



CAUSAL MODEL ON WORK ENGAGEMENT OF HOTEL MANAGERS IN REGION III

Aileen Rico

*Doctor of Philosophy in Management
University of Mindanao
Davao City, Philippines*

Dr. Vicente Montano

*Co-author
Dean of College of Business
University of Mindanao
Davao City, Philippines*

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ABSTRACT

The primary objective of this study was to identify the most suitable model of work engagement regarding total quality management (TQM), interpersonal-relationships, and Spirituality of hotel managers in Region III, Philippines. The study employed a descriptive-causal design and a structural equation model (SEM) approach. Standardized survey questionnaires were used to collect the information from 400 hotel managers selected using the stratified sampling technique. The statistics used include mean, Pearson-r, regression, and SEM. Results showed that Total quality management, Spirituality, and work engagement are very high while interpersonal-relationship is at a high level. Also, Total quality management, interpersonal-relationship, and Spirituality were found to have significant relationships with work engagement. In the analysis, it was revealed that Model 5 is the best-fit model. Accordingly, constructs view on organization and effective operation remained constructs of TQM. For interpersonal-relationship, the Assertion of needs, bidirectional communication, and conflict remained constructs. Lastly, for Spirituality, the indicators correlated dimensions, and definitive dimensions remained in the model. The study suggests that the higher the level of hotel managers', total quality management practices, interpersonal relationships, and Spirituality the better their level of work engagement.

INTRODUCTION

The structure of the finances has been altered by management and organizational changes in considerable recent studies on corporate productivity. According to Coe & Salanova (2018, p.30), Maintaining employee motivation and engagement is one of the most difficult management tasks (Van et al., 2021, p.31). However, the study proves that managers cannot rely on employees' contentment. as a strategy for retaining employees; employee engagement plays an essential role in this context (Pieters, 2018, 12). To motivate participation among employees must be the work of a manager because the root cause of their unwillingness to assume responsibility is employee disengagement or alienation, in Wan et al (2018, p.2).

This section includes studies and related literature that significantly contribute to the study's conceptualization. In addition, it discusses the following variables: Total quality management, interpersonal relationships, Spirituality, and work engagement. Numerous studies used variables like Total Quality Management (TQM), defined as the highest level of quality control. It deals with managing quality principles in all areas of the company, including customers and suppliers (Dale et al., 1994 & Lockwood et al., 1996, p.6); Another variable is Interpersonal- relationship(IR) which is said that is vital for existing frameworks and are the center point of operation (Sias, 2008, p.196). It is through relationships that business establishments keep up steadiness (Katz & Kahn, 1978, p.193); Another one is Spirituality(S) in workplace. Spirituality is not limited to religion, it, is part of a world based on values and beliefs in professional life (Hudtohan, 2015, p.145-146). According to Hassan (2016, p.145), attitude and behavior, not the type or form of work done, play a significant role in the appreciation of work. Employees can be more creative, involved, and satisfied when their workplaces are spiritually based (Swanepoel & Walt, 2015, p.2) .

The researcher was motivated to carry out the study by the research above the gap and the investigation into the work engagement of hotel sector managers. In order to address the specific issues, the researcher decided to look into the connections between total quality management(TQM), interpersonal-relationship(IR), and Spirituality (S). However, the literature review reveals that the hotel industry in Region III still needs to examine the correlations between variables. Even though there are studies that focus on specific variables, very few of them focus on the more complicated model of the relationships between Total Quality Management(TQM), Interpersonal- Relationship(IR), Spirituality(S), and Work engagement(WE) as mediated by their involvement. The examination hole provoked this concentration by the researcher.

Specifically, the researcher will do further studies on the following areas; First, describe the level of total quality management practices of hotel managers in terms of View on organization, view on customer satisfaction, and effective operation; Secondly, identify the level of Interpersonal-relationship among hotel managers in terms of Assertion of needs bidirectional communication, conflict, disclosure, and interpersonal closeness also, Emotional experience and expression; Third, describe the level of Spirituality among hotel managers in terms of standard dimensions and correlated dimensions; Fourth, determine the level of work engagement among hotel managers in terms of vigor, dedication, and absorption; Fifth, Ascertain the relationship between total Quality management and work engagement, interpersonal-relationship and work engagement, and also Spirituality and work engagement; Lastly, it is to determine the best- fit model for the work engagement of hotel managers.

Research Methodology

The researcher presents the method employed in the study, including research respondents, materials and instruments, design and procedure and statistical tools used for the analysis. The study's respondents were 400 hotel Managers from selected Region III or Central Luzon hotels. Respondents answered questions including their prole and work engagement, total Quality Management, Interpersonal relationships, and Spirituality. This study used quantitative descriptive-causal design and structural equation modeling to determine the best-fit model. This research study uses a descriptive-causal design to determine the relationship between two variables that causes an effect, and the subjects are chosen carefully. Precisely, to determine the Causal Model on work engagement of hotel managers in Region III with total quality management, Interpersonal-relationship, and Spirituality as exogenous variables. This study used structural equation modeling, a complicated data analysis technique compared to another statistical approach.

Results and Discussion

The information and discoveries introduced in this section depend on respondents' reactions to the causal model of Work Engagement of hotel managers in Region III.

Total Quality Management

Shown in Table 1 highlights that the level of total quality management had a mean ranging from 4.08 to 4.35 with an overall mean rating of 4.22 with a standard deviation of 0.38, described as Very High, which means that the respondents constantly observed total quality management practices. The mean ratings of the indicators of total quality management are arranged from highest to lowest mean rating as follows: effective operation garnered a mean rating of 4.35 or Very High, followed by a view on organization with a mean rating of 4.22 or Very High, lastly is the view on customer satisfaction with a mean rating of 4.08 or High.

Table 1

Perceived Level of Total Quality Management Practices of HotelManagers

Indicators	SD	Mean	Descriptive Level
View on Organization	0.56	4.22	Very High
View on Customer Satisfaction	0.47	4.08	High
Effective Operation	0.62	4.35	Very High
Overall	0.38	4.22	Very High

Interpersonal-relationship

Depicted in Table 2 highlight the level of Interpersonal relationships had a mean ranging from 2.45 to 4.05 with an overall mean rating of 3.59 with a standard deviation of 0.35, described as High, which means that the respondents often observe interpersonal relationships. The mean ratings of the indicators of interpersonal relationships are arranged from highest to lowest mean rating as follows: bidirectional communication garnered a mean rating of 4.05 or High, followed by Assertion of needs with a mean rating of 3.94 or High, next is the emotional experience and expression landed a mean rating of 3.92 or High, an assertion of needs. Had a mean rating of 3.94 or High, Disclosure and Interpersonal Closeness acquired a mean rating of 3.60 or High, and lastly, conflict with a mean rating of 2.45 or low.

Table 2

Level of Interpersonal Relationships of HotelManagers

Indicators	SD	Mean	Descriptive Level
Assertion of Needs	0.51	3.94	High
Bidirectional Communication	0.51	4.05	High
Conflict	0.75	2.45	Low
Disclosure and Interpersonal Closeness	0.56	3.60	High
Emotional Experience and Expression	0.56	3.92	High
Overall	0.35	3.59	High

Spirituality

Presented in Table 3 highlight the level of Spirituality had a mean ranging from 4.30 to 4.41 with an overall mean rating of 4.36 with a standard deviation of 0.47, described as Very High, which means that the respondents always observed Spirituality. The mean ratings of the Spirituality indicators are arranged from highest to lowest mean rating as follows: Definitive dimensions garnered a mean rating of 4.41 or Very High, and Correlated Dimensions had a mean rating of 4.30 or Very High.

Table 3

Level of Spirituality of HotelManagers

Indicators	SD	Mean	Descriptive Level
Definitive Dimensions	0.52	4.41	Very High
Correlated Dimensions	0.54	4.30	Very High
Overall	0.47	4.36	Very High

Work Engagement

Indicated in Table 4 highlight the level of work engagement had a mean ranging from 4.23 to 4.38 with an overall mean rating of 4.32 with a standard deviation of 0.43, described as Very High, which means that always observed by the respondents and they always observed work engagement. The mean ratings of the indicators of work engagement are arranged from highest to lowest mean rating as follows: dedication obtained a mean rating of 4.38 or Very high, absorption acquired a mean rating of 4.35 or Very High, vigor has a mean rating of 4.23 or Very High denotes they feel a sense of belonging to the company where they work.

Table 4

Level of Work Engaqement among HotelManagers

Indicators	SD	Mean	Descriptive Level
Vigor	0.60	4.23	Very High
Dedication	0.56	4.38	Very High
Absorption	0.63	4.35	Very High
Overall	0.43	4.32	Very High

Correlation between TQM Practices and Work Engagement

The data on the correlation between total quality management practices and work engagement are presented in Table 5. Additionally, the overall r-value achieved by the measures as mentioned is .220, and the p-value is .000 is very much lower than .05, indicating that the data are statistically significant and play a significant role in increasing total quality management practices and work engagement. Furthermore, it was discovered that View on organization, view on customer satisfaction, and effective operation as indicators of total quality management when correlated with vigor, the overall r-value is .153 and a p-value of .002. Thus, rejecting the null hypothesis of no significant relationship. Likewise, total quality management indicators correlate with dedication; the overall r-value is .106 with a p-value of .034, making it significant. Subsequently, when indicators of total quality management correlated with absorption, the overall r-value is .207 with a p-value of .000, making it significant.

Table 5

Significance of the Relationship between Total Quality Management Practices and Work Engagement among Hotel Managers

Total Quality Management Practices	Work Engagement			
	Vigor	Dedication	Absorption	Overall
View on Organization	.101 [*] .043	.141 ^{**} .005	.069 .167	.143 ^{**} .004
View on Customer Satisfaction	.158 ^{**} .001	.000 .998	.161 ^{**} .001	.153 ^{**} .002
Effective Operation	.064 .200	.066 .190	.191 ^{**} .000	.153 ^{**} .002
Overall	.153^{**} .002	.106[*] .034	.207^{**} .000	.220^{**} .000

Correlation Between Interpersonal-relationship and Work Engagement

The data on the correlation between interpersonal relationships and work engagement are presented in Table 6. Additionally, the overall r-value achieved by the measures mentioned is .288, and the p-value of .000 is less than .05, indicating that the data are statistically significant, thereby rejecting the null hypothesis of no significant relationship. Furthermore, it was discovered that Assertion of needs, bidirectional communication, conflict, disclosure and Interpersonal closeness, emotional Experience, and Expression, when correlated with vigor, the overall r-value is .153 and a p-value of .002. Thus, rejecting the null hypothesis of no significant relationship. Likewise, when indicators of interpersonal relationships are correlated with dedication, the overall r-value is .160. with a p-value of .001, making it significant. Subsequently, when indicators of interpersonal relationships correlated with absorption, the overall r-value is .300, with a p-value of .000, making it significant.

Table 6

Significance on the Relationship between Inter-personal-Relationships and Work Engagement of Hotel Manager

Inter- per sonal- Relationships	Work Engagemen			
	Vigor	Dedication	Absorption	Overall
Assertion of Needs	.157**	.198**	.302**	.308**
Bidirectional Communication	.067	.151**	.290**	.239**
Conflict	.184	.002	.000	.000
Disclosure and Inter- personal Closeness	-.018	.076	.040	.044
Emotional Experience and Expression	.714	.130	.421	.376
	.112*	.027	.080	.104*
	.025	.584	.108	.038
	.122*	.130**	.256**	.239**
	.014	.009	.000	.000
Overall	.114*	.153**	.251**	.243**
	.023	.002	.000	.000

Correlations Between Spirituality and Work Engagement

The data on the correlation between Spirituality and work engagement are presented in Table 7. Additionally, the overall r-value achieved by the Measures as mentioned is .266, and the p-value of .000 is less than .05, indicating that the data are statistically significant, thereby rejecting the null hypothesis of no significant relationship. Furthermore, it was discovered that standard dimensions and correlated dimensions as indicators of Spirituality when correlated with vigor. The overall r-value is .144 and a p-value of 0.04. thus, rejecting the null hypothesis of no significant relationship. Likewise, When indicators of Spirituality are correlated with dedication, the overall r-value is .155. with a p-value of .002, making it significant. Subsequently, When indicators of Spirituality correlated with absorption, the overall r-value is .265, with a p-value of .000, making it significant .

Table 7

Significance of relationships Between Spirituality and Work Engagement of Hotel Manager

Spirituality	Work Engage- ment			
	Vigo r	Dedication	Absorption	Overall
Definitive Di- mensions	.106 *	.121 *	.219 **	.211 **
	.034	.015	.000	.000
Correlated Dimensions	.147 **	.152 **	.247 **	.256 **
	.003	.002	.000	.000
Overall	.144 **	.155 **	.265 **	.266 **
	.004	.002	.000	.000

The Goodness of Fit Model for Work Engagement

This section analyzes how total quality management, interpersonal relationships, and Spirituality affect hotel managers' work engagement in Region III. The created underlying model 5 in affixed table 8 appearance normalized arrangement is the outline of best fit. The findings indicate that the latent variables of total quality management, which correspond to the measured variables of View on organization and effective operation, the interpersonal- relationships with measured variables of conflict, bidirectional communication and Assertion of needs, and Spirituality that has a measured variable of correlated dimensions and standard dimensions contribute significantly to the latent variables of vigor, dedication, and absorption are found to be correlated with one another. The probability is 0.210, and the chi-square divided by the degrees of freedom is 1.211 in Model 5. This indicates that the model matches the data very well. The RAMSEA index of 0.023 is less than 0.05, and the corresponding p-close (0.965>0.05) strongly supports this. Similarly, the other indices, including TLI(.989>0.95), GFI (0.985>0.95), CFI (.994>0.95), and NFI (0.965>0.95). The goodness of fit measures was satisfied by these indices. Besides, this means that produced model 5 is excellent.

Table 8

Summary of Goodness of Fit Measures of the Five Generated Models

Model	P-value (>0.05)	CMIN / DF <u>(0<value<2)</u>	GFI (>0.95)	CFI (>0.95)	NFI (>0.95)	TLI (>0.95)	RMSEA (<0.05)	P-close (>0.05)
1	.000	6.480	.863	.725	.695	.655	.117	.000
2	.000	4.002	.919	.854	.817	.811	.087	.000
3	.000	3.988	.918	.853	.815	.812	.087	.000
4	.000	2.788	.942	.913	.873	.887	.067	.011
5	.210	1.211	.985	.994	.965	.989	.023	.965

Legend

- CMIN/DF - Chi-Square/Degrees of Freedom
- NFI - Normed Fit Index
- TLI - Tucker-Lewis Index
- CFI - Comparative Fit Index
- GFI - Goodness of Fit Index
- RMSEA - Root Means Square of Error Approximation
- P-close - fit

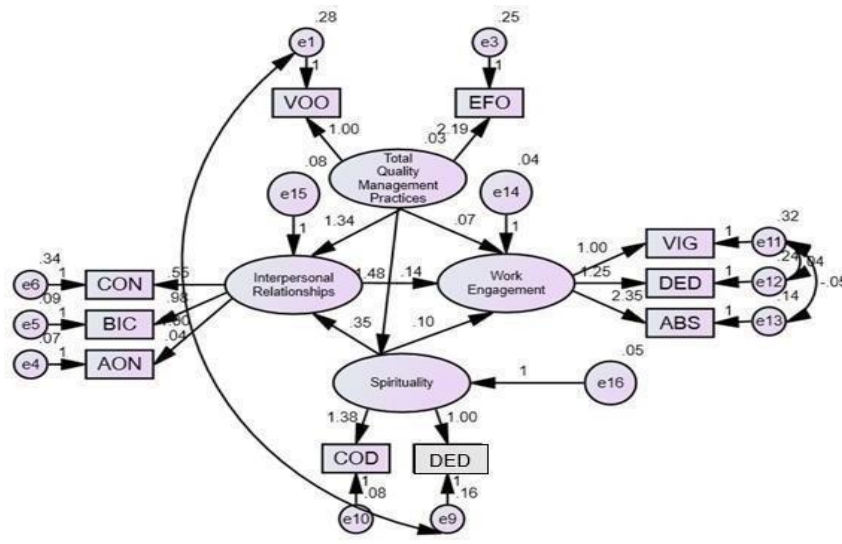


Figure 2. Best Fit Model for Work Engagement

Legend:

- WE-Work Engagement
- VIGOR-Vigor
- DEDI-Dedication
- ABSORP-Absorption
- IR-Interpersonal-relationships
- AON-Assertion of Needs
- BIC-Bidirectional Communication
- CON-Conflict
- TQM-Total Quality Management
- VOO-View on Organization
- EFO-Effective Operation
- S-Spirituality
- DED-Definitive Dimensions
- COD-Correlated Dimensions

The first constructed structural model depicts the causal relationships between the exogenous variables, total quality management, interpersonal relationships, Spirituality, and the endogenous variable, work engagement. The model could also show that vigor, dedication, and absorption remained the measurement construct of work engagement. For Total quality management, only two of the two observed indicators appeared to have a link to work engagement. The first is an organization's View, defined as external actors and processes that could affect organizational actions or outcomes (Scott, 1987). Moreover, effective operation is another indicator remained which predicts work engagement. It defines each part, each department, each activity, each person, and each level. Because each activity affects and is affected by others, they must work well together (Muhleman, 1992, p.1060). On the other hand, the View on customer satisfaction is the indicator with no direct causal link to work engagement, and based on the result, it was not included in the best-fit model. Thus, it is linked to the study of Adediran et al.(2008, p.2), which shows that customer satisfaction depends on how well the employees are satisfied. Only three of the five indicators for interpersonal relationships connect to work engagement. Conflict, here, is an everyday occurrence in human interaction; Bidirectional communication, how an individual reacts successfully to the effect they have on other individuals; and, Assertion of needs, including being listened to or understood in a social setting (Callaghan,2006, pp. pp.370-385). On the other hand, the indicators of Emotional Experience, Expression and Disclosure, and Interpersonal closeness were not included in the best-fit model. According to the exploration of Krings, Smith, & Neale (1994, p.935), passionate expressivity communicates implications that could be more effectively verbalized in words. Emotions are critical Attitudes and perceptions can influence people's actions (Odou &Schill, 2020, p.25). Oursocial

environments and relationships are affected by our emotional states (Dogan & Ozdevecioglu, 2009, p.84). Also, from the study of Stürmer et al. (2006,p.69) & Yabar et al. (2006, p.98), Relational distance depicts the degree of rejection of others in oneself. For Spirituality, the two indicators remained significant predictors of work engagement. Correlated Dimensions are defined as the cognitive and behavioral aspects that contribute to the definition of Spirituality but are not exclusive to it, as well as standard dimensions that are both essential to the idea of Spirituality and exclusive to it (Beazley,1997, p.1). Christians believe that the spiritual power of the Holy Spirit provides a creative energy and discernment capability to assist in determining right from wrong and gives them the strength and courage to act on that belief (Colsen & Pearcey,2000, p.16).

Conclusion

The following conclusions are drawn based on the study's findings. There is a very high level of Total Quality Management practices among hotel managers, indicating that views on organization and effective operation are discovered. This only suggests that hotel managers in Region III consistently implement total quality management practices. However, the indicator View on customer satisfaction can be raised from high to very high.

Similarly, the level of Interpersonal-relationships is also high. It implies conflict, bidirectional communication, and the Assertion of needs of hotel managers' interpersonal- relationship are often observed. It is suggested that continuous training programs in this area and re-orientation programs.

Respondents believed the level of Spirituality of hotel managers was very high, showing a very high level of correlated and definitive dimensions. It only pertains that Spirituality is always observed in the workplace.

The level of work engagement is based on the following level of measurement, the respondents believed it was very high, indicating that hotel managers always observed a very high level of vigor, dedication, and absorption. It is a positive, fulfilling, work-related state of intellect (Schaufeli et al.,2002, p.11). The relationships of total quality management, interpersonal relationships, and Spirituality to work engagement were found to have a positive relationship. Lastly, it implies that Work engagement impacts the exogenous variables of Total quality management, interpersonal-relationship, and Spirituality.

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