

Corporate social responsibility practices, leadership styles, and employees' job engagement among hotels in Region I: Basis of a framework for an enhanced job engagement

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Abstract

Corporate Social Responsibility (CSR) and leadership styles are key in shaping employee engagement in the hospitality industry. This study explores how CSR practices and leadership styles affect job engagement in 3-star DOT-accredited hotels in Region I, aiming to enhance sustainability, employee motivation, and organizational performance. Understanding these factors is key to promoting sustainable business practices, boosting employee motivation, and improving overall organizational performance. Using a quantitative descriptive-correlational research design, a structured survey gathered data on five CSR dimensions—financial/economic, legal, ethical, social/philanthropic, and environmental—and leadership styles (transformational, transactional, laissez-faire). It also assessed employees' job engagement, focusing on vigor, dedication, and absorption. Findings revealed that most respondents were Generation Z, with a nearly equal distribution of genders, single, college-educated, and with limited hotel industry experience. Hotels demonstrated a strong commitment to environmental CSR, prioritizing sustainability through local sourcing, regulatory compliance, and service transparency, though social and community initiatives require improvement. Hotel managers predominantly adopted transformational and transactional leadership styles, fostering innovation and recognition, while laissez-faire leadership was minimal. Employees exhibited high engagement, particularly in vigor, indicating enthusiasm and energy for their roles, while dedication and absorption highlighted commitment and focus. Environmental CSR, transformational, and transactional leadership emerged as significant predictors of job engagement, whereas financial, legal, ethical, and social CSR, along with laissez-faire leadership, showed no notable effect. This study highlights the importance of strengthening CSR initiatives and effective leadership strategies to sustain high employee engagement. The proposed framework provides practical insights for hotel managers and stakeholders, promoting sustainable practices and long-term success. Future research could explore other hotel classifications and regions to refine CSR and leadership best practices in hospitality.

Keywords: Corporate Social Responsibility Practices (CSR), leadership styles, employees' job engagement, hotels, Region I

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1. Introduction

In the evolving landscape of Corporate Social Responsibility (CSR), hotels worldwide are integrating profit, people, and planet-focused practices through technology and innovation. As customer preferences and behaviors continue to shift, hotels have adapted their facilities and services to enhance efficiency and profitability. The current emphasis is on "hospitality with responsibility," prompting many hoteliers to adopt greener operations guided by the triple bottom line (TBL) approach. This strategy prioritizes not only the hotel's economic value but also its contributions to environmental sustainability and social welfare (Benny, 2021). Beyond the 3Rs (Reduce, Recycle, Reuse) they are adopting sustainable approaches to enhance sustainability, reduce waste, support communities, and promote well-being. These Corporate Social Responsibility (CSR) practices enhance reputation, build customer loyalty, and boost employee engagement, driving long-term success and societal impact (Wong et al., 2020). Employees value socially responsible employers, and effective leadership in hospitality boosts retention and success, with future trends focusing on adaptability, individuality, and well-being (FasterCapital, 2024). Previously, a lack of motivation would lead to reprimand, but today's organizations proactively manage employee engagement (Lalwani, 2021). Employees are more engaged when they feel their firm cares about them, their customers, future generations, the environment, and the government (Nanayakkara et al., 2022). In the Philippines, Section 3 of House Bill 306 mandates businesses to undertake CSR initiatives, reflecting the global trend of balancing economic, environmental, and social objectives.

Employee turnover remains a significant issue in the hospitality industry, with many workers seeking opportunities abroad after gaining local experience. High turnover rates disrupt organizational stability, leading to increased recruitment and training costs while negatively affecting service quality and customer satisfaction. This challenge underscores the importance of studying the intersection of CSR practices, leadership styles, and employee engagement as potential solutions to mitigate turnover issues. Research gaps exist in understanding these dynamics within the context of DOT-accredited hotels in Region I, particularly in how CSR initiatives and leadership styles influence employee retention and satisfaction. Further research was crucial to gain deeper insights into the advantages of CSR across various domains and to grasp the genuine drivers of employee engagement to maintain its sustainability (Nanayakkara et al., 2022). Gameda et al. (2020) highlight the need for studies that connect these variables to address employee retention and support organizational sustainability. Moreover, limited research specifically examines these factors within the unique socio-cultural and economic context of Region I, emphasizing the necessity for localized insights. This study not only contributed locally but also aligned with global efforts towards achieving the Sustainable Development Goals (SDGs), particularly SDG 8 (decent work and economic growth), SDG 11 (sustainable cities and communities), and SDG 13 (climate action), ensuring its relevance to global and regional context.

Corporate Social Responsibility (CSR) initiatives undertaken by hotels, as defined in this study, encompass voluntary actions that extend beyond economic obligations to positively impact society and the environment. These initiatives include adopting standards that demonstrate accountability and contribute to community enhancement, while balancing economic, environmental, and social objectives (Singh et al., 2023). Leadership styles in hotels, on the other hand, encompass the strategies and approaches managers employ to influence employee performance and commitment. Effective leadership in this context is crucial due to the labor-intensive nature of the service industry and its diverse workforce, where leadership development can significantly enhance overall organizational performance (Yamak et al., 2018). Employee engagement, as articulated by Lalwani (2021), refers to the emotional commitment employees have towards their organizations. It involves their passion,

involvement, and motivation at work, aligned with the organization's goals. CSR initiatives can foster employee engagement by promoting a sense of purpose and alignment with organizational values, while effective leadership styles that prioritize communication, support, and empowerment are pivotal in enhancing employee engagement levels within hotel organizations.

This study investigated the influence of CSR practices and the leadership styles of hotel managers on employees' job engagement. The two independent variables in this study were CSR, defined as voluntary hotel actions benefiting society and the environment beyond economic obligations (Singh et al., 2023), and leadership styles, referring to methods used by hotel managers to enhance employee performance and commitment (Yamak et al., 2018). As for the dependent variable, as cited by Nanayakkara et al. (2020), defined employee engagement early on, emphasizing active involvement in work roles, which included physical, cognitive, and emotional expression during job performance. Dung et al. (2023) argued that CSR practices enhanced company reputation, financial performance, and stakeholder engagement, significantly influencing employee engagement. Employee-centric policies and transparent performance evaluations improved the organizational climate, positively impacting engagement (Ali, 2022). Leadership styles influenced productivity, engagement, turnover, welfare, and morale (Schaffner, 2023), indicating interrelations among CSR, leadership styles, and employee engagement. Gemeda et al. (2020), Zhou et al. (2023), and Joseph (2023) provided evidence supporting these relationships, highlighting that effective leadership directly impacted engagement and that engaged employees were more supportive of CSR initiatives. Furthermore, employee perception of CSR positively correlated with their perception of the company's social responsibility, emphasizing the interconnection of CSR practices and employee engagement (Schaefer et al., 2020).

The purpose of this study was to examine the impact of CSR practices and leadership styles on employee job engagement within the hospitality sector of Region I. By investigating this relationship, the study aims to provide valuable insights into how these factors can improve employee satisfaction, retention, and organizational performance in DOT-accredited hotels. The research seeks to address the challenges of employee turnover, specifically the trend of employees gaining experience in Region I and then moving to other regions or working abroad for better opportunities, ultimately contributing to the region's long-term sustainability and success in the hospitality industry. The rationale for this study is to address the issues faced by the hospitality business in Region I, notably in maintaining employees who often gain experience and then leave for opportunities in other regions of the Philippines or abroad. By exploring how CSR practices and leadership styles impact employee engagement, this research aims to improve employee retention, job satisfaction, and organizational performance. This study will benefit hotel managers, who may gain insights on enhancing employee engagement through effective CSR strategies and leadership, employees, who may benefit from improved working conditions and career development opportunities, and policymakers, who may use the findings to promote sustainable practices in the industry. The study may serve as a valuable resource for academic researchers and students, providing empirical evidence that can inform future research and help to build best practices in the hospitality industry. The study's findings served as a foundation for a comprehensive framework for improving job engagement in hotels by strategically integrating CSR activities and effective leadership styles. This framework may serve as a guide for hotel managers and industry stakeholders to implement initiatives that boost employee engagement, leading to better organizational performance and employee well-being. The study contributed to the existing body of knowledge by giving empirical evidence on how CSR and leadership affect job engagement in the hospitality industry. The findings may be utilized to inform strategic management decisions, shape policy advocacy, and encourage the adoption of sustainable practices in the industry, ultimately contributing to the global discourse on sustainable business practices.

Objectives of the Study - The study investigated the influence of CSR practices and the leadership styles of hotel managers on employees' job engagement. Specifically, it: 1) assessed the CSR practices across five domains in terms of financial/economic, legal, ethical, social/philanthropic, and environmental practices; 2) determined the hotel managers' leadership styles in terms of transformational, transactional, and laissez-faire; 3) assessed the employees' job engagement on the dimensions of vigor, dedication, and absorption; 4) determine the

influence of Corporate Social Responsibility practices and hotel managers' leadership styles on employees' job engagement; 5) identified the predictors of employees' job engagement; and 6) developed a comprehensive framework for an enhanced job engagement among hotel employees in Region I.

2. Method

Research Design - This study employed a quantitative descriptive research design, utilizing descriptive correlation analysis to achieve its objectives. As outlined by Siedlecki (2020), the research leveraged non-experimental designs, specifically descriptive, descriptive-comparative, and correlational approaches. These methodologies were well-suited for describing characteristics, comparing groups, and examining relationships between variables without manipulating them. The descriptive approach was employed to outline the demographic and firmographic profiles of respondents, providing a clear understanding of the characteristics of the study sample. This approach helped identify the specific traits and attributes of the respondents and hotels under investigation. For evaluating CSR practices, leadership styles, and employee engagement, the study used descriptive correlation analysis to explore and describe the relationships between these variables. This analysis allowed for the examination of how different CSR practices and leadership styles correlated with various dimensions of employee engagement. Overall, the integration of these research designs aimed to provide robust empirical evidence to support the formulation of a development plan for continuous improvement in DOT-accredited hotels in Region I. This approach enabled the study to summarize findings, detect patterns, make predictions, and assess the strength of relationships among the variables of interest.

Participants of the Study - This descriptive quantitative study involved employees from Department of Tourism (DOT) accredited 3-star hotels in Region I (Ilocos Region), aiming to provide a thorough representation of the region's hospitality sector as listed on the DOT portal. The selection criteria ensured that only officially accredited 3-star hotels were included, guaranteeing adherence to industry standards and regulations. According to the Department of Tourism Region I, there were 40 accredited hotels in the region. However, this study specifically focused on 3-star hotels, narrowing the scope to 17 establishments that practiced Corporate Social Responsibility (CSR) and had agreed to participate. The province with the highest number of accredited hotels was Ilocos Sur, with 8 hotels, followed by Ilocos Norte with 4 hotels, Pangasinan with 3 hotels, and La Union with 2 hotels. The respondents were current employees who had a minimum of six months of experience in their roles within the hotel industry, ensuring a foundational level of expertise. To qualify for participation, employees had to be aged 18 years and above, be regular employees, be currently employed at a DOT-accredited hotel in Region I, and be aware of the Corporate Social Responsibility (CSR) practices implemented within their hotels. Additionally, they had to express a willingness to participate in surveys concerning leadership styles, employee engagement, and CSR practices at their workplace.

The study employed stratified random sampling to select a representative sample from the employee rosters of the DOT-accredited hotels, ensuring inclusivity and minimizing bias in participant selection. The RaoSoft Sample Size Calculator indicated that a total of 219 respondents was required for the survey to achieve statistically reliable results, with a confidence level of 95% and a margin of error of 5%. This calculation was based on data provided by the Department of Tourism, which was forwarded via email. In total, there were 506 regular employees working in 3-star DOT-accredited hotels across the region. By achieving this sample size, the study aimed to accurately reflect the perspectives and experiences of employees within the hotel industry, thus contributing to a more comprehensive understanding of the factors influencing employee engagement in 3-star DOT-accredited hotels in Region I. This approach ensured that the findings were robust and could inform the development of effective strategies for enhancing employee engagement.

Data Collection Instrument - The questionnaire for data collection in this study was adapted and modified to align with the scope and status of the research locale. It incorporated insights from three distinct research articles focusing on corporate social responsibility (CSR), leadership styles, and employee engagement. The adaptation process ensured that the questions were relevant and comprehensible to the respondents within the

context of DOT-accredited hotels in Region I, Philippines. This approach aimed to accurately capture the intricate relationships between CSR practices, leadership styles, and employee job engagement, providing a robust foundation for developing a framework for enhanced job engagement for these hotels. Specifically, the questionnaire was adapted from studies conducted by Wong et al. (2020), titled "Development and validation of standard hotel corporate social responsibility (CSR) scale from the employee perspective," Gemeda et al. (2020), titled "Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study," and Nanayakkara et al. (2022), titled "Employee Engagement through Corporate Social Responsibility: A Study of Executive and Managerial Level Employees of XYZ Company in Private Healthcare Services Sector."

The questionnaire was divided into four sections: Part I described the a. demographic profile of the respondents in terms of age, sex, marital status, highest educational attainment, and length of service and b. firmographic profile of the hotel in terms of the number of years in operation and the number of regular employees. Part II evaluated the CSR practices across five domains in terms of financial/economic, legal, ethical, social/philanthropic, and environmental practice. Part III determined the hotel managers' leadership styles in terms of transformational, transactional, and laissez-faire. Part IV assessed the employees' job engagement on dimensions like vigor, dedication, and absorption.

Table 1

Reliability Test Results

Indicators	Cronbach Alpha	Remarks
Financial/ Economic	0.817	Good
Legal	0.921	Excellent
Ethical	0.881	Good
Social/Philanthropic	0.882	Good
Environmental Practice	0.854	Good
Transformational Leadership	0.924	Excellent
Transactional Leadership	0.955	Excellent
Laissez-faire Leadership	0.965	Excellent
Vigor	0.957	Excellent
Dedication	0.889	Good
Absorption	0.955	Excellent

George and Mallery (2003) provide the following rules of thumb: " $\alpha > .9$ – Excellent, " $\alpha > .8$ – Good, " $\alpha > .7$ – Acceptable, " $\alpha > .6$ – Questionable, " $\alpha > .5$ – Poor, and " $\alpha < .5$ – Unacceptable"

The research instrument used for data collection was a survey questionnaire, which supported the descriptive-quantitative research design employed in the study. Each variable in the questionnaire encompassed quantifiable indicators per sub-variable, ensuring comprehensive coverage and depth of analysis. For each indicator related to CSR practices, hotel managers' leadership styles, and employee engagement, a 4-point Likert scale was utilized to gauge respondents' agreement level, with 1 representing Strongly Disagree and 4 representing Strongly Agree. The research instrument was validated by the researcher's adviser and a statistician. An expert panel of validators, including professionals from both the hospitality and tourism industry and the academe, reviewed it to ensure its content validity and reliability for data collection. These validators included a Senior Program Executive from a four-star hotel, an OIC Training Manager from a three-star hotel, and a Program Head of Hospitality Management. A pilot test was conducted to assess the questionnaire's validity and reliability. The pilot test also identified any potential issues, ensuring that the questionnaire was clear, concise, and easily understandable for the respondents. Cronbach Alpha reliability test results for the questionnaire indicated high levels of internal consistency across all indicators. The results confirmed that the questionnaire had strong internal consistency, making it a reliable tool for measuring the intended constructs. The research instrument and the entire study were submitted for ethical approval to the appropriate institutional review board. This process ensured that the research adhered to the highest ethical standards for studies involving human participants, particularly hotel employees. Approval confirmed that all necessary provisions were in place to protect participant confidentiality, secure informed consent, and implement robust data handling practices. This included measures to ensure that personal information was kept confidential, that participants were fully

informed about the study's purpose and their role in it, and data was managed in a manner that respected privacy and complied with legal and institutional requirements. By obtaining approval, the study demonstrated its commitment to ethical research practices and the protection of participant rights throughout the research process.

Data Gathering Procedure - The data gathering procedure for this study began with an initial contact to the management of each Department of Tourism (DOT) accredited hotel in Region I via email or formal letter to request permission and endorsement to conduct the study. Upon receiving approval, the researcher scheduled on-site visits to distribute materials and collect responses from willing participants. During these visits, the researcher sought permission from relevant industry authorities and presented an official letter to ensure proper involvement of identified respondents. Printed questionnaires, along with information sheets explaining the study's purpose and instructions for completion, were provided. This face-to-face interaction allowed participants to ask questions and seek clarification as needed. Additionally, digital access to the questionnaire was provided through Google Forms. This flexibility accommodated participants' preferences and logistical constraints while ensuring data security and confidentiality. To maximize response rates, best practices were implemented, including clear communication about the study's purpose, benefits, and confidentiality measures. Data collection was scheduled during convenient times for participants, and accessibility was ensured. Achieving a high response rate involved personalized requests, engagement strategies with hotel management and staff, and offering flexible participation options. Follow-up procedures, such as reminder emails or phone calls, were implemented to maximize response rates and address any queries or concerns raised by participants. The choice between face-to-face and digital distribution was guided by feasibility and convenience. Face-to-face methods were used where direct interaction could build rapport and improve response rates, while digital methods were utilized to facilitate widespread participation among employees of DOT-accredited hotels in Region I. This combined approach aimed to achieve widespread participation and ensure the collection of reliable, representative data. Upon completion of data collection, the researcher analyzed and interpreted the findings based on statistical standards. The manuscript was drafted, and guidance from the adviser was sought for finalizing the manuscript, addressing technical requirements, and scheduling the final defense.

Data Analysis - The data analysis for each objective followed distinct methodologies tailored to the nature of the research questions. The evaluation of CSR practices across five domains involved analyzing responses to Likert scale questions in the questionnaire, with frequencies and percentages computed for each domain. Determining hotel managers' leadership styles utilized established tools like the Multifactor Leadership Questionnaire (MLQ) to measure transformational, transactional, and laissez-faire leadership styles, with scores calculated and compared across managers. Assessing employees' job engagement, entailed analyzing responses to items measuring dimensions of job engagement like vigor, dedication, and absorption using the Utrecht Work Engagement Scale (UWES), with mean scores computed for each dimension. Determining the influence of Corporate Social Responsibility Practices and Hotel Managers' Leadership Styles on Employees' Job Engagement, involved Pearson correlation analysis to determine the strength and significance of associations between variables. For the data analysis which focused on determining the best predictors of employees' job engagement, multiple regression analysis was conducted to assess the relationship between various dimensions of Corporate Social Responsibility (CSR) practices, hotel managers' leadership styles, and employees' job engagement. Lastly, proposing a framework for enhanced job engagement, synthesized findings from earlier analyses to create a detailed plan that included best practices and recommendations derived from the quantitative data analysis. Collectively, these analytical methods supported the study's overall goal of exploring and developing strategies to improve employees' job engagement in DOT-accredited hotels in Region I.

Ethical Consideration - In conducting this study, the researcher adhered to the Data Privacy Act of 2012 to ensure the protection of respondents' rights and privacy. Ethical considerations were prioritized to safeguard the integrity, confidentiality, and welfare of all participants, particularly hotel employees who served as respondents. Data collected were handled with utmost privacy and sensitivity, ensuring anonymity and aggregating responses for comprehensive analysis. Before respondents began the questionnaire, they were presented with a full consent form or agreement outlining the study's purpose, the voluntary nature of participation, and the stringent

confidentiality measures in place to protect their identities and responses. Participants also received a data privacy notice detailing how their data would be used and safeguarded, with the option to agree or disagree with these terms. Measures were implemented to minimize any potential risks or discomfort for hotel employees throughout the research process, ensuring their well-being and comfort. Any potential conflicts of interest were transparently disclosed, and steps were taken to mitigate them to maintain the study's objectivity and impartiality. The privacy of the hotel itself was protected in line with ethical guidelines. Information related to the hotel was handled confidentially, with no identifying details disclosed without explicit consent. The study also underwent an Ethics Review to ensure compliance with ethical standards and foster a trusting and respectful relationship with all participants involved.

3. Results and discussion

Table 2

Summary Table on CSR Practices

Indicators	Weighted Mean	Verbal Interpretation	Rank
Financial/Economic	3.61	Strongly Agree	3
Legal	3.66	Strongly Agree	2
Ethical	3.58	Strongly Agree	4
Social/Philanthropic	3.38	Agree	5
Environmental Practice	3.67	Strongly Agree	1
Composite Mean	3.58	Strongly Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 – 1.49 = Strongly Disagree

Table 2 presents a summary of the Corporate Social Responsibility (CSR) practices among the surveyed hotels. This table highlights the significance of different dimensions of CSR, as perceived by the respondents. The composite mean score of 3.58, interpreted as "Strongly Agree," indicates an overall positive perception of CSR practices within the hotel industry. This comprehensive overview not only reflects the hotels' commitment to CSR but also provides insight into areas of strength and opportunities for improvement.

The top two CSR practices, ranked by their weighted means, are Environmental Practice (3.67) and Legal (3.66). Both indicators received "Strongly Agree" verbal interpretations, demonstrating a strong endorsement from respondents regarding their implementation in the hotel industry. The high ranking of environmental practices in Region I's CSR initiatives signals a strong commitment by hotels to sustainability, reflecting their recognition of the hospitality industry's environmental impact. Prioritizing eco-friendly practices, such as waste management and resource conservation, not only enhances the hotel's reputation but also contributes to profitability by attracting eco-conscious travelers, who are increasingly prioritizing sustainability in their choices. This aligns with the broader goals of global sustainability, positioning hotels as leaders in responsible tourism. From a Triple Bottom Line (TBL) perspective, focusing on environmental practices benefits the Planet by reducing waste and conserving resources, supporting long-term ecological health. It also serves People by fostering a sustainable environment for both guests and employees. When employees actively engage in sustainability, it enhances their sense of purpose, job satisfaction, and pride, creating a culture of shared responsibility. In terms of Profit, sustainability aligns with market demands, attracting eco-conscious travelers and boosting bookings, which contributes to long-term financial success. This commitment also strengthens community ties and supports collective environmental and social well-being. Leadership plays a key role by setting the tone and engaging employees, which enhances motivation, job satisfaction, and a sense of pride in contributing to sustainability efforts. The strong emphasis on environmental practices by hotels in Region I not only supports the planet but also enhances employee engagement and boosts profitability. By integrating sustainability into their operations, hotels can position themselves as responsible, eco-conscious businesses that attract guests, foster a motivated workforce, and build strong community ties. This approach aligns with both global sustainability goals and the growing expectations of travelers, ensuring long-term success and positive impact for the hotel, its employees, and the broader community.

Khatter (2023) emphasizes that green practices like waste management and energy conservation can positively impact the environment, even for small-scale operations. This focus aligns with the increasing demand for sustainability and enhances hotel reputations, making them more appealing to eco-conscious guests. Research by de Leaniz et al. (2019) shows that consumer trust in environmentally certified hotels strengthens their CSR image, which is vital in today's competitive landscape. Seo et al. (2024) highlight that energy-saving initiatives shape customer values, underscoring the need for effective communication of these efforts. Rehman et al. (2023) find that environmental management initiatives encourage employees' eco-friendly behaviors, while Onkila et al. (2021) note that effective CSR fosters a culture that enhances job satisfaction. Delmas et al. (2018) assert that integrating environmental practices within management frameworks boosts productivity and employee morale, fostering pride and loyalty. Dung et al. (2023) further emphasize CSR's role in attracting talent in sustainable tourism, enhancing job satisfaction. Collectively, these studies demonstrate that prioritizing environmental sustainability not only creates a supportive work environment and strengthens community relations but also benefits hotels and their guests. By committing to eco-friendly initiatives, hotels can foster a positive cycle of sustainability that enhances guest experiences and preserves natural beauty and cultural heritage for future generations, ultimately providing a strategic advantage that boosts reputation, customer loyalty, and a dedicated workforce committed to environmental stewardship.

The lowest three CSR practices identified in the survey are Social/Philanthropic (3.38), Ethical (3.58), and Financial/Economic (3.61). While these indicators also received a "Strongly Agree" interpretation, their scores suggest they are perceived as less robust than the higher-ranked practices. This distinction highlights areas where hotels may need to enhance their engagement or communication regarding CSR initiatives. The lowest-ranked CSR practices in the survey involve social and philanthropic initiatives, reflecting a need for hotels in Region I to strengthen their community engagement. Employees recognize their value but perceive them as infrequent or secondary to operational priorities. This may result from the challenges of allocating time and resources in a demanding industry. From a Triple Bottom Line (TBL) perspective, this gap affects People by limiting community support that could foster goodwill and pride among employees. Addressing it could create stronger bonds with the local community, aligned with the region's cultural heritage and traditions. For the Planet, engaging in social initiatives may indirectly promote environmental stewardship by integrating local practices and sustainable development into community programs. Regarding Profit, enhanced community-focused efforts resonate with consumer values, particularly in the Philippines, where community support is highly regarded, increasing guest satisfaction and loyalty. Leadership plays a vital role in prioritizing social responsibility by encouraging employee participation and aligning these initiatives with the hotel's values. Active leadership can inspire employees, fostering engagement and a sense of pride in contributing to meaningful causes. By strengthening social and philanthropic efforts, hotels can enhance their reputation as responsible tourism leaders, fostering a positive cycle of community trust, employee loyalty, and increased patronage. This approach ensures a balanced CSR strategy that supports sustainable growth and aligns with both cultural and global expectations.

Borbon (2020) highlights that while hotels recognize the importance of corporate social responsibility (CSR), there is a significant lack of engagement in social initiatives. Strengthening these activities is vital for building deeper connections with local communities, especially in a region known for its rich cultural heritage. Wong et al. (2023) further note that employees may view social and philanthropic CSR efforts negatively, sometimes perceiving community contributions as a financial burden that impacts overall performance. This underscores the need for improved communication about the benefits of CSR to foster a positive perception among staff. Xiong et al. (2023) suggest that corporate philanthropy can be an effective business model in hospitality, with time donations often leading to better employee attitudes than monetary contributions. Wong et al. (2021) emphasize that enhancing social engagement can increase employee satisfaction and pro-social behavior. By investing in social responsibility, hotels can enhance their brand image and cultivate pride and belonging among staff, which is increasingly important in the community-oriented culture of the Philippines. A focus on community engagement can significantly boost stakeholder satisfaction and loyalty, ultimately contributing to hotels' success in Region I. De Roeck et al. (2018) argue that aligning employees' perceptions of

CSR with ethical leadership fosters deeper engagement and pride, while El Akremi et al. (2018) highlight the link between perceived organizational support and positive employee outcomes. By enhancing social and philanthropic initiatives, hotels can strengthen employee pride and loyalty, creating a more committed workforce, which collectively underscores the importance of these efforts for overall hotel success in the region.

Table 3

Summary Table on Hotel Managers' Leadership Styles

Indicators	Weighted Mean	Verbal Interpretation	Rank
Transformational Leadership	3.52	Strongly Agree	1
Transactional Leadership	3.47	Agree	2
Laissez-faire Leadership	3.09	Agree	3
Composite Mean	3.36	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 – 1.49 = Strongly Disagree

Table 3 summarizes the leadership styles of hotel managers in Region 1, focusing on three key styles: transformational, transactional, and laissez-faire leadership. Each style is evaluated based on its effectiveness in engaging employees within three-star DOT-accredited hotels. The composite mean of 3.36 indicates a general agreement among employees regarding the presence of these leadership styles in their work environment.

The top three leadership styles identified in this assessment are transformational leadership, with a weighted mean of 3.52, followed closely by transactional leadership at 3.47. The third style, laissez-faire leadership, received a mean of 3.09. These results highlight the importance of effective leadership in fostering employee engagement and commitment within the hospitality sector. The study categorizes leadership into three styles—transformational, transactional, and laissez-faire—because each type has a distinct impact on how employees engage with CSR initiatives and contribute to the organization's goals. Transformational leadership is characterized by its ability to inspire and motivate, transactional leadership emphasizes rewards for achieving set goals, and laissez-faire leadership is marked by a hands-off approach, where leaders are less involved in guiding or motivating employees. These three styles differ in their approach to fostering employee engagement and promoting CSR, highlighting the range of leadership approaches found in hotels. Transformational leadership ranks highest in this study because it is particularly effective in motivating and inspiring employees, creating a positive and engaging work environment. In three-star DOT-accredited hotels in Region I, transformational leadership plays a crucial role by aligning the employees' values with the hotel's mission, integrating Corporate Social Responsibility (CSR) as a core component of their daily operations. This leadership style helps employees feel valued, leading to increased loyalty and job satisfaction. Transformational leaders are adept at fostering open communication, promoting collaboration, and encouraging innovation, which ultimately enhances the guest experience and allows the hotel to adapt to changing market conditions. By making CSR a central focus, these leaders also build stronger relationships with the community, promoting sustainability and contributing to the hotel's long-term growth. The ranking of transformational leadership emphasizes the importance of an engaging and motivating leadership style in driving CSR initiatives and overall hotel success. It shows that leadership styles matter in fostering employee commitment, enhancing guest satisfaction, and promoting CSR. Understanding these differences allows hotel managers to adopt the most effective leadership style to achieve sustainable growth and positive impacts on both the organization and the community.

Kim et al. (2023) emphasize the significance of transformational leadership in the hotel sector, as it directly influences service quality through employee performance. This style enhances organizational identification, creativity, and task performance by effectively communicating the organization's vision. Abolnasser et al. (2023) note that transformational leadership improves employee well-being (PWB) and engagement (EEG), leading to increased dedication and job satisfaction in Region 1 hotels. Teoh et al. (2022) find that idealized influence and inspirational motivation yield positive outcomes and align staff with the hotel's mission. Additionally, transformational leaders promote innovation and adaptability, essential for exceptional guest experiences. Gameda et al. (2020) indicate that this leadership style enhances employee engagement and innovative behavior, while Alserhan et al. (2021) highlight its superiority over transactional approaches for fostering commitment.

Mishra et al. (2023) demonstrate that a shared vision and support boost engagement and job performance, encouraging participation in community-focused initiatives. Ahmad et al. (2022) show that CSR initiatives aligned with team values enhance employee creativity. Overall, these studies confirm that transformational leadership significantly enhances employee engagement and performance, facilitating successful CSR integration, fostering collaboration, and improving both guest experiences and the hotel's local reputation in Region I. The laissez-faire leadership style ranks lowest in three-star DOT-accredited hotels in Region I due to its substantial drawbacks in fostering employee engagement and maintaining task consistency. This hands-off approach often leaves employees feeling unsupported and uncertain about their roles, leading to low motivation. While a degree of independence can foster creativity, excessive freedom without guidance can create confusion, particularly in relation to Corporate Social Responsibility (CSR) initiatives. In the highly competitive hospitality sector, operational consistency and maintaining high service standards are essential. Laissez-faire leadership undermines these goals by preventing staff from connecting their actions to the hotel's objectives, which in turn affects performance and guest satisfaction. To improve employee engagement and performance, hotel managers should shift to a more proactive leadership style that offers clear direction and consistent support. Such a change would enhance employee confidence, accountability, and participation in CSR activities, ultimately elevating both hotel performance and guest satisfaction. The low ranking of laissez-faire leadership underscores the importance of active leadership in driving employee engagement and achieving consistent, high-quality service. This highlights that leadership style significantly influences both operational outcomes and the integration of CSR efforts, stressing the need for managers to provide direction, support, and accountability to ensure organizational success.

Clément et al. (2023) highlight the negative effects of laissez-faire leadership (LFL) on employee well-being, showing that it reduces autonomy, motivation, and role clarity, particularly for less experienced staff. This is particularly detrimental in areas like Corporate Social Responsibility (CSR), where employees need direction. Lundmark et al. (2021) further confirm that LFL undermines role clarity, leading to increased stress and disengagement. While Ali et al. (2023) suggest LFL may benefit younger, more autonomous employees, the overall consensus is that a hands-on leadership approach is essential for enhancing employee engagement and well-being. In three-star DOT-accredited hotels in Region I, a balance between independence and guidance is necessary to keep employees engaged in CSR efforts. Supporting studies include David (2018), who found that empowering leadership boosts employee performance, and Joseph (2023), who established a positive link between CSR and employee engagement, highlighting the need for active management involvement. Ishaque et al. (2022) showed that participative leadership enhances engagement, emphasizing clarity in CSR activities. Lastly, Gameda et al. (2020) noted that LFL negatively impacts task performance due to a lack of guidance.

Overall, these findings underscore the urgency for hotel managers to move away from LFL to a more proactive leadership style that fosters clarity, support, and active participation in CSR, ultimately improving organizational performance and community impact.

Table 4

Summary Table on Employees' Job Engagement Equity

Indicators	Weighted Mean	Verbal Interpretation	Rank
Vigor	3.55	Strongly Agree	1
Dedication	3.53	Strongly Agree	2
Absorption	3.48	Agree	3
Composite Mean	3.52	Strongly Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 – 1.49 = Strongly Disagree

Table 4 presents a summary of employees' job engagement equity across three key indicators: vigor, dedication, and absorption. The composite mean score of 3.52 indicates that employees generally feel strongly engaged in their work. Each indicator reflects a different aspect of employee engagement, providing insights into how employees connect with their roles and responsibilities within the organization.

The top-ranked indicator, vigor, received a weighted mean of 3.55, followed closely by dedication with a mean of 3.53, and absorption, which earned a mean of 3.48. These scores signify that employees feel strongly about their energy levels, commitment to their work, and focus on their tasks. The highest rank for Vigor suggests that employees in Region 1's 3-star DOT-accredited hotels are highly enthusiastic and energized when participating in CSR activities. This strong enthusiasm is reflected in their proactive approach to CSR initiatives, showcasing their high levels of motivation, energy, and commitment to the hotel's goals and values. Vigor stands out because it directly influences employees' willingness to engage, drive initiatives, and collaborate with colleagues. It sets the foundation for a culture of innovation, as motivated employees actively seek out ways to make a difference. Compared to Dedication, which reflects a strong commitment but may not consistently translate to the same level of energy and motivation, Vigor indicates a deeper emotional and physical investment in the tasks at hand. On the other hand, Absorption ranks the lowest, signifying that while employees are engaged, they may not always be as deeply focused on how their individual contributions align with CSR objectives. This lower absorption score highlights areas where deeper reflection and stronger integration of CSR into daily tasks could help elevate overall engagement. The high score in Vigor emphasizes that employees are not only willing but excited to contribute to CSR activities, leading to greater involvement and innovation in these initiatives. This enthusiasm is critical because it fosters a sense of purpose and motivates employees to go beyond routine tasks, making their work more meaningful. Enthusiastic employees are likely to contribute positively to the hotel's reputation by engaging in responsible tourism practices, which enhances customer loyalty and the hotel's community relations. Their energy promotes a positive work culture, encouraging collaboration and teamwork to solve CSR-related challenges. Additionally, motivated employees are less likely to experience burnout and turnover, resulting in greater job satisfaction and retention. From a business perspective, this heightened engagement translates to improved service quality, which directly impacts the hotel's competitiveness in a market increasingly driven by sustainability. In the long term, the vigor demonstrated by employees in CSR activities supports both the hotel's success and sustainable development in the region, reinforcing the organization's mission and its role in responsible tourism.

Kristiana et al. (2024) emphasize that work engagement, marked by enthusiasm and vigor, enhances employee well-being and creates a vibrant work environment. Engaged employees show higher dedication and involvement, which is vital for maintaining high service standards in the hospitality industry. Similarly, Maisyuri et al. (2021) find that increased vigor correlates positively with employee performance, enabling staff to meet the demanding expectations of their roles, thus boosting guest satisfaction. Silud et al. (2024) highlight that a positive work environment fosters internal motivation and teamwork, leading to greater job satisfaction and hotel performance. Vuong et al. (2023) support the idea that both internal and external CSR activities enhance employee satisfaction, which in turn bolsters brand reputation and equity. Engaged and motivated employees are more likely to create memorable experiences for tourists, aligning with community values and promoting sustainable tourism. Encouraging vigor among hotel staff can reduce turnover rates and ensure consistent service quality, essential for building long-term guest relationships and achieving sustained business success. Bhardwaj et al. (2021) confirm that employee engagement improves both contextual and task performance, while González-De-la-Rosa et al. (2023) link employee-oriented CSR to improved quality of life and lower turnover rates. This underscores the importance of a supportive work environment and CSR initiatives in fostering employee enthusiasm and retention, crucial for maintaining high service quality in hotels.

The Absorption score is the lowest among the three dimensions of employee engagement in CSR activities, suggesting that some employees in Region I's 3-star DOT-accredited hotels find it difficult to stay fully engaged or focused on their work. This indicates that while employees may feel committed and enthusiastic (as seen in the high Vigor and Dedication scores), they may not always immerse themselves deeply in the tasks at hand, particularly when it comes to CSR-related activities. Absorption measures how absorbed employees feel in their roles, and a lower score implies that employees may not be dedicating the necessary mental and emotional energy to truly internalize their involvement in CSR, leading to missed opportunities for growth and connection. While Dedication reflects strong commitment and pride in one's work, Absorption is more about a deep

connection with tasks, which may not always align with the daily responsibilities in a hotel setting if those tasks aren't always seen as connected to CSR objectives. The lower score in Absorption suggests that some employees are not fully focused or fully immersed in their roles, which could negatively impact both the quality of their work and their engagement with CSR activities. If employees are distracted or disengaged, this can lead to missed opportunities to offer exceptional service to guests, a key factor in ensuring customer satisfaction and loyalty. To address this, hotels can implement strategies to improve employee focus, such as mindfulness training, task prioritization, and enhancing the connection between CSR activities and employees' personal values. A stronger alignment of CSR with the employees' daily work can increase their commitment and focus, improving their service quality and productivity. Ultimately, fostering Absorption can lead to a more engaged, attentive workforce, which not only improves guest satisfaction but also strengthens the hotel's reputation in the community and the broader market. A focused and engaged workforce enhances the guest experience, leading to better employee retention, positive word-of-mouth, and sustainable growth for the hotel.

Reig-Botella et al. (2024) found that while high absorption can enhance contextual performance, it does not guarantee improved task performance. Focused employees may support colleagues or generate ideas without better job performance, as shown in this study and by Jaya et al. (2021) at PT Garuda Indonesia Cargo. This indicates that lack of engagement and motivation may hinder performance. Conversely, Maisyuri et al. (2021) demonstrated that absorption positively affects performance when employees are fully immersed in their tasks. Joseph (2023) emphasized that CSR initiatives aligned with employee values foster purpose and motivation, boosting engagement and focus. By enhancing both absorption and engagement through meaningful CSR activities, hotels can ensure employees are dedicated and present with guests, crucial for high guest satisfaction and competitive advantage in Region I. Additionally, González-De-la-Rosa et al. (2023) noted that employee-oriented CSR improves workers' quality of life, highlighting the need for supportive conditions. Hk et al. (2020) found that ethical and transformational leadership positively impacts absorption and performance, indicating that ethical leaders foster an engaged culture. In summary, strategic approaches like CSR and effective leadership are vital for fostering employee absorption, leading to improved guest satisfaction in the hospitality industry. Enhancing absorption through a supportive environment and meaningful initiatives can boost employee focus, improve guest experiences, and ensure long-term success for hotels.

Table 5*Relationship Between CSR Practices and Hotel Managers' Leadership Styles*

Financial/Economic	r-value	p-value	Interpretation
Transformational Leadership	.528**	0.000	Highly Significant
Transactional Leadership	.554**	0.000	Highly Significant
Laissez-faire Leadership	.253**	0.000	Highly Significant
Legal			
Transformational Leadership	.527**	0.000	Highly Significant
Transactional Leadership	.525**	0.000	Highly Significant
Laissez-faire Leadership	.225**	0.000	Highly Significant
Ethical			
Transformational Leadership	.725**	0.000	Highly Significant
Transactional Leadership	.668**	0.000	Highly Significant
Laissez-faire Leadership	.181**	0.000	Highly Significant
Social/Philanthropic			
Transformational Leadership	.450**	0.000	Highly Significant
Transactional Leadership	.474**	0.000	Highly Significant
Laissez-faire Leadership	.389**	0.000	Highly Significant
Environmental Practice			
Transformational Leadership	.500**	0.000	Highly Significant
Transactional Leadership	.570**	0.000	Highly Significant
Laissez-faire Leadership	.249**	0.000	Highly Significant

Legend: Significant at p-value < 0.01

Table 5 illustrates the relationship between Corporate Social Responsibility (CSR) practices and hotel managers' leadership styles, showing a strong correlation across various CSR dimensions. The calculated

r-values indicate significant direct associations between leadership styles—transformational, transactional, and laissez-faire—and the financial, legal, ethical, social/philanthropic, and environmental aspects of CSR, with all p-values below the alpha level of 0.01. These results confirm that a significant relationship exists, suggesting that improved CSR practices are linked to better leadership styles among hotel managers.

The strong correlation between financial CSR practices and hotel managers' leadership styles in DOT-accredited hotels in Region I highlights the importance of combining effective financial management with leadership. Transactional leadership characterized by structured rewards and clear expectations, aligns closely with financial CSR practices. Managers adopting this style prioritize measurable outcomes and accountability, enabling practices such as local sourcing and cost-efficient operations. By setting explicit financial goals and linking them to rewards, transactional leaders foster behaviors that enhance financial performance while contributing to community development, such as supporting local suppliers and building customer loyalty. On the other hand, transformational leadership which focuses on vision, innovation, and employee inspiration, plays a key role in driving long-term financial success. Transformational leaders encourage employees to embrace creative solutions and align their efforts with broader organizational goals, such as championing sustainable investment strategies or innovative financial partnerships that benefit both the hotel and the community. This approach strengthens the hotel's reputation and attracts socially responsible investors. Conversely, the weaker correlation with laissez-faire leadership suggests that a hands-off approach offers minimal guidance in implementing financial CSR practices. Employees without active oversight or guidance may lack the clarity and desire required to reach financial CSR goals, highlighting the limitations of laissez-faire leadership in circumstances that require structured decision-making. These findings highlight the need of combining strong leadership styles with financial CSR practices to ensure long-term success in the hospitality business. Transactional leadership provides structure and accountability for immediate financial results, but transformational leadership promotes innovation and long-term success. A hybrid approach that combines the benefits of both types can improve financial success while also improving reputation and community impact. For DOT-accredited hotels in Region I, aligning leadership with financial CSR not only attracts responsible investors but also appeals to ethically conscious consumers. Additionally, prioritizing financial CSR fosters stronger community relationships, contributing to regional economic growth and reinforcing the hotel's position as a socially responsible industry leader.

Thanh et al. (2022) highlight that adopting transformational and transactional leadership styles enhances employee engagement, particularly when leaders integrate financial and economic CSR practices. Ali et al. (2021) confirm the link between CSR and employee engagement, showing that strategic CSR efforts foster leadership styles that boost engagement. Gemeda et al. (2020) further emphasize that transformational leadership enhances employee engagement and performance through financial CSR initiatives. Kaur et al. (2022) support this, noting that both leadership styles positively impact employee satisfaction and engagement. Nazarian et al. (2021) add that these leadership styles promote CSR practices, improving organizational effectiveness. These demonstrate that effective leadership is key to advancing CSR initiatives, benefiting both hotels and local communities by fostering engagement, responsibility, and economic growth.

The significant correlations in legal practices among DOT-accredited hotels in Region I emphasize the critical role of compliance and ethical conduct in the hospitality industry. Transformational leadership promotes a culture of accountability and proactive adherence to legal requirements. Managers with this leadership style inspire teams to prioritize regulatory compliance, including health and safety standards, labor laws, and data protection policies. This approach not only mitigates risks but also strengthens organizational integrity and builds stakeholder trust. Similarly, the strong correlation with transactional leadership highlights the effectiveness of performance management systems in ensuring adherence to legal protocols. Managers employing transactional leadership emphasize clear expectations and rewards linked to compliance, creating a structured framework for legal and ethical conduct. These findings underscore the value of integrating transformational and transactional leadership to enhance legal compliance. By maintaining rigorous legal standards, hotels can distinguish themselves in a competitive market, appealing to guests who value safety and

ethical practices. Additionally, consistent compliance contributes to long-term business sustainability, fostering community trust and solidifying the hotel's reputation as a reliable and socially responsible enterprise. For hotels in Region I, prioritizing legal practices not only ensures operational stability but also aligns with broader industry trends that increasingly emphasize ethical accountability.

Changar et al. (2021) found that both transformational and transactional leadership positively influence ethical and environmental CSR, with transformational leadership particularly enhancing legal compliance. This aligns with the correlations between legal CSR practices and these leadership styles in hotels. In contrast, Clément et al. (2023) noted that laissez-faire leadership, while promoting autonomy, can negatively impact legal compliance and well-being. Thanh et al. (2022) and Alserhan et al. (2021) emphasized the positive effects of transformational and transactional leadership on employee engagement. Baig et al. (2019) found that laissez-faire leadership could hurt performance. These studies highlight the importance of structured leadership for promoting legal compliance and improving employee engagement in CSR practices.

The high correlation between ethical practices and transformational leadership in DOT-accredited hotels in Region I highlights the essential role of ethical leadership in fostering a culture of integrity and transparency. Transformational leaders inspire their employees to embrace the hotel's core values and consistently align their actions with ethical standards, cultivating an environment of trust and openness. This commitment to ethical behavior is vital for maintaining customer confidence, avoiding reputational risks, and ensuring long-term success. By establishing clear ethical guidelines and modeling responsible behavior, transformational leaders enhance the hotel's reputation, attract new customers, and build lasting loyalty. The strong correlation with transactional leadership further underscores the value of incentive systems in reinforcing ethical practices. Transactional leaders, through their focus on rewarding desired behaviors, strengthen employees' commitment to ethical standards. This combination of transformational and transactional leadership creates a robust framework for ensuring ethical conduct, where clear rewards for ethical behavior drive continued responsibility and compliance. These ethical CSR initiatives not only contribute to a positive work environment but also enhance the hotel's standing in the community. Hotels that prioritize ethical leadership and practices are better positioned to differentiate themselves in the competitive hospitality industry, attracting both responsible consumers and investors. These efforts improve the hotel's reputation, foster stronger community relationships, and give them a competitive edge, ensuring their long-term success and sustainability.

Zhao et al. (2021) highlighted that ethical leadership, especially transformational and transactional styles, enhances employee engagement and CSR performance, fostering commitment and job satisfaction. De Roeck et al. (2018) emphasized the alignment between employees' CSR perceptions and ethical leadership to strengthen engagement. Gameda et al. (2020) found that transformational leadership boosts work engagement, while transactional leadership enhances task performance. Nwude et al. (2021) showed that female participation in decision-making positively impacts CSR. Alserhan et al. (2021) confirmed the link between ethical leadership and employee engagement. In conclusion, ethical leadership is key to improving engagement and CSR, enhancing hotel reputations and workforce involvement.

The significant correlations between leadership styles and social and philanthropic CSR practices in DOT-accredited hotels in Region I highlight the varying impacts of transformational, transactional, and laissez-faire leadership. Transformational leadership inspires employees to engage in community efforts by aligning their values with CSR goals, while transactional leadership motivates through rewards and incentives. In contrast, laissez-faire leadership shows the weakest correlation, as it lacks active support for CSR initiatives, resulting in lower employee engagement. These differences emphasize that managers who adopt transformational or transactional leadership styles are more likely to successfully engage employees in CSR initiatives, fostering a culture of social responsibility that benefits both the hotel and the community. By inspiring employees through shared values (transformational) or providing rewards for involvement (transactional), hotels can enhance their reputation, attract socially conscious travelers, and strengthen local community ties. This focus on leadership-driven CSR not only increases employee satisfaction and engagement

but also drives long-term success and sustainable community impact. Conversely, hotels with laissez-faire leadership may struggle to cultivate this level of involvement and community focus. Thus, adopting the right leadership approach is crucial for hotels aiming to create lasting, positive changes through CSR.

Thanh et al. (2022) found that transformational and transactional leadership styles effectively engage employees in community activities, boosting job satisfaction and overall engagement. Ibrahim et al. (2023) showed that perceived CSR fosters organizational identification, strengthening employee engagement. Ali et al. (2021) confirmed that CSR initiatives enhance employee engagement, fostering compassion and ownership. Rupp et al. (2018) noted that autonomy in CSR increases engagement, with various leadership styles supporting community involvement. These studies emphasize the role of leadership in enhancing engagement and promoting social CSR practices in the hotel industry.

The strong correlations between environmental CSR practices and hotel managers' leadership styles underscore the growing emphasis on sustainability in Region I's DOT-accredited hotels. As environmental concerns increase, hotels must prioritize practices that minimize their ecological footprint. Transformational leaders are effective in communicating the importance of sustainability, inspiring employees to adopt energy-efficient systems, recycling initiatives, and eco-friendly products. These practices not only benefit the environment but also attract eco-conscious travelers. The correlation with transactional leadership highlights how clear expectations and performance metrics drive employee participation and accountability. Recognizing and rewarding sustainable actions further encourages staff ownership. By embracing environmental CSR, hotels not only enhance their reputation and attract environmentally conscious guests but also contribute to the preservation of regional resources. In doing so, they position themselves as responsible leaders in the hospitality industry, ensuring long-term business sustainability, bolstering customer loyalty, and enhancing their competitive advantage in an increasingly environmentally concerned market.

Zhao et al. (2021) found that transformational and transactional leadership styles influence environmental CSR efforts, promoting sustainable practices. Delmas et al. (2018) showed that when hotel managers prioritize environmental initiatives, employees experience greater engagement and job satisfaction. Rupp et al. (2018) found that transformational leadership fosters innovation and autonomy, enhancing employee engagement in CSR. Changar et al. (2021) confirmed that both leadership styles positively impact environmental and ethical CSR dimensions, supporting the connection between leadership and sustainability. Kaur et al. (2022) noted that transformational leadership boosts job satisfaction, while transactional leadership improves teamwork. Together, these studies emphasize the vital role of leadership in strengthening environmental CSR, boosting employee engagement, and improving hospitality performance.

Table 6

Relationship Between CSR Practices and Employees' Job Engagement Equity

Financial/Economic	r-value	p-value	Interpretation
Vigor	.486**	0.000	Highly Significant
Dedication	.481**	0.000	Highly Significant
Absorption	.443**	0.000	Highly Significant
Legal			
Vigor	.484**	0.000	Highly Significant
Dedication	.495**	0.000	Highly Significant
Absorption	.483**	0.000	Highly Significant
Ethical			
Vigor	.527**	0.000	Highly Significant
Dedication	.566**	0.000	Highly Significant
Absorption	.575**	0.000	Highly Significant
Social/Philanthropic			
Vigor	.350**	0.000	Highly Significant
Dedication	.354**	0.000	Highly Significant
Absorption	.397**	0.000	Highly Significant

Environmental Practice			
Vigor	.520**	0.000	Highly Significant
Dedication	.494**	0.000	Highly Significant
Absorption	.546**	0.000	Highly Significant

Legend: Significant at p-value < 0.01

Table 6 presents correlation coefficients (r-values) that quantify the strength and direction of relationships between specific CSR practices and three facets of employee job engagement: vigor, dedication, and absorption. Each of the computed r-values indicates a strong positive correlation, accompanied by p-values of 0.000, which confirm the highly significant nature of these relationships, as they are well below the conventional alpha level of 0.01. This indicates a significant relationship, suggesting that improved CSR practices lead to higher levels of employee job engagement equity.

The strong correlations observed in the financial/economic CSR domain (ranging from 0.443 for absorption to 0.486 for vigor) underscore the significant role that economic CSR practices play in fostering employee engagement in DOT-accredited 3-star hotels in Region I. According to the Triple Bottom Line (TBL) framework, which emphasizes the balance between people, planet, and profit, economic CSR practices align with the "profit" dimension, focusing on fair wages, job security, and stable working conditions. These practices are essential for creating an environment where employees feel valued and secure, which directly enhances their engagement across key dimensions. The correlation with vigor suggests that employees are more energetic and enthusiastic about their roles when they feel their economic well-being is supported. This high level of engagement can lead to greater productivity and commitment to their tasks. The positive correlation with dedication indicates that employees are not only motivated but also more committed to their work when their economic needs are met. They are likely to take on additional responsibilities and contribute to the hotel's success in a more meaningful way. Lastly, the correlation with absorption demonstrates that employees are more focused and immersed in their tasks when they are financially secure, which can enhance their overall job performance and customer service. From a TBL perspective, financial CSR practices contribute not only to the "profit" aspect by improving the hotel's financial performance but also support the "people" dimension by enhancing employee well-being. This creates a stable workforce that is engaged and aligned with the hotel's long-term goals. When employees feel secure and valued, they are more motivated to provide high-quality service, which directly impacts customer satisfaction and loyalty. Furthermore, reinvesting revenues in employee training and development boosts skills, work happiness, and service quality, resulting in better performance and client experiences. The importance of economic CSR in fostering employee engagement, as evidenced by strong relationships with vigor, dedication, and absorption, highlights the need for hotels in Region I to prioritize financial stability and equitable treatment of employees. Hotels that implement strong economic CSR policies can build a motivated, engaged, and focused workforce, which leads to improved levels of service quality and guest satisfaction. This generates a positive feedback cycle in which engaged staff drive business success, attracting additional guests and promoting long-term sustainability. In a tourism-dependent region like Region I, financial CSR not only benefits the hotel's profitability but also supports the broader community by driving local economic growth, making it a key strategy for both organizational success and social responsibility. Nanayakkara et al. (2022) found a strong positive correlation between perceived CSR and employee engagement, emphasizing the role of fair compensation and local economic support. Ali et al. (2021) and Onkila et al. (2021) further confirmed that economic CSR practices like job security and fairness enhance job satisfaction, commitment, and engagement. Joseph (2023) added that such efforts boost motivation and performance, while González-De-la-Rosa et al. (2023) highlighted that prioritizing financial responsibility improves employee well-being and engagement. Overall, these studies demonstrate that economic CSR fosters a supportive work environment, strengthening employee morale and benefiting both the organization and the community.

The strong correlations observed in the legal domain emphasize the crucial role of legal compliance in enhancing employee engagement in DOT-accredited hotels in Region I. From a Triple Bottom Line (TBL) perspective, the legal dimension aligns with the "people" aspect, focusing on fair labor practices and transparent

policies that prioritize employees' rights and well-being. Adherence to labor laws, such as fair wages, regulated working hours, and job security, contributes to a stable and secure work environment. This not only boosts vigor by energizing employees but also increases dedication, as employees feel valued and treated fairly. The correlation with absorptio further demonstrates that legal compliance helps employees focus more on their tasks and become more immersed in their work. Legal compliance also contributes to a culture of transparency and fairness. When policies are clear and consistent, employees are less likely to experience misunderstandings or grievances, resulting in improved morale and trust. This alignment with ethical practices fosters a positive workplace culture, enhancing employee commitment and reducing turnover. Moreover, employees who feel that their rights are protected are more likely to exhibit high levels of dedication and absorption, leading to improved productivity and service quality. The significance of legal compliance in boosting employee engagement underscores the importance for hotels in Region I to prioritize adherence to labor laws and create transparent, fair policies. These practices not only mitigate legal risks but also promote a respectful and supportive work environment that attracts skilled employees, reduces turnover, and increases overall productivity. By fostering trust and stability, hotels improve their reputation both within the organization and in the broader community, positioning themselves as responsible employers. In doing so, they contribute to long-term success, enhance service quality, and strengthen their standing in a competitive hospitality market. Zhao et al. (2021) found that legal CSR practices, particularly labor standard compliance, significantly boost employee engagement and commitment by creating a secure work environment. This is supported by De Roeck et al. (2018), who noted that legal CSR, when combined with ethical leadership, enhances job satisfaction. Nanayakkara et al. (2022) also found a positive link between legal CSR and employee engagement. Other studies (Dang et al., 2024; Joseph, 2023; Ibrahim et al., 2023) emphasize how legal CSR improves job satisfaction, organizational identification, and commitment. Together, these studies show that legal CSR in Region I hotels fosters a stable, transparent, and respectful work environment, boosting employee engagement and performance.

Ethical CSR practices show the strongest correlation with employee engagement in Region I's hospitality sector, particularly with absorption, reflecting the deep emotional connection employees have to their work when ethical practices are prioritized. Ethical CSR practices, such as transparency, accountability, and integrity, create an environment where employees feel valued and align with the organization's core values. This alignment enhances their vigor and dedication, as they see their contributions as meaningful and consistent with the hotel's ethical stance. In Region I, where cultural heritage and community are vital, ethical CSR further strengthens employee pride and loyalty. By emphasizing ethical conduct, hotels encourage employees to take pride in their work and feel that they are part of something greater than just a job. This fosters a sense of purpose, boosting both morale and job satisfaction. As employees become more dedicated and absorbed in their roles, turnover decreases, and employee satisfaction increases. In turn, this leads to improved hotel performance and greater customer satisfaction, as employees who feel ethically supported are more likely to deliver high-quality service. The strong correlation between ethical CSR practices and employee engagement suggests that hotels in Region I should prioritize transparency, accountability, and ethical behavior. These practices not only foster a motivated and committed workforce but also align with local cultural values, enhancing employee satisfaction, reducing turnover, and improving hotel performance. By creating an ethical work environment, hotels position themselves as responsible employers, which strengthens their reputation, builds community ties, and ensures long-term success. This focus on ethics is integral to organizational resilience and the sustainable development of the hospitality sector in the region. Onkila et al. (2021) highlight that CSR aligned with employee values and organizational culture improves engagement and satisfaction, emphasizing the need for ethical leadership. De Roeck et al. (2018) add that CSR practices are more effective when they align with employees' perceptions, boosting commitment. In Region I, where staff engage with diverse guests, ethical CSR practices that reflect both local and global values are essential. Rupp et al. (2018) and Wong et al. (2023) show that CSR perceptions and autonomy in CSR activities positively impact engagement. Joseph (2023) confirms that ethical CSR enhances job satisfaction and commitment. These underscore the importance of ethical CSR in fostering an engaged, motivated workforce, enhancing retention, and building a positive hotel reputation in Region I.

The social/philanthropic domain demonstrates a positive correlation with employee engagement, with r-values ranging from 0.350 for vigor to 0.397 for absorption, suggesting that community-focused initiatives, such as donations, volunteering, and local collaborations, significantly enhance employee engagement in Region I's hospitality sector. Hotels that actively participate in social responsibility efforts create a sense of pride and connection among employees, who feel motivated and engaged when they contribute to meaningful causes. This engagement is particularly significant in Region I, where community ties and local support are highly valued. Employees involved in social initiatives experience a greater sense of dedication and vigor, driven by the knowledge that their work extends beyond their individual tasks and positively impacts the broader community. Moreover, their absorption in daily tasks is enhanced as they align their personal values with the hotel's social responsibility efforts. This connection to the community boosts employees' morale, job satisfaction, and sense of purpose, leading to higher levels of engagement. The positive correlation between social/philanthropic CSR practices and employee engagement emphasizes the importance for hotels in Region I to integrate community-focused initiatives into their operations. By investing in social responsibility, hotels not only enhance employee satisfaction and morale but also build a reputation as socially responsible businesses, which resonates with both guests and employees. Engaged employees are more likely to provide high-quality service, resulting in improved customer satisfaction and long-term success. Therefore, hotels should prioritize social/philanthropic initiatives to strengthen both their workforce and brand, creating a positive cycle of engagement that benefits employees, guests, and the community. Wong et al. (2023) found that while hotel CSR performance influences employee behaviors, legal and philanthropic dimensions have less impact. Philanthropic activities like community service contribute to engagement, but other CSR practices may have a stronger effect. El Akremi et al. (2018) highlight that perceived organizational support in CSR boosts pride, job satisfaction, and commitment. In Region I, where community ties are strong, active participation in social initiatives fosters employee pride and belonging. Onkila et al. (2021) emphasize aligning CSR with employee values, enhancing job satisfaction. These studies show that social and philanthropic CSR initiatives improve engagement and morale in Region I's 3-star DOT-accredited hotels, benefiting both employees and the hotel's reputation.

The strong correlation between environmental practices and employee engagement underscores the significant role of sustainability initiatives, such as waste reduction, energy conservation, and eco-friendly sourcing, in fostering employee engagement in Region I's hospitality sector. In a region where tourism is closely linked to the natural environment, employees are increasingly drawn to hotels that prioritize environmental responsibility. Practices such as reducing plastic use, conserving water, and supporting local farmers create a deeper sense of pride and connection among employees, motivating them to be more engaged in their work. These sustainability efforts not only improve vigor by energizing employees to contribute positively to environmental goals, but also increase absorption, as employees feel more involved in the hotel's mission to preserve the environment. Furthermore, these eco-conscious practices enhance workplace culture, attract a more responsible and motivated workforce, and boost the hotel's brand image, appealing to the growing market of eco-conscious tourists. The strong correlation between environmental practices and employee engagement highlights the importance of integrating sustainability into hotel operations in Region I. Hotels that involve their employees in eco-friendly initiatives not only contribute positively to environmental preservation but also create a motivated workforce that is more engaged and committed. This enhanced employee engagement leads to better guest experiences, improved hotel performance, and stronger branding, attracting both responsible employees and eco-conscious tourists. By embracing sustainability, hotels in Region I can foster a culture of responsibility and ensure long-term success, benefiting both the organization and the community.

De Roeck et al. (2018) found that CSR activities improve employee engagement when aligned with individual values, emphasizing the importance of sustainable practices like waste reduction in fostering employee connections. Onkila et al. (2021) highlighted that CSR alignment with employee values and culture, along with leadership support, boosts engagement. In Region I, strong community ties enhance the impact of sustainability initiatives on employee engagement. Rupp et al. (2018) and Ali et al. (2021) confirmed that employee autonomy in CSR and compassion mediate this relationship, improving job satisfaction and

organizational commitment. Joseph (2023) also showed that CSR enhances employee motivation. These studies highlight how environmental CSR practices can improve engagement in Region I's 3-star DOT-accredited hotels.

Table 7 reveals the significant relationships between hotel managers' leadership styles and employees' job engagement equity, demonstrating the influence of leadership on various engagement dimensions—vigor, dedication, and absorption. The computed r-values indicate a strong direct correlation, and the resulting p-values are below the alpha level. This suggests a significant relationship exists, implying that the quality of hotel managers' leadership styles directly influences employees' job engagement equity. In other words, effective leadership is associated with higher levels of employee engagement.

Table 7

Relationship Between Hotel Managers' Leadership Styles and Employees' Job Engagement Equity

Transformational Leadership	r-value	p-value	Interpretation
Vigor	.640**	0.000	Highly Significant
Dedication	.646**	0.000	Highly Significant
Absorption	.682**	0.000	Highly Significant
Transactional Leadership			
Vigor	.654**	0.000	Highly Significant
Dedication	.677**	0.000	Highly Significant
Absorption	.730**	0.000	Highly Significant
Laissez-faire Leadership			
Vigor	.180**	0.000	Highly Significant
Dedication	.210**	0.000	Highly Significant
Absorption	.266**	0.000	Highly Significant

Legend: Significant at p-value < 0.01

The relationship between transformational leadership and employee engagement in 3-star hotels in the Ilocos Region reveals highly significant and positive correlations across all dimensions of engagement: vigor, dedication, and absorption. With r-values of 0.640 for vigor, 0.646 for dedication, and 0.682 for absorption (all with p-values of 0.000), these results suggest that transformational leadership has a profound impact on fostering a motivated and committed workforce. Transformational leaders significantly enhance employee vigor by inspiring energy and enthusiasm, aligning employees' personal values with organizational goals, and creating an emotionally engaging work environment. This leads to heightened enthusiasm, proactive behaviors, and greater willingness to contribute, which ultimately boosts overall productivity and service quality. Additionally, transformational leadership increases employee dedication, as leaders provide a clear vision, offer individualized support, and foster an environment of trust. Employees feel more connected to their roles and the organization, which leads to higher job satisfaction, lower turnover, and a more positive work environment. The impact of transformational leadership on absorption is also notable, as these leaders create conditions that encourage deep engagement. By challenging employees, recognizing their achievements, and encouraging creativity, transformational leaders help employees become more absorbed in their work, improving concentration, innovation, and a stronger sense of purpose. These results highlight the critical role of transformational leadership in cultivating high levels of vigor, dedication, and absorption, which are essential for driving employee engagement and enhancing hotel performance. For hotels in the Ilocos Region, adopting transformational leadership practices can significantly improve employee motivation, productivity, and satisfaction, leading to a more creative, innovative, and committed workforce. This not only enhances hotel performance but also improves guest experiences and strengthens the hotel's reputation, contributing to long-term success and sustainability in a competitive industry.

David (2018) found that empowering leadership significantly impacts employee performance in hospitality, aligning with the positive effects of transformational leadership on vigor, dedication, and absorption. Mishra et al. (2023) and Kaur et al. (2022) confirmed that transformational leadership enhances engagement and job performance through support and a shared vision. Ibrahim et al. (2023) emphasized that transformational leaders strengthen CSR initiatives, boosting employee engagement.

The relationship between transactional leadership and employee engagement in 3-star hotels in Region I demonstrates significant positive correlations, with *r*-values of 0.654 for vigor, 0.677 for dedication, and 0.730 for absorption, all with *p*-values of 0.000. These findings indicate that transactional leadership, which focuses on clear expectations, structured tasks, and performance-based rewards, significantly influences employee engagement. In particular, the strong correlation with absorption suggests that employees working under transactional leaders are highly focused and deeply involved in their tasks. This leadership style provides clear advice and ensures that employees understand their tasks and the rewards for fulfilling performance standards, thus increasing their commitment to their jobs. Employees are inspired and motivated to fulfill goals when they are given tangible rewards for their work, as seen by the increased vigor noticed. Similarly, the substantial link with dedication indicates that employees are highly devoted and persistent in their tasks, driven by the praise and benefits they receive. Transactional leadership creates a work environment that encourages accountability and goal alignment, fostering a sense of purpose among employees. The high absorption scores also indicate that employees become deeply immersed in their roles, with focused attention and improved job performance. These results suggest that transactional leadership contributes to a motivated, accountable, and focused workforce, which not only improves job satisfaction and performance but also enhances guest experiences and hotel success. By implementing transactional leadership practices, such as providing clear performance expectations, offering regular feedback, and recognizing employees' achievements, hotels can significantly improve employee engagement, which in turn boosts job satisfaction, productivity, and overall hotel performance. Employees will feel more motivated and accountable, leading to higher levels of engagement and a more positive work environment. This will result in improved service quality, guest satisfaction, and hotel success, ensuring the long-term competitiveness and growth of these establishments. Therefore, adopting transactional leadership practices is essential for creating an environment that fosters employee dedication, focus, and commitment, contributing to both the well-being of the workforce and the success of the hotel.

Thanh et al. (2022) found that transactional leadership enhances employee engagement through structured frameworks and performance-based feedback, aligning with current findings that clear expectations and rewards improve vigor, dedication, and absorption. Nanayakkara et al. (2022) noted that integrating CSR with transactional leadership boosts engagement by aligning organizational practices with employee values. Ali et al. (2021) emphasized that CSR initiatives under transactional leadership increase dedication and absorption by meeting employees' needs for recognition. Gemeda et al. (2020) observed that transactional leadership enhances task performance and focus, while Kaur et al. (2022) highlighted its role in fostering teamwork. These studies suggest that transactional leadership, combined with CSR, effectively enhances engagement in hospitality, driving service quality and performance.

Laissez-faire leadership exhibited a weaker yet statistically significant relationship with employee engagement in 3-star hotels in Region I, with *r*-values of 0.180 for vigor, 0.210 for dedication, and 0.266 for absorption, all with *p*-values of 0.000. While the correlations are positive, they are considerably lower than those observed with transformational and transactional leadership, suggesting that laissez-faire leadership has a more limited impact on employee engagement. Laissez-faire leadership, characterized by minimal guidance, autonomy, and a hands-off approach, can empower employees to exercise their creativity and initiative. However, this leadership style's lack of structure and feedback tends to reduce enthusiasm (vigor) and commitment (dedication) among employees. Without clear direction, employees may struggle to stay motivated or remain absorbed in their roles, leading to lower levels of focus and job involvement. The weak correlation with absorption (0.266) reflects this disengagement, where employees under laissez-faire leaders may not feel a strong sense of purpose or immersion in their work. Although laissez-faire leadership may be effective with self-motivated employees who thrive on autonomy and minimal oversight, it is less effective for employees who require more support, feedback, and guidance to remain engaged. Employees who do not feel sufficiently challenged or appreciated may experience disengagement, leading to a decline in job satisfaction and performance. This can result in higher turnover rates, a less cohesive work environment, and lower overall hotel performance. While laissez-faire leadership can work well with certain employees, particularly those who are intrinsically motivated

and capable of working independently, it is not the most effective leadership style for fostering high levels of engagement across the board. Hotels aiming to improve employee engagement should consider providing more structure, feedback, and support to their workforce. This would enhance enthusiasm, dedication, and absorption, leading to greater job satisfaction and improved hotel performance. In conclusion, while laissez-faire leadership can be beneficial in specific contexts, hotels in Region I should prioritize leadership styles that offer more guidance and involvement to maximize employee engagement, service quality, and organizational success.

Ali et al. (2023) found that laissez-faire leadership fosters autonomy and self-directed growth, positively influencing talent attraction and retention, but with a weaker connection to engagement factors like vigor, dedication, and absorption. Aboramadan et al. (2020) noted that while it encourages independence, the lack of guidance and feedback may limit engagement. Similarly, Gameda et al. (2020) found it negatively impacted task performance. Udin (2023) also noted that while it enhances job satisfaction, it may lead to emotional exhaustion. Overall, laissez-faire leadership's limited guidance can hinder engagement.

Conceptual Framework for Enhanced Job Engagement in DOT-Accredited 3-Star Hotels in Region I

Framework Overview

The proposed framework aims to cultivate a supportive and motivating work environment by integrating Corporate Social Responsibility (CSR) practices, particularly those centered on environmental sustainability, with transformational and transactional leadership styles. This integration is essential as it aligns organizational goals with employees' personal values and aspirations, thereby fostering a culture of engagement and commitment. By creating an environment where employees feel valued and aligned with the organization's mission, the framework not only contributes to individual job satisfaction but also drives the overall success and sustainability of the hospitality sector.

The diagram below illustrates the elements of this framework, specifically designed for enhancing job engagement among 3-star DOT-accredited hotels in Region I (Ilocos Region). This visualization is grounded in the regression analysis conducted in the study, providing a clear depiction of how CSR practices interrelate with leadership styles to impact employee engagement. By visually representing these relationships, stakeholders can better understand the dynamic interplay between these components, highlighting the importance of strategic alignment in promoting an engaged workforce. The framework serves as a guide for policymakers, hotel managers and organizational leaders in implementing effective strategies that not only prioritize employee welfare but also contribute to the overarching goals of the hospitality industry.

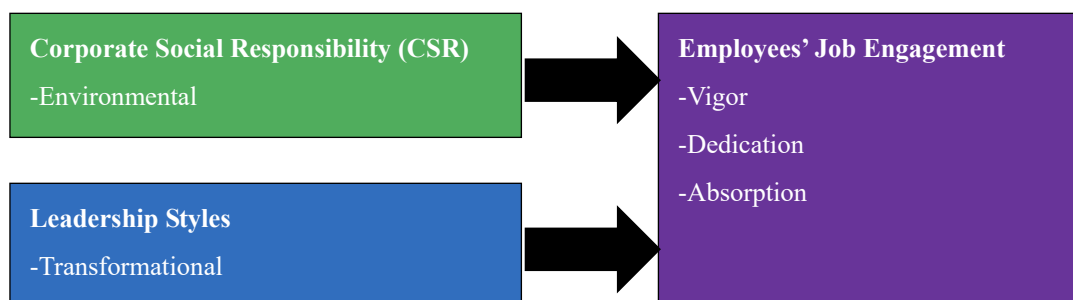


Figure 1. Baclig's Framework for an Enhanced Job Engagement

4. Conclusions and recommendations

Based on the findings of the study, the following conclusions are drawn: Hotels in Region I showed strong commitment to CSR, particularly in environmental practices such as cleanliness and conservation. They prioritize sustainability through local sourcing, regulatory compliance, and service transparency. However, there is potential for growth in community engagement and broader social initiatives. Hotel managers in Region I exhibit transformational leadership, inspiring employees and fostering CSR innovation, and transactional

leadership, recognizing contributions and setting expectations, with minimal laissez-faire leadership. Employees showed strong CSR engagement, led by vigor, reflecting energy and enthusiasm for innovation and responsible tourism. Dedication highlights commitment, while absorption suggests a need for better task alignment, enhancing service quality, community ties, and sustainable success. CSR practices and leadership styles significantly impact employee engagement in Region I's 3-star hotels. CSR enhances vigor, dedication, and absorption, with transformational and transactional leadership styles show strong positive correlations with engagement, while laissez-faire leadership has a weaker, yet notable, influence. Environmental CSR practices, along with transformational and transactional leadership, are key predictors of employee engagement. Financial, legal, ethical, and social CSR practices, as well as laissez-faire leadership, have no significant effect. Hotels in Region I excel in the Planet aspect of the Triple Bottom Line, showing strong environmental CSR commitment. A framework to enhance job engagement has been proposed, guiding hotel managers and stakeholders to improve employee engagement, sustainability, and organizational performance. The study provides empirical evidence on the impact of CSR practices and leadership styles on job engagement, supporting strategic decisions and sustainable practices in the hospitality sector.

Hotel managers of DOT-accredited hotels in Region I may address low mid-career retention by investing in specific training programs such as customer service, leadership development, and technical skills for roles like front desk operations, housekeeping, and food service. Regular training not only improves job performance but also demonstrates commitment to employee growth, fostering loyalty and motivation. Employees may be encouraged to participate in organizing charity events as part of the hotel's social and philanthropic CSR initiatives to give back to the community. These activities may strengthen the hotel's connection with local communities, creating a positive social impact and enhancing its CSR efforts and reputation. Hotel managers of DOT-accredited hotels in Region I may set clear CSR goals, implement recognition programs, and proactively monitor performance. They may also involve employees in decision-making and highlight CSR's positive impacts to foster greater engagement. Employees may strengthen their commitment to CSR by reflecting on how their actions align with the organization's goals, actively participating in initiatives, and seeking opportunities to contribute to CSR projects, enhancing both personal and organizational engagement. Hotel managers of DOT-accredited hotels in Region I may encourage employees to prioritize CSR by fostering a culture that highlights its importance, guiding them on integrating CSR practices into their work, and recognizing their contributions to enhance engagement. Hotel managers of DOT-accredited hotels in Region I may implement a recognition program to reward employees for their CSR contributions, boosting morale and encouraging continued participation. Policymakers may promote environmental sustainability in hospitality by encouraging eco-friendly practices, offering certification programs for green hotels, and implementing sustainability regulations. The proposed framework may be presented to hotel management to enhance job engagement by integrating CSR practices and effective leadership styles, guiding managers and stakeholders to improve employee engagement, organizational performance, and well-being. Future research may explore broader geographical areas or other hotel classifications, such as 4-star or 5-star establishments, to assess the applicability of CSR practices, leadership styles, and employee engagement across various contexts.

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