Research Article

Gauging psychological capital and service climate on job performance: Case analysis of a two-star hotel in Zamboanga City, Philippines

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ABSTRACT

The Philippine hotel industry has experienced steady growth, driven by increasing demand from both domestic and international travelers who visit the country for leisure, business, and events. The rise in demand for accommodations, along with the expansion of luxury and budget hotel chains, reflects the dynamic nature and its significant contribution to the Philippine economy. As tourism continues to flourish, the hotel industry is expected to develop an environment that encourages motivation and positive interaction within its organizations. This paper analyzed the psychological capital and service climate of a two-star hotel and how these factors relate to employee job performance. Stratified sampling (n=115) was carried out to sample the participants from different departments of the hotel. Descriptive analysis indicated that the employees were generally engaged at work, while being generally good in meeting the demands of their workplace. However, there was no significant relationship between psychological capital and job performance, as well as service climate and job performance of the employees. Further analysis is necessary to determine what other factors can be linked to the job performance of the hotel employees. Apparently, hotels can implement targeted strategies to strengthen the organizational culture and improve employee engagement, such as providing more autonomy, offering continuous skills development, and having open communication channels.

Keywords: hotel industry, job satisfaction, psychological capital, service climate

1. Introduction

Increasing competition in the tourism sector resulted in the hotel business being separated from the rest of the economy in most countries. The hotel sector is a consumer-focused sector that is directly impacted by the state of the country's tourism industry and commercial activities. The saturation of the real estate market with a short payback time, a consistent increase in demand for hotel services, and a surge in cash available for investment in the hotel business all contributed to the dynamic growth of the industry[1].

Tourism is a significant contributor to the Philippine economy, and the hotel business is an essential component in the expansion of the tourism sector[2]. The size of the tourism and hotel market in the Philippines is forecasted to be 2.75 billion US dollars in 2024, and it is anticipated that it will reach 3.37 billion US dollars by 2029, expanding at a compound annual growth rate of 4.15% during the period of

forecasting[3]. Post-pandemic recovery has driven increased demand for rooms from local and international tourists, supported by improved infrastructure and marketing efforts[4,5]. Popular destinations like Boracay, Baguio, Palawan, and Siargao are seeing a surge in visitors, fueling the rise in hotel demand.

Hospitality organizations consistently aim to attract individuals with exceptional skills and abilities to enhance business competitiveness, while also seeking external expertise to promote organizational innovation[6,7]. However, globally, the hotel industry is at risk of organizational-based challenges and limitations. For example, hotel housekeepers exhibit markedly lower levels of satisfaction compared to their colleagues in the hospitality sector, particularly regarding aspects such as work-life balance, interactions with management, compensation, the perceived societal value of their work, and the overall interest level of their tasks[8]. The high turnover rates among housekeepers pose a significant threat to guest satisfaction, as well as the overall quality and competitiveness of a hotel[9]. In examining the characteristics of positions within the hospitality sector that may exhibit reduced knowledge absorption, it becomes evident that implementing talent management strategies could significantly enhance employee engagement, particularly within managerial roles[10]. In contrast, for the vast majority of service or executive personnel, the center of attention should be placed on growing their motivation to maximize their expertise and skills while simultaneously creating an environment enabling them to focus their mental, emotional, and physical energies toward attaining optimal job performance. Although work engagement is not fully defined, it was evident that businesses that uphold work engagement of their employees were generally successful in their business venture[11,12].

Employee engagement is characterized by the actual commitment of individuals' abilities and resources to their professional responsibilities. Moreover, the effectiveness of an organization is profoundly affected by employee engagement, which is determined by a range of factors such as the work environment, the quality of leadership, opportunities for learning and growth, and the recognition and rewards provided to employees[13]. When employees leverage their cognitive, emotional, and physical capacities to their maximum potential in the workplace, they exhibit increased engagement through the adoption of initiatives, effective task execution, progression in their professional development, and significant contributions to the organization's success and development[14-16]. But weaknesses in professional skills, inadequate engagement in work activities, diminished job satisfaction, and lack of motivation consistently result in a decline in employee productivity and job performance[11].

Given that the Philippines is becoming a hotspot for large-scale tourism industry, there is a need to establish understanding about the employee work engagement and job performance, while notably, there were limited local studies conducted in this aspect. This paper described the level of work engagement of hotel employees and how this can be linked to their overall satisfaction.

2. Literature review

Empowerment is typically defined as a concept that pertains to the experiences of employees in the workplace. It describes the character of individual convictions that an employee holds concerning their position within the organization[17]. The relationship between empowerment and its effects on employee engagement, motivation, and satisfaction is noteworthy. This further reinforces the concepts of loyalty and commitment within the organization, contributing to employee retention[18]. Empowerment has been examined through three primary categories—leader-driven, structural, and psychological, highlighting the logical relationships that exist among them.

In the hospitality industry, when employees feel empowered, they are given the authority and autonomy to make decisions, solve problems, and take initiative in their roles, which can lead to more efficient and personalized service. In that sense, the hospitality businesses are expected to create and maintain a positive environment that inspires workers to be more engaged in their work[19]. A supportive work environment contributes to employee retention within organizations over extended periods[20]. Key elements that contribute to a supportive work environment include competitive compensation, pathways for career progression, institutional support, and opportunities for training and professional growth[21,22]. Additional critical components include interpersonal relationships among peers, support from supervisors, the presence of an open-door policy, perceived organizational climate, and the overall level of job satisfaction[23-25].

Several studies have highlighted the significance of managerial factors in building employees' ability to conceptualize the meaning of their work, thus maintaining their motivation to make a workplace impact through their contributions[26]. For example, numerous studies have indicated that work engagement significantly influences innovative work behavior[27-29]. In the study of Suprapto, Williamsto and Palumian[30], they discovered that work engagement can be linked to the innovative work behavior of three- to five-stars hotel employees, which can also influence the teamwork and communication within the organization. In recent years, the notion of work engagement has emerged as a significant factor in enhancing the effectiveness of organizations and is acknowledged as a viable intervention strategy for encouraging the organization development and growth. Employees who experience psychological empowerment demonstrate a higher level of commitment to their work and organization. This empowerment is associated with increased engagement in their responsibilities, as evidenced by a reduced likelihood to leave their positions[31]. A highly engaged workforce leads to the production of excellent goods and services, promotes innovation, and aids in attracting and retaining skilled employees[32].

The examination of organizational behavior necessitates an awareness of the complexities inherent in organizational structures[33]. The primary focus is on the examination of individual behavior, group dynamics, and organizational frameworks, with the objective of uncovering solutions to existing challenges and enhancing overall organizational efficiency. Individuals exhibiting a sense of competence and confidence in executing their tasks are likely to demonstrate a higher level of self-efficacy[34-36]. The capacity of an individual to navigate situations and evaluate their competencies and skills in executing actions pertinent to specific tasks is intrinsically connected to this concept. Consequently, self-efficacy plays a crucial role in shaping individual behavior, particularly in the selection of actions and the degree of effort individuals exert when confronting challenges[37]. The in-depth study of organizational behavior includes an analysis of factors like self-efficacy, which significantly influences the enhancement of organizational effectiveness by encouraging a greater understanding of individual behaviors within these entities[38].

Individuals demonstrating high levels of engagement display not only physical commitment but also mental and psychological investment in their professional responsibilities. The execution of responsibilities is carried out effectively, with individuals managing themselves to proactively achieve goals[11]. Consequently, organizations invest in creating a favorable working environment that fosters physical, mental, and psychological engagement among employees, leading to enhanced job performance. For example, individuals who depend on physical strength to execute their responsibilities exhibit a strong work ethic and perseverance in handling their tasks[11]. contrast, those with a high degree of mental engagement show heightened levels of alertness, attentiveness, and behaviors focused on task completion[39].

Employee engagement reflects the satisfaction derived from both the organization and the role, influenced by the nature and significance of work, problem-solving opportunities, and perceived

organizational support[40]. Job satisfaction refers to the positive psychological state that arises from evaluating one's position or employment experiences. This state is associated with various outcomes, including enhanced job performance, increased civic engagement in the organization, strengthened customer satisfaction, low absenteeism, and low turnover rates[6].

Human resources are critical drivers of organizational growth. To make the most efficient use of human resources, it is important to align the expertise, abilities, and skills of employees with the tasks that they have been assigned within the organization[41]. (Farooqui & Nagendra, 2014). Nielsen and Montemari[42] contend that businesses can improve their performance through the utilization of intellectual capital. Employees represent a crucial asset for organizations, and effective human resource management is the foundation for facilitating the achievement of organizational goals and objectives[43]. Therefore, humans are the most important resource in terms of promoting changes in both financial and non-financial outcomes.

However, the hospitality industry is widely recognized for its high employee turnover rates[44], as well as challenges related to poor work-life balance[45,46]. The industry also offers limited extrinsic and intrinsic rewards, often due to factors such as low pay, long working hours, lack of professional growth opportunities, insufficient personal time, and high levels of exhaustion[47]. In a study conducted by Powell and Watson[48], hotel housekeepers in Cardiff, Wales characterized their employment experience as exhausting, inadequately compensated, labor-intensive, unclean, monotonous, and lacking in engagement. In certain circumstances, housekeepers utilize their own cleaning supplies instead of relying on management to furnish necessary materials[49]. Job satisfaction represents a significant concern for employers and managers within the hospitality industry, necessitating an understanding of how to alleviate dissatisfiers and enhance employee motivation[6].

Continuous dedication, work complexity, professional expertise, and personal values are all interwoven factors that influence worker performance[50]. Empirical studies have demonstrated a link between performance and satisfaction with work, with businesses attempting to engage employees in a variety of business activities to enhance productivity and achieve their objectives[51]. If a company wants to achieve high productivity, it must consider its employees' dedication to their jobs[52]. Being loyal is a mental attitude that can encourage someone to exert control and work harder, faster, and more effectively.

Service workers exhibit significant involvement and continually strive to deliver optimal pleasure to all stakeholders, including employers, colleagues, and clients, who are exceedingly pleased by their performance. Employee engagement influences client loyalty through excellent service and ambiance, which directly correlates with job performance[53-55]. Employees with high engagement demonstrate not only mechanical but also psychological and mental commitment to their work. They perform their duties efficiently and self-manage to proactively achieve objectives, prompting organizations to invest in cultivating a conducive work environment where staff members are physically, emotionally, and mentally engaged, resulting in higher job performance[11].

3.Methods

3.1. Research design

This descriptive-correlational paper analyzed the level of employee engagement and extent of job performance of a two-star hotel establishment in Zamboanga City, Philippines. Descriptive studies aim to systematically describe and interpret a phenomenon, population, or situation without manipulating any variables[56,57]. Correlational research focuses on identifying the relationships that exist between multiple factors within a single population or among the same variables across two distinct populations[58]. This paper

was concerned about understanding the relationship between employee engagement and the job performance of hotel employees in the city, while describing these variables using descriptive analysis.

3.2. Participants and sampling

The participants of this study were employees of a two-star hotel in Zamboanga City, Philippines. Stratified sampling was carried out to sample the employees from different departments of the hotel establishment. Stratified sampling involves the segmentation of a sample into distinct groups or categories (*i.e.,* strata) based on differences or similarities observed within the context of a study. In this paper, strata represent the department in which the participants belong. The selected hotel had 9 departments—the front office, housekeeping, food and beverage, kitchen and food production, human resource, engineering and maintenance, security, sales and marketing, and accounting—having a total of 162 employees. Slovin's formula was used to calculate the sample participants from these departments.

$$ n = \frac{N}{1 + Ne^2} $$

Where:

n required number of samples

N population

e sampling error (0.05)

Table 1 presents the calculated number of samples from each department of the hotel. As shown, the sample of 115 employees should be comprised of 11 employees from front office department, 21 from housekeeping department, 27 from food and beverage department, 13 from kitchen and food production department, 6 from human resource department, 13 from engineering and maintenance department, 11 from security department, 7 from sales and marketing department, and 6 from accounting department.

Table 1. Calculated number of samples from each department.

Strata	N	Calculated Sample Size
Front office	16	11
Housekeeping	30	21
Food and beverage	38	27
Kitchen and food production	18	13
Human resource	8	6
Engineering and maintenance	18	13
Security	16	11
Sales and marketing	10	7
Accounting	8	6
Total	162	115

Table 1. *(Continued).*

3.3. Research instrument

A Likert scale was used to gather the responses from the participants. Likert scale instruments are commonly used to assess psychological constructs, representing a specific dimension of an individual's affect or cognition that can be systematically defined and quantified[59], like employees' job performance and work engagement. Likert scale presents a set of statements for a real or hypothetical situation, asking participants

to indicate their level of agreement on a metric scale, with all statements collectively revealing a specific dimension of attitude and being interlinked[60].

In this paper, employee engagement was divided into two constructs—psychological capital and service climate—each consisting of 10 items, while job performance was measured separately with another 10 items. Participants can respond depending how they agreed to each of the statements. Their response is coded based on the qualitative descriptors in **Table 2**.

Table 2. Descriptors of the Likert scale.

Scale	Range	Response	Scale Description
Employee Engagement			
5	4.21-5.00	Strongly Agree	Highly Engaged
4	3.41-4.20	Agree	Engaged
3	2.61-3.40	Neutral	Moderately Engaged
2	1.81-2.60	Disagree	Less Engaged
1	1.00-1.80	Strongly Disagree	Least Engaged
Job Performance			
5	4.21-5.00	Strongly Agree	Excellent
4	3.41-4.20	Agree	Very Good
3	2.61-3.40	Neutral	Good
2	1.81-2.60	Disagree	Poor
1	1.00-1.80	Strongly Disagree	Very Poor

The Likert scale was validated by three experts in hotel industry, who work in the field of marketing, sales, and management. They evaluated the quality and relevance of the scale items, assessing their clarity, appropriateness to the research objectives, and ability to effectively measure employee engagement and job performance. Their feedback ensured that the items were both industry-specific and aligned with current best practices, contributing to the overall validity of the instrument. A reliability test was conducted to ensure that the survey instrument consistently measured the constructs it was designed to assess across different respondents. This involved calculating Cronbach's alpha for employee engagement and job performance to determine the internal consistency of the items. The calculated Cronbach's alpha was 0.799 and 0.779 for employee engagement and job performance, which is above the reliability threshold of 0.7[61].

3.4. Data gathering procedure

The researcher began the data collection process by sending a formal letter to the participating hotel. Following this, the researcher identified the relevant departments to visit, and distributed questionnaires based on the list provided by the hotel management. Subsequently, letters requesting permission to conduct the study were sent to the establishment. Respondents were ethically invited to participate in the study. Each participant received a consent letter outlining their rights and the purpose of the research. The researcher personally administered the questionnaires through face-to-face interactions with the respondents.

3.5. Data analysis

Descriptive and correlational analysis was performed using Jeffreys's Amazing Statistics Program (JASP) version 0.18.2, which is a user-friendly, open-source software tool supported by the University of Amsterdam.

In descriptive analysis, this paper used point estimates weighted mean ($\bar{x}$) and standard deviation (SD) to summarize and interpret the data. The weighted mean was used to provide a more accurate representation of the central tendency, particularly when different items or variables had varying levels of importance or frequency in the dataset. The standard deviation, on the other hand, was calculated to measure the dispersion

or variability of the responses around the mean, giving representation of the consistency or variability of the participants' responses.

In correlation analysis, Pearson's product moment correlation coefficient was used. This paper correlated employees' work engagement and their job performance. This statistical method was chosen for its ability to assess linear relationships between continuous variables, providing a contextual measurement of how closely changes in one variable correspond to changes in the other. The correlation coefficient (r) is said to be significant if the p-value is less than the alpha level of 0.05.

4. Results

4.1. Demographics of the participants

Table 3 presents the demographic profile of selected 115 hotel employees among the different departments of the participating hotel in Zamboanga City.

Out of the 115 total respondents, 55 or 47.83% are between 21- 30 years old, while 43 or 37.39% are between 31-40 years of age. However, 15 or 13.04% are under 41-50 years old; while 2 or 1.74% were aged 51-60 years old.

Moreover, males and females are not equally matched, with 79 or 68.70% male and 36 or 31.30% female.

Besides, there were three categories for civil status: single, married, and separated. As observed, 49 or 42.61% are single, and 33 or 28.70% are either married or separated.

Education attainment was categorized into Grade 12, high school graduate, bachelor's degree holder, or post-graduate where 56 or 48.70% of them are high school graduates, 34 or 29.57% were Grade 12 finishers, 23 or 20.00% are holders of bachelor's degree, and 2 or 1.74% have reached post-graduate studies.

Most of the respondents (38 or 23.46%) are in the food and beverage department, followed by 30 or 18.52% for housekeeping, 18 or 11.11% for kitchen and food production and engineering and maintenance department, 16 or 9.88% for front office department and security department, 10 or 6.17% for sales and marketing department. Nevertheless, 8 or 4.94% of them belong to human resource and accounting departments.

The respondents' average monthly income was categorized into three groups: P5,000–10,000, P10,001–15,000, and P15,001–20,000. The majority, 79 respondents (68.70%), reported earnings between P10,001 and P15,000. This was followed by 19 respondents (16.52%) who earned between P15,001 and P20,000, while 17 respondents (14.78%) had a monthly income of P5,000–10,000.

The length of service was grouped into four categories: 1–5 years, 6–10 years, 11–15 years, and 16–20 years. A total of 48 respondents (41.74%) had worked between 1 and 5 years in their occupation, followed by 43 respondents (37.39%) who had worked between 6 and 10 years. Additionally, 16 respondents (13.91%) had 11–15 years of service, and 8 respondents (6.96%) had 16–20 years of service.

Table 3. Summary of the participants' demographic profiles.

Demographics	n	Percentage (%)
Age		
21-30 years old	55	47.83
31-40 years old	43	37.39
41-50 years old	15	13.04
51-60 years old	2	1.74
Gender		

Demographics	n	Percentage (%)
Male	79	68.70
Female	36	31.30
Civil Status		
Single	49	42.61
Married	33	28.70
Separated	33	28.70
Educational Attainment		
High School	34	29.57
High School Graduate	56	48.70
Bachelor's Degree	23	20.00
Post-Graduate	2	1.74
Department		
Front Office	16	9.88
Housekeeping	30	18.52
Food & Beverage	38	23.46
Kitchen & Food Production	18	11.11
Human Resource	8	4.94
Engineering & Maintenance	18	11.11
Security	16	9.88
Sales & Marketing	10	6.17
Accounting	8	4.94
Income (PHP)		
P5,000.00 - P10,000.00	17	14.78
P10,001.00 - P15,000.00	79	68.70
P15,001.00 - P20,000.00	19	16.52
Years in Occupation		
1-5 years in the occupation	48	41.74
6-10 years in the occupation	43	37.39
11-15 years in the occupation	16	13.91
16-20 years in the occupation	8	6.96

Table 3. *(Continued).*

4.2. Level of employee work engagement

As presented in **Table 4**, the following statements received an "agree" rating from respondents: (1) "I feel confident analyzing a problem by finding a solution" ($\bar{x}$=3.89, SD=0.953); (9) "My coworkers value my input" ($\bar{x}$=3.88, SD=0.949); (5) "I am devoting a lot of my energy at work" ($\bar{x}$=3.83, SD=0.906); and (3) "When I have a setback at work, I have no trouble recovering from it or moving on" ($\bar{x}$=3.56, SD=0.753). However, statements (6) "I am putting my feelings into my work" and (8) "My interactions with colleagues have been rewarding" had the lowest meaning, both at 3.01, with standard deviations of 1.424 and 0.851, respectively.

The data indicates that respondents are generally engaged in their work, with an overall mean of 3.42 (agree) and a standard deviation of 1.038. Most respondents expressed confidence in finding solutions to challenges, acknowledged the importance of collaboration, and demonstrated dedication and passion in completing their tasks. However, some found it difficult to fully recover from setbacks. Furthermore, respondents actively sought ways to overcome problems, maintained good rapport with colleagues, and showed commitment and passion for their work.

Table 4. Descriptive analysis on the employee work engagement.

Statements	Mean	SD	Description
Psychological Capital			

1.	I feel confident analyzing a problem by finding a solution.	3.89	0.953	Agree
2.	Every time I find myself facing challenges at work, I always think of ways to solve it.	3.21	1.477	Neutral
3.	When I have a setback at work, I have no trouble recovering from it or moving on.	3.56	0.753	Agree
4.	I am working with high intensity.	3.22	1.089	Neutral
5.	I am devoting a lot of my energy at work.	3.83	0.906	Agree
6.	I am putting my feelings into my work.	3.01	1.424	Neutral
7.	My mind is focused on the work that I do.	3.35	0.509	Neutral
8.	My interactions with colleagues have been rewarding.	3.01	0.851	Neutral
9.	My co-workers valued my input.	3.88	0.949	Agree
10.	My co-workers listened to what I had to say.	3.19	1.472	Neutral
Composite mean		*3.42*	*1.038*	*Agree*
Service Climate				
		3.54	0.735	Agree
1.	My hotel has clear ideas about customers and their needs.	3.25	1.077	Neutral
2.	High-quality service is emphasized as the best way to keep customers coming back to my hotel.	3.77	0.980	Agree
3.	My hotel defines its products/services from customers' perspectives.			
4.	My hotel does an excellent job of keeping customers informed of changes that affect them.	3.04	1.382	Neutral
5.	My hotel always responds to the customers' feedback and suggestions quickly.	3.34	0.584	Neutral
6.	My direct manager/supervisor supports me when I come up with new ideas on how to improve customer service.	3.07	0.890	Neutral
7.	My direct manager/supervisor encourages me to deliver high-quality service.	3.91	0.947	Agree
8.	My manager/supervisor is responsive to my requests for help or guidance.	3.21	1.477	Neutral
9.	My manager is very committed to improving the quality of our area's work and service.	3.53	0.715	Agree
10.	I receive adequate support from co-workers to help me do my job well.	3.33	1.086	Neutral
Composite mean				
		3.40	0.987	Neutral
	Scale mean	**3.407**	**0.311**	**Engaged**

Table 4. *(Continued).*

Legend: 4.21-5.00 Strongly Agree (Highly Engaged); 3.41-4.20 Agree (Engaged); 2.61-3.40 Somewhat Agree (Moderately Engaged); 1.81-2.60 Disagree (Less Engaged); 1.00-1.80 Strongly Disagree (Least Engaged)

Out of the ten statements, three received an "agree" rating, with means ranging from 3.91 to 3.53. These were: (7) "My direct manager/supervisor encourages me to deliver high-quality service" ($\bar{x}$=3.91, SD=0.947); (3) "My hotel defines its products/services from customers' perspectives" ($\bar{x}$=3.77, SD = 0.980); and (9) My manager is very committed to improving the quality of our area's work and service" ($\bar{x}$=3.53, SD=0.751).

Among the statements that received a "somewhat agree" rating, the top three were: (5) "My hotel always responds to customers' feedback and suggestions quickly" ($\bar{x}$=3.34, SD = 0.584); (10) "I receive adequate support from co-workers to help me do my job well" ($\bar{x}$=3.33, SD=1.086); and (2) "High-quality service is emphasized as the best way to keep customers coming back to my hotel" ($\bar{x}$=3.25, SD=1.077). However, statement (4) "My hotel does an excellent job of keeping customers informed of changes that affect them" had the lowest mean, at 3.04, with a standard deviation of 1.382.

The overall average mean of 3.40, with a verbal description of "somewhat agree" and an SD of 0.987, suggests that most respondents recognized the service climate as a set of practices, behaviors, and attitudes

encouraged and supported by management to ensure service quality. These findings imply that respondents made efforts to follow management's commitment—particularly that of their direct superiors—in improving various work areas and services, and in obtaining feedback from frontline staff about customer perspectives. However, one area that was somewhat overlooked, but still moderately engaged, was communication with customers regarding updates on the hotel and the services provided.

4.3. Level of employee job performance

In **Table 5**, following statements received "somewhat agree" ratings: (3) "I assume a sense of ownership and responsibility in the quality of personal performance" ($\bar{x}$=3.34, SD=0.584); (5) "I encourage colleagues to do more than what is expected" ($\bar{x}$=3.20; SD=1.168); and (7) "I complete my work in accordance with the requirements of the formal performance appraisal" ($\bar{x}$=3.19; SD=0.708).

The ratings across all indicators produced an average mean described as "neutral" ($\bar{x}$=3.24; SD=1.007), which is interpreted as "moderate" performance level. This further suggests that respondents generally acknowledge that their job performance is influenced by several factors, which also highlighted that most employees are good problem solvers.

Table 5. Descriptive analysis on the employee job performance.

Statements	Mean	SD	Description
Employee Job Performance			
1. I find practical solutions to problems.	3.78	1.006	Agree
2. I adapt quickly to changing situations.	3.08	1.368	Neutral
3. I assume a sense of ownership and responsibility in the quality of personal performance.	3.34	0.584	Neutral
4. I strive to meet deadlines.	3.09	0.864	Neutral
5. I encourage colleagues to do more than what is expected.	3.20	1.168	Neutral
6. I create effective work relationships with others.	3.13	1.154	Neutral
7. I complete my work in accordance with the requirements of the formal performance appraisal.	3.19	0.708	Neutral
8. I am willing to do another task when requested by the supervisor.	3.06	1.205	Neutral
9. I perform well in my overall job by carrying out tasks as expected.			
10. I am given a real opportunity to improve my skills in my organization.	3.45	1.008	Agree
Scale mean			
	3.09	1.003	Neutral
	3.24	**1.007**	**Good**

Legend: 4.21-5.00 Strongly Agree (Excellent); 3.41-4.20 Agree (Very Good); 2.61-3.40 Neutral (Good); 1.81-2.60 Disagree (Poor); 1.00-1.80 Strongly Disagree (Fair)

4.4. Relationship between work engagement and job performance

In **Table 6**, Pearson product-moment correlation coefficient was computed to assess the relationship between employees' level of engagement and the extent of job performance. Findings show no correlation between the level of engagement in terms of psychological capital (r=0.063; p=0.464) and the level of engagement in terms of service climate (r=-0.020; p=0.818).

Table 6. Work engagement and job performance relationship.

Independent	Dependent	r-value	Sig.	Description
Psychological Capital	Job Performance	0.063	0.464	Not Significant
Service Climate	Job Performance	-0.020	0.818	Not Significant

Note: Correlation is significant at the 0.05 level (2-tailed).

5. Discussion

Work engagement is an essential variable in business administration because to its influence on corporate efficiency and competitiveness, as well as its correlation with higher individual and organizational performance[62,63]. Engaged employees in the organization demonstrate strengthened proactivity, foster innovation, and strive to enhance organizational outcomes[64]. The high levels of vitality, accountability, passion, and effective connection to one's role linked to work engagement highlight the reasons companies seek to understand the factors that influence it[65].

In this paper, it was discovered that the employees of two-star rated hotel in Zamboanga City, Philippines were moderately engaged in their work. Specifically, they feel positive about the psychological climate and neutral on service climate. Studies linked these variables to the performance of the employees. For example, in the study of Grobelna and Wyszkowska-Wróbel[19] in Pomeranian Voivodeship, Poland, higher levels of hotel employee engagement, characterized by feelings of vigor, absorption, and dedication, correlate with a greater likelihood of meeting formal service requirements as outlined in job descriptions. This paper observed that in terms of psychological capital, employees were *"confident analyzing a problem by finding a solution," "have no trouble recovering from setbacks or moving on," "were devoting a lot of energy at work,"* and *"their co-workers valued their inputs."* In service climate, the employees believed that the hotel *"has clear ideas about customers and their needs"* and *"defines its products/services from customers' perspectives,"* while the manager *"encourages them to deliver high-quality service,"* and *"is very committed to improving the quality of our area's work and service."* These instances primarily shaped their psychological and service engagement within their organization. Studies on organizational climate revealed that climates influence individual behavior by shaping their thoughts and feelings regarding different elements of the work environment[66,67]. Employees depend on cues or signals from their environment to understand occurrences and form attitudes[68]. Leaders who engage intellectually can inspire and motivate employees by promoting an environment that encourages personal development, innovative problem-solving, and better job performance[69,70]. Similar mechanism was observed in this study where employees perceived their managers as *committed* to their work, their coworkers who *valued* their inputs, and the organizations with *clear ideas* about the customer needs. These instances helped the employees shape their identity and this reflected on their overall work engagement. Studies highlighted the importance of a positive work environment in sustaining employee engagement and productivity. For instance, studies[26,30] found that engagement promotes innovative behaviors and effective teamwork, which corresponds with the findings, indicating that engaged employees of a two-star rated hotel often innovate to improve service delivery.

Following the analysis on organizational climate, this paper analyzed the job performance of the hotel employees in Zamboanga City, Philippines. Findings indicated that hotel employees from a two-star rated hotel in the city were moderately performed well in their job, mainly centered on *getting their job done* and *being able to solve problems they experience*. The skills and knowledge of employees are essential assets in service organizations, especially within the hospitality sector, and continual development of human capital has emerged as a priority[71]. In the context of managing knowledge, the creation, sharing, and application of knowledge relies on individual willingness, influenced by supplies, motivation, dedication, organizational culture, and environment[72]. This paper observed that hotel employees were moderately positive about contributing to their organization. They express their willingness to *meet the expectations* of their organization, *solve problems* with practical solutions, and *interact with others* about achieving organizational goals. It seems that hotel employees from a two-star hotel in Zamboanga City were dedicated to their roles in the organization.

Similar findings were observed in the study of Elloso and Ylagan[73]. Their study provides a detailed examination of psychological empowerment, work engagement, and job satisfaction among hotel employees in Region IV-A, Philippines, specifically in the CALABARZON area. The data reveals that hotel employees in this area, primarily young, female, single, and newly employed, exhibit higher levels of psychological empowerment, which is indicative of a robust sense of competence, self-determination, and impact within their positions. In a comparable manner, they exhibit considerable degrees of work engagement characterized by elevated enthusiasm, commitment, and interest in their responsibilities, alongside favorable job satisfaction pertaining to work hours, compensation, career advancement, and relationships with management. In Zamboanga City, hotel employees manifested high level of work engagement and moderate level of job performance. They also believed that the management had a positive work system characterized by good leadership, effective work systems, and interaction.

Analyzing the relation between job performance and two organizational variables (psychological capital and service climate), findings indicated that there is no significant relationship between psychological climate and job performance. Similarly, there was no significant relationship between service climate and job performance. It was surprising to see no relationship between organizational climate and job performance of hotel employees as early literature[74] observed how climate and culture can influence the performance of employees. For example, an organizational culture cultivates employee engagement to an organization, for instance, through rewards or enhanced motivation[75]. In addition, leaders must undertake actions that fulfill the requirements of their workforce. This will establish a work atmosphere that motivates individuals to attain outstanding job performance and overcome challenges[76,77]. In situations when employees' psychological needs are met, they are more likely to be involved in their work and to commit their time and energy[66].

In a separate study in Saudi Arabia, Abolnasser et al.[78] discovered that there is a positive relationship between employees' work engagement and job satisfaction in five-stars hotels. They believed that once employees have been involved and engaged in their work, their level of job satisfaction increases. Employees of a two-star hotel in Zamboanga City manifested a high level of work engagement but it does not directly reflect their job performance. It was possible that employees in two-star hotels were engaged and committed to the organization only because they needed to. Such phenomenon can be linked to high job insecurity where employees intending to resign exhibit a low commitment to their employment[79,80]. However, there was no study that assessed the possibility of leaving the company even when employees had positive perceptions about its workplace and work engagement. As far as this study understood, some factors can be linked to employees' job performance other than their work engagement alone. This could be the work-life balance[81] and opportunities for career growth[82]. Similarly, factors such as limited resources, lower pay, and fewer opportunities for professional growth in these establishments could dampen the positive effects of engagement on job satisfaction[83-85]. This is something worthy of exploration especially in the context of work dynamics in low-rated hotels.

6. Recommendations

Given that employees benefit from managers committed to quality and service, strengthening this leadership commitment can be essential. Leaders can promote a positive organizational climate by actively recognizing employee contributions, setting clear organizational goals, and encouraging open communication about customer needs and service quality.

Findings suggest that factors beyond work engagement, like work-life balance and career growth opportunities, might develop job performance. Establishing programs for career advancement (e.g., training

and skill development) and promoting work-life balance (e.g., flexible scheduling) can address some gaps that may limit employee motivation in lower-rated establishments.

Recognizing that job insecurity may lower employee commitment, especially in two-star hotels, offering job security and adequate support can increase engagement's impact on performance. Initiatives such as fair pay adjustments, employee recognition programs, and fostering a sense of job stability could mitigate any fears of job loss, contributing to a more positive work environment.

Developing incentive-based programs that reward employees for their contributions to customer satisfaction could be an effective motivator. These might include bonuses for positive customer feedback, recognition for innovation in service delivery, or other reward systems that align with organizational goals.

Regularly evaluating and adjusting the psychological and service climate can ensure alignment with employee needs and organizational goals. Organizational climate assessments could gather employee feedback on workplace satisfaction, psychological safety, and other factors impacting engagement and performance.

Encouraging knowledge-sharing practices could leverage employees' willingness to contribute. Creating platforms where employees can share practical solutions to common issues and innovations for customer service would not only engage them but also improve service delivery and efficiency.

Future studies could explore additional factors affecting job performance in two-star hotels, such as how work engagement interacts with job satisfaction, perceived job security, and organizational support. This could help identify more targeted interventions that improve job performance and retention.

7. Conclusion

The findings of this study reveal that employees in a two-star hotel in Zamboanga City are moderately engaged in their work. The data show that while respondents feel positive about their psychological climate, their perception of the service climate is neutral. However, some respondents faced difficulties fully recovering from setbacks and maintaining rewarding interactions with colleagues. Regarding service climate, respondents acknowledged the efforts of their direct supervisors to encourage high-quality service and noted their commitment to improving work areas. In terms of job performance, the employees believed they generally perform good, especially when dealing with problems or work challenges and meeting the expectations of them. However, no direct correlation was observed between the work engagement and job performance of the hotel employees.

In higher-tier hotels, such as five-star establishments, employee engagement has been positively correlated with job performance and job satisfaction, leading to enhanced service quality and customer satisfaction. However, in lower-tier hotels like two-star establishments, this relationship may be less pronounced due to constraints such as limited resources, lower pay, and fewer opportunities for professional development. This study highlighted the need for further exploration of how hotel star tier levels impact the interaction between employee work engagement and job performance. Understanding these dynamics can help organizations develop targeted strategies to improve engagement and satisfaction, regardless of the star rating of the hotel.

Several limitations were identified in this paper that need further refinement. The study focused on employees of a two-star hotel in Zamboanga City, limiting the generalizability of the findings to other hotel star tiers or geographical regions. The engagement levels observed may differ in higher-tier hotels where resources, compensation, and professional growth opportunities vary. This paper also did not

comprehensively explore other potential factors influencing job performance, such as employee recognition, growth opportunities, and work-life balance, which could provide a more holistic view of employee satisfaction. Finally, cross-sectional design may not capture how employee engagement and job performance develop over time, especially in response to organizational changes, new management policies, or shifts in customer expectations. A longitudinal approach would be more effective in examining these variables in dynamic environments like hotel industry.

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