Work Values and Work Engagement among Employees of Five-Star Hotels in the National Capital Region: Basis for a Strategic Intervention Framework

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ABSTRACT

This study examined work engagement and work values among administrators and staff of selected five-star hotels in the National Capital Region (NCR), Philippines. Anchored in Self-Determination Theory, it assessed work engagement in terms of work-life balance, opportunities for growth and development, health and safety, autonomy, and feedback, as well as work values encompassing economic returns, achievement, prestige, ways of life, security, supervisory relations, associates, variety, and work surroundings. A descriptive-correlational research design was employed, involving administrators and staff selected through purposive and convenience sampling. Data were gathered using a structured questionnaire and analyzed through descriptive and inferential statistical procedures to examine respondents' assessments, group differences, and relationships between the study variables. The findings highlight the importance of work engagement and work values in employees' workplace experiences, particularly in relation to work-life balance, professional development, employee well-being, fair compensation, and supportive workplace relationships. They also provide insights into the association between employees' work values and their engagement in the hospitality workplace. Based on the study results, a Healthy Work-Life Strategic Intervention Framework was developed, focusing on employee well-being, professional growth, workplace safety, autonomy, recognition, and constructive supervisory relationships. The framework aims to guide hotel administrators in strengthening human resource practices that promote employee engagement and support a sustainable and supportive working environment.

Keywords: work engagement, work values, five-star hotels, hospitality employees, Self-Determination Theory, strategic intervention framework

INTRODUCTION

The hotel industry depends on employees' ability to deliver reliable, responsive, and high-quality service. In five-star hotels, service encounters are shaped not only by operational systems but also by employees' knowledge, motivation, and interactions with guests. Work engagement is therefore an important organizational consideration. Employees who experience meaningful involvement in their work may be better positioned to contribute energy, commitment, and consistent service performance. In a sector characterized by variable workloads, shift arrangements, and frequent guest interaction, understanding the conditions associated with employee engagement is particularly relevant.

Work values refer to the outcomes and conditions individuals consider important in their working lives. These may include economic returns, achievement, prestige, security, work-life fit, relationships with supervisors and colleagues, variety, and the physical work environment. In hotel organizations, employees' work values provide a useful perspective for understanding how they evaluate compensation, career opportunities, recognition, workplace relationships, and organizational practices. When organizational conditions are aligned with employees' valued outcomes, employees may be more inclined to view their work environment as supportive and meaningful.

The relationship between work values and work engagement can be examined through Self-Determination Theory (SDT). Deci and Ryan (2000) explain that the satisfaction of autonomy, competence, and relatedness supports high-quality motivation. In a hotel workplace, autonomy may be reflected in appropriate discretion and participation in work-related decisions; competence may be supported through training, opportunities for advancement, and constructive feedback; and relatedness may be fostered through respectful supervision and positive relationships with colleagues. Work values are not equivalent to these psychological needs, nor are they the same as work engagement. Rather, work values represent what employees consider important, organizational practices shape the extent to which those valued conditions are available, and work engagement reflects employees' motivational involvement in their work. This conceptual distinction provides the basis for examining associations among the study variables without assuming a causal pathway.

Hospitality research has examined the role of work-life balance, human-resource practices, organizational support, career development, and employee voice in shaping employee experiences. Studies have linked work-life imbalance with employee well-being in hospitality settings (Prentice et al., 2025), examined human-resource practices in relation to satisfaction and engagement (Davras & Aktürk, 2024), and considered organizational support and employee contributions in the hospitality sector (McManus et al., 2025). Research has also explored the contribution of servant leadership and high-performance work systems to work-life balance and job satisfaction in hotels (Dorta-Afonso et al., 2025), as well as career growth and employee voice (Agmapisarn et al., 2026). These studies provide a relevant context for examining work values and work engagement among employees of selected five-star hotels in the NCR.

Against this background, the study assessed work engagement and work values among administrators and staff in selected five-star hotels in the NCR. Specifically, it described the respondents' assessments of the dimensions of work engagement and work values, examined differences between administrator and staff assessments, investigated the relationships between the two sets of dimensions, and developed a strategic intervention framework based on the findings.

METHODOLOGY

The study employed a descriptive-correlational research design to describe work engagement and work values and to examine the associations between their dimensions among employees of five selected five-star hotels in the NCR. It also compared the assessments of administrators and staff. The design was nonexperimental; consequently, the findings describe reported perceptions, group comparisons, and statistical associations rather than causal effects.

The study involved 256 respondents drawn from a reported population of 442 employees across five selected hotels. The sample comprised 38 administrators and 218 staff members, representing the two employee groups included in the study. Purposive and convenience sampling techniques were employed in selecting the participants. To provide a more comprehensive account of the sampling procedure, the final report may further present the distribution of respondents and the corresponding employee population in each participating hotel, together with the number of employees invited and the response rate per establishment. Providing these details, along with the participant inclusion criteria, data collection period, and informed consent procedures, will strengthen the transparency and methodological documentation of the study.

Data were collected through a structured questionnaire encompassing five dimensions of work engagement: work-life balance, opportunities for growth and development, health and safety, autonomy, and feedback; and nine dimensions of work values: economic returns, achievement, prestige, ways of life, security, supervisory relations, associates, variety, and surroundings. The questionnaire provided a systematic basis for examining the respondents' perceptions of these dimensions. Its methodological documentation may be strengthened by presenting the references and theoretical foundations used in developing or adapting the instrument, the number of items assigned to each dimension, the response-scale descriptions, and the corresponding scoring procedures. The presentation of relevant pilot-testing procedures, internal-consistency results for each dimension, and evidence supporting construct validity would also provide a clearer account of the instrument's measurement properties and support the rigor of the data-gathering process.

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Weighted means were employed to describe the respondents' assessments of the study indicators. Appropriate comparative statistical procedures were applied to examine the assessments of administrators and staff, while correlation analysis was conducted to determine the relationships between the dimensions of work engagement and work values. The presentation of the comparative results may be further enhanced by including the group sizes, means, standard deviations, test statistics, degrees of freedom, exact probability values, confidence intervals, and effect sizes. Similarly, the correlation results may be presented individually, indicating the correlation coefficient, sample size, exact probability value, and confidence interval for each relationship examined. Specifying the statistical tests employed, the corresponding assumptions, and the procedures for addressing multiple comparisons will provide a more comprehensive account of the analytical process. These reporting elements will strengthen the clarity, transparency, and statistical rigor of the study's findings.

RESULTS AND DISCUSSION

Assessment of Work Engagement

Table 1 presents the respondents' assessments of work engagement. The overall composite weighted mean was 3.45. Work-life balance obtained the highest rating (WM = 3.52), followed by autonomy (WM = 3.50), feedback (WM = 3.48), and opportunities for growth and development (WM = 3.42). Health and safety received a composite weighted mean of 3.34. The administrator group reported a grand mean of 3.54, while the staff group reported 3.36.

The results indicate that work-life balance, autonomy, and feedback were comparatively well regarded by respondents. These dimensions are relevant to the hotel context, where shift schedules, operational demands, and service expectations may influence employees' work experiences. The comparatively lower rating for health and safety identifies an area in which participating hotels may further strengthen employee protection, workplace risk management, and access to health and wellness support. This interpretation is consistent with the broader hospitality literature on the importance of employee well-being and work-life conditions (Prentice et al., 2025).

Work-engagement dimension	Administrators WM	VI	Staff WM	VI	Composite WM	VI	Rank
Work-life balance	3.70	O	3.33	S	3.52	O	1
Opportunities for growth and development	3.43	O	3.41	O	3.42	O	4
Health and safety	3.43	O	3.24	S	3.34	S	5
Autonomy	3.63	O	3.37	S	3.50	O	2
Feedback	3.50	O	3.45	O	3.48	O	3
Grand mean	**3.54**	**O**	**3.36**	**S**	**3.45**	**O**	

Note. WM = weighted mean; VI = verbal interpretation; O and S = verbal categories used in the study.

Assessment of Work Values

Table 2 shows an overall composite weighted mean of 3.40 for work values. Economic returns received the highest rating (WM = 3.59), followed by variety (WM = 3.52), achievement (WM = 3.50), ways of life (WM = 3.44), and associates (WM = 3.40). Surroundings obtained a weighted mean of 3.34, supervisory relations 3.32, prestige 3.27, and security 3.24. The administrator group reported a grand mean of 3.64, compared with 3.16 among staff.

The pattern suggests that respondents placed considerable importance on economic returns, variety, and achievement. These dimensions may reflect employees' interest in fair compensation, opportunities to use different skills, and a sense of accomplishment. The ratings for security, prestige, and supervisory relations point to additional opportunities for strengthening transparent employment practices, recognition, and supportive supervision. Research on perceived organizational support in hospitality and tourism provides a relevant context for interpreting employees' evaluations of organizational conditions (Yan et al., 2024).

Research on job insecurity also underscores the importance of employment-related security to employee well-being (Darvishmotevali, 2025).

Work-value dimension	Administrators WM	VI	Staff WM	VI	Composite WM	VI	Rank
Economic returns	3.73	O	3.45	O	3.59	O	1
Achievement	3.73	O	3.27	MO	3.50	O	3
Prestige	3.43	O	3.12	MO	3.27	MO	8
Ways of life	3.72	O	3.16	MO	3.44	O	4
Security	3.54	O	2.94	MO	3.24	MO	9
Supervisory relations	3.44	O	3.19	MO	3.32	MO	7
Associates	3.63	O	3.16	MO	3.40	O	5
Variety	3.95	O	3.10	MO	3.52	O	2
Surroundings	3.58	O	3.09	MO	3.34	MO	6
Grand mean	3.64	O	3.16	MO	3.40	O	

Note. WM = weighted mean; VI = verbal interpretation; O = Outstanding; MO = Moderately Outstanding.

Comparison of Administrator and Staff Assessments

Table 3 presents the comparative assessments of administrators and staff regarding work engagement and work values. Across all dimensions, administrators obtained higher weighted mean scores than staff, although the extent of the differences varied. For work engagement, the assessments were relatively close in opportunities for growth and development and feedback, while wider differences were observed in work-life balance and autonomy. For work values, more noticeable differences were found in variety, ways of life, and achievement. These results provide insight into the perspectives of the two employee groups regarding workplace conditions, professional experiences, and valued aspects of employment.

The reported statistical decisions indicate no significant differences between administrators and staff across the dimensions examined. This suggests that the observed variations in their assessments were not statistically significant based on the reported analysis. Similar research in the hospitality industry has emphasized the importance of workplace resources, employee resilience, and supportive working conditions in promoting engagement. Chiang and Chen (2024), for example, found that job resources positively influenced work engagement among hotel employees. Agmapisarn and Khetjenkarn (2024) likewise established the relevance of employee resilience to work engagement among hotel employees in four- and five-star establishments. In relation to work values, Na Pathalung and Weerakit (2018) reported positive relationships between hotel employees' work values, work-life balance, and organizational commitment. These studies provide relevant context for understanding how workplace conditions and employees' employment priorities contribute to their overall work experiences.

Taken together, the findings emphasize the importance of developing workplace initiatives that address shared employee priorities while recognizing the responsibilities and experiences of administrators and staff. These initiatives may include strengthening work-life balance practices, expanding professional development opportunities, promoting employee autonomy, recognizing individual contributions, and fostering supportive workplace relationships. Such efforts can help establish an inclusive and supportive working environment that promotes employee engagement and well-being.

Dimension	Administrators WM	Staff WM	Reported t-value	Reported decision
Work engagement				
Work-life balance	3.70	3.33	0.27023	Accept H_0
Opportunities for growth and development	3.43	3.41	0.0146	Accept H_0

Health and safety	3.43	3.24	0.129	Accept H_0
Autonomy	3.63	3.37	0.17312	Accept H_0
Feedback	3.50	3.45	0.3423	Accept H_0
Work values				
Economic returns	3.73	3.45	0.18099	Accept H_0
Achievement	3.73	3.27	0.30551	Accept H_0
Prestige	3.43	3.12	0.20991	Accept H_0
Ways of life	3.72	3.16	0.37208	Accept H_0
Security	3.54	2.94	0.40588	Accept H_0
Supervisory relations	3.44	3.19	0.17265	Accept H_0
Associates	3.63	3.16	0.31012	Accept H_0
Variety	3.95	3.1	0.55474	Accept H_0
Surroundings	3.58	3.09	0.32415	Accept H_0

Note. H_0 = null hypothesis. Statistical values and decisions are based on the reported results.

Relationships Between Work Engagement and Work Values

Table 4 summarizes the ranges of correlation coefficients reported for the relationships between work-engagement and work-value dimensions. The strongest reported associations were for work-life balance ($r = 0.95–0.96$), followed by opportunities for growth and development ($r = 0.68–0.70$) and feedback ($r = 0.59–0.65$). Health and safety ($r = 0.08–0.19$) and autonomy ($r = 0.02–0.12$) were reported as having negligible associations that were not statistically significant.

The strong correlations reported for work-life balance highlight the close association between this dimension of work engagement and the various dimensions of work values. This relationship underscores the importance of examining the conceptual and measurement alignment of the two constructs. Work values refer to the importance employees assign to work-related outcomes and conditions, whereas work engagement concerns their motivational involvement and commitment to their work. Maintaining this distinction provides a sound basis for interpreting the relationships between the study variables. The assessment of item content, scale construction, scoring procedures, and measurement validity may further strengthen the interpretation of the findings. Presenting each engagement–value relationship with its corresponding correlation coefficient, sample size, exact p-value, and confidence interval will also provide a more comprehensive account of the statistical relationships. These considerations will enhance the clarity, accuracy, and methodological rigor of the reported findings.

The discussion of the relationships among the study variables should be contextualized within existing hospitality research. Work-life balance may be examined in relation to studies addressing work-life imbalance and employee well-being (Prentice et al., 2025), as well as the influence of servant leadership and high-performance work systems on hotel employees' work-life balance and job satisfaction (Dorta-Afonso et al., 2025). Similarly, opportunities for career development and feedback may be discussed in connection with research on organizational career growth, employee voice, and work engagement (Agmapisarn et al., 2026). These studies can provide a basis for interpreting the present findings by identifying areas of agreement or variation with previous research and explaining their implications for employee engagement and work values in the hospitality industry.

Work-engagement dimension	Reported r-value range	Reported correlation level	Reported significance	Reported decision
Work-life balance	0.95–0.96	Very strong	Significant	Reject H_0
Opportunities for growth and development	0.68–0.70	Strong	Significant	Reject H_0
Health and safety	0.08–0.19	Negligible	Not significant	Accept H_0

Autonomy	0.02–0.12	Negligible	Not significant	Accept H_0
Feedback	0.59–0.65	Moderate to strong	Significant	Reject H_0

Note. r = Pearson correlation coefficient; H_0 = null hypothesis.

PROPOSED HEALTHY WORK-LIFE STRATEGIC INTERVENTION FRAMEWORK

The proposed Healthy Work-Life Strategic Intervention Framework translates the study's findings into management strategies designed to sustain favorable workplace conditions and strengthen areas for further development. It focuses on five key areas: work-life balance; growth and development; health and safety; autonomy, security, and recognition; and supervisory relations and feedback. Each area outlines specific objectives, activities, responsible personnel, resource requirements, proposed performance indicators, and evaluation schedules. The indicators serve as implementation targets rather than measured outcomes of the present study. Before implementation, each hotel should establish baseline data, assess available resources, and validate the proposed targets in accordance with its operational priorities and organizational capacity.

Key Area	Objectives and Activities	Responsible Personnel	Resource Requirements	Proposed Performance Indicators	Evaluation Schedule
Work-Life Balance	Promote employee well-being through family-supportive workplace practices, employee recognition, wellness activities, and designated rest and relaxation areas. Encourage reasonable work schedules and regular consultation regarding employees' work-related concerns.	HR Manager; Operations Manager; Department Heads	Wellness and recognition funds; activity space; staff time; employee survey tools	At least 80% favorable responses on work-life balance survey items; participation records for wellness activities; documented quarterly reviews of work-schedule concerns.	Baseline assessment; quarterly employee pulse surveys; annual evaluation.
Growth and Development	Strengthen employee competencies through skills training, mentoring, coaching, job rotation, and career development discussions. Provide opportunities for continuous learning and professional advancement.	HR Manager; Training Officer; Operations Managers; Supervisors	Training budget; qualified trainers; learning materials; paid training time; assessment tools	At least 90% of employees identified for training complete their planned activities; pre- and post-training assessments documented; individual development plans reviewed regularly.	Evaluation after each training activity; quarterly participation review; annual development assessment.
Health and Safety	Maintain a safe and supportive workplace through regular inspections, occupational safety training, access to medical assistance, and employee	Operations Manager; Safety Officer; Engineering Personnel; Supervisors	Personal protective equipment (PPE); safety supplies; inspection tools; training materials;	100% of scheduled safety inspections completed; at least 95% completion of required safety training; corrective actions documented and monitored until	Monthly safety inspections; quarterly compliance review; annual safety audit.

	wellness programs.		occupational health resources	closure.	
Autonomy, Security, and Recognition	Promote appropriate employee discretion, transparent employment policies, participation in workplace decisions, and fair recognition practices. Strengthen employees' understanding of their responsibilities, workplace policies, and opportunities to contribute to organizational decisions.	HR Manager; Operations Manager; Department Heads; Supervisors	Policy-review resources; supervisor development activities; recognition budget; employee consultation tools	Quarterly documentation of employee consultation activities; recognition policies and practices communicated to employees; employee surveys conducted to assess perceived decision-making autonomy and policy clarity.	Quarterly management review; annual employee survey.
Supervisory Relations and Feedback	Strengthen workplace communication and professional relationships through consultation meetings, performance discussions, accessible feedback channels, team-building activities, and leadership development programs.	HR Manager; Operations Managers; Supervisors	Meeting time; feedback tools; facilitation resources; leadership development budget	At least 90% of scheduled feedback sessions conducted; employee concerns acknowledged within five working days; feedback and resolution status documented.	Monthly team meetings and check-ins; quarterly review of feedback and concern resolution.

Implementation should follow a systematic cycle consisting of baseline assessment, program implementation, monitoring, and evaluation. Before implementation, each hotel should establish baseline information on employee survey results, training participation, workplace safety compliance, feedback practices, and other relevant organizational indicators. During implementation, designated personnel should maintain appropriate documentation, including attendance records, activity reports, inspection results, and expenditure records.

Quarterly monitoring should compare actual implementation progress with the approved targets and identify appropriate adjustments when necessary. An annual evaluation should examine progress relative to baseline data, implementation quality, resource utilization, and employee feedback. The results should be presented to hotel management and used as a basis for improving subsequent activities and strengthening the framework's responsiveness to employee and organizational needs.

The proposed framework serves as a practical management and planning tool for the participating hotels. Its implementation will depend on management approval, resource availability, and alignment with the operational requirements of each establishment. Evaluation findings should provide a basis for determining the feasibility, relevance, and effectiveness of the implemented activities, as well as their contribution to the selected performance indicators. Through regular monitoring and continuous improvement, the framework aims to support employee well-being, professional development, constructive workplace relationships, and a sustainable work environment in the hospitality industry.

LIMITATIONS OF THE STUDY

The study focused on 256 administrators and staff from five selected five-star hotels in the National Capital Region (NCR), covering work engagement and work values within the participating establishments. Its scope was limited to the selected dimensions of these variables and the perspectives of the respondents. The proposed Healthy Work-Life Strategic Intervention Framework was developed based on the study's findings, with its application intended for consideration by hotel management.

CONCLUSION

1. The study highlights the importance of work engagement and work values in shaping the workplace experiences of administrators and staff in selected five-star hotels in the National Capital Region.
2. The findings emphasize work-life balance, autonomy, feedback, and opportunities for professional growth as important aspects of employee engagement.
3. The results underscore the value employees place on economic returns, achievement, supportive relationships, workplace security, and favorable working conditions.
4. These findings provide insights into organizational practices that promote employee well-being, professional development, recognition, and a supportive work environment.
5. The proposed Healthy Work-Life Strategic Intervention Framework provides a structured approach to strengthening workplace initiatives, enhancing employee engagement, and supporting sustainable human resource practices in the hospitality industry.

RECOMMENDATIONS

1. Hotel management may sustain and enhance workplace practices that promote work-life balance, employee autonomy, constructive feedback, and opportunities for professional growth and development.
2. Participating hotels may further strengthen occupational health and safety programs through regular workplace inspections, employee safety training, wellness initiatives, and continuous monitoring of workplace conditions.
3. Human resource units may enhance employee support by reviewing compensation and benefits, career-development opportunities, recognition programs, employment policies, and supervisory practices in accordance with employees' work values and organizational priorities.
4. Hotel administrators and supervisors may establish regular employee consultation, communication, and feedback mechanisms to encourage participation, strengthen workplace relationships, and address employee concerns effectively.
5. Hotel management may consider adopting the proposed Healthy Work-Life Strategic Intervention Framework and periodically assess its implementation, resource requirements, and contribution to employee well-being and workplace development.
6. Future researchers may conduct similar studies involving a wider range of hospitality establishments and employee groups, using validated research instruments and appropriate sampling procedures to further examine work engagement, work values, and their relationships across different hospitality settings.

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