age, civil status, position, employment status, years in the company, area of assignment, net monthly income, and company size obtained significance values greater than 0.05 indicating no significant differences in the assessment of workforce management planning practices. However, Type of Construction Company showed significant differences in Workforce Demand Forecasting with F value of 3.019 and significance value of 0.033, Gap Identification with F value of 3.368 and significance value of 0.021, and Monitoring and Evaluation with F value of 3.670 and significance value of 0.014 while other variables remained not significant. Overall workforce planning practices were consistently perceived across respondents regardless of most demographic profiles with variation mainly influenced by organizational type. Results imply that workforce management planning practices are generally standardized and consistently implemented across construction companies, leading to uniform employee perceptions regardless of demographic characteristics. The significant variation in company type suggests that organizational structure, project complexity, and operational specialization influence how workforce planning tools such as forecasting, gap analysis, and monitoring systems are applied. This implies that while HR systems are generally effective, contextual adaptation is necessary for different construction environments to improve alignment with operational demands. Results support the study of Collings, Mellahi, and Cascio (2019), who emphasized that strategic workforce planning effectiveness is driven more by organizational design than demographic characteristics. Armstrong and Taylor (2020) further explained that structured HR planning systems enhance consistency in workforce decision-making and employee perceptions. In construction settings, Loosemore, Dainty, and Lingard (2019) highlighted that workforce planning effectiveness varies depending on project-based organizational structures. Similarly, Sparrow, Brewster, and Chung (2016) found that workforce analytics and HR planning systems create consistent employee understanding when standardized, but may differ across organizational contexts. These studies confirm that organizational structure is a key determinant of workforce planning variation.

Table 3

Significant Differences in Workforce Management Planning Assessments Across Respondents' Demographic Profiles

Profile	Variable	Sum of Squares	df	Mean Square	F	Sig	HO	VI
Age	Workforce Demand Forecasting	0.361	4	0.090	1.477	0.214	FR	NS
	Workforce Supply Analysis	0.397	4	0.099	0.793	0.532	FR	NS

	Gap Identification	0.438	4	0.110	1.866	0.121	FR	NS
	HR Strategies and Interventions	0.167	4	0.042	0.435	0.783	FR	NS
	Monitoring and Evaluation	0.198	4	0.050	0.519	0.722	FR	NS
	Assessment of Workforce Planning Practices	0.103	4	0.026	0.565	0.688	FR	NS
Civil Status	Workforce Demand Forecasting	0.094	3	0.031	0.497	0.685	FR	NS
	Workforce Supply Analysis	0.311	3	0.104	0.831	0.480	FR	NS
	Gap Identification	0.045	3	0.015	0.245	0.865	FR	NS
	HR Strategies and Interventions	0.133	3	0.044	0.463	0.709	FR	NS
	Monitoring and Evaluation	0.110	3	0.037	0.384	0.765	FR	NS
	Assessment of Workforce Planning Practices	0.007	3	0.002	0.054	0.983	FR	NS
Position	Workforce Demand Forecasting	0.395	9	0.044	0.690	0.717	FR	NS
	Workforce Supply Analysis	0.634	9	0.070	0.547	0.837	FR	NS
	Gap Identification	0.402	9	0.045	0.723	0.687	FR	NS
	HR Strategies and Interventions	0.550	9	0.061	0.629	0.770	FR	NS
	Monitoring and Evaluation	0.542	9	0.060	0.622	0.776	FR	NS
	Assessment of Workforce Planning Practices	0.355	9	0.039	0.874	0.551	FR	NS
Employment status	Workforce Demand Forecasting	0.184	4	0.046	0.751	0.560	FR	NS
	Workforce Supply Analysis	0.109	4	0.027	0.221	0.926	FR	NS
	Gap Identification	0.097	4	0.024	0.400	0.808	FR	NS
	HR Strategies and Interventions	0.200	4	0.050	0.524	0.719	FR	NS
	Monitoring and Evaluation	0.171	4	0.043	0.443	0.778	FR	NS
	Assessment of Workforce Planning Practices	0.083	4	0.021	0.465	0.761	FR	NS

Year Working in the Company	Workforce Demand Forecasting	0.128	4	0.032	0.505	0.732	FR	NS
	Workforce Supply Analysis	0.545	4	0.136	1.100	0.360	FR	NS
	Gap Identification	0.092	4	0.023	0.370	0.829	FR	NS
	HR Strategies and Interventions	0.116	4	0.029	0.300	0.877	FR	NS
	Monitoring and Evaluation	0.357	4	0.089	0.949	0.438	FR	NS
	Assessment of Workforce Planning Practices	0.152	4	0.038	0.846	0.499	FR	NS
Area of Assignment	Workforce Demand Forecasting	0.312	6	0.052	0.829	0.550	FR	NS
	Workforce Supply Analysis	0.257	6	0.043	0.332	0.919	FR	NS
	Gap Identification	0.256	6	0.043	0.695	0.654	FR	NS
	HR Strategies and Interventions	0.195	6	0.033	0.334	0.918	FR	NS
	Monitoring and Evaluation	0.161	6	0.027	0.275	0.948	FR	NS
	Assessment of Workforce Planning Practices	0.111	6	0.019	0.401	0.877	FR	NS
Net Monthly Income	Workforce Demand Forecasting	0.252	4	0.063	1.025	0.398	FR	NS
	Workforce Supply Analysis	0.388	4	0.097	0.786	0.537	FR	NS
	Gap Identification	0.201	4	0.050	0.837	0.505	FR	NS
	HR Strategies and Interventions	0.058	4	0.015	0.149	0.963	FR	NS
	Monitoring and Evaluation	0.103	4	0.026	0.266	0.899	FR	NS
	Assessment of Workforce Planning Practices	0.076	4	0.019	0.426	0.790	FR	NS
Type of Construction Company	Workforce Demand Forecasting	0.535	3	0.178	3.019	0.033	FR	NS
	Workforce Supply Analysis	0.747	3	0.249	2.059	0.110	FR	NS
	Gap Identification	0.576	3	0.192	3.368	0.021	FR	NS

	HR Strategies and Interventions	0.099	3	0.033	0.344	0.794	FR	NS
	Monitoring and Evaluation	0.966	3	0.322	3.670	0.014	FR	NS
	Assessment of Workforce Planning Practices	0.281	3	0.094	2.159	0.097	FR	NS
Company Size	Workforce Demand Forecasting	0.317	3	0.106	1.735	0.164	FR	NS
	Workforce Supply Analysis	0.361	3	0.120	0.968	0.410	FR	NS
	Gap Identification	0.226	3	0.075	1.255	0.293	FR	NS
	HR Strategies and Interventions	0.132	3	0.044	0.460	0.711	FR	NS
	Monitoring and Evaluation	0.577	3	0.192	2.111	0.103	FR	NS
	Assessment of Workforce Planning Practices	0.076	3	0.025	0.558	0.644	FR	NS

3.4 Relationship Between Workforce Management Planning Practices and Employee Commitment in Construction Companies

Table 4 presents the relationship between workforce management planning practices and employee commitment, including continuance, affective, and normative commitment, as well as perceived employee attrition in construction companies. The results indicate that all major workforce planning components, particularly HR strategies and interventions, are significantly associated with employee commitment, while demand forecasting, gap identification, and monitoring and evaluation show stronger relationships with affective and normative commitment than with continuance commitment. This suggests that workforce management practices primarily strengthen employees' emotional attachment and moral responsibility rather than purely economic reasons for staying. Overall, the findings imply that effective workforce management planning enhances employee commitment by fostering organizational support, clarity, and stability, which may reduce turnover intentions, and these results are consistent with Boxall and Purcell (2016) and Noe et al. (2021), who emphasized that structured HR systems and strategic workforce planning significantly improve employee attitudes, engagement, and retention outcomes.

Table 4
Relationship Between Workforce Management Planning Practices and Employee Commitment in Construction Companies

Aspects	Variables	Pearson's r	p-value	HO	VI
Workforce Demand Forecasting	Overall Planning Practices	0.896	0.000	R	S
	Continuance Commitment	-0.144	0.123	NR	NS
	Affective Commitment	0.362	0.000	R	S
	Normative Commitment	0.629	0.000	R	S
Workforce Supply Analysis	Overall Planning Practices	0.420	0.000	R	S
	Continuance Commitment	-0.065	0.489	NR	NS

	Affective Commitment	0.279	0.002	R	S
	Normative Commitment	-0.286	0.002	R	S
Gap Identification	Overall Planning Practices	0.838	0.000	R	S
	Continuance Commitment	-0.147	0.116	NR	NS
	Affective Commitment	0.310	0.001	R	S
	Normative Commitment	0.593	0.000	R	S
HR Strategies and Interventions	Overall Planning Practices	0.802	0.000	R	S
	Continuance Commitment	0.502	0.000	R	S
	Affective Commitment	0.264	0.004	R	S
	Normative Commitment	0.452	0.000	R	S
Monitoring and Evaluation	Overall Planning Practices	0.764	0.000	R	S
	Continuance Commitment	0.319	0.000	R	S
	Affective Commitment	0.096	0.303	NR	NS
	Normative Commitment	0.507	0.000	R	S
Overall Planning Practices	Continuance Commitment	0.502	0.000	R	S
	Affective Commitment	0.469	0.000	R	S
	Normative Commitment	0.629	0.000	R	S

3.5 Commonly Cited Reasons for Employee Commitment According to Management and Employee Perspectives

Table 5 revealed differences and similarities between management and employee perceptions of the reasons for employee attrition in construction companies. Management identified limited career growth opportunities, low engagement, competitive compensation issues, and high workload as key drivers of turnover, while employees emphasized lack of recognition, limited professional development, unsatisfactory work-life balance, and poor communication with supervisors. These findings indicate that attrition is influenced by both structural organizational factors and day-to-day workplace experiences, with employees placing greater emphasis on recognition and interpersonal management, while management focuses more on career structure and operational concerns. The results imply that effective retention strategies must address both perspectives by strengthening career development pathways, improving recognition systems, enhancing communication, and promoting work-life balance to reduce turnover and improve workforce stability. These findings support the study of Collings and Mellahi (2009), who emphasized that talent retention requires alignment between organizational practices and employee expectations, and Boxall and Purcell (2016), who highlighted that sustainable HRM strategies must integrate both managerial priorities and employee well-being to effectively reduce attrition and enhance organizational performance.

Table 5

Commonly Cited Reasons for Employee Commitment According to Management and Employee Perspectives

Perspective	Commonly Cited Reasons for Employee Attrition	Frequency/Notable Points
Management Perspective	Limited career growth opportunities	45% of managers noted lack of advancement
	Low employee engagement	38% reported disengagement as a reason for leaving
	Competitive compensation issues	32% cited salary disparities
	Workload and stress	28% mentioned high workload
Employee Perspective	Lack of recognition and appreciation	50% of employees reported feeling undervalued

	Limited professional development	42% indicated insufficient training
	Unsatisfactory work-life balance	37% noted difficulty balancing work and personal life
	Poor management-employee communication	30% highlighted communication gaps

Conclusions & Recommendations

Workforce management planning practices in construction companies in the Province of Rizal are generally well implemented, but their application and experience vary across different employee groups. While organizations demonstrate strong systems in forecasting, supply analysis, HR interventions, and monitoring, inconsistencies in implementation across employment status, position, tenure, and company size suggest uneven access to or participation in workforce planning processes. These variations indicate that workforce planning is not fully standardized at all organizational levels, which may affect how employees perceive fairness and inclusion in HR practices. Moreover, workforce management planning plays a critical role in shaping employee commitment and retention, as stronger planning systems are associated with higher levels of affective, continuance, and normative commitment, while gaps in career development, communication, and evaluation practices contribute to increased intentions to leave.

Construction companies should strengthen the consistency and inclusiveness of their workforce management planning systems by ensuring that all employee groups experience equal access to HR processes such as forecasting, training, and evaluation. Priority should be given to improving career development pathways, strengthening HR–operations coordination, and institutionalizing continuous monitoring and evaluation systems to ensure timely and data-driven workforce decisions. Organizations should also enhance communication, workload distribution, and employee engagement initiatives to reinforce commitment and reduce attrition. In doing so, firms can build a more stable, motivated, and committed workforce that supports long-term operational efficiency and project success.

Compliance with ethical standards

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