

Impact of human capital sustainability leadership on work engagement and job satisfaction in the hotels industry

Po, Sarah M. ✉

De La Salle University, Philippines (sarah_po@dlsu.edu.ph)



Received: 1 September 2023

Available Online: 10 October 2023

Revised: 30 September 2023

DOI: 10.5861/ijrsm.2023.1133

Accepted: 4 October 2023

ISSN: 2243-7770

Online ISSN: 2243-7789

OPEN ACCESS

Abstract

A positive human capital sustainable leadership can promote work engagement and job satisfaction. Using the social exchange theory (Harrington, 2005) as a theoretical foundation, this study investigates the impact of human capital sustainability leadership on work engagement and job satisfaction in the hotel industry. The human capital leadership four dimensions examined are sustainability leadership, ethical leadership, mindful leadership, and servant leadership and its impact on work outcomes such as work engagement and job satisfaction are examined in this study based on the literature on sustainability leadership (Khalil et al., 2021). Several studies on sustainability that were conducted on different hotels and linked with the Sustainable Development Goals of the United Nations show that leadership has a key role regarding sustainable-based performance. Work engagement and job satisfaction are two factors that human capital sustainability leadership (HCSL) influences. The method used is a quantitative research design. A sample of 310 employees from a three-star hotel working in the last three (3) years was used for data analysis using Jamovi software. The study revealed that HCSL dimensions such as ethical leadership (EL), sustainable leadership (SL), and mindful leadership (ML), have a strong positive relationship with other variables except Servant leadership (SVL) which has a very weak positive correlation with other variables. Moreover, the study shows that all HCSL dimensions such as ethical leadership, sustainable leadership, mindful leadership, and servant leadership positively impact work engagement and job satisfaction in the hotel industry in the Philippines. These findings also demonstrate the critical role that human capital sustainable leadership plays in creating a successful work outcome that leads to sustainability through work engagement and job satisfaction.

Keywords: human capital sustainability leadership, sustainability leadership, ethical leadership, mindful leadership, servant leadership, work engagement, job satisfaction, hospitality

Impact of human capital sustainability leadership on work engagement and job satisfaction in the hotels industry

1. Introduction

Sustainability consists of fulfilling the needs of current generations without compromising the needs of future generations while ensuring a balance between economic growth, environmental care, and social well-being (United Nations, 2021). Many studies on sustainability conducted on various hotels and anchored with the Sustainable Development Goals of the United Nations demonstrate that leadership plays a crucial part in sustainable-based performance. In the quest for a company's sustainability, human capital sustainability leadership (HCSL), particularly in ethical leadership, sustainable leadership, mindful leadership, and servant leadership, is becoming more and more relevant. Previous studies stated that through job satisfaction and work engagement, HCSL also influences work outcomes (Khalil et al., 2021).

Considering that Slavkovi et al. (2023a) discovered that human capital efficiency fell in 2020, the hotel industry adopted several actions to resolve it. High human capital efficiency means your workforce is delivering substantial value concerning what you spend on compensation, benefits, training, and other employee costs. The higher your HC efficiency, the better your return on human capital investment. According to Tang (2014), hotels must provide their guests with effective, high-quality service in addition to meeting their demand for unique and unforgettable experiences (Chathoth et al., 2013; Wang et al., 2012). Concerning this, the advent of the global sustainable development aspiration, including the UN Sustainable Development Goals (UN SDGs), has forced international leaders and politicians to refocus their leadership paradigm toward sustainability (Iqbal et al., 2022). In addition, leaders are required to demonstrate sustainable qualities to improve the work outcomes of human capital. It is noted that hotels in higher categories have shown to be superior at maximizing human capital (Slavković et al., 2023a). These hotels could serve as role models for hotels aiming to implement human capital sustainable leadership which raises work outcomes through employee work engagement and job satisfaction.

Human capital is motivated by sustainable leadership to follow various sustainable practices in hotels. Correspondingly, the top management has an impact on employees' long-term commitment to sustainability, which must be valued because it will help them gain a competitive edge (Po, 2022). Hence, the involvement of human capital in these is important for achieving the sustainability objectives of the hotels through sustainability.

In the leadership field, sustainability has greatly influenced contemporary organizational leadership and management studies (Iqbal et al., 2022). Similarly, the hotel sector requires highly specialized knowledge and abilities, and its survival depends on the availability of large numbers of human resources (Smriti & Das, 2018). Well-trained employees develop the intangible "hotel product," and when they speak with visitors, they also act as ambassadors for the hotel's culture and values. Similarly, these employees' perceptions of the service will be impacted because they speak for the hotel (Slavković et al., 2023b). Moreover, the knowledge, expertise, and capabilities of the employees greatly influence the visitor's experience. It shows that human capital plays a significant role in determining productivity and corporate performance (Alamu & Dwyer, 2017; Slavković et al., 2023). Therefore, the vital role of human capital sustainability leadership must be assessed for its continual improvement to produce positive work outcomes through employee work engagement and job satisfaction.

The term "human capital sustainability leadership" (HCSL) (Di Fabio & Peiró, 2018) refers to a real idea that has been developed in the area of sustainability psychology and sustainable development (Di Fabio, 2017b; Di Fabio & Rosen, 2018). It contributes to the trans-disciplinary nature of sustainability research (Rosen, 2009; Dincer & Rosen, 2013) by introducing the psychological perspective as a lens to better understand processes associated with concerns surrounding the Sustainable Development Goals (Di Fabio & Rosen, 2018).

This leadership approach aims to promote resilient and flourishing employees as well as healthy organizations by putting in place a positive feedback loop between performance and long-term well-being (Di Fabio & Peiró, 2018). Di Fabio and Peiro (2018) expanded on the notion of combining the aforementioned sustainability leadership with other leadership behaviors, such as ethical leadership, mindful leadership, and servant leadership. According to (Khalil et al., 2021), the importance of leaders in the HCSL is dependent on how employees perceive and respond to them rather than on their actions. To maintain and increase employees' work engagement and their level of job satisfaction, it becomes extremely important to assess the holistic view of sustainable leadership (i.e., HSCL).

Ethical leadership aims to promote fair goals, congruence of deeds with ideals, and upholding of moral principles. It gives group members more control and promotes generosity, empathy, and consideration for others (Di Fabio et al., 2023). It is noted in the study of honesty (Brown & Treviño, 2006) that ethical leaders exhibit fairness and dependability. They also give care and support to followers and establish an ethical framework for their employees while ethical followers reciprocate in a way that ethical leaders respect them (Islam et al., 2019; Goswami & Agrawal, 2023). The relationship between ethical leadership and work engagement is built when employees feel treated fairly and respectfully by their leaders. They are more likely to view their connection with them as one of social exchange rather than of commercial exchange (Blau, 1964). According to Bellingham (2003) cited in the study (Adnan et al., 2020), moral leaders aim to provide their staff members the freedom to take initiative by giving them the necessary training and support. They also want to give them the authority and obligation to do so. Additionally, according to earlier research cited in the study of Khalil et al., (2020), ethical leadership, for example, may play a significant role in creating a higher level of job satisfaction (Anastasiou & Garametsi, 2021; Freire & Bettencourt, 2019) and work engagement (Rabiul & Yean, 2021).

Sustainability leadership is “a process of influence that delivers direction, alignment, and commitment and aims to address environmental, social, and long-term sustainable development” (Suriyankietkaew et al., 2022). A key component of sustainable leadership is to value people, acknowledge their contributions, give them a voice in defining and defining the organization's goals, and support them in realizing their potential while doing so. When followers feel that their leaders appreciate and care about them, they are more likely to have faith that the organization will acknowledge or reward the desirable attitudes and behaviors of their followers as part of the trade duties (“Sustainable Leadership: Leading Business, Industry, and Local Government towards a Sustainable Future,” 2011). According to Suriyankietkaew and Avery (2014) cited in the study of (Liao, 2022), 20 out of 23 sustainable leadership strategies can considerably increase workers' job satisfaction. Likewise, Jarupa (2019); Kantabutra and Avery (2013), and Kantabutra and Saratun (2012) have found employee engagement and sustainable leadership practices to be mutually reinforcing.

Mindful leadership is “defined as receptive attention to, and awareness of, external and internal present-moment states, events, and experiences expressed by the leader” (Wibowo & Paramita, 2021 cited from the study of Brown & Ryan, 2003; Dane, 2011; Leroy et al., 2013). To minimize any negative effects on their followers' well-being, employment opportunities, and sense of fulfillment, mindful leaders are better able to control their responses to uncomfortable emotional states they encounter at work (Kelloway et al., 1999; Rupprecht et al., 2019; Wibowo & Paramita, 2021). Mindful leadership takes into account understanding collaborators, anticipating their needs, and being aware of their weaknesses and talents. It acknowledges the value of controlling one's emotions, particularly under pressure (Di Fabio et al., 2023). To be present, open-minded, and compassionate when interacting with their team members, managers who practice mindful leadership learn how to intentionally cultivate these qualities in themselves as well. Building mindful leadership requires a lot of effort and concentration. They handled their tense situation in a more tranquil manner. These factors enable the mindful leader to build cohesive and well-engaged high-performing teams. According to the body of research on mindfulness in leadership, managers who practice mindfulness have a noticeable effect on their team members' commitment and job satisfaction (Faizul, 2023). In addition, the leadership mindset needed to build employee engagement involves several natural steps, all of which can be learned and executed. The basic premise is to make underperforming employees better and good employees great, building on who they are

and what they're truly capable of doing.

Finally, **servant leadership** acknowledges the leader's moral obligation to his or her team (Di Fabio et al., 2023). Greenleaf coined the term servant leadership in 1970 when he presented the concept that leaders are those who serve followers and that great leaders are first of all servants (Patterson, 2003). Moreover, Eslamdoust et al. (2023) stated that servant leaders who are receptive to the demands and needs of their followers are better able to provide their staff with genuine and effective support. This empowerment will also help to increase the level of job satisfaction that employees feel. Additionally, a climate of work that promotes the general wellness of academic staff can be maintained by servant leaders while also improving work engagement (Rahal & Farmanesh, 2022).

Job Satisfaction. De Vries et al., (2006) believed that it's plausible that elements associated with professions affect incentives to share knowledge in addition to factors connected to groups, such as team communication styles. A worker's willingness or eagerness to contribute to the common good depends on their relationships with their coworkers as well as how satisfied they are with their daily tasks, and how well they feel they are carrying those tasks out. Job satisfaction is typically regarded as a fundamental component of employees and has a tight association with job performance. In addition, these kinds of pleasant and positive feelings can directly enhance employees' in-role and extra-role actions, such as work engagement (Alegre et al., 2016; Sony & Mekoth, 2016).

The current study, clearly reveals that these two variables had a significant relationship with and were influenced by each other. Job satisfaction measures adopted from the article of (Netemeyer et al., 2010) such as "All-in-all, I am satisfied with my present job at the hotel", "All things considered, i.e., pay, promotion, supervisors, co-workers, benefits, I am satisfied with my present job at the hotel", and "Generally speaking, I am very satisfied with my present job" were used as part of the instrument.

Employee Work Engagement. Employee engagement is a term used in human resources to express how enthusiastic and committed an employee is to their work. Employees who are engaged are concerned about their work and the success of the organization and believe that their contributions matter. One of the primary organizational strategic goals is to encourage employees to perform better in their jobs and achieving this aim will require clear leadership, management support, and manager involvement (Silic & Back, 2017).

Work Engagement measures from the study of Carmona-Halty et al., (2019) such as "When I'm doing my work, I feel bursting with energy", "I feel energetic and capable when I'm going to work", "I am enthusiastic about my work", "My work inspires me", "When I get up in the morning, I feel like going to work", "I feel happy when I am working intensely", "I am proud of my work", "I am immersed with my studies", and "I get carried away when I am working". were considered as part of the instrument of this study.

1.1 Statement of the Problem

Although human capital sustainable leadership has a significant impact on employee work engagement and job satisfaction, there hasn't been much research on how these HCSLs affect hotel employees in the Philippine hotel business. Moreover, Khalil et al. (2021) determined how HCSL, from a holistic perspective, which maintains and increases levels of job satisfaction and work engagement through knowledge sharing in the setting of the front-line staff at five-star hotels in Pakistan. The direct effects of each HCSL dimension on job engagement and satisfaction were not investigated in the current study. It is therefore necessary to do an additional study to determine which HCSL dimension, as seen from the perspective of hotel employees in the Philippines, has the most impact on these two metrics.

1.2 Research Questions and Objectives

This research seeks to provide answers to the following research questions:

RQ1. To what extent does human capital sustainable leadership affect work engagement?

RQ2. To what extent does human capital sustainable leadership affect job satisfaction?

The primary objective of this study is to investigate the impact of HCSL on work engagement and job satisfaction hotel industry in the Philippines. The specific objectives are: (1) To investigate the extent to which human capital sustainable leadership affects work engagement. (2) To examine the extent to which human capital sustainable leadership affects job satisfaction.

1.3 Significance of the Study

By examining hotel managers' human capital sustainability leadership at the selected three-star hotels from the employees' point of view, the author expects that this study will provide an evaluation that may subsequently be applied as a sustainability paradigm. First, the results of this study will provide insights into Human Capital Leadership that are most effective in job satisfaction and work engagement in the hotel industry in the Philippines. Second, it can aid the hotel owners, managers, and HR Managers, in designing and implementing HCSL that can enhance work engagement and job satisfaction. Lastly, future researchers will benefit from this study's pertinent information on human capital sustainability leadership practices, which they may utilize to further investigate the framework's potential for advancement.

1.4 Scope and Limitations

The scope of this study is to empirically examine the effect of human capital sustainability leadership, particularly in ethical leadership, sustainable leadership, mindful leadership, and servant leadership on work engagement, and job satisfaction. Likewise, to examine the impact of HCSL on work engagement and job satisfaction by analyzing questionnaire responses from hotel employees in selected three-star hotels in Palawan, Philippines in the last three years. The current study has shortcomings as well, and it identifies areas that merit more future research. First, the research is primarily concerned with determining how the HCSL dimensions affect solely job satisfaction and engagement at work, its conclusions cannot be generalized. Second, The study is constrained by the size and selection, which may have an impact on how broadly the results may be applied. Thirdly, the study does not explore other potential factors that may affect work engagement and job satisfaction.

1.5 Theoretical Foundation- Social Exchange Theory

The social exchange theory (SET) is utilized as the theoretical foundation of this study. Social exchange theory was developed by George Homans, a sociologist, and first appeared in his essay "Social Behavior as Exchange," in 1958. Likewise, Homan is well known for his 1961 text, *Social Behavior: Its Elementary Forms*, which defined social exchange as the exchange of activity, tangible or intangible, and more or less rewarding or costing between at least two persons. Blau's theory is very similar to Homans', he uses economic terms and refers to social exchange theory as parties will engage in and maintain an exchange connection with others if they expect a future return (Blau, 1964). Then, Emerson was inspired by Homans and Blau's ideas. He focused on the interaction and relationship between individuals and parties. Bilateral, interactive, and reciprocal are how the exchange relationship is described in the study of Emerson (1976) cited by Su et al. (2021); Goswami and Agrawal (2023). This influence is delineated by social learning theory, which exhibits the learning of suitable behavior by employees using observing others as well as by their own experiences (Goswami & Agrawal, 202; Bandura, 1977). The behavior of a follower is changed (Goswami & Agrawal, 2023; Islam et al., 2019) by leadership through role modeling (Brown et al., 2005).

In this study, SET is utilized to explain the relationship between a human capital sustainable relationship (i.e. ethical, sustainable, mindful, and servant leadership) work engagement, and job satisfaction (Khalil et al., 2021). According to Padmavathi (2023), when workers believe their employers are treating them fairly, giving them opportunities for career advancement, and providing other forms of social and emotional support, they are more likely to contribute their skills and work beyond the requirements of the fundamental employment contract.

Subsequently, the function of organizational actors, including groups, managers, leaders, supervisors, and others, becomes extremely important within companies. The positive actions of these leaders are significant to the employees, and the human capital, which can lead to better sustainable leadership.

1.6 Conceptual Framework

The conceptual framework was adapted from the study of (Khalil et al., 2021) and was utilized in this study. This study eliminated the use of a mediator and simply focused on the direct impact of HCSL dimensions such as ethical leadership, sustainable leadership, mindful leadership, and servant leadership on work outcomes such as work engagement and job satisfaction. The framework's theoretical underpinnings were described in this section, which will conclude with the hypotheses that were verified.

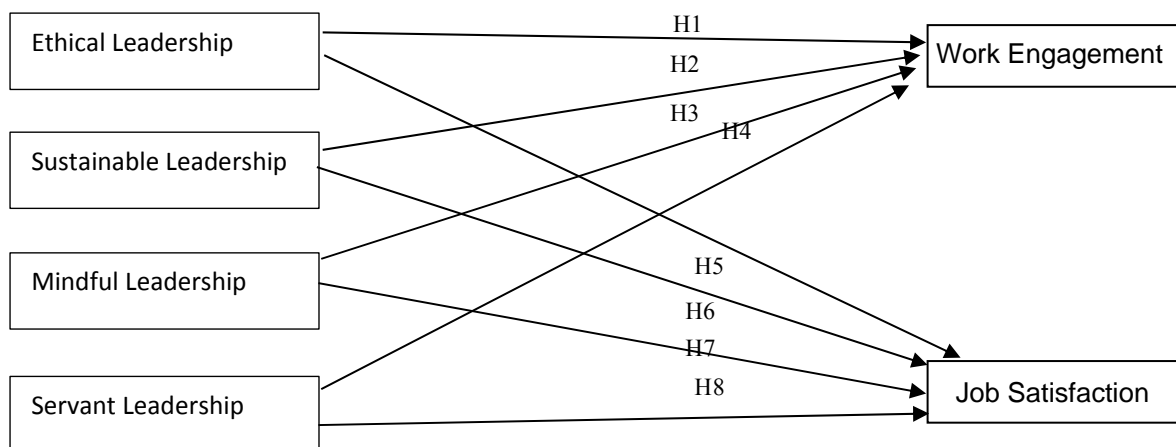


Figure 1. Conceptual Framework

1.7 Research Hypothesis

Human Capital Sustainability Leadership and work engagement - The term "human capital sustainability leadership" (HCSL; Di Fabio and Peiró, 2018) refers to a real idea that has been developed in the area of sustainability psychology and sustainable development (Di Fabio, 2017b; Di Fabio and Rosen, 2018). This leadership approach (including sustainable, ethical, mindful, and servant leadership) aims to promote resilient and flourishing employees as well as healthy organizations by putting in place a positive feedback loop between performance and long-term well-being (Di Fabio & Peiró, 2018). Therefore, this study hypothesized that:

H1: Ethical leadership has a positive effect on work engagement. According to Khalil et al., (2020), ethical leadership, for example, may play a significant role in creating a higher level of work engagement (Rabiul & Yean, 2021).

H2: Sustainable leadership has a positive effect on work engagement. Jarupa (2019); Kantabutra and Avery (2013), and Kantabutra and Saratun (2012) have found employee engagement and sustainable leadership practices to be mutually reinforcing.

H3: Mindful leadership has a positive effect on work engagement. According to Tulucu et al., (2022), mindfulness can further increase this engagement by increasing people's attention to their work (Leroy et al., 2013; Lin et al., 2020; Reb et al., 2015). This is because engaged employees are fully involved in their duties (Rich et al., 2010).

H4: Servant leadership has a positive effect on work engagement. A climate of work that promotes the general wellness of academic staff can be maintained by servant leaders while also improving work engagement

(Rahal & Farmanesh, 2022).

H5: Ethical leadership has a positive effect on job satisfaction. Ethical leadership plays a significant role in creating a higher level of job satisfaction (Khalil et al., (2020), Anastasiou and Garametsi, 2021; Freire and Bettencourt, 2019).

H6: Sustainable leadership has a positive effect on job satisfaction. According to Suriyankietkaew and Avery (2014) cited in the study of (Liao, 2022), 20 out of 23 sustainable leadership strategies can considerably increase workers' job satisfaction.

H7: Mindful leadership has a positive effect on job satisfaction. According to the body of research on mindfulness in leadership, managers who practice mindfulness have a noticeable effect on their team members' commitment and job satisfaction (Faizul, 2023).

H8: Servant leadership has a positive effect on job satisfaction. Eslamdoust et al. (2023) stated that servant leaders who are receptive to the demands and needs of their followers are better able to provide their staff with genuine and effective support. This empowerment will also help to increase the level of job satisfaction that employees feel.

2. Methodology

Research design - The methodology used is a quantitative method using descriptive research design as the research aims to validate a theory. Survey questionnaires in printed copies were distributed to selected hotel employees using non-probabilistic purposive sampling.

Population and Sampling - The population of interest for this study is the employees of Hotels in Puerto Princesa City Palawan comprised of 88 DOT-registered Three-star hotels (source: hotelspuertoprincesa.com) with an estimated total population of 4,400 of employees. Based on Slovin's formula, sampling should be 366. However, due to time constraints, this study utilized the three selected 3-star hotels and was able to gather a sample of 310 employees as valid respondents.

Data Collection Procedure - Data were collected using the structured instrument adapted from the study of (Khalil et al., (2021); Di Fabio and Peiro (2018)) for Human Capital Sustainability measures, (Carmona-Halty et al., 2019) for work engagement, and (Netemeyer et al., 2010) for Job Satisfaction constructs. The questionnaire was composed of four sections: (1) demographic information including participants' age, gender, educational level, and experience (2) ethical leadership, (3) sustainable leadership, (4) mindful leadership, and (5) servant leadership, (6) work engagement, (7) job satisfaction. The study used a purposive sampling design with a non-probability technique. The respondents gave their consent and completely answered the survey.

Statistical Treatment of Data - The data was analyzed using descriptive analysis and investigated their hypothesis using inferential statistical analysis. Linear regression was used to predict the value of a dependent variable based on an independent variable. Lastly, a five-point Likert scale (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree) developed by Rensis Likert in 1932, was used to indicate the extent of effectiveness of human capital sustainability leadership, job satisfaction, and work engagement. Reliability and validity Test. When Alpha is higher than 0.7, it is considered the scale of good internal consistency (Khan et al., 2020). The pre-test Cronbach alpha α was used in the instrument with a value of 0.914 and the Post-test Cronbach alpha value of 0.848, which both indicate acceptable internal consistency. No items were dropped based on reliability testing. Since all items are adopted from the existing instrument of Islam et al.2022, there is no need to test by validity.

Ethical considerations - The study demonstrated a strong commitment to ethical considerations throughout its execution. From obtaining informed consent to ensuring data privacy and researcher transparency, these ethical practices are essential in upholding the trustworthiness and credibility of research outcomes. Such ethical

diligence not only safeguards the rights and interests of participants but also contributes to the overall integrity of the research process.

3. Results and Discussions

Table 1

Descriptive Demographic Profile(n=310)

	N	Mean	Median	SD	Skewness	Kurtosis
Age	310	2.92	2	1.530	1.660	1.800
Sex	310	1.70	2	0.605	0.252	-0.615
Educational	310	2.85	3	0.531	0.257	2.170
Experience	310	2.57	2	1.710	0.899	-0.471

The mean of **age, sex, educational level, and experience** is 1.70 to 2.92, and the standard deviation, SD= 0.531 to 1.710 away from the mean index of 3.00. The skewness of 0.252 to 1.660 is within a normal range of -3 to +3, which means that there is a normal distribution. The kurtosis of sex -0.615 and experience -0.417 is within the normal range of -1 to +1, which has no outliers. However, the kurtosis of age and education has a value higher than the normal range which indicates that there are outliers.

Table 2

Frequencies of Demographic Profile

Sex	Counts	%	Age	Counts	%
Male	117	37.7%	Less than 20 years old	6	1.9%
Female	169	54.5%	21-30 years old	179	57.7%
Prefer not to say	24	7.7%	31-40 years old	54	17.4%
			41-50 years old	29	9.4%
			51-60 years old	15	4.8%
			61 years old and above	27	8.7%
Educational Level		%	Experience		%
High school	67	21.6%	Under 3 years	116	37.4%
College	225	72.6%	3-6 years	68	21.9%
Master's Degree	15	4.8%	6-89years	54	17.4%
Post-Graduate	3	1.0%	10-13 years	15	4.8%
			14-17 years	19	6.1%
			18-21 years	38	12.3%

The demographic characteristics of the respondents were mostly female (n=169,54.5%), ages 21-30 (n=179, 57.7%), college-level (n=225, 72.6%) with under 3 years of work experience in a hotel.

The correlation table shows that all other variables have a strong positive relationship with other variables except Servant leadership (SVL) has a lower value of .05 and a p-value higher than .05 which means that there is a very weak positive correlation with other variables. Overall, there is a moderate positive relationship with all variables.

Table 3*Correlation Matrix*

		EL	SL	ML	SVL	WE	JS
EL	Pearson's r	—					
	p-value	—					
SL	Pearson's r	0.181	—				
	p-value	0.001	—				
ML	Pearson's r	0.676	0.225	—			
	p-value	< .001	< .001	—			
SVL	Pearson's r	0.565	0.087	0.615	—		
	p-value	< .001	0.127	< .001	—		
WE	Pearson's r	0.553	0.194	0.611	0.641	—	
	p-value	< .001	< .001	< .001	< .001	—	
JS	Pearson's r	0.449	0.129	0.551	0.631	0.625	—
	p-value	< .001	0.024	< .001	< .001	< .001	—

Table 4*Summary of H1, H2, H3, H4 Regression Analysis*

Hypothesis	DW	Shapiro- Wilk (P Value)	P Value	Result
H1: EL - WE	1.57	.951 (< .001)	< .001	Supported
H2: SL - WE	1.10	.906 (< .001)	< .001	Supported
H3: ML - WE	1.56	.978 (0.060)	< .001	Supported
H4: SVL - WE	1.54	.969 (0.020)	< .001	Supported

The study employed simple regression analysis to test the hypotheses and answer research questions. The **research question 1**, which states, “To what extent does human capital sustainable leadership affect work engagement?”, will be answered by **H1, H2, H3, and H4 regression analysis result**. Based on the result of Table 4, the p-values of H1, H3, and H4 are <.001 less than the 5% level of significance. Therefore, the **H1, H2, H3, and H4** are **SUPPORTED**.

Table 5*Summary of H5, H6, H7, H8 Regression Analysis*

Hypothesis	DW	Shapiro- Wilk (P Value)	P Value	Result
H5: EL - JS	1.36	.904 (< .001)	< .001	Supported
H6: SL - JS	1.18	.777 (< .001)	0.024	Supported
H7: ML - JS	1.63	.909 (< .001)	< .001	Supported
H8: SVL - JS	1.51	.940 (< .001)	< .001	Supported

The **research question 2**, which states, “To what extent does human capital sustainable leadership affect job satisfaction?”, will be answered by **H5, H6, H7, and H8 regression analysis result**. Based on the result of Table 6, the p-values of H5, H7, and H8 are <.001 less than the 5% level of significance. Therefore, the **H5, H6, H7, and H8** are **SUPPORTED**.

4. Conclusion and Recommendations

According to the above result, there are three key findings. First, the study revealed that HCSL dimensions such as ethical leadership (EL), sustainable leadership (SL), and mindful leadership (ML), have a strong positive relationship with other variables except Servant leadership (SVL) which has a very weak positive correlation with other variables. Second, the study revealed that HCSL dimensions such as ethical leadership, sustainable leadership, mindful leadership, and servant leadership have a positive impact on work engagement and job satisfaction in the hotel industry in the Philippines aligned with the previous studies of Di Fabio & María Peiró, (2018); Khalil et al., (2021); Faizul (2023); Jarupa (2019); Kantabutra and Avery (2013), Kantabutra and Saratun (2012). These results imply that in order to enhance human capital work outcomes through work engagement and job satisfaction, hotels need to take advantage of mindful and servant leadership. Thus, the human capital sustainable leadership style could enhance the autonomy and self-actualization of workers, positive relationships, and positive workplaces, thereby sustaining the well-being of healthy individuals and healthy organizations (Di Fabio & María Peiró, 2018).

These findings have a wide range of management implications. In order to achieve their corporate goals and objectives and satisfy changing tourist expectations, hotels should begin using human capital sustainable leadership to further motivate the staff fostering work engagement and job satisfaction. Additionally, this human capital sustainable leadership approach might encourage a deeper development of employees' capabilities (Di Fabio & María Peiró, 2018). The construct of human capital sustainable leadership can be used in organizational contexts to facilitate strategic actions for building a more sustainable human environment, promote the sustainable development of human resources and organizations, support flourishing and resilient workers, and promote healthy organizations and healthy businesses. On the other hand, sustainable leadership needs to be enhanced which can also positively affect employees' work outcomes (Iqbal et al., 2020).

The conceptual framework used in this study clarifies why hotels should apply human capital sustainability leadership to meet their sustainability development goals and boost their human capital and competitive advantage. This might be referred to by upcoming researchers to help them refine their work. Similarly, this can serve as a guide for hotel owners and managers to improve their human capital sustainability leadership roles, which could contribute to the promotion of sustainable development.

Notwithstanding, some limitations may be highlighted that can be regarded as possible future lines of research. Firstly, the restricted geographical scope of this study needs to be widened so the results can be compared with consumer perceptions in other geographical areas. Secondly, future researchers can use randomized sampling for different populations and increase the sample size by following a sampling plan/formula. Third, due to few studies relating to the framework, future researchers may add variables to improve the framework.

5. References

- Adnan, N., Bhatti, O. K., & Farooq, W. (2020). Relating ethical leadership with work engagement: How workplace spirituality mediates? *Cogent Business and Management*, 7(1).
<https://doi.org/10.1080/23311975.2020.1739494>
- Adnan, N., Bhatti, O. K., & Farooq, W. (2020). Relating ethical leadership with work engagement: How workplace spirituality mediates? *Cogent Business & Management*, 7(1), 1739494.
- Alamu, A. P., & Dwyer, R. J. (2017). Strategic steps for Nigerian hospitality human capital development. *World Journal of Entrepreneurship, Management and Sustainable Development*, 13(4), 318–333.
<https://doi.org/10.1108/wjemsd-05-2017-0023>
- Alegre, I., Mas-Machuca, M., & Berbegal-Mirabent, J. (2016). Antecedents of employee job satisfaction: Do they matter? *Journal of Business Research*, 69(4), 1390–1395.
<https://doi.org/10.1016/J.JBUSRES.2015.10.113>

- Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *Leadership Quarterly*, 17(6), 595–616. <https://doi.org/10.1016/j.leaqua.2006.10.004>
- Carmona-Halty, M. A., Schaufeli, W. B., & Salanova, M. (2019). The Utrecht work engagement scale for students (UWES-9S): Factorial validity, reliability, and measurement invariance in a Chilean sample of undergraduate university students. *Frontiers in Psychology*, 10(APR). <https://doi.org/10.3389/fpsyg.2019.01017>
- De Vries, R. E., Van Den Hooff, B., & De Ridder, J. A. (2006). Explaining knowledge sharing: The role of team communication styles, job satisfaction, and performance beliefs. *Communication Research*, 33(2), 115–135. <https://doi.org/10.1177/0093650205285366>
- Di Fabio, A., & María Peiró, J. (2018). Human capital sustainability leadership to promote sustainable development and healthy organizations: A new scale. <https://doi.org/10.3390/su10072413>
- Di Fabio, A., Bonfiglio, A., Palazzeschi, L., Gori, A., & Svicher, A. (2023). Human capital sustainability leadership: From personality traits to positive relational management. *Frontiers in Psychology*, 14. <https://doi.org/10.3389/fpsyg.2023.1110974>
- Eslamdoust, S., & Mahmoudinazlou, S. (2023) Servant Leadership, Followers Job Satisfaction, Empowerment and Performance: The Moderating Effect of Gender. *Open Journal of Social Sciences*, 11, 8-22.
- Faizul, M. (2023). The impact of ethical leadership on employee well-being with moderating role of role of leadership mindfulness. *Dinkum Journal of Economics and Managerial Innovations*, 2(5), 281-292.
- Goswami, A. K., & Agrawal, R. K. (2023). It's a knowledge centric world! Does ethical leadership promote knowledge sharing and knowledge creation? Psychological capital as mediator and shared goals as moderator. *Journal of Knowledge Management*, 27(3), 584–612. <https://doi.org/10.1108/JKM-09-2021-0669>
- Harrington, A. (n.d.). Modern social theory an introduction. Vntvbrstty Press.
- Iqbal, Q., Ahmad, N. H., & Halim, H. A. (2020). How does sustainable leadership influence sustainable performance? Empirical evidence from selected ASEAN countries. *SAGE Open*, 10(4). <https://doi.org/10.1177/2158244020969394>
- Iqbal, Q., Ahmad, N. H., Li, Z., & Li, Y. (2022). To walk in beauty: Sustainable leadership, frugal innovation and environmental performance. *Managerial and Decision Economics*, 43(3), 738–750. <https://doi.org/10.1002/MDE.3415>
- Khalil, S. H., Shah, S. M. A., & Khalil, S. M. (2021). Sustaining work outcomes through human capital sustainability leadership: knowledge sharing behaviour as an underlining mechanism. *Leadership and Organization Development Journal*, 42(7), 1119–1135. <https://doi.org/10.1108/LODJ-02-2021-0051>
- Liao, Y. (2022). Sustainable leadership: A literature review and prospects for future research. In *Frontiers in Psychology* (13). Frontiers Media S.A. <https://doi.org/10.3389/fpsyg.2022.1045570>
- Netemeyer, R. G., Maxham, J. G., & Lichtenstein, D. R. (2010). Store manager performance and satisfaction: effects on store employee performance and satisfaction, store customer satisfaction, and store customer spending growth. *Journal of Applied Psychology*, 95(3), 530–545. <https://doi.org/10.1037/a0017630>
- Padmavathi, T. (2023). Does a sustainable work environment influence work engagement, job satisfaction, and employee retention? perspectives from e-commerce industry. [o ambiente de trabalho sustentável influencia o engajamento no trabalho, a satisfação no trabalho e a retenção de funcionários? perspectivas do setor de comercio eletrônico]. *Revista De Gestão Social e Ambiental*, 17(4), 1-13. <https://doi.org/10.24857/rgsa.v17n4-002>
- Patterson. (2003) *Servant Leadership*.
- Po, S. M. (2022) Assessing the level of sustainability practices adoption of small and medium enterprise tourist accommodation.
- Rahal, F. E. Z. M., & Farmanesh, P. (2022). Does Servant Leadership Stimulate Work Engagement in the Workplace? The Mediating Role of Trust in Leader. *Sustainability* (Switzerland), 14(24). <https://doi.org/10.3390/su142416528>
- Silic, M., & Back, A. (2017). Impact of gamification on user's knowledge-sharing practices: Relationships between work motivation, performance expectancy and work engagement.

- <https://ssrn.com/abstract=2932987>
- Slavković, M., Ognjanović, J., & Bugarčić, M. (2023a). Sustainability of Human Capital Efficiency in the Hotel Industry: Panel Data Evidence. *Sustainability (Switzerland)*, 15(3). <https://doi.org/10.3390/su15032268>
- Smriti, N., & Das, N. (2018). The impact of intellectual capital on firm performance: a study of Indian firms listed in COSPI. *Journal of Intellectual Capital*, 19(5), 935–964. <https://doi.org/10.1108/JIC-11-2017-0156>
- Sony, M., & Mekoth, N. (2016). The relationship between emotional intelligence, frontline employee adaptability, job satisfaction and job performance. *Journal of Retailing and Consumer Services*, 30, 20–32. <https://doi.org/10.1016/J.JRETCONSER.2015.12.003>
- Sunthonpagasit, J., & Hanson, B. (2019). Developing Sustainable Leadership Practices to Improve Employee Engagement through ODI: A Case Study of Thai Family-Owned Business. *ABAC ODI Journal Vision. Action. Outcome*, 6(1), 40.
- Suriyankietkaew, S., Krittayarangroj, K., & Iamsawan, N. (2022). Sustainable leadership practices and competencies of SMEs for sustainability and resilience: A community-based social enterprise study. *Sustainability (Switzerland)*, 14(10). <https://doi.org/10.3390/su14105762>
- Tulucu, F., Anasori, E., & Kinali Madanoglu, G. (2022). How does mindfulness boost work engagement and inhibit psychological distress among hospital employees during the COVID-19 pandemic? The mediating and moderating role of psychological resilience. *The Service Industries Journal*, 42(3–4), 131–147. <https://doi.org/10.1080/02642069.2021.2021182>
- United Nations. (2021). *The 17 Goals*.
- Wibowo, A., & Paramita, W. (2022). Resilience and turnover intention: the role of mindful leadership, empathetic leadership, and self-regulation. *Journal of Leadership & Organizational Studies*, 29(3), 325–341.