

Influence of Organizational Culture on Employee Motivation, Job Satisfaction, and Engagement in the Hotel Industry

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ABSTRACT: This study explored the influence of organizational culture on employee motivation, job satisfaction, and engagement in the hotel industry of Negros Oriental, Philippines. Recognizing the hospitality sector's reliance on human capital to deliver service excellence, the research investigated how internal culture shapes critical employee behaviors and attitudes. A quantitative, descriptive-correlational design was employed, involving 205 hotel employees from various departments in Negros Oriental Hotel Resort and Restaurant Association Inc. Data were gathered using a structured questionnaire based on validated instruments and analyzed through statistical methods to identify relationships among key variables. Findings revealed that employees perceived a clear and consistent organizational culture across dimensions of artifacts, values, and assumptions. Both intrinsic and extrinsic motivations were high, though monetary rewards ranked slightly lower in importance. Job satisfaction was notably high in areas of interpersonal relationships and leadership, while compensation and promotion opportunities scored lower. Engagement levels were consistently strong, particularly in dedication and absorption. Results showed that organizational culture significantly influences employee motivation and job satisfaction, which in turn drive engagement. Notably, job position and clientele type were key demographic and organizational variables affecting cultural perception and engagement. On the contrary, years of service negatively affected motivation, highlighting the need to reinvigorate long-tenured staff. The study concluded that a supportive and value-driven organizational culture enhances employee outcomes. It recommends strengthening culture promotion, improving HR strategies, and tailoring engagement efforts across departments. These findings provide actionable insights for hotel managers aiming to improve employee experiences and organizational performance in the hospitality sector.

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INTRODUCTION

This study investigates the influence of organizational culture on employee motivation, job satisfaction, and engagement within the hotel industry in Negros Oriental, Philippines. Utilizing a quantitative, descriptive-correlational research design, it examines how these factors contribute to workforce performance and organizational success in a competitive, service-oriented sector. Conducted among 205 employees from various hotels under the Negros Oriental Hotel Resort and Restaurant Association Inc. (NOHRRA), the study employs a structured questionnaire to measure the relationships between organizational culture and the key variables, aligning with Sustainable Development Goals (SDGs) 3 (Good Health and Well-being) and 8 (Decent Work and Economic Growth).

Related literature emphasizes that organizational culture shapes workplace norms, values, and employee well-being, significantly impacting job satisfaction and engagement (Limaj & Bernroider, 2019; Aziz et al., 2021). Studies highlight those motivational strategies, such as career development and fair compensation, enhance employee performance and reduce turnover, a persistent issue in hospitality (Hidayat et al., 2022; Kosasih et al., 2023). Employee engagement fosters commitment to

organizational goals, driving guest loyalty and business sustainability (Kuruba, 2019; Thornton et al., 2019). These factors align with SDG 3 by promoting healthy work environments and SDG 8 by advocating for equitable work conditions and professional growth (International Institute for Sustainable Development, 2021).

Despite extensive global research on how organizational culture affects employee outcomes, its application to Negros Oriental's hotel industry remains underexplored. While a local study by Tayco (2022) revealed that accommodation facilities in Central Philippines with favorable HRM practices tend to achieve positive organizational outcomes, limited attention has been paid to Negros Oriental, a vibrant tourism hub with distinct operational and cultural dynamics. This gap highlights the need for localized insights into how organizational culture shapes employee motivation, satisfaction, and engagement within the province's diverse hotel settings.

The purpose of this study is to determine how organizational culture affects employee motivation, job satisfaction, and engagement in Negros Oriental's hotel industry. By analyzing these relationships, the research aims to provide actionable insights for hotel managers to strengthen organizational culture, enhance employee performance, and reduce turnover. Ultimately, it seeks to contribute to sustainable HR practices that support employee well-being and economic growth, aligning with SDGs 3 and 8, while addressing the specific challenges and opportunities within Negros Oriental's hospitality sector.

METHODOLOGY

This study utilized a quantitative, descriptive-correlational research design to investigate the influence of organizational culture on employee motivation, job satisfaction, and engagement in Negros Oriental's hotel industry, under the Negros Oriental Hotel Resort and Restaurant Association Inc. (NOHRRRA). A structured questionnaire, based on validated scales, was administered to 205 regular or probationary employees with at least six months of service, selected through stratified random sampling to ensure representation across front office, housekeeping, and F&B departments. The questionnaire measured organizational culture, motivation, job satisfaction, and engagement, with its validity confirmed through expert review and reliability established via a pilot test (Cronbach's Alpha coefficients ranging from 0.700 to 0.976). Data were analyzed using statistical tools like frequency counts, mean, Chi-square tests, and Spearman's Rank Correlation to explore relationships and draw insights for HR practices.

The research was conducted in Negros Oriental, a key tourism hub in the Philippines known for its diverse hotels catering to various clientele, providing an ideal setting to study organizational culture's impact across different operational scales. Data collection followed a systematic and ethical process: the researcher obtained formal permission from hotel management, provided informed consent forms to participants, and ensured confidentiality by removing identifiers and securely storing data. Questionnaires were administered in paper form, reviewed for completeness, and prepared for statistical analysis, adhering to ethical standards to protect participants' rights and maintain research integrity.

Statistical tools were employed to address the study's objectives, including frequency counts and percentage distributions to describe respondents' demographic profiles (age, gender, education, etc.), and the mean to assess perceptions of organizational culture, motivation, and job satisfaction. The Chi-square test examined relationships between demographic factors and these variables, while Spearman's Rank Correlation analyzed the strength and direction of correlations between organizational culture, motivation, and job satisfaction. Ethical considerations included voluntary participation, confidentiality, and transparency in using AI solely for language refinement, ensuring the study's originality and academic rigor. These methods provided comprehensive insights into how organizational culture influences employee outcomes in Negros Oriental's hotel industry.

RESULTS AND DISCUSSION

This chapter presents and analyzes the data in line with the study's specific problems. Findings are organized accordingly to tables and a textual presentation of the findings.

Demographic Profile of the Respondents

This section shows the distribution of the hotel Industry employees' demographic profiles based on age, sex, highest educational attainment, employment type, job position, and years of service.

Table 1: Demographic Profile of hotel industry's employees (205)

Profile	Frequency	Percent
Age		
21 – 25	74	36.10 %
26 – 30	73	35.60 %
31 – 35	29	14.15 %
36 and above	29	14.15 %
Sex		
Male	86	41.95

Female	119	58.05
Highest Educational Attainment		
Bachelor's Degree	201	98.05 %
Master's Degree	3	1.46 %
Doctorate Degree	1	0.49 %
Employment Type		
Permanent	188	91.71 %
Temporary	17	8.29 %
Job Position		
Front Office	66	32.20 %
Food and Beverages	69	33.66 %
Housekeeping	70	34.14 %
Years of Service		
1 – 2 years	111	54.15 %
3 – 4 years	38	18.54 %
5 – 6 years	22	10.73 %
7 years and above	34	16.58 %

In the hotel industry, the workforce is predominantly composed of young adults, with the largest group aged 21 to 25 (36.10%), followed closely by those aged 26 to 30 (35.60%), while smaller groups are aged 31 to 35 and 36 and above (14.15% each). The majority of employees are female (58.05%, 119 individuals) compared to males (41.95%, 86 individuals). Nearly all workers (98.05%) hold a bachelor's degree, with very few pursuing a master's (1.46%) or doctorate (0.49%). Most employees (91.71%) have permanent positions, while only 8.29% are temporary. Staff are evenly distributed across three main departments: housekeeping (34.14%), food and beverages (33.66%), and front office (32.20%). Over half of the employees (54.15%) have 1 to 2 years of experience, with fewer having 3 to 4 years (18.54%), 5 to 6 years (10.73%), or 7 years and above (16.58%), indicating a relatively new workforce.

Organizational Profile of the Hotel Industry

This section presents the organizational profiles of the hotel industry based on the type of hotel industry, years of operation, size and structure, and primary market.

Table 2: Organizational profile of the hotel industry (n=205)

Organizational Profile	Frequency	Percent
Type of Hotel Industry		
Boutique	86	41.95 %
Bed and Breakfast /Hostels	30	14.63 %
Mid-Range	79	38.54 %
Others	10	4.88 %
Years of Operation		
1 – 2 years	111	54.15 %
3 – 4 years	38	18.54 %
5 – 6 years	22	10.73 %
7 years and above	34	16.58 %
Size and Structure		
Small	162	79.02 %
Medium	31	15.12 %
Large	12	5.85 %
Primary Market		

Backpackers	44	21.46 %
Leisure Travelers	89	43.42 %
Business Travelers	72	35.12 %

The hotel industry survey reveals that boutique hotels dominate at 41.95%, followed by mid-range hotels at 38.54%, with over half (54.15%) operating for just 1–2 years and a smaller portion for 3–4 years (18.54%), signaling a recent surge in new establishments likely driven by rising tourism demand. A significant majority (79.02%) are small-sized, with fewer medium (15.12%) and large (5.85%) hotels, highlighting the accessibility of the industry to small and medium-sized enterprises (SMEs) and entrepreneurs, whose innovative practices and government support boost performance, as noted in the Asian Journal of Technology Innovation (2020). Most hotels cater to leisure travelers (43.42%), followed by business travelers (35.12%) and backpackers (21.46%), aligning with the boutique hotel trend where guests, per Kokkhangplu and Auemsuvarn (2024), value immersive, aesthetically pleasing experiences that enhance leisure traveler satisfaction. Meanwhile, larger hotel chains leverage economies of scale for robust employee development programs, improving motivation and retention.

Employees' Perception of the Organizational Culture

This section displays how employees perceive the organizational culture in their respective organizations in terms of artifacts, espoused values, and basic assumptions.

Table 3: Employees' Perception on the Organizational Culture in their Organization

Variables	\bar{x}	VD
Artifacts		
1. The hotel's physical workspace (e.g., lobby, employee areas) reflects a professional and welcoming culture.	4.61	SA
2. The way employees interact with guests and colleagues reflects the hotel's commitment to service excellence.	4.58	SA
3. There are clear and visible symbols (e.g., uniforms, logos, slogans) that reinforce the hotel's values.	4.49	SA
4. The hotel provides up-to-date technology and resources that enhance work efficiency and guest satisfaction.	4.31	SA
5. Regular events and traditions (e.g., employee recognition programs, celebrations) help create a sense of belonging.	4.15	A
Composite	4.43	SA
Espoused Values		
1. Employees understand and follow the hotel's policies on customer service and teamwork.	4.47	SA
2. The hotel's mission and core values are clearly communicated to all employees.	4.35	SA
3. Management actively promotes fairness, integrity, and respect in the workplace.	4.30	SA
4. Training programs help employees align with the hotel's vision and service standards.	4.29	SA
5. The hotel encourages innovation and openness to new ideas from employees.	4.21	SA
Composite	4.32	SA
Basic Assumptions		
1. There is a shared belief that delivering excellent customer service is a top priority.	4.48	SA
2. Employees trust that hard work and dedication will lead to career growth and job stability.	4.45	SA
3. Employees feel that teamwork and collaboration are natural expectations rather than imposed rules.	4.33	SA
4. Employees naturally adopt and promote the values of the hotel without needing constant supervision.	4.32	SA
5. The organizational culture fosters a sense of purpose and fulfillment in daily work.	4.29	SA
Composite	4.37	SA
Overall Mean	4.37	SA

Note: Verbal Description (VD); 4.21–5:00, Strongly Agree (SA); 3.41–4.20, Agree (A); 2.61–2.40, Moderately Agree (MA); 1.81–2.60, Disagree (D); 1.00–1.80, Strongly Disagree (SD)

The Table highlights employees' perceptions of their hotel's organizational culture, with strong agreement (SA) across nearly all categories, reflecting a positive and cohesive environment. Under artifacts, employees highly rated the professional and welcoming physical workspace (4.61), service excellence in interactions (4.58), and visible symbols like uniforms and logos reinforcing hotel values (4.49), indicating a strong cultural alignment that boosts job satisfaction and performance, as supported by Dawson et al. (2023). For espoused values, employees strongly agreed on understanding and following customer service and teamwork policies (4.47), clear communication of the hotel's mission and values (4.35), and management promoting fairness, integrity, and respect (4.30), fostering teamwork, customer service, and retention. In basic assumptions, strong agreement was evident in shared beliefs about excellent customer service (4.48), hard work leading to growth and stability (4.45), and natural expectations of teamwork (4.33), underscoring a cohesive culture that balances unity and independence, as noted by Braithwaite et

al. (2017), critical for the labor-intensive hospitality industry. Composite scores across all dimensions confirm a strong, positive organizational culture.

Level of Employee Motivation

This part illustrates the level of motivation among the hotel industry's employees in terms of the intrinsic motivators, extrinsic motivators, and the mean.

Table 4: Level of motivation among hotel industry's employees (n=205)

Indicators	\bar{x}	VD	LoM
Intrinsic Motivation			
1. I feel a deep sense of personal satisfaction when I overcome work challenges.	4.52	SA	VH
2. I take the initiative to enhance my skills without external prompting.	4.49	SA	VH
3. I am driven by my personal goals to excel in my role.	4.47	SA	VH
4. I am motivated by the personal growth opportunities my role provides.	4.47	SA	VH
5. My personal values align with the tasks I perform daily.	4.45	SA	VH
Composite	4.48	SA	VH
Extrinsic Motivation			
		SA	VH
1. Constructive feedback from leadership motivates me to improve my performance.	4.36	SA	VH
2. Recognition from my supervisors boosts my motivation to perform well.	4.35	SA	VH
3. Opportunities for career advancement within the organization encourage me to put forth my best effort.	4.34	SA	VH
4. A positive and supportive work environment increases my enthusiasm for my work.	4.33	SA	VH
5. The rewards and incentives offered by the organization enhance my commitment to my job.	4.06	A	H
Composite	4.29	SA	VH
Overall Mean	4.38	SA	VH

Note: Verbal Description (VD); Level of Motivation (LoM); 4.21–5.00, Strongly Agree (SA), Very High (VH); 3.41–4.20 Agree (A), High (H); 2.61–2.40, Moderately Agree (MA), Moderate (M); 1.81–2.60, Disagree (D), Low (L); 1.00–1.80, Strongly Disagree (SD), Very Low (VL)

The table reveals a high level of motivation among hotel industry employees, with both intrinsic and extrinsic factors rated very high (VH) and a composite mean of 4.38 (strongly agree, SA). Intrinsically, employees derive deep personal satisfaction from overcoming challenges (mean 4.52, SA), take initiative to improve skills (4.49, SA), are driven by personal goals and growth opportunities (both 4.47, SA), and feel their values align with daily tasks (4.45, SA), reflecting strong self-motivation and value congruence. Extrinsically, employees are highly motivated by constructive feedback (4.36, SA), recognition (4.35, SA), career advancement (4.34, SA), and a positive work environment (4.33, SA), though rewards and incentives are rated lower, suggesting a need to reassess incentive structures. These findings, supported by Meira et al. (2022), highlight that while intrinsic factors drive long-term engagement and fulfillment, extrinsic factors like recognition and professional development are crucial for sustaining performance and retention in the hospitality sector.

Level of Job Satisfaction

This section provides the level of job satisfaction among the hotel industry's employees in terms of the nature of work, pay, promotion, peers or colleagues, supervisor, top leadership, benefits and policies, and the mean.

Table 5.1: Level of Job Satisfaction among Hotel Industry's Employees (Part 1)

Indicators	\bar{x}	VD
Nature of Work		
1. I feel a sense of accomplishment in the tasks I perform daily.	4.40	VS
2. The variety of tasks in my role keeps my work interesting and satisfying.	4.35	VS
3. I feel my job allows me to utilize my skills and talents effectively.	4.35	VS
4. The nature of my work aligns with my career goals and personal values.	4.35	VS
Composite	4.36	VS
Pay		
1. I am satisfied with the fairness of my pay relative to my job responsibilities.	4.04	S
2. Regular adjustments to my pay based on performance or market trends enhance my job satisfaction.	3.94	S

3. I feel my compensation reflects the effort and time I invest in my work.	3.92	S
4. The organization's pay structure is competitive compared to other companies in the industry.	3.92	S
5. My salary meets my financial needs and expectations.	3.76	S
Composite	3.92	S

Promotion

1. I am satisfied with the fairness of the promotion process in the organization.	4.06	S
2. Opportunities for advancement in the organization meet my career expectations.	4.06	S
3. Clear criteria for promotion enhance my confidence in the system.	4.04	S
4. The organization provides equal opportunities for career progression for all employees.	4.04	S
5. I feel recognized and rewarded for my efforts through promotional opportunities.	3.91	S
Composite	4.02	S

Peers, Colleagues

1. I feel comfortable collaborating and sharing ideas with my colleagues.	4.41	VS
2. My co-workers' professionalism and teamwork enhanced my job satisfaction.	4.40	VS
3. My co-workers create a friendly and inclusive workplace atmosphere.	4.40	VS
4. I enjoy working with my colleagues and feel supported in my role.	4.39	VS
5. The camaraderie among my co-workers contributes to a positive work environment.	4.36	VS
Composite	4.39	VS

Note: Verbal Description (VD); 4.21–5.00 Very Satisfied (VS); 3.41–4.20 Satisfied (S); 2.61–2.40 Moderately Satisfied (MS); 1.81–2.60 Dissatisfied (D); 1.00–1.80 Very Dissatisfied (SD)

Table 5.1 reveals that hotel industry employees are generally very satisfied (VS) with the nature of their work, rating a strong sense of accomplishment in daily tasks (mean = 4.40), as well as appreciation for work variety, effective skill utilization, and alignment with career goals and personal values (mean = 4.35), indicating high satisfaction driven by engaging, varied tasks, as supported by Heimerl et al. (2020), who emphasize job enrichment and rotation as key morale boosters. Satisfaction with pay is moderate (mean = 4.04, satisfied, S), with room for improvement in regular adjustments (3.94), fairness in compensation (3.92), and salary levels (3.76), while promotion opportunities also rate as satisfied (mean = 4.02), with calls for greater transparency in criteria, equal opportunities (both 4.04), and recognition (3.91), aligning with Locke's Range of Affect Theory (1976), which ties satisfaction to competitive pay and fair advancement. Peer relationships score very satisfied (mean = 4.39), with strong teamwork (4.40) and camaraderie (4.36) fostering a supportive environment, a finding echoed by Garcia-Rodriguez et al. (2020), who highlight the role of positive interpersonal relationships in enhancing job satisfaction.

Table 5.2: Level of Job Satisfaction among Hotel Industry's Employees (Part 2)

Indicators	\bar{x}	VD
Supervisor		
1. Open communication with my supervisor fosters a positive work environment.	4.33	VS
2. Constructive feedback from my supervisor helps me improve and grow in my role.	4.32	VS
3. I feel valued and respected by my supervisor in my role.	4.28	VS
4. My supervisor's leadership style contributes to my overall job satisfaction.	4.25	VS
5. My supervisor provides clear guidance and support to help me achieve my goals.	4.24	VS
Composite	4.28	VS
Top Leadership		
1. I trust that the top leadership makes decisions with integrity and transparency.	4.24	VS
2. The leadership team demonstrates strong problem-solving skills that contribute to the overall success of the organization.	4.24	VS
3. I believe that top leaders prioritize both the business's success and employee well-being.	4.24	VS
4. Hotel management communicates a clear vision that aligns with employee and organizational goals.	4.22	VS
5. The top leadership in this hotel effectively integrates all aspects of the organization to ensure success.	4.20	S
Composite	4.23	VS
Benefits & Policies		
1. Workplace policies promote a safe and healthy environment for all employees.	4.16	S
2. I feel that my overall well-being is supported through the benefits and policies implemented by the organization.	4.10	S

3. I am satisfied with the range of benefits available to employees, as they address both professional and personal needs.	4.09	S
4. The benefits and policies offered by this hotel are competitive with those provided by similar organizations in the industry.	4.08	S
5. The hotel consistently improves and expands employee benefits to enhance job satisfaction and well-being.	4.06	S
Composite	4.10	S
Overall Mean	4.18	VS

Note: 4.21–5:00 Very Satisfied (VS); 3.41–4.20 Satisfied (S); 2.61–2.40 Moderately Satisfied (MS); 1.81-2.60 Dissatisfied (D); 1.00-1.80 Very Dissatisfied (SD)

Table 5.2 reveals high job satisfaction among hotel industry employees, with supervisor relationships rated very satisfied (VS) at a composite mean of 4.28, top leadership at 4.23 (VS), and workplace benefits and policies at 4.10 (satisfied, S). Employees are highly satisfied with supervisors due to open communication (4.33), constructive feedback (4.32), and leadership style (4.25), fostering engagement, trust, and morale, as supported by Ratanjee and Robison (2022). Trust in top leadership's integrity and transparency (4.24) drives satisfaction, though leadership alignment across departments (4.20, S) suggests room for better integration, a factor Verawati et al. (2023) note as key to harmonizing operations for success. Employees value workplace benefits and policies for safety and well-being (4.16), but rate competitive benefits (4.06) and policy improvements (4.08) lower, indicating a desire for better compensation and benefits, aligning with Ali et al. (2023) on the role of comprehensive packages in satisfaction. Overall, strong leadership, clear communication, and a supportive environment drive satisfaction, with potential for improvement in benefits, compensation, and leadership integration.

Level of Employee Engagement

This part presents the level of employee engagement in the hotel industry in terms of vigor, dedication, and absorption, including the mean and verbal description.

Table 6: Level of Employee Engagement among Hotel Industry (n=205)

Indicators	\bar{x}	VD	LoE
Vigor			
1. At my job, I feel strong and vigorous.	4.17	A	H
2. At work, I feel bursting with energy.	4.15	A	H
3. At my job, I am very resilient mentally.	4.14	A	H
4. When I get up in the morning, I feel like going to work.	4.02	A	H
5. I can continue working for very long periods at a time.	4.02	A	H
Composite	4.10	A	H
Dedication			
1. To me, my job is challenging.	4.41	SA	VH
2. I am proud on the work that I do.	4.40	SA	VH
3. I find the work that I do is full of meaning and purpose.	4.26	SA	VH
4. I am enthusiastic about my job.	4.21	SA	VH
5. My job inspires me.	4.21	SA	VH
Composite	4.30	SA	VH
Absorption			
1. Time flies when I'm working.	4.35	SA	VH
2. I feel happy when I am working intensely.	4.19	A	H
3. I am immersed in my work.	4.18	A	H
4. When I am working, I forget everything else around me.	4.02	A	H
5. I get carried away when I'm working.	3.99	A	H
Composite	4.14	A	H
Overall Mean	4.18	A	H

Note: Verbal Description (VD); Level of Engagement (LoE); 4.21–5:00, Strongly Agree (SA), Very High (VH); 3.41–4.20 Agree (A), High (H); 2.61–2.40, Moderately Agree (MA), Moderate (M); 1.81-2.60, Disagree (D), Low (L); 1.00-1.80, Strongly Disagree (SD), Very Low (VL)

Table 6 highlights high (H) to very high (VH) employee engagement among hotel industry workers across three dimensions: vigor (composite mean 4.10, agreement, H), dedication (4.30, strong agreement, VH), and absorption (4.14, agreement,

H). Employees feel physically (4.17) and mentally energized (4.15), show strength and resilience (4.14), and are motivated (4.02) and focused for long periods (4.02), indicating a productive, resilient workforce, as Kodden (2020) links vigor to enhanced engagement and reduced burnout. Dedication is strong, with employees feeling proud (4.40), inspired, purposeful (4.26), enthusiastic (4.21), and challenged (4.41), reflecting emotional connection and purpose, which Olugbade and Karatepe (2019) tie to better retention and service quality. In absorption, employees lose track of time (4.35), enjoy intense work (4.19), and feel fully absorbed (4.02), signaling deep engagement and flow, which Wang and Tseng (2019) connect to improved customer experiences. With an overall mean of 4.18 (agreement, H), employees are energized, focused, and emotionally invested, with potential to boost vigor and absorption through well-being programs.

Relationship Between Organizational Culture and the Level of Motivation

This section shows the Correlation Coefficients of Spearman's rho on the relationship between organizational culture and employee motivation.

Table 7: Relationship between Organizational Culture and the Level of Motivation (n=205)

Organizational Culture	Motivation		
	Intrinsic	Extrinsic	Overall
Artifacts	$r_s = 0.390$ $p < .001$ (significant)	$r_s = 0.580$ $p < .001$ (significant)	$r_s = 0.576$ $p < .001$ (significant)
Espoused Values	$r_s = 0.513$ $p < .001$ (significant)	$r_s = 0.685$ $p < .001$ (significant)	$r_s = 0.704$ $p < .001$ (significant)
Basic Assumptions	$r_s = 0.634$ $p < .001$ (significant)	$r_s = 0.536$ $p < .001$ (significant)	$r_s = 0.664$ $p < .001$ (significant)
Overall	$r_s = 0.561$ $p < .001$ (significant)	$r_s = 0.686$ $p < .001$ (significant)	$r_s = 0.726$ $p < .001$ (significant)

Note: Spearman's rho (r_s) at 0.05 level of significance; n=205

Table 7 demonstrates a significant positive relationship between organizational culture and motivation in the hotel industry, with all three cultural dimensions—artifacts, espoused values, and basic assumptions—showing strong correlations with intrinsic, extrinsic, and overall motivation ($r_s = 0.561$ to 0.726 , $p < .001$). This indicates that a more defined and supportive culture, reflected in tangible symbols (artifacts), shared values, and deeply held assumptions, boosts employee motivation. Schein's Organizational Culture Theory (1985) underpins this, explaining how visible elements, articulated values, and underlying beliefs shape the workplace and influence motivation. The Fifty-Fifty Rule (Adair, 2007) further supports this, highlighting that motivation arises from both individual drive and the external cultural environment, while Robbins and Coulter (2016) affirm that a well-managed culture enhances employee morale and drive.

Relationship between Organizational Culture and Overall Job Satisfaction

This segment reflects the Correlation Coefficients of Spearman's rho on the relationship between organizational culture and job satisfaction.

Table 8: Relationship between Organizational Culture and Overall Job Satisfaction

Job Satisfaction	Organizational Culture			
	Artifacts	Espoused Values	Basic Assumptions	Overall
Nature of Works	$r_s = 0.870$ $p < .001$ (significant)	$r_s = 0.918$ $p < .001$ (significant)	$r_s = 0.867$ $p < .001$ (significant)	$r_s = 0.537$ $p < .001$ (significant)
Pay	$r_s = 0.47$ $p < .001$ (significant)	$r_s = 0.580$ $p < .001$ (significant)	$r_s = 0.490$ $p < .001$ (significant)	$r_s = 0.434$ $p < .001$ (significant)

Promotion	$r_s = 0.552$ $p < .001$ (significant)	$r_s = 0.645$ $p < .001$ (significant)	$r_s = 0.575$ $p < .001$ (significant)	$r_s = 0.517$ $p < .001$ (significant)
Peers or Colleagues	$r_s = 0.444$ $p < .001$ (significant)	$r_s = 0.545$ $p < .001$ (significant)	$r_s = 0.625$ $p < .001$ (significant)	$r_s = 0.482$ $p < .001$ (significant)
Supervisor	$r_s = 0.533$ $p < .001$ (significant)	$r_s = 0.592$ $p < .001$ (significant)	$r_s = 0.685$ $p < .001$ (significant)	$r_s = 0.533$ $p < .001$ (significant)
Top Leadership	$r_s = 0.577$ $p < .001$ (significant)	$r_s = 0.639$ $p < .001$ (significant)	$r_s = 0.635$ $p < .001$ (significant)	$r_s = 0.560$ $p < .001$ (significant)
Benefits and Policies	$r_s = 0.506$ $p < .001$ (significant)	$r_s = 0.651$ $p < .001$ (significant)	$r_s = 0.667$ $p < .001$ (significant)	$r_s = 0.524$ $p < .001$ (significant)
Overall	$r_s = 0.603$ $p < .001$ (significant)	$r_s = 0.733$ $p < .001$ (significant)	$r_s = 0.707$ $p < .001$ (significant)	$r_s = 0.593$ $p < .001$ (significant)

Note: Spearman's rho (r_s) at 0.05 level of significance; $n=205$

Table 8 shows significant positive correlations between organizational culture dimensions (artifacts, espoused values, and basic assumptions) and job satisfaction indicators in the hotel industry, including nature of work, pay, promotion, colleagues, supervisor, leadership, and benefits ($r_s = 0.434$ to 0.918 , all $p < .001$), indicating that a supportive culture enhances perceptions of work environment, compensation, growth, and relationships. The strongest link is between espoused values and nature of work ($r_s = 0.918$), supporting Locke's Range of Affect Theory (1976), which ties job satisfaction to how employees evaluate work facets, with espoused values shaping expectations and experiences of fairness in pay, growth, and relationships. This aligns with Salahuddin et al. (2018), who note that a strong corporate culture fosters better alignment between organizational goals and employee satisfaction.

Relationship between Organizational Culture and Employee Engagement

This part explains the Correlation Coefficients of Spearman's Rho on the relationship between organizational culture and employee engagement.

Table 9: Relationship between Organizational Culture and Employee Engagement

Organizational Culture	Employee Engagement			
	Vigor	Dedication	Absorption	Overall
Artifacts	$r_s = 0.481$ $p < .001$ (significant)	$r_s = 0.524$ $p < .001$ (significant)	$r_s = 0.430$ $p < .001$ (significant)	$r_s = 0.522$ $p < .001$ (significant)
Espoused Values	$r_s = 0.505$ $p < .001$ (significant)	$r_s = 0.552$ $p < .001$ (significant)	$r_s = 0.435$ $p < .001$ (significant)	$r_s = 0.530$ $p < .001$ (significant)
Basic Assumptions	$r_s = 0.443$ $p < .001$ (significant)	$r_s = 0.498$ $p < .001$ (significant)	$r_s = 0.446$ $p < .001$ (significant)	$r_s = 0.508$ $p < .001$ (significant)
Overall	$r_s = 0.539$	$r_s = 0.594$	$r_s = 0.479$	$r_s = 0.580$

p<.001
(significant) p<.001
(significant) p<.001
(significant) p<.001
(significant)

Note: Spearman's rho (r_s) at 0.05 level of significance; n=205

Table 9 indicates that all components of organizational culture are significantly correlated with vigor, dedication, and absorption—the three elements of employee engagement per the Utrecht Work Engagement Scale (UWES). The overall correlation coefficients range from $r_s = 0.508$ to $r_s = 0.594$ ($p < .001$). These findings imply that a well-structured and value-driven organizational culture promotes higher levels of work energy (vigor), purpose (dedication), and immersion (absorption). This is aligned with the study of Tayco (2025) explains that the distinct organizational culture of hotels and resorts creates a unique atmosphere that guides employees in performing their roles effectively.

Relationship Between Employee Motivation to Job Satisfaction

This portion displays the Correlation Coefficients of Spearman's Rho on the relationship between motivation and job satisfaction.

Table 10: Relationship Between the Employee Motivation to Job Satisfaction

Job Satisfaction	Motivation		
	Intrinsic	Extrinsic	Overall
Nature of Works	$r_s = 0.628$ $p < .001$ (significant)	$r_s = 0.677$ $p < .001$ (significant)	$r_s = 0.739$ $p < .001$ (significant)
Pay	$r_s = 0.336$ $p < .001$ (significant)	$r_s = 0.622$ $p < .001$ (significant)	$r_s = 0.579$ $p < .001$ (significant)
Promotion	$r_s = 0.406$ $p < .001$ (significant)	$r_s = 0.655$ $p < .001$ (significant)	$r_s = 0.637$ $p < .001$ (significant)
Peers or Colleagues	$r_s = 0.517$ $p < .001$ (significant)	$r_s = 0.478$ $p < .001$ (significant)	$r_s = 0.549$ $p < .001$ (significant)
Supervisor	$r_s = 0.557$ $p < .001$ (significant)	$r_s = 0.6230$ $p < .001$ (significant)	$r_s = 0.672$ $p < .001$ (significant)
Top Leadership	$r_s = 0.522$ $p < .001$ (significant)	$r_s = 0.623$ $p < .001$ (significant)	$r_s = 0.666$ $p < .001$ (significant)
Benefits and Policies	$r_s = 0.435$ $p < .001$ (significant)	$r_s = 0.624$ $p < .001$ (significant)	$r_s = 0.614$ $p < .001$ (significant)
Overall	$r_s = 0.558$ $p < .001$ (significant)	$r_s = 0.730$ $p < .001$ (significant)	$r_s = 0.748$ $p < .001$ (significant)

Note: Spearman's rho (r_s) at 0.05 level of significance; n=205

Table 10 shows that both intrinsic and extrinsic motivation significantly correlate with all job satisfaction indicators, with overall correlations reaching up to $r_s = 0.748$ ($p < .001$). This indicates that highly motivated employees, whether through internal fulfilment or external rewards, are more likely to experience satisfaction in areas such as compensation, recognition, and work environment. Intrinsic motivation is especially strongly linked to the Nature of Work ($r_s = 0.739$), suggesting that when employees

are internally motivated, they find more meaning and satisfaction in their tasks. This is aligned with Self-Determination Theory (Deci & Ryan, 1985), which posits that intrinsic motivation leads to better psychological outcomes and satisfaction. Literature by Niam et al. (2019) also supports the direct link between high motivation and enhanced job satisfaction, affirming the current results.

Relationship Between Motivation and Employee Engagement

This part shows the Correlation Coefficients of Spearman's Rho on the relationship between motivation and employee engagement.

Table 11: Relationship Between Motivation and Employee Engagement

Employee Engagement	Motivation		
	Intrinsic	Extrinsic	Overall
Vigor	$r_s = 0.385$ $p < .001$ (significant)	$r_s = 0.505$ $p < .001$ (significant)	$r_s = 0.533$ $p < .001$ (significant)
Dedication	$r_s = 0.474$ $p < .001$ (significant)	$r_s = 0.540$ $p < .001$ (significant)	$r_s = 0.594$ $p < .001$ (significant)
Absorption	$r_s = 0.401$ $p < .001$ (significant)	$r_s = 0.406$ $p < .001$ (significant)	$r_s = 0.463$ $p < .001$ (significant)
Overall	$r_s = 0.443$ $p < .001$ (significant)	$r_s = 0.512$ $p < .001$ (significant)	$r_s = 0.555$ $p < .001$ (significant)

Note: Spearman's rho (r_s) at 0.05 level of significance; $n=205$

Table 11 confirms the significant relationship between motivation (both intrinsic and extrinsic) and the dimensions of employee engagement—vigor, dedication, and absorption ($r_s = 0.385$ to 0.594 , $p < .001$). These results indicate that more motivated employees are likely to be more energetic, committed, and immersed in their work. The results support the Fifty-Fifty Rule, as they emphasize both internal and environmental factors in motivation and engagement. Moreover, these findings are in congruence with the study of Liu et al. (2022), who stated that engagement improves when motivation is adequately supported by the workplace context.

Relationship Between Job Satisfaction and Employee Engagement

This part exhibits the Correlation Coefficients of Spearman's rho on the relationship between job satisfaction and employee engagement.

Table 12: Relationship between Job Satisfaction and Employee Engagement

Job Satisfaction	Employee Engagement			
	Vigor	Dedication	Absorption	Overall
Nature of Works	$r_s = 0.570$ $p < .001$ (significant)	$r_s = 0.626$ $p < .001$ (significant)	$r_s = 0.469$ $p < .001$ (significant)	$r_s = 0.594$ $p < .001$ (significant)
Pay	$r_s = 0.566$ $p < .001$ (significant)	$r_s = 0.455$ $p < .001$ (significant)	$r_s = 0.455$ $p < .001$ (significant)	$r_s = 0.523$ $p < .001$ (significant)
Promotion	$r_s = 0.622$ $p < .001$ (significant)	$r_s = 0.517$ $p < .001$ (significant)	$r_s = 0.535$ $p < .001$ (significant)	$r_s = 0.617$ $p < .001$ (significant)
Peers or Colleagues	$r_s = 0.491$ $p < .001$	$r_s = 0.576$ $p < .001$	$r_s = 0.5322$ $p < .001$	$r_s = 0.598$ $p < .001$

	(significant)	(significant)	(significant)	(significant)
Supervisor	$r_s = 0.547$ $p < .001$ (significant)	$r_s = 0.607$ $p < .001$ (significant)	$r_s = 0.537$ $p < .001$ (significant)	$r_s = 0.612$ $p < .001$ (significant)
Top Leadership	$r_s = 0.596$ $p < .001$ (significant)	$r_s = 0.618$ $p < .001$ (significant)	$r_s = 0.518$ $p < .001$ (significant)	$r_s = 0.628$ $p < .001$ (significant)
Benefits and Policies	$r_s = 0.570$ $p < .001$ (significant)	$r_s = 0.574$ $p < .001$ (significant)	$r_s = 0.556$ $p < .001$ (significant)	$r_s = 0.624$ $p < .001$ (significant)
Overall	$r_s = 0.671$ $p < .001$ (significant)	$r_s = 0.665$ $p < .001$ (significant)	$r_s = 0.604$ $p < .001$ (significant)	$r_s = 0.704$ $p < .001$ (significant)

Note: Spearman's rho (r_s) at 0.05 level of significance; $n=205$

Table 12 reveals a significant positive correlation between all facets of job satisfaction—nature of work, pay, promotion, colleagues, supervisor, leadership, and benefits—and the dimensions of employee engagement (vigor, dedication, absorption), with r_s values ranging from 0.455 to 0.704 ($p < .001$), indicating that satisfaction with job conditions and environment boosts energy, commitment, and deep work involvement. This underscores the importance of fostering job satisfaction to enhance engagement and performance, aligning with the Utrecht Work Engagement Scale (UWES), which defines engagement as a state of energy and immersion, and studies by Ngwenya and Pelser (2020) and Kim-Soon and Manikayasagam (2017) that link satisfaction to engagement. Locke's Range of Affect Theory (1976) further supports this, suggesting that satisfaction in areas like recognition, relationships, and rewards drives positive emotional responses, enthusiasm, and commitment, a connection echoed by Elloso and Ylagan (2024), who found higher satisfaction levels lead to increased vigor and dedication.

Relationship between respondents' socio-demographic profile and organizational culture

This section displays the Spearman's rho coefficient and Chi-square test results on the relationship between the respondents' socio-demographic profile to the organizational culture.

Table 13: Relationship Between Respondents' Socio-Demographic Profile and Organizational Culture

Overall organizational culture and...	Computed	P	Decision	Remark
Age	$r_s = 0.103$	0.142	Fail to reject H_{07}	Not Significant
Sex	$\chi^2 = 1.354$	0.508	Fail to reject H_{07}	Not Significant
Highest Educational Attainment	$r_s = 0.016$	0.816	Fail to reject H_{07}	Not Significant
Employment Type	$\chi^2 = 0.893$	0.640	Fail to reject H_{07}	Not Significant
Job Position	$\chi^2 = 11.78$	0.019	Reject H_{07}	Significant
Note:				
Front Office: $\bar{x} = 4.30$				
Food and Beverages: $\bar{x} = 4.67$				
Housekeeping: $\bar{x} = 4.40$				
Years of Service	$r_s = 0.101$	0.148	Fail to reject H_{07}	Not Significant

Note: Spearman's rho (r_s) and Chi-square test (χ^2) at 0.05 level of significance; $n=205$

Table 13 shows that among socio-demographic variables, only job position has a significant relationship with organizational culture ($p = 0.019$), while age, sex, education, employment type, and years of service show no significant link, aligning with Schein's Organizational Culture Theory (1985), which notes that organizational role shapes exposure to cultural artifacts and espoused values. Specifically, perceptions of culture vary by department, with Food and Beverages staff reporting the highest mean score ($\bar{x} = 4.67$), followed by Housekeeping ($\bar{x} = 4.40$) and Front Office ($\bar{x} = 4.30$), indicating Food and Beverages personnel view the culture most positively. The lack of significance for other demographics supports Lee and Kim (2023), suggesting a well-established culture is perceived consistently across groups, though job position may influence cultural perception due to varying involvement in strategic decisions.

Relationship Between Respondents' Socio-Demographic Profile and Motivation

This part exposes Spearman's Rho and Chi-square test results of the relationship between the respondents' socio-demographic profile and the motivation.

Table 14: Relationship Between Respondents' Socio-Demographic Profile and Motivation

Overall Employee Motivation and...	Computed	p	Decision	Remark
Age	$r_s = 0.081$	0.248	Fail to reject H_{08}	Not Significant
Sex	$\chi^2 = 2.133$	0.144	Fail to reject H_{08}	Not Significant
Highest Educational Attainment	$r_s = 0.009$	0.902	Fail to reject H_{08}	Not Significant
Employment Type	$\chi^2 = 0.207$	0.649	Fail to reject H_{08}	Not Significant
Job Position	$\chi^2 = 5.003$	0.082	Fail to reject H_{08}	Not Significant
Years of Service	$r_s = -0.148$	0.034	Reject H_{08}	Significant

Note:
 1 - 2 years: $\bar{x} = 4.44$
 3 - 4 years: $\bar{x} = 4.32$
 5 - 6 years: $\bar{x} = 4.26$
 ≥ 7 years: $\bar{x} = 4.24$

Note: Spearman's rho (r_s) and Chi-square test (χ^2) at 0.05 level of significance; $n=205$

Table 14 reveals that among socio-demographic variables, only years of service show a significant negative correlation with motivation ($r_s = -0.148$, $p = 0.034$), indicating that longer tenure slightly reduces motivation, possibly due to burnout, with mean scores highest for employees with 1–2 years of service ($\bar{x} = 4.44$) and lowest for those with 7 or more years ($\bar{x} = 4.24$). This aligns with Adair's Fifty-Fifty Rule Theory, which highlights the need for a supportive environment to sustain motivation, and Carvalho et al. (2020), who note declining enthusiasm in long-term employees without recognition, growth, and support. However, Paais et al. (2020) contradict this, suggesting long-term employees may show higher motivation due to familiarity with organizational systems, while newer employees are driven by external incentives. The non-significance of other demographics like age, sex, and education supports Syarmila (2022) and Indahingwati et al. (2019), who link motivation more to internal policies than personal characteristics.

Relationship Between Respondents' Socio-Demographic Profile and Engagement

This section displays the Spearman's Rho and Chi-square test results on the relationship between the respondents' socio-demographic profile and employee engagement.

Table 15: Relationship Between Respondents' Socio-Demographic Profile and Engagement

Overall engagement and...	Computed	p	Decision	Remark
Age	$r_s = 0.005$	0.946	Fail to reject H_{09}	Not Significant
Sex	$\chi^2 = 2.18$	0.140	Fail to reject H_{09}	Not Significant
Highest Educational Attainment	$r_s = 0.106$	0.132	Fail to reject H_{09}	Not Significant
Employment Type	$\chi^2 = 0.925$	0.336	Fail to reject H_{09}	Not Significant
Job Position	$\chi^2 = 3.666$	0.160	Fail to reject H_{09}	Not Significant

Years of Service $r_s = 0.085$ 0.227 Fail to reject H_{09} Not Significant

Note: Spearman's rho (r_s) and Chi-square test (χ^2) at 0.05 level of significance; $n=205$

Table 15 indicates that none of the socio-demographic factors—such as age, gender, or tenure—significantly affect employee engagement (all $p > 0.05$), suggesting that engagement is primarily influenced by organizational factors like leadership, work environment, and culture rather than personal demographics. This aligns with Schaufeli et al. (2002), who argue that engagement stems from psychological experiences and job characteristics rather than demographic attributes. Similarly, Wang et al. (2022) highlight that job role clarity, managerial support, and recognition drive engagement more than demographic traits, reinforcing the critical role of culture and work climate as emphasized in the study's rationale.

Relationship Between the Organizational Profile and Organizational Culture

This part shows the relationship between organizational profile and organizational culture.

Table 16: Relationship between the Organizational Profile and Organizational Culture

Overall organizational culture and...	Computed	P	Decision	Remark
Type of Hotel Industry	$\chi^2 = 11.70$	0.069	Fail to reject H_{010}	Not Significant
Years of Operation	$r_s = 0.101$	0.148	Fail to reject H_{010}	Not Significant
Size and Structure	$\chi^2 = 7.061$	0.133	Fail to reject H_{010}	Not Significant
Primary Market	$\chi^2 = 9.783$	0.044	Reject H_{010}	Significant
Note: Backpackers: $\bar{x} = 4.55$ Leisure Travelers: $\bar{x} = 4.29$ Business Travelers: $\bar{x} = 4.37$				

Note: Spearman's rho (r_s) and Chi-square test (χ^2) at 0.05 level of significance; $n=205$

Table 16 reveals that among organizational profile variables, only the primary market has a significant relationship with organizational culture ($p = 0.044$), indicating that employees' perceptions of culture vary based on the hotel's main clientele. Hotels serving backpackers reported the highest mean perception of culture ($\bar{x} = 4.55$), followed by business travelers ($\bar{x} = 4.37$) and leisure travelers ($\bar{x} = 4.29$), suggesting that more relaxed, informal service environments, common in backpacker-focused hotels, foster a positive and engaging culture, as supported by Braithwaite et al. (2017), who link flexibility and cohesion to enhanced morale. Gorenak et al. (2020) further note that hospitality culture adapts to guest expectations, reinforcing the influence of primary market on cultural perceptions. The non-significant relationship for type, years of operation, and structure suggests culture is more standardized or shaped by internal leadership and HR practices than by organizational form.

Relationship Between Organizational Profile and Employees' Motivation

This section displays the Spearman's Rho and Chi-square Test results on the relationship between the organizational profile and employee motivation.

Table 17: Relationship between Organizational Profile and Employees' Motivation

Overall employee motivation and...	Computed	P	Decision	Remark
Type of Hotel Industry	$\chi^2 = 6.566$	0.087	Fail to reject H_{011}	Not Significant
Years of Operation	$r_s = 0.140$	0.034	Reject H_{011}	Significant
Size and Structure	$\chi^2 = 1.261$	0.532	Fail to reject H_{011}	Not Significant
Primary Market	$\chi^2 = 2.044$	0.360	Fail to reject H_{010}	Not Significant

Note: Spearman's rho (r_s) and Chi-square test (χ^2) at 0.05 level of significance; $n=205$

Table 17 shows a significant positive correlation between years of operation and employee motivation ($r_s = 0.140$, $p = 0.034$), rejecting the null hypothesis and suggesting that longer-operating hotels boost motivation through established practices, clear role expectations, and refined support systems, aligning with Adair's Fifty-Fifty Rule Theory (2007), which highlights the role of the organizational environment in motivation. However, no significant relationships exist between motivation and other organizational profile variables like hotel type, size, structure, or primary market, indicating these have a less direct impact. Carvalho et al. (2020)

and Marewo et al. (2020) emphasize that intrinsic motivation and job design outweigh institutional factors like longevity or type, suggesting localized HR efforts are more critical than structural profiles in driving motivation.

Relationship between respondents' organizational profile and employee engagement

This part shows Spearman's Rho and Chi-square test results on the relationship between the organizational profile and employee engagement.

Table 18: Relationship between Respondents' Organizational Profile and Employee Engagement

Overall employee engagement and...	Computed	P	Decision	Remark
Type of Hotel Industry	$\chi^2 = 1.466$	0.690	Fail to reject H_{012}	Not Significant
Years of Operation	$r_s = 0.085$	0.227	Fail to reject H_{012}	Not Significant
Size and Structure	$\chi^2 = 1.620$	0.445	Fail to reject H_{012}	Not Significant
Primary Market	$\chi^2 = 7.201$	0.027	Reject H_{012}	Significant
Note:				
Backpackers: $\bar{x} = 4.34$				
Leisure Travelers: $\bar{x} = 4.04$				
Business Travelers: $\bar{x} = 4.25$				

Note: Spearman's rho (r_s) and Chi-square test (χ^2) at 0.05 level of significance; $n=205$

Table 18 shows a significant relationship between the primary market and employee engagement ($\chi^2 = 7.201$, $p = 0.027$). This points out that the type of clientele a hotel primarily serves influences how engaged its employees are. Employees in hotels catering to backpackers reported the highest engagement levels ($\bar{x} = 4.34$), followed by those serving business travelers ($\bar{x} = 4.25$) and leisure travelers ($\bar{x} = 4.04$). This finding supports the idea from Schaufeli et al. (2002) and Bhardwaj and Kalia (2020) that engagement can vary based on job demands and the work environment shaped by client expectations, with more dynamic or flexible service contexts (like those in backpacker-focused hotels) potentially fostering stronger employee involvement. This also corresponds with Salem et al. (2022), who asserted that engagement strategies must be tailored to the nature of the role and the clientele served.

CONCLUSION

The findings from the Negros Oriental hotel industry reveal a workforce with high educational attainment and stable employment but short tenure, posing retention challenges that can be addressed by strengthening organizational culture, motivation, and engagement to align with industry needs. The industry is dominated by small, boutique hotels, primarily serving leisure travelers, with a young operational age, indicating an evolving market. Employees strongly agreed on a positive organizational culture, with visible artifacts (professionalism), espoused values (fairness, teamwork, service), and basic assumptions (shared belief in excellent service), alongside very high motivation driven by intrinsic factors (growth, achievement, values) and extrinsic ones (feedback, recognition, advancement), though rewards were less impactful. High satisfaction was noted in work environment, leadership, and peer relationships, with room for improvement in pay and advancement. Strong correlations linked a positive culture to higher motivation and satisfaction, especially via espoused values, while motivated, engaged employees showed pride and resilience. Job position, particularly in Food and Beverage, shaped culture perceptions, and years of service slightly reduced motivation over time, but demographics didn't affect engagement, which was driven by organizational factors. Primary market focus, especially backpacker-oriented hotels, enhanced culture perception, and longer hotel operation boosted motivation structures.

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