



Work Engagement and Employment Relationship: Keys to Elevating Job Performance among Hotel Personnel

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ABSTRACT

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Work engagement and employment relationships are important factors influencing job performance in the hospitality industry, where service quality is largely dependent on employees' energy, commitment, and interpersonal interactions. This study examined the level of work engagement, defined as a positive and fulfilling work-related state characterized by vigor (energy and resilience at work), dedication (enthusiasm, pride, and sense of significance), and absorption (deep concentration and immersion in work). It also assessed employment relationships in terms of employee–employer relationships, reflecting leadership support, fairness, and organizational concern, and employee–employee relationships, which indicate cooperation, teamwork, and peer support among hotel personnel in Cagayan de Oro City. Job performance was measured through task performance and contextual performance. Using a descriptive–correlational research design, data were gathered from 62 hotel employees from



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various departments. Results revealed that hotel personnel demonstrated a high level of work engagement and a high level of employment relationship. Spearman Rho analysis showed that dedication was significantly associated with overall job performance, while vigor was significantly related to contextual performance. Absorption and employment relationship variables showed no significant association with job performance. The findings indicate that while positive employment relationships contribute to a supportive work environment, employees' dedication and sustained work energy play a more critical role in enhancing job performance in the hospitality sector.

INTRODUCTION

The hospitality and tourism industry remains a central driver of global and regional economic development, contributing significantly to employment generation, international mobility, and service-sector growth. Within the ASEAN region, hospitality continues to be one of the fastest-expanding industries, accounting for a substantial share of economic output and workforce participation (ASEAN Secretariat, 2022). As international travel recovers following the COVID-19 pandemic, hotels are confronted with heightened competition and increasing expectations for service quality, efficiency, and customer satisfaction (World Tourism Organization [UNWTO], 2023). Contemporary hospitality operations have evolved beyond providing basic accommodation toward delivering holistic guest experiences characterized by personalization, responsiveness, and consistent service excellence (Cheng & Yi, 2021).

Central to this transformation is human capital. Hotel employees serve as the primary agents of service delivery, and their attitudes, behaviors, and performance directly shape guest satisfaction, brand image, and organizational sustainability (Babakus et al., 2017). Given the labor-intensive nature of the hospitality industry, organizational success is increasingly dependent on employees who are energetic, dedicated, and psychologically engaged in their work. Empirical studies across ASEAN countries emphasize that work engagement, employee well-being, and supportive workplace environments are critical determinants of service quality and organizational competitiveness (Karatepe & Olugbade, 2016; Liu et al., 2022). Consequently, sustaining high levels of work engagement and fostering positive employment relationships have become strategic priorities for hospitality organizations operating in dynamic and customer-driven environments.

In the Philippine context, the hospitality industry plays a vital role in achieving national tourism objectives and stimulating local economic development. According to the Department of Tourism (Department of Tourism

[DOT], 2023), hotels and accommodation establishments are instrumental in revitalizing tourism activity and enhancing the country's global competitiveness. Despite this growth, the industry continues to face persistent human resource challenges. Reports from the Department of Labor and Employment (DOLE, 2023) indicate that high employee turnover, work fatigue, and fluctuating engagement levels remain pressing concerns among hotel personnel. These issues disrupt service continuity, increase recruitment and training costs, and negatively affect organizational performance.

Hotel employees often encounter demanding workloads, irregular schedules, limited career advancement opportunities, and insufficient recognition, which may lead to burnout and reduced work effectiveness (Maslach & Leiter, 2021; Alberto, 2020). Recent studies in Philippine hospitality settings highlight that work engagement—particularly vigor and dedication—plays a crucial role in sustaining employee motivation and performance under such demanding conditions (Yani et al., 2025). Employees who are engaged tend to demonstrate higher levels of persistence, enthusiasm, and willingness to go beyond formal job requirements, all of which are essential in service-oriented roles.

In addition to individual engagement, employment relationships significantly shape employees' workplace experiences. Positive employee–employer relationships characterized by trust, fairness, and supportive leadership have been shown to enhance job satisfaction and psychological safety (Bulińska-Stangrecka & Bagieńska, 2021). Likewise, strong employee–employee relationships promote collaboration, teamwork, and mutual support, which are critical for smooth hotel operations (Lugatiman et al., 2024). These relational dynamics contribute to a healthy organizational climate that supports employee well-being and facilitates effective service delivery.

Despite the growing body of literature on employee engagement and workplace relationships, a notable research gap persists regarding their combined influence on job performance in regional hotel settings. While previous studies have often examined job satisfaction, organizational commitment, or turnover intention, limited empirical research has explored how the specific dimensions of work engagement—particularly absorption—interact with employment relationships to influence task and contextual performance among hotel personnel (Karatepe & Olugbade, 2016). This gap is especially relevant in emerging urban destinations such as Cagayan de Oro City, where rapid hospitality growth coincides with increasing service demands and workforce challenges.

Addressing this gap aligns with the United Nations Sustainable Development Goal 8, which promotes decent work, inclusive growth, and productive employment (United Nations, 2023). Understanding how work engagement and

employment relationships influence job performance provides valuable insights for improving employee well-being, enhancing organizational effectiveness, and sustaining service quality. Thus, this study seeks to examine the influence of work engagement and employment relationships on job performance among hotel personnel in Cagayan de Oro City, contributing to the broader discourse on sustainable human resource management in the hospitality industry.

In summary, the hospitality industry's growing dependence on service quality and customer satisfaction underscores the critical role of human capital in organizational success. Existing literature demonstrates that work engagement—expressed through vigor, dedication, and absorption—enhances employees' motivation, resilience, and commitment, which are essential in demanding hospitality environments. At the same time, positive employment relationships, particularly those involving supportive leadership and cooperative peer interactions, foster a work climate that promotes trust, collaboration, and employee well-being. However, despite extensive research on engagement and workplace relationships independently, limited empirical studies have examined their combined influence on job performance, particularly within regional hotel settings in the Philippines. This gap highlights the need for a focused investigation that integrates both psychological engagement and relational factors to better understand their roles in shaping task and contextual performance. Addressing this gap provides a clearer foundation for developing evidence-based management strategies aimed at enhancing employee performance and sustaining service excellence in the hospitality sector.

FRAMEWORK

The researcher assumes that work engagement and employment relationships significantly influence job performance among hotel staff. High engagement—characterized by vigor, dedication, and absorption—combined with supportive employer and peer relationships enhances performance in the fast-paced hospitality sector.

The theoretical foundation of this study is anchored in the Job Demands–Resources (JD-R) model and Social Exchange Theory (SET). The JD-R model explains that work engagement emerges when employees have access to job resources such as coworker support, autonomy, and opportunities for growth. These resources reduce stress, strengthen vigor (energy), increase dedication (commitment), and promote absorption (deep focus), ultimately improving job performance (Bakker & Demerouti, 2017). Meanwhile, SET emphasizes reciprocal, trust-based relationships in which valued employees respond with

greater motivation, engagement, and productivity (Cropanzano & Mitchell, 2005).

Vigor enables employees to sustain high energy and resilience—essential in hospitality work. Research shows that vigor directly contributes to higher job and service performance and enhances adaptability in stressful situations (Naveed et al, 2022; Littman-Ovadia & Balducci, 2013). Employees with high vigor exhibit proactive attitudes and improved teamwork.

Dedication, or strong professional commitment, motivates employees to exceed expectations. Dedicated employees derive meaning from their work and persist even when faced with challenges. Studies demonstrate that dedication is a key driver of service behaviors, customer satisfaction, and organizational effectiveness in hospitality settings (Karatepe & Olugbade, 2016; Saks, 2006). Likewise, Deci and Ryan's (2000) self-determination theory supports that intrinsic motivation fosters dedication and enhances job performance.

Absorption refers to being fully immersed in one's tasks. Employees with high absorption tend to be attentive, responsive, and proactive in solving guest concerns—critical traits in fast-paced service environments. Research shows that absorption increases creativity, job satisfaction, and performance while reducing turnover intentions (Salanova et al., 2010; Zhang et al., 2020). In hospitality contexts, absorption enhances attention to detail and service consistency.

Employment relationships also play a significant role. Trust-based and fair employee-employer relations contribute to improved job performance by fostering psychological safety and organizational commitment (Eisenberger et al., 2016). Supportive supervisors who provide recognition and development opportunities strengthen employee engagement and reduce burnout.

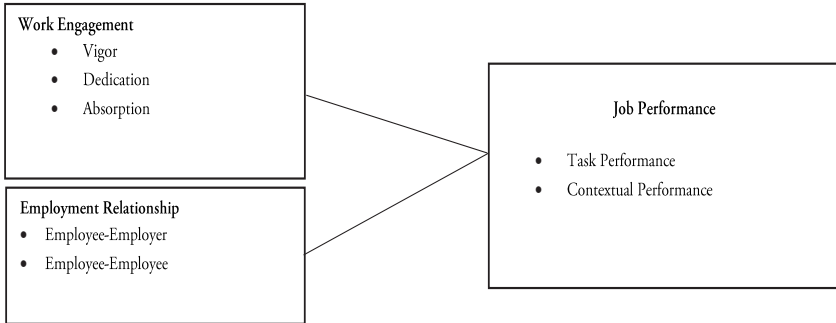
Positive employee-employee relationships likewise influence performance. Supportive peer interactions promote teamwork, cooperation, and shared responsibility, which are essential in service operations (Chiang & Hsieh, 2012). Collaborative work environments enhance morale and directly contribute to service quality.

Job performance in hospitality includes both task performance (core job duties) and contextual performance (voluntary behaviors such as helping colleagues). Studies confirm that both performance types are essential for operational efficiency and customer satisfaction (Koopmans et al., 2014; Karatepe, 2013). Training and skill development sustain task performance, while contextual performance strengthens workplace culture and enhances guest experiences.

In summary, the interplay between work engagement (vigor, dedication, absorption) and strong employment relationships significantly enhances job

performance. When hotel employees feel energized, motivated, and supported, they are more capable of delivering excellent service, contributing to team success, and supporting organizational growth.

Figure 1
Schematic Diagram of the Study



OBJECTIVES OF THE STUDY

This study aims to examine the influence of work engagement and employment relationships on job performance among hotel personnel. Specifically, it seeks to: (1) determine the level of work engagement of participants in terms of: vigor, dedication, absorption; (2) assess the participants' self-reported employment relationships in terms of: Employee–Employer Relationship and Employee–Employee Relationship; (3) Evaluate the participants' level of job performance in terms of: Task Performance and Contextual Performance; and (4) examine whether work engagement and employment relationships are significantly associated with job performance.

METHODOLOGY

Research Design

This study employed a descriptive–correlational research design to determine the relationship between work engagement, employment relationships, and job performance among hotel personnel. The descriptive aspect aimed to present the levels of work engagement measured through vigor, dedication, and absorption and the quality of employment relationships among hotel employees. The correlational component sought to determine the strength and direction of the association between these variables and job performance.

This design was appropriate since it allowed the researcher to measure

multiple variables as they naturally occurred, without manipulation or experimental intervention, thereby identifying patterns and associations among them. As stated by Creswell (2009), descriptive–correlational research is suitable for studies involving naturally existing variables and for establishing relationships that may guide future interventions and policies.

Research Site

The study was conducted in Department of Tourism (DOT) accredited hotels located in Cagayan de Oro City, Philippines. These hotels were selected because they represent the city's formal hospitality sector and consistently cater to both local and international guests. DOT accreditation ensured that the participating establishments met standardized operational and service requirements, making them appropriate settings for examining work engagement, employment relationships, and job performance.

Prior to data collection, formal request letters were sent to the management of the selected DOT-accredited hotels to seek permission to conduct the study, ensuring compliance with institutional and ethical research standards.

The selected hotels employed personnel across various functional areas, including front office, housekeeping, food and beverage, and management services. This diversity of departments provided a comprehensive representation of hotel operations and employee roles. In addition, the participating hotels were accessible to the researcher and granted permission for data collection, ensuring the feasibility and ethical conduct of the study.

Research Respondents

The respondents of the study were hotel employees from DOT-accredited hotels in Cagayan de Oro City who had been employed for at least six months, either as regular or probationary staff. Employees with a minimum of six months of service were included to ensure that respondents had sufficient exposure to workplace conditions, organizational practices, and interpersonal relationships relevant to the study variables.

The total population consisted of 116 eligible hotel personnel across the participating establishments. To determine the required sample size, the Taro Yamane formula was applied using a 5% margin of error and a 95% confidence level, resulting in a computed sample size of 90 respondents. This statistical approach ensured that the sample size was adequate to represent the population and produce reliable results.

A simple random sampling technique was employed to select the respondents. First, official employee lists were obtained from the participating

hotels, containing only those employees who met the inclusion criteria. Each eligible employee was assigned a corresponding number. Using a random number generator, participants were then selected without bias, ensuring that every qualified employee had an equal chance of being included in the study regardless of department or job classification.

During data collection, 90 questionnaires were distributed to the selected respondents. After retrieval and data screening, 62 questionnaires were deemed valid and retained for statistical analysis due to the exclusion of incomplete responses and identified outliers. Participation in the study was voluntary, and all respondents were required to provide informed consent prior to participation.

Instrumentation

The research utilized a structured questionnaire composed of three main sections corresponding to the study's core variables: work engagement, employment relationships, and job performance. The questionnaire was designed to quantify the respondents' perceptions and experiences related to these variables.

Part 1 measured work engagement using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli and De Witte (2017), which assessed vigor, dedication, and absorption. This instrument has been widely validated and used in organizational research.

Part 2 assessed employment relationships using two instruments. The Perceived Organizational Support (POS) Scale by Eisenberger et al. (1986) was used to measure employee–employer relationships, while the Team Member Exchange (TMX) Scale by Seers (1989) was utilized to evaluate the quality of employee–employee relationships within the organization.

Part 3 measured job performance using the Job Performance Model by Borman and Motowidlo (1993), which focused on two dimensions: task performance and contextual performance. The questions were structured to describe the level of job performance of employees and to quantify the variables under investigation.

The instrument used a five-point Likert scale with the corresponding descriptive ratings: (5) 4.51–5.00 = Very High Engagement; (4) 3.51–4.50 = High Engagement; (3) 2.51–3.50 = Moderate Engagement; (2) 1.51–2.50 = Poor Engagement; and (1) 1.00–1.50 = Very Poor Engagement. These scale descriptions were applied consistently across all sections of the questionnaire to determine the levels of work engagement, employment relationships, and job performance of the respondents.

Validation of Instrument

The questionnaire underwent content and face validation by a panel of experts and subject-matter specialists. Their recommendations were integrated to enhance the clarity, accuracy, and relevance of the survey items.

A pilot test was then conducted among thirty (30) hotel employees from Country Village Hotel, Cagayan de Oro City. This process determined the instrument's internal consistency and ensured that the respondents found the items clear and understandable. The Cronbach's Alpha Coefficient was used to determine reliability, where a value of 0.70 or higher was considered acceptable (Taber, 2018).

The pilot testing produced the following reliability coefficients: Vigor (.847), Dedication (.883), Absorption (.752, improved after removing two items), Employee–Employer Relationship (.940), Employee–Employee Relationship (.893), Task Performance (.857), and Contextual Performance (.875).

These results confirmed that the instrument was reliable and valid for measuring the constructs under study. Ethical approval was secured before administering the main survey, ensuring compliance with research standards.

Data Analysis

The gathered data were systematically encoded, organized, and processed using the Statistical Package for the Social Sciences (SPSS) Version 20. Each questionnaire response was carefully checked, tabulated, and subjected to appropriate statistical treatments to ensure accuracy and reliability of results.

Descriptive statistics such as frequency, percentage, and mean were utilized to describe the respondents' levels of work engagement, employment relationships, and job performance. These measures provided a clear overview of the distribution and central tendencies of the data.

To determine the relationship among the key variables, the Spearman Rho correlation coefficient was employed since the data did not meet the assumption of normality. This statistical test measured the strength and direction of associations between work engagement, employment relationships, and job performance among hotel personnel.

In addition, multicollinearity diagnostics were conducted to verify the independence of the predictor variables. Results revealed no multicollinearity issues, as all tolerance values were above 0.10 and the variance inflation factor (VIF) values were below 5. The significance level was set at $p \leq 0.05$, which served as the basis for determining statistically meaningful relationships.

Overall, the statistical procedures used in this study were appropriate for describing data patterns and testing correlations, thereby ensuring that the analyses accurately addressed the research objectives concerning work engagement,

employment relationships, and job performance in the hotel industry.

RESULTS AND DISCUSSION

In terms of vigor, the participants demonstrated a high level of engagement, with an overall mean of 4.35. This indicates that hotel personnel generally possess strong energy, resilience, and mental endurance in performing their duties. Most respondents rated their vigor as High (69.35%), while 29.03% reported Very High vigor. Only 1.61% indicated a moderate level, and no responses were recorded in the low or very low categories. These results suggest that employees consistently maintain motivation and enthusiasm at work. This aligns with Venz and Mohr (2023), who emphasized vigor as a core manifestation of work engagement characterized by sustained energy, persistence, and willingness to invest effort at work. Recent findings by Inceoglu et al. (2018) further support that vigor contributes to proactive behavior and sustained work effort.

Among the vigor indicators, the highest-rated item was “I feel energized and ready to start my work each day” with a mean of 4.58, indicating very high engagement. This reflects a positive work environment where employees begin their workday with enthusiasm and mental readiness. Such strong starts are often associated with better productivity and emotional regulation throughout the day, as supported by Park et al. (2024). Conversely, “I rarely experience physical exhaustion while working” received the lowest mean (4.02), though still interpreted as high. The variation in responses suggests that workload intensity, shift duration, and recovery opportunities may influence sustained energy levels. Similar findings were reported by Tuisku et al. (2016) and Zhang et al. (2020), emphasizing the importance of recovery strategies in maintaining vigor. Overall, hotel personnel exhibit a highly energetic and resilient profile, though targeted wellness and recovery initiatives may further enhance vigor.

With respect to dedication, the participants displayed a very high level of engagement, with an overall mean of 4.56. More than half of the respondents (54.84%) rated their dedication as very high, while 43.55% rated it as high. Only 1.61% reported a moderate level, and none expressed low or very low dedication. This suggests that hotel personnel are emotionally invested, enthusiastic, and strongly committed to their work. These findings are consistent with Saks et al. (2022), who described dedication as a central component of engagement marked by pride, inspiration, and a strong sense of purpose toward one’s work. The low standard deviation (0.28) indicates a shared and stable experience of dedication among employees.

The indicator “I am satisfied knowing that my work makes a meaningful

contribution” obtained the highest mean (4.74), followed closely by “I feel a deep sense of fulfillment in the work I do” (4.73). These results reflect strong intrinsic motivation and purpose at work. According to Mao et al. (2023), meaningful work significantly enhances emotional engagement and organizational commitment, particularly in service-oriented industries. Meanwhile, indicators related to emotional connection and sustained focus, although still rated high, suggest potential areas for strengthening deeper task attachment through job crafting and meaning-centered leadership.

In terms of absorption, participants demonstrated a high level of engagement, with an overall mean of 4.38 and a standard deviation of 0.44. Over half of the respondents (51.61%) rated their absorption as very high, while 43.55% rated it as high. These results indicate that hotel personnel are deeply immersed and cognitively focused while performing their tasks. Research by Suryosukmono et al. (2022) highlights that alignment between job roles and employee competencies promotes deeper immersion, while Altaş (2024) emphasized the role of autonomy and supportive supervision in sustaining absorption.

Among the indicators, “I give my full attention to the task I am currently performing” received the highest mean (4.66), suggesting strong concentration and minimal distraction during work. However, “My thoughts remain focused on my work, even during challenging tasks” obtained a slightly lower mean (4.18), indicating that maintaining focus under pressure may be challenging for some employees. These findings align with Altaş (2024), who noted that excessive job demands may reduce sustained absorption if not balanced with adequate resources.

Overall, the combined results across vigor, dedication, and absorption indicate a high level of work engagement, with an overall mean of 4.43 and a low standard deviation (0.25). Dedication emerged as the strongest dimension ($M = 4.57$), followed by absorption ($M = 4.38$) and vigor ($M = 4.35$). This reflects a workforce that is emotionally committed, cognitively immersed, and physically energized. Consistent with Grobelna and Tokarz-Kocik (2025) and Ehmann et al. (2024), such engagement contributes to organizational loyalty, performance, and reduced turnover intentions.

The employee–employer relationship was rated very high, with an overall mean of 4.54 and a standard deviation of 0.33. Half of the respondents rated this relationship as very high, while the remaining half rated it as high, indicating uniformly positive perceptions of management support and leadership practices. The highest-rated indicator was “My employer shows genuine concern for my physical and emotional well-being” ($M = 4.65$), highlighting the growing importance of holistic employee care. These findings support Altaş (2024) and

Vakira et al. (2023), who emphasized that trust and concern from leadership enhance commitment and psychological safety.

Meanwhile, the employee–employee relationship received a high rating, with an overall mean of 4.43 and a standard deviation of 0.28. The results indicate strong collaboration, mutual respect, and camaraderie among peers. The highest-rated indicator was “I collaborate with my team members to address and resolve work-related challenges” ($M = 4.66$), reflecting a strong teamwork culture. Slightly lower ratings in areas related to peer respect during discussions suggest opportunities to strengthen inclusive communication and active listening.

Overall, workplace relationships were rated high, with a combined mean of 4.47, indicating a supportive organizational climate characterized by both strong leadership and positive peer interactions. These findings align with Kahn’s (2010) theory of personal engagement, which highlights the importance of secure and meaningful workplace relationships in fostering engagement and performance.

Task performance received a high rating, with an overall mean of 4.49 and a standard deviation of 0.23. Most participants rated their task performance as high (61.29%) or very high (38.71%), indicating strong confidence in meeting job responsibilities and performance expectations. The highest-rated indicator was “I consistently complete my job tasks within the assigned deadlines” ($M = 4.68$), reflecting reliability and effective time management. These findings align with Schaufeli and De Witte (2017), who emphasized the role of autonomy and clarity in sustaining high task performance.

Similarly, contextual performance was rated high, with an overall mean of 4.39 and a standard deviation of 0.24. Participants reported frequent engagement in behaviors beyond formal job duties, such as helping colleagues and contributing to a positive work environment. The highest-rated indicator was “I can be relied upon by my colleagues, and I actively work towards ensuring the team’s success” ($M = 4.55$), reflecting trust and dependability among team members. These findings support Bakker and Albrecht (2018), who emphasized the importance of contextual performance in service-oriented industries.

Overall, job performance received a high rating, with a mean of 4.44 and a very low standard deviation (0.13), indicating consistent perceptions across participants. These results suggest that employees perceive themselves as competent contributors who perform well in both task-related and contextual domains, consistent with Avey et al. (2011).

The relationship between work engagement, workplace relationships, and job performance was examined using Spearman Rho analysis. The results revealed a significant positive association between dedication and overall job performance ($r = 0.294$, $p = 0.020$), leading to the rejection of the null hypothesis for this

specific dimension. This indicates that employees who exhibit higher dedication tend to perform better in their roles. These findings align with Abuelhassan et al. (2024) and Venz and Mohr (2023), who emphasized that dedication enhances sustained motivation and performance in service environments.

Vigor showed a significant relationship with contextual performance ($r = 0.298$, $p = 0.019$) but not with overall job performance, suggesting that energy and resilience contribute more to discretionary behaviors rather than core task outcomes. Absorption did not show a significant relationship with job performance, indicating that deep focus alone may not directly translate to higher performance in fast-paced hospitality settings.

Workplace relationships, including employee–employer and employee–employee relationships, did not show statistically significant associations with job performance. These results suggest that while positive relationships enhance morale and satisfaction, they may not directly predict performance outcomes. This supports the findings of Jung and Yoon (2020) and Bakker and Oerlemans (2019).

Overall, the findings underscore the critical role of dedication in enhancing job performance among hotel personnel. While workplace relationships remain essential for a supportive environment, fostering employee dedication through recognition, meaningful work, and career development appears to be more directly linked to performance outcomes.

CONCLUSION

The study revealed that all three dimensions of work engagement namely vigor, dedication, and absorption play distinct roles in affecting job performance among hotel personnel. Vigor was significantly related to contextual performance, indicating that energized and resilient employees are likelier to engage in supportive behaviors that uplift the work environment. Dedication emerged as the next most influential predictor, showing that employees who are inspired, enthusiastic, and proud of their work tend to deliver higher performance and exceed expectations. Although absorption was rated high, it did not exhibit a significant direct impact on job performance. This suggests that while deeply immersed in work reflects strong focus, it must be coupled with emotional commitment and meaningful goals to translate into improved performance. These findings are consistent with the Job Demands-Resources (JD-R) theory, which emphasizes that personal engagement and supportive job resources are essential to drive optimal employee performance, particularly in demanding industries like hospitality.

Meanwhile, the employee-employer and employee-employee relationships were rated Very High and High, respectively, indicating a generally supportive workplace. However, these relationships did not show a direct statistical link to job performance. From the Social Exchange Theory (SET) perspective, such relationships still hold value as they promote trust, respect, and collaboration, which can indirectly sustain engagement and long-term productivity. While not directly boosting performance metrics, these interpersonal dynamics contribute to an emotionally secure and cooperative environment that supports the performance-enhancing effects of dedication and vigor.

In summary, the findings confirm that hotel personnel perform best when inspired, energized, and supported—conditions made possible by a blend of personal engagement and a positive social atmosphere. Organizations aiming to improve job performance should emphasize dedication and vigor while maintaining strong workplace relationships that nurture sustained employee engagement.

TRANSLATIONAL RESEARCH

The findings of this study may be applied to develop practical programs that enhance employee engagement and performance in the hospitality industry. Since dedication and vigor showed strong links to job performance, hotel management can use the results to design focused initiatives such as employee recognition systems, wellness and motivation programs, and leadership training that promote trust and commitment. Information materials like posters, infographics, and short training videos may also be created to raise awareness of how engagement and positive workplace relationships improve service quality. These outputs can guide human resource departments and hotel administrators in fostering a supportive, productive, and people-centered work environment aligned with sustainable development goals.

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