Psychological empowerment, work engagement and job satisfaction among hotel employees in CALABARZON: Basis for human resource management framework

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Abstract

This study aimed to propose a human resource management framework for hotels in Region IV-A. The researcher determined the psychological empowerment, work engagement and job satisfaction among hotel employees in CALABARZON (Cavite, Laguna, Batangas, Rizal, Quezon). It tested the significant difference on the responses when grouped according to profile and tested the significant relationship among the given variables. A cross-sectional design with subgroup analysis was used as research design. The respondents of the study were the 312 hotel employees in CALABARZON. The instrument was adapted from three different studies. Further, t-test was used to test the significant difference on the responses when grouped according to profile, analysis of variance to compare the means of the three major variables, and Pearson Correlation Coefficient to test the relationship among the three variables. The study concluded that majority of the hotel employees in CALABARZON were 18-26 years old, females, single, college graduates, have been working in their present job for 6 months to 1 year and are from the front office department. The respondents demonstrated a high level of psychological empowerment displaying competence, self-determination, and impact on their roles. They showed high work engagement, displaying vigor, dedication, and absorption in their tasks. Moreover, the respondents displayed positive perceptions of job satisfaction in terms of working hours, salary, personal development, leadership and management, working atmosphere and work itself. The study highlights the link between psychological empowerment, work engagement, and job satisfaction. Lastly, the research paper proposed a framework for human resource management.

Keywords: competence, self-determination, vigor, dedication, absorption

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1. Introduction

The international hotel industry increasingly values psychological empowerment for enhancing employee engagement, motivation, and performance (Bakker & Albrecht, 2018). This involves providing training and development programs, recognition and rewards, wellness and mental health support, and open communication channels. These efforts stem from the complexity and competitiveness of the global hotel industry, the need for employee creativity and innovation, and the challenge of attracting and retaining top talent in a limited labor market (Chaubey & Sahoo, 2022). Hotels that focus on empowering both guests and employees tend to improve their reputation, customer satisfaction, and employee retention, leading to long-term success (Bakker & Albrecht, 2018). This trend is evident internationally and within the Philippine hotel sector (Lunkam, 2021).

Studies on employee well-being in the hospitality industry, particularly hotels, emphasize psychological empowerment, work engagement, and job satisfaction. Despite extensive research, issues such as high attrition rates remain in regions like CALABARZON (Cavite, Laguna, Batangas, Rizal, Quezon). The People Management Association of the Philippines (2022) reported high turnover rates in the hospitality sector, driven by job mismatches, lack of career growth, and competitive job markets, ranging from 60% to 120% annually (Agovino, 2019). High turnover is costly and often attributed to stress and work overload due to the industry's rapid growth (Salama, 2022; Bakker & Albrecht, 2018).

Psychological empowerment is a key predictor of job satisfaction. Empowered employees, feeling a sense of ownership, control, and personal investment, are more motivated and engaged. However, implementation issues can hinder the effectiveness of empowerment programs (Avci, 2020). Few studies have explored psychological empowerment in the Philippine hospitality industry, despite international research in China (Wen, 2023), Malaysia (Zainol et al., 2016), and Portugal (Moura, 2015), which highlighted cultural influences on empowerment (Wen, 2023). This study aimed to fill this gap by investigating the relationship between psychological empowerment, work engagement, and job satisfaction among hotel employees in CALABARZON, providing practical strategies to enhance employee well-being. Psychological empowerment is defined by four components: meaning (the value of work to the employee), competence (confidence in one's abilities), self-determination (autonomy at work), and impact (influence over work outcomes) (Spreitzer, 1995 in Abassi, 2021). Work engagement involves being absorbed, enthusiastic, and committed to one's work, characterized by vigor, dedication, and absorption (Gong et al., 2020). Job satisfaction refers to overall contentment with one's job, including aspects like working hours, salary, development opportunities, and work environment (Heimerl, 2020).

The study adapted Spreitzer's Psychological Empowerment Measurement Tool (1995), the Utrech Work Engagement Scale (Carmona et al., 2019), and Heimerl et al.'s job satisfaction measurement (2020). It proposed a human resource management framework based on the interconnectedness of these variables. Psychological empowerment, seen as crucial in the dynamic hospitality sector (Avci, 2020), has been positively linked to work engagement and job satisfaction in various studies (Michael et al., 2023; Jun et al., 2023; Prasoon et al., 2021). Research indicates that employee engagement is favorably influenced by psychological empowerment, with job satisfaction acting as a partial mediator (Nwachukwu, 2022).

The study focused on DOT-accredited hotels in Region IV-A, CALABARZON, a popular tourist destination near Metro Manila. The sample included small-sized hotels with at least 50 guest rooms, narrowing down to 44 hotels. The respondents were regular rank-and-file employees, based on Department of Tourism records. This study aimed to disseminate useful knowledge for the global tourism and hospitality industry, specifically addressing human resource management concerns. It sought to empower hotel employees and guide managers in motivating their staff and developing efficient HR programs. The proposed HRM framework, addressing psychological empowerment, work engagement, and job satisfaction, could help hotels in CALABARZON

create a supportive work environment. This would lead to a more productive, motivated workforce and provide a competitive advantage in the hospitality industry.

Objective of the Study - This study aimed to thoroughly explore the dynamic relationships among psychological empowerment, work engagement, and job satisfaction within the context of hotel employees in CALABARZON and propose a human resource management framework based on the inputs of the study. Specifically, the study described the demographic profile of the hotel employees in CALABARZON in terms of age, sex, civil status, highest educational attainment, and length of working experience in the present job, and department; assessed the psychological empowerment of the employees of the hotels in CALABARZON in terms of meaning, competence, self-determination and impact; explore their work engagement in terms of vigor, dedication and absorption; identify the job satisfaction in terms of working hours, salary, professional development, leadership and management, working atmosphere, work itself; tested the significant difference on the responses when grouped according to profile; tested the significant relationship between psychological empowerment and work engagement and job satisfaction and; proposed a framework for human resource management.

2. Methodology

2.1 Research Design

A cross-sectional design with subgroup analysis was used as a research design. This is the most appropriate method to use because the research aims to determine the psychological empowerment, work engagement and job satisfaction among hotel employees in CALABARZON and test the significant difference and relationship among the variables.

2.2 Participants of the Study

The respondents of the study were the 312 employees of a small-scale DOT-accredited hotels in CALABARZON with at least 50 rooms. As a qualifier, the respondents must be at least 18 years old, regular-rank and file employees of the hotels in CALABARZON. Proportionate sampling was used as a sampling technique.

2.3 Data Collection Instrument

The researcher used an adapted questionnaire which were slightly modified to suit the present setting. It was divided into four parts. Part one of the instrument identified the demographic profile of the respondents in terms of age; sex; civil status; highest educational attainment and length of working experience in the present job and department. Part two of the instrument was adapted from Spreitzer's (1995) in Abassi (2021) for measuring psychological empowerment which includes the sub-scales of meaning, competence, self-determination and impact. Part three of the instrument was adapted from Schaufeli et al., 2006 in Carmona, 2019 to measure work engagement in terms of vigor, dedication and absorption. Part four of the instrument was adapted from Heimerl et al. (2019) measured using five point Likert scale to measure job satisfaction. To refine the questionnaire, it underwent face and expert validation and pilot testing to determine the validity and reliability of the questionnaire.

2.4 Data Gathering Procedure

After the research instrument was approved, a permission letter was sent to the hotel managers in CALABARZON, notifying them that their employees would participate in the study. The researcher personally administered the research instrument to the 296 employees of DOT-accredited hotels in CALABARZON, ensuring its completion by waiting and checking the responses.

2.5 Data Analysis

The data were summarized and presented using tables. Frequency and percentage distribution was used as the statistical tool to measure the demographic profile of the respondents. Weighted mean and rank was used to determine psychological empowerment, work engagement and job satisfaction. Other statistical tests such as Independent samples t-test was to test the significant difference on the responses when grouped according to profile. Analysis of variance (ANOVA) was used to compare the means of the three major variables of the study. Pearson Correlation Coefficient was used to test the relationship among the three variables. The correlation

between variables was tested at an alpha level of 0.05.

2.6 Ethical Considerations

Prior to the administration of the questionnaire, a copy of manuscript alongside with the instrument of the study was sent to the ethics committee for review and approval. After the receipt of the ethics clearance, the researcher proceeds with the data gathering. The researcher made sure that every respondent answered the questions voluntarily and freely in accordance with the Code of Ethics by confirming their agreement on the data privacy notice. In compliance with the Data Privacy Act of 2012, all responses will be kept with utmost confidentiality and will only be used for academic purposes and the respondents will be assured of anonymity.

3. Results and Discussions

Table 1
Summary Table on Psychological Empowerment

Indicators	Weighted Mean	Verbal Interpretation	Rank
Meaning	4.49	Agree	2
Competence	4.51	Strongly Agree	1
Self-Determination	4.37	Agree	.3.5
Impact	4.37	Agree	3.5
Composite Mean	**4.44**	**Agree**	

Legend: 4.50-5.00= Strongly Agree; 3.50-4.49= Agree; 2.50-3.39= Moderately Agree; 1.50-2.49=Disagree; 1.00-1.49= Strongly Disagree

Table 1 summarizes the weighted mean, verbal interpretation, and rank of the psychological empowerment of hotel employees in CALABARZON. The composite mean of 4.44 indicates general agreement among respondents. Among the four indicators, respondents strongly agreed with statements about competence, suggesting they feel capable and proficient in their jobs. This high self-assessment reflects confidence in their skills, a sense of mastery, and contributes to job satisfaction. The surveyed hotels likely foster a culture of competence and provide opportunities for skill development. The study of Turnipseed and VandeWaa (2020) aligns to this findings where workers with PEC have faith in their own abilities and skills, and they think they have the resources and know-how to perform their work effectively. Additionally, they believe that they can grow and learn, as well as adjust to new challenges. Wang's (2020) research showed that among front-line personnel in the hospitality industry, self-efficacy promotes psychological empowerment and workplace engagement. On the other hand, Al-Makhadmah's (2020) results indicate that self-efficacy has no effect on the performance of hotel personnel. Employees may not believe they are capable of performing the tasks assigned to them, according to this theory.

The indicator of meaning had a weighted mean of 4.49, while self-determination and impact both had means of 4.37, all interpreted as agree. The lowest scores were for self-determination and impact, likely due to limited decision-making authority in top-down management structures, which restricts employees' ability to influence departmental choices and act independently. The findings contrast with Al-Makhadmah and Al-Muala (2020), who identified self-determination as the most important component of psychological empowerment. Although respondents agreed with the statements, the low scores indicate it is a lesser priority. This suggests that while people believe they can decide how to best perform tasks, they may not feel highly empowered. Al-douri's (2018) study also noted the importance of self-determination in predicting performance. The study showed self-determination and impact had the lowest agreement, indicating employees feel more like instruments for task execution, influenced by the hotel's managerial and administrative structure.

Table 2
Summary Table on Work Engagement

Indicators	Weighted Mean	Verbal Interpretation	Rank
Vigor	4.31	Agree	2
Dedication	4.43	Agree	1
Absorption	4.21	Agree	3
Composite Mean	**4.32**	**Agree**	

Legend: 4.50-5.00= Strongly Agree; 3.50-4.49= Agree; 2.50-3.39= Moderately Agree; 1.50-2.49=Disagree; 1.00-1.49= Strongly Disagree

Table 2 summarizes the weighted mean, verbal interpretation, and rank of work engagement among hotel employees in CALABARZON. The composite mean of 4.32 indicates general agreement among respondents. Dedication received the highest mean of 4.43, suggesting a strong sense of ownership, responsibility, and pride in their work. This implies that hotel employees in CALABARZON are highly dedicated, and continued empowerment, recognition, and growth opportunities enhance this dedication. The results align with Delina (2020), who also found dedication as the highest indicator of work engagement, suggesting workers are frequently devoted to their jobs. Pulhin (2021) noted that employees in CALABARZON desire a familial work culture, fostering emotional attachment and community, contributing to high dedication. Vigor, a key component of engagement, helps employees perform their best, be innovative, client-focused, productive, and resilient (Bhawana, 2021; Schaufeli, 2021).

The indicators of vigor and absorption received the lowest mean scores, 4.31 and 4.21 respectively. Low absorption scores are linked to stressors such as high workload, lack of resources, and work-life balance issues. Additional factors include unclear expectations, lack of well-defined goals, repetitive tasks, and insufficient challenges, which can lead to boredom and disengagement, preventing employees from becoming fully immersed in their work. In Delina (2020), absorption ranked second and vigor ranked last. Absorption, a key component of employee engagement, enhances task performance and contextual performance (Bhawana, 2021). Motivated individuals, with their optimistic mindset, work quickly. According to Wang (2019), workers exhibit high levels of engagement and absorption by integrating personal and professional resources.

Table 3
Summary Table on Job Satisfaction

Indicators	Weighted Mean	Verbal Interpretation	Rank
Working Hours	4.28	Agree	5
Salary	4.23	Agree	6
Personal Development	4.29	Agree	4
Leadership and Management	4.31	Agree	3
Working Atmosphere	4.35	Agree	2
Work Itself	4.38	Agree	1
Composite Mean	**4.31**	**Agree**	

Legend: 4.50-5.00= Strongly Agree; 3.50-4.49= Agree; 2.50-3.39= Moderately Agree; 1.50-2.49=Disagree; 1.00-1.49= Strongly Disagree

Table 3 summarizes the weighted mean, verbal interpretation, and rank of job satisfaction among hotel employees in CALABARZON. The composite mean of 4.31 indicates general agreement among respondents. The highest scores were for the work itself with 4.43 and the working atmosphere with 4.35, reflecting a positive perception. Employees felt a strong sense of ownership and responsibility for their jobs, indicating a positive and empowering work environment. According to the study of Ibrahim (2020), the employees have expressed their satisfaction with the nature of their work whereas the impact that views of the task itself have on job satisfaction has been clarified by Rosen and Gogus (2020). In the study of Dubbelt (2019), they relate job crafting with job satisfaction and other outcomes related to the work itself.

The indicators of personnel development (4.29), working hours (4.28), and salary (4.23) received the lowest mean scores of 4.31 and 4.21 respectively. This suggests that employees are least satisfied with their compensation compared to other aspects of job satisfaction. Workers perceive their pay as inadequate relative to their position, contributions, or performance level. There may also be concerns about transparency in the compensation process. Various authors in the hotel industry have highlighted the critical link between compensation and job satisfaction (Lillo-Bañuls et al., 2018; Noraslinda, 2020; Prandini, 2022), supported by international research (Hakuduwal, 2021; Koo, 2020). Local studies have shown conflicting results, with some indicating satisfaction with salary (Ibrahim, 2020), while others, like Heimerl (2020) in the Alpine region, found compensation to be less influential on job satisfaction despite overall satisfaction with pay. This aligns with the lower ranking of salary among the job satisfaction indicators.

Table 4

Difference of Responses on Psychological Empowerment When Grouped According to Profile

Age		F-value	p-value	Interpretation
	Meaning	0.079	0.971	Not Significant
	Competence	0.488	0.691	Not Significant
	Self-Determination	0.551	0.648	Not Significant
	Impact	0.647	0.585	Not Significant
Sex				
	Meaning	0.543	0.462	Not Significant
	Competence	0.085	0.771	Not Significant
	Self-Determination	0.029	0.866	Not Significant
	Impact	1.360	0.244	Not Significant
Civil Status				
	Meaning	4.024	0.046	Significant
	Competence	0.031	0.860	Not Significant
	Self-Determination	3.514	0.062	Not Significant
	Impact	0.373	0.542	Not Significant
Highest Educational Attainment				
	Meaning	0.087	0.917	Not Significant
	Competence	0.180	0.836	Not Significant
	Self-Determination	1.025	0.360	Not Significant
	Impact	0.638	0.529	Not Significant
Length of Working Experience in the present Job				
	Meaning	2.215	0.053	Not Significant
	Competence	2.562	0.027	Significant
	Self-Determination	1.935	0.089	Not Significant
	Impact	1.549	0.175	Not Significant
Department				
	Meaning	1.341	0.215	Not Significant
	Competence	1.294	0.240	Not Significant
	Self-Determination	1.386	0.194	Not Significant
	Impact	1.589	0.118	Not Significant

Table 4 compares Psychological Empowerment responses based on profile categories. Significant differences were found in meaning (p = 0.046) based on civil status and competence (p = 0.027) based on length of service, with p-values below the alpha level. Married employees and those with 4 to 6 years of service had better assessments. The significant variance in perceived meaning across civil status groups suggests that marital status influences how employees find significance in their work, possibly due to increased responsibilities or a greater sense of purpose. Organizations should consider these differences when developing psychological empowerment initiatives to address diverse employee needs based on civil status. Research (Gkorevski & Böckers, 2022) shows a link between psychological empowerment and factors like job satisfaction and work engagement in the hospitality industry, suggesting potential connections with profile variables like civil status. However, finding studies specifically exploring various profile variables and their impact on psychological empowerment in the hotel industry can be challenging. Employees with 4 to 6 years of service felt more competent compared to those with other tenures. This suggests that experience and tenure enhance confidence and proficiency, as these employees likely achieve mastery in their roles and a better understanding of the company culture.

Table 5 compares Work Engagement responses based on profile, showing significant differences in dedication and absorption according to length of service, with p-values below 0.05. Employees with 4 to 6 years of service demonstrated higher work engagement. The low p-values indicate that these differences are statistically significant and not due to chance, allowing us to reject the null hypothesis. Post hoc test results reveal that employees with 4 to 6 years of service reported higher levels of dedication and absorption compared to those with other tenures. This increase in engagement is attributed to their proficiency and sense of

accomplishment, leading to greater confidence and a better understanding of their work environment. These employees find their work more meaningful, which enhances their engagement. This finding aligns with Delina (2020), which noted significant effects of tenure on dedication but found different results for absorption. Muhammad (2022) also noted that longer-tenured employees generally have more diverse work experiences, aiding in their performance.

Table 5

Difference of Responses on Work Engagement When Grouped According to Profile

Age		F-value	p-value	Interpretation
	Vigor	1.552	0.201	Not Significant
	Dedication	0.422	0.737	Not Significant
	Absorption	0.522	0.647	Not Significant
Sex				
	Vigor	0.185	0.668	Not Significant
	Dedication	1.883	0.171	Not Significant
	Absorption	1.218	0.271	Not Significant
Civil Status				
	Vigor	0.025	0.875	Not Significant
	Dedication	0.001	0.980	Not Significant
	Absorption	0.082	0.775	Not Significant
Highest Educational Attainment				
	Vigor	0.413	0.662	Not Significant
	Dedication	0.377	0.686	Not Significant
	Absorption	0.979	0.377	Not Significant
Length of Working Experience in the present Job				
	Vigor	1.882	0.097	Not Significant
	Dedication	2.776	0.018	Significant
	Absorption	1.809	0.111	Significant
Department				
	Vigor	0.793	0.623	Not Significant
	Dedication	1.752	0.077	Not Significant
	Absorption	1.227	0.278	Not Significant

Table 6 shows that job satisfaction responses varied significantly based on length of service for all indicators except leadership and management, with p-values below 0.05. Employees with 4 to 6 years of service reported higher job satisfaction. This suggests that factors like working hours, salary, personal development, working atmosphere, and the work itself are related to the length of service. The significant p-values indicate that these differences are statistically meaningful and not due to chance.

Post hoc test results show that employees with 4 to 6 years of service reported greater satisfaction with their salary compared to other groups. This could be due to their greater influence over schedules, leading to a better work-life balance and increased satisfaction. They may have more stable schedules and seniority, allowing for preferred working hours and salary adjustments. Rivera-Rentas (2019) supports this, indicating that longer tenure generally leads to higher satisfaction, although some studies suggest tenure may also lead to boredom. In contrast, Al-Omari (2020) found no significant variations in work-life balance and satisfaction in Amman's five-star hotels. Employees with 4-6 years of experience might view their salaries as more equitable, possibly due to better compensation or salary increments, enhancing job satisfaction. While salary alone may not determine satisfaction, it is crucial for meeting financial needs and expectations. Research shows a positive correlation between salary and job satisfaction, particularly among employees with 4-6 years of experience, who exhibit a stronger relationship between the two compared to other tenure groups (Liu & Li, 2019; Zhang & Wang, 2020). Chen and Wang (2020) found that employees with moderate tenure have a stronger mediation effect on job satisfaction. Employees in this tenure range are also more sensitive to salary changes when assessing their job satisfaction (Wang & Liu, 2022). Ng et al. (2021) proves that where job satisfaction initially increases with salary but may plateau or decrease at very high salary levels for employees with extensive experience.

Table 6

Difference of Responses on Job Satisfaction When Grouped According to Profile

Age		F-value	p-value	Interpretation
	Working Hours	0.417	0.741	Not Significant
	Salary	0.035	0.991	Not Significant
	Personal Development	0.786	0.503	Not Significant
	Leadership and Management	0.709	0.547	Not Significant
	Working Atmosphere	0.204	0.894	Not Significant
	Work Itself	0.080	0.971	Not Significant
Sex				
	Working Hours	2.191	0.140	Not Significant
	Salary	2.199	0.139	Not Significant
	Personal Development	2.157	0.143	Not Significant
	Leadership and Management	0.530	0.467	Not Significant
	Working Atmosphere	0.927	0.336	Not Significant
	Work Itself	2.193	0.089	Not Significant
Civil Status				
	Working Hours	0.156	0.693	Not Significant
	Salary	0.155	0.694	Not Significant
	Personal Development	0.123	0.726	Not Significant
	Leadership and Management	0.438	0.509	Not Significant
	Working Atmosphere	0.746	0.388	Not Significant
	Work Itself	0.112	0.738	Not Significant
Highest Educational Attainment				
	Working Hours	0.688	0.503	Not Significant
	Salary	1.035	0.536	Not Significant
	Personal Development	1.001	0.369	Not Significant
	Leadership and Management	1.193	0.825	Not Significant
	Working Atmosphere	0.086	0.918	Not Significant
	Work Itself	0.983	0.375	Not Significant
Length of Working Experience in the present Job				
	Working Hours	3.399	0.005	Significant
	Salary	2.372	0.039	Significant
	Personal Development	3.603	0.004	Significant
	Leadership and Management	1.295	0.266	Not Significant
	Working Atmosphere	2.578	0.027	Significant
	Work Itself	3.386	0.005	Significant
Department				
	Working Hours	0.650	0.753	Not Significant
	Salary	1.360	0.206	Not Significant
	Personal Development	1.036	0.411	Not Significant
	Leadership and Management	1.015	0.428	Not Significant
	Working Atmosphere	1.276	0.250	Not Significant
	Work Itself	1.505	0.146	Not Significant

Legend: Significant at p-value < 0.05

The results suggest that job satisfaction among hotel employees in CALABARZON is linked to their length of service, especially concerning personal development opportunities. Employees with 4-6 years of experience likely benefit from increased training, mentorship, and career advancement visibility, which contributes to their sense of being invested in by the company. These employees may have access to more training programs and mentorship, and a clearer understanding of career growth, enhancing their job satisfaction. Research by Garcia & Rodriguez (2019), Smith & Johnson (2021), Chen & Wang (2022), Wang et al. (2022), and Brzezińska & Wisniewska (2023) supports the positive correlation between personal development opportunities and job satisfaction, with varying effects depending on tenure. Lee and Kim (2020) specifically found that personal development opportunities significantly boost job satisfaction, particularly for those with 4-6 years of experience.

The results suggest that job satisfaction among hotel employees in CALABARZON is linked to their length of service, especially regarding the working atmosphere. Employees with 4-6 years of experience likely have stronger relationships with colleagues, contributing to a more positive and supportive work environment. They

may feel more integrated, comfortable, and able to navigate workplace dynamics, enhancing their perception of the work atmosphere. Studies (Zhang & Li, 2019; Kim & Lee, 2020; Chen & Wang, 2019; Liu et al., 2022) show that a positive working atmosphere significantly boosts job satisfaction, with employees in the 4-6 years tenure range reporting the highest satisfaction. Heimerl et al. (2020) also emphasize the strong connection between the working atmosphere and job satisfaction, highlighting the importance of feeling appreciated and having opportunities for professional growth. Enhancing the working atmosphere can thus significantly benefit job satisfaction, particularly for mid-career employees.

The results show a statistically significant difference in satisfaction with the work itself based on length of service. Employees with 4-6 years of experience likely find their work both challenging and achievable, leading to a sense of accomplishment and greater satisfaction. They may have more opportunities for new tasks and projects, increased variety, and autonomy, which enhances their job satisfaction. They can also better apply their skills and knowledge, making them feel their contributions are valued. This finding is supported by Dedy (2023), which indicates that work experience significantly affects job satisfaction.

Table 7

Relationship Between Psychological Empowerment and Work Engagement

Meaning		r-value	p-value	Interpretation
	Vigor	.693***	0.000	Not Significant
	Dedication	.737***	0.000	Not Significant
	Absorption	.616***	0.000	Not Significant
Competence				
	Vigor	.735***	0.000	Not Significant
	Dedication	.739***	0.000	Not Significant
	Absorption	.658***	0.000	Not Significant
Self Determination				
	Vigor	.694***	0.000	Not Significant
	Dedication	.691***	0.000	Not Significant
	Absorption	.646***	0.000	Not Significant
Impact				
	Vigor	.729***	0.000	Not Significant
	Dedication	.740***	0.000	Not Significant
	Absorption	.689***	0.000	Not Significant

Legend: Significant at p-value < 0.01

Table 7 shows a strong direct correlation between psychological empowerment and work engagement, with significant p-values (all < 0.05). This indicates that higher psychological empowerment is associated with greater work engagement. All three work engagement variables—vigor, dedication, and absorption—are strongly positively correlated with meaning, as reflected by high r-values (> 0.6) and statistically significant p-values (0.000). This suggests that employees who experience higher vigor, dedication, and absorption also feel a greater sense of meaning in their work, highlighting the importance of these qualities for the overall well-being of hotel employees in CALABARZON. The findings of Reyes et al. (2021) show a significant positive correlation between psychological empowerment and work engagement among hotel employees. Peng et al. (2023) supports this in the Pakistani hospitality industry by demonstrating that empowering leadership positively influences job engagement through creative self-efficacy. Although not directly measuring psychological empowerment, it underscores the importance of empowerment for engagement. Additionally, Rani (2021) in Malaysia found a positive relationship between psychological empowerment and employee performance, reinforcing the general connection between these concepts, even outside the hotel sector.

The data shows a strong positive correlation between psychological empowerment and competence, with all r-values above 0.6 and p-values of 0.000, indicating statistical significance. This suggests that as psychological empowerment increases, so does employees' sense of competence. Employees who feel empowered—through increased autonomy, control, and influence—tend to perceive their abilities and skills more positively. Empowered employees are likely more motivated and confident, leading to improved performance and skill development. Absorption, a component of psychological empowerment, also contributes to higher competence

by enhancing focus and task engagement. These findings are supported by Jose and Mampilly (2021) in Indian workplaces, and Wang and Wu (2020) in China, who found that psychological empowerment mediates the link between leadership and performance. Peng et al. (2023) also emphasizes the role of empowerment in boosting employee engagement and competence.

The strong positive correlation between psychological empowerment and self-determination is indicated by high r-values (above 0.6) for vigor, dedication, and absorption, with p-values of 0.000 showing statistical significance. This suggests that as psychological empowerment increases, so does self-determination, meaning employees who feel empowered also feel they have more control over their work and decision-making. This empowerment fosters autonomy, intrinsic motivation, and ownership of tasks, leading to greater self-determination. Wang et al. (2020) support this with their findings in the Chinese industry, showing a positive link between self-determination and work engagement. Additionally, Kim et al. (2021) found that empowering leadership in the Korean hotel industry improves service performance, likely contributing to increased self-determination and work engagement.

The strong positive correlation between psychological empowerment of impact (PEI) and work engagement is indicated by high r-values (above 0.6) for vigor, dedication, and absorption, with p-values of 0.000 showing statistical significance. This suggests that as employees' sense of empowerment increases, so does their perception of the impact of their work. Empowered employees tend to believe their work positively affects their organization, colleagues, or customers. This sense of impact is enhanced by increased ownership, confidence in their abilities, and focused effort. Supporting studies include Li et al. (2021) in China, which found that psychological empowerment mediates the relationship between leadership and work engagement, and Lee et al. (2020), which suggests that empowering leadership fosters a sense of impact, contributing to higher engagement. Wright et al. (2020) also highlights that feeling impactful through empowerment enhances work engagement.

Table 8 demonstrates a strong positive correlation between psychological empowerment of meaning (PEM) and job satisfaction, with high r-values and statistically significant p-values. This indicates that as psychological empowerment increases, so does job satisfaction across various aspects such as working hours, salary, personal development, leadership, working atmosphere, and the work itself. Employees who find their work meaningful tend to report higher satisfaction in these areas. The results suggest that employers aiming to enhance job satisfaction should focus on creating environments where employees perceive their work as meaningful. Few studies have explored the link between psychological empowerment of meaning (PEM) and job satisfaction specifically in the hotel industry. Research from Alka et al. (2022), Jisuk & Eun (2022), and Lihua et al. (2022) supports a positive connection between PEM and job satisfaction in various industries. Al-Omari (2020) found a strong relationship between working hours and satisfaction in five-star hotels in Amman. Additionally, Magdy et al. (2023) indicated that employee engagement and job satisfaction mediate the relationship between transformational leadership and psychological well-being.

The study found a strong positive correlation between the perception of psychological empowerment of competence (PEC) and various aspects of job satisfaction, including working hours, salary, personal development, leadership and management, working atmosphere, and the work itself. Correlation coefficients ranged from 0.428 to 0.664, with p-values all at 0.000, indicating statistical significance. Employees who feel competent are generally more satisfied with their jobs, and factors such as experience, better pay, training opportunities, supportive leadership, and engaging work contribute to this sense of competence. The findings suggest that companies should create environments that enhance employees' sense of competence to boost job satisfaction and productivity. Research by Lee et al. (2019), Kim et al. (2018), and Mitja et al. (2019) supports this, showing that competence positively impacts job satisfaction in the hotel industry and beyond.

Table 8

Relationship Between Psychological Empowerment and Job Satisfaction

Meaning		r-value	p-value	Interpretation
	Working Hours	.569***	0.000	Highly Significant
	Salary	.473***	0.000	Highly Significant
	Personal Development	.560***	0.000	Highly Significant
	Leadership and Management	.550***	0.000	Highly Significant
	Working Atmosphere	.633***	0.000	Highly Significant
	Work Itself	.617***	0.000	Highly Significant
Competence				
	Working Hours	.604***	0.000	Highly Significant
	Salary	.428***	0.000	Highly Significant
	Personal Development	.529***	0.000	Highly Significant
	Leadership and Management	.551***	0.000	Highly Significant
	Working Atmosphere	.644***	0.000	Highly Significant
	Work Itself	.664***	0.000	Highly Significant
Self Determination				
	Working Hours	.623***	0.000	Highly Significant
	Salary	.478***	0.000	Highly Significant
	Personal Development	.533***	0.000	Highly Significant
	Leadership and Management	.572***	0.000	Highly Significant
	Working Atmosphere	.651***	0.000	Highly Significant
	Work Itself	.672***	0.000	Highly Significant
Impact				
	Working Hours	.576***	0.000	Highly Significant
	Salary	.536***	0.000	Highly Significant
	Personal Development	.574***	0.000	Highly Significant
	Leadership and Management	.590***	0.000	Highly Significant
	Working Atmosphere	.649***	0.000	Highly Significant
	Work Itself	.689***	0.000	Highly Significant

Legend: Significant at p-value < 0.01

The study found a strong positive correlation between psychological empowerment of self-determination (PESD) and all aspects of job satisfaction, including working hours, salary, personal development, leadership and management, working atmosphere, and the work itself. The correlation coefficients ranged from 0.478 to 0.672, with all p-values at 0.000, indicating statistical significance. This suggests that employees who feel a sense of self-determination—characterized by autonomy and control over their work—tend to have higher job satisfaction. Factors like flexible scheduling, higher salaries, professional development, supportive leadership, and a collaborative work environment enhance self-determination. Research by Francis and Alagas (2020) and Jong-Chul (2023) supports the idea that self-determination positively impacts job satisfaction and employee well-being in the hotel industry.

The analysis reveals that there are highly significant positive correlations between various job satisfaction factors (working hours, salary, personal development, leadership and management, working atmosphere, and work itself) and the psychological empowerment of impact (PEI) among hotel employees in CALABARZON. All p-values are less than 0.001, indicating statistical significance. This suggests that employees who feel they have control over their working conditions and perceive their work as meaningful are more likely to feel their work has a positive impact. Employers can use these insights to create policies that enhance employees' sense of impact, leading to increased motivation, engagement, and productivity. The study by Francis and Alagas (2020) supports this, indicating a link between feeling impactful and employee well-being, which can influence job satisfaction.

Table 9 reveals a strong direct correlation between work engagement and job satisfaction, with significant p-values less than the alpha level. This indicates that higher work engagement corresponds to higher job satisfaction. Specifically, employees who report higher levels of vigor also tend to be more satisfied with various job factors such as working hours, salary, personal development opportunities, leadership and management, working atmosphere, and the work itself. In summary, greater satisfaction with these job aspects leads to higher

levels of vigor among employees. The study by Zammitti et al. (2021) supports the findings, identifying vigor as a crucial element of work engagement that affects job satisfaction. Lopez et al. (2022) provide insights into how leadership styles can boost energy, increase engagement, and impact job satisfaction. Additionally, Yalabik (2018) explores how job satisfaction with various aspects (such as the work itself and working conditions) influences all dimensions of work engagement, including vigor.

Table 9

Relationship Between Psychological Empowerment and Job Satisfaction

Vigor		r-value	p-value	Interpretation
	Working Hours	.669***	0.000	Highly Significant
	Salary	.489***	0.000	Highly Significant
	Personal Development	.568***	0.000	Highly Significant
	Leadership and Management	.585***	0.000	Highly Significant
	Working Atmosphere	.631***	0.000	Highly Significant
	Work Itself	.700***	0.000	Highly Significant
Dedication				
	Working Hours	.650***	0.000	Highly Significant
	Salary	.453***	0.000	Highly Significant
	Personal Development	.562***	0.000	Highly Significant
	Leadership and Management	.585***	0.000	Highly Significant
	Working Atmosphere	.702***	0.000	Highly Significant
	Work Itself	.725***	0.000	Highly Significant
Absorption				
	Working Hours	.667***	0.000	Highly Significant
	Salary	.509***	0.000	Highly Significant
	Personal Development	.558***	0.000	Highly Significant
	Leadership and Management	.513***	0.000	Highly Significant
	Working Atmosphere	.622***	0.000	Highly Significant
	Work Itself	.655***	0.000	Highly Significant

Legend: Significant at p-value < 0.01

The table shows a study examining the relationship between work engagement (specifically dedication) and job satisfaction. It found that personal development, leadership and management, working climate, work itself, and working hours all have a statistically significant positive correlation with employee dedication (p-value < 0.05). Employees satisfied with these characteristics tend to be more dedicated. Specifically, employees working longer hours, earning higher salaries, perceiving opportunities for personal growth, experiencing effective leadership, enjoying a positive work environment, and finding their work meaningful and engaging display higher levels of dedication. Numerous studies have investigated hotel employees' satisfaction with their task schedules and working hour limitations. Research suggests that happy and engaged workers tend to follow their preferred schedules (Deepti et al., 2023). Sypniewska et al. (2023) emphasize the importance of dedication in work engagement and job satisfaction within sustainable HR practices, noting that dedication leads to employee identification with work, a sense of meaning, and satisfaction. Key factors impacting job satisfaction in the hotel industry include working conditions, relationships with coworkers, access to resources, job security, recognition, and salary/compensation (William et al., 2022).

The correlation analysis shows that all factors of job satisfaction—working hours, salary, personal development, leadership and management, working atmosphere, and work itself—have statistically significant positive correlations with employee absorption (p-value < 0.05). This means that employees who are more satisfied with these aspects of their job also tend to experience higher levels of absorption in their work. Specifically, employees who work longer hours, receive higher salaries, have opportunities for personal growth, benefit from effective leadership, work in a positive environment, and find their work engaging and meaningful are more likely to become deeply absorbed in their tasks.

There are significant links between job satisfaction and the three elements of employee engagement: vigor, absorption, and dedication. When employees are satisfied with their company's engagement programs, their overall engagement and job satisfaction increase (Delina, 2020). Zhang et al. (2020) also explored the

relationship between work engagement and job satisfaction, noting that absorption contributes to work engagement and potentially influences job satisfaction. Additionally, Sypniewska et al. (2023) provided a foundational understanding of the connection between engagement and satisfaction, emphasizing the role of engagement in enhancing job satisfaction.
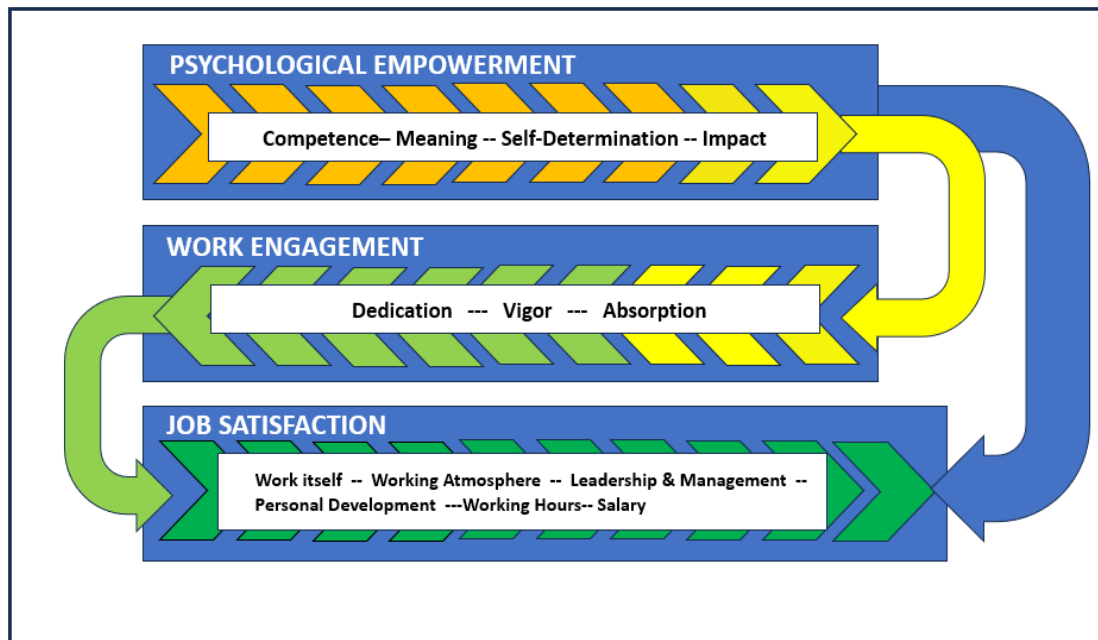

Figure 1. Elloso's Human Resource Management Framework for Hotel Industry

The framework illustrates the relationship between psychological empowerment, work engagement, and job satisfaction. Psychological empowerment and work engagement are predictors, while job satisfaction is the outcome. This means that when hotel employees feel empowered psychologically and are engaged in their work, they are more likely to be satisfied with their jobs. Recognizing these interrelationships and implementing effective HR strategies, organizations can create a positive work environment where employees feel valued, engaged, and satisfied, ultimately contributing to the success and competitiveness of the hotel industry.

4. Conclusions and Recommendations

Majority of the hotel employees in CALABARZON were 18-26 years old or from Generation Z, females, single, college graduates who have been working in their present job for 6 months to 1 year, and are from the front office department. They demonstrate a high level of psychological empowerment competence, self-determination, and impact in their roles. Likewise, they exhibit high work engagement, displaying vigor, dedication, and absorption in their tasks. Essentially, display positive perceptions of job satisfaction across various aspects including working hours, salary, personal development, leadership and management, working atmosphere and work itself. There are significant differences in responses on psychological empowerment, work engagement of hotel employees in CALABARZON and their job satisfaction when grouped according to profile. Psychological empowerment strongly correlates with both work engagement and job satisfaction, suggesting that greater empowerment leads to increased engagement and satisfaction. The human resource management department may use the proposed human resource management framework tailored for CALABARZON hotels. This may enhance employee experiences, promote empowerment, and boost engagement levels. Moreover, the Department of Tourism (DOT) could leverage this framework to strengthen its initiatives and strategies aimed at fostering a positive workplace culture, ultimately driving satisfaction, productivity, and organizational success.

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