

Engagement and Corporate Social Responsibility of Hotel Employees in Bacolod City: A Mixed Method Study

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Lilia A. Militar

Faculty Member, School of Hospitality and Tourism Management, La Consolacion College Bacolod

<https://orcid.org/0009-0002-4071-6620> | liliamilitar@lccbonline.edu.ph

Abstract:

Human capital is a pivotal asset for sustaining competitiveness in the hospitality sector, where service quality is intrinsically linked to employee commitment and well-being. This study investigates the interplay between employee engagement and corporate social responsibility (CSR) within hotels in Bacolod City, Philippines. Drawing on a mixed-methods approach, the research employs a concurrent triangulation design, integrating quantitative surveys with 107 hotel employees from five hotels and qualitative interviews with three key stakeholders. The quantitative phase utilized a descriptive-comparative and descriptive-correlational design to assess engagement across dimensions such as belief in the job and organization, ability to succeed, collegial relations, professional development, support and recognition, and decision-making influence. Concurrently, CSR involvement was evaluated across environmental, employee welfare, community, guest relations, and government interaction domains. Results indicate exceptionally high levels of both employee engagement ($M = 3.43$, $SD = 0.318$) and CSR involvement ($M = 3.41$, $SD = 0.358$). Notably, a significant positive correlation (Spearman's $\rho = 0.631$, $p = 0.001$) was found between engagement and CSR, suggesting that robust CSR initiatives enhance employee commitment and satisfaction. Qualitative insights revealed four primary themes: management's care and welfare, organizational commitment and responsibilities, essential workplace qualities and skills, and responsibility to external stakeholders, with sub-themes addressing regulatory compliance and environmental stewardship. Based on these findings, the study recommends enhancing employee participation in decision-making, expanding professional development programs, and intensifying environmental and community-focused CSR initiatives. These strategies aim to bridge perception gaps, foster a motivated workforce, and align organizational practices with societal expectations. Future research should explore the long-term impacts of specific CSR activities on employee engagement to further refine strategic interventions.

Keywords: *Employee Engagement, Corporate Social Responsibility, Hospitality, Human Capital, Organizational Commitment, Sustainability*

Introduction:

Human capital has emerged as one of the most critical resources for sustaining business competitiveness, particularly in the hospitality sector, where service quality hinges on employee commitment and well-being. Within hotel organizations, investing in employee training and personal development is strongly associated with an environment of hope, optimism, and enhanced sense of worth, ultimately resulting in elevated employee engagement (Dalgic et al., 2023). Indeed, employees are often regarded as an organization's most valuable asset (Parku et al., 2023). As such, aligning employee values with organizational objectives can boost engagement, reduce labor costs, improve retention rates, and enhance productivity (Wadia & Bisht, 2023). Employee engagement itself is widely recognized as a major determinant of organizational success, having direct implications for productivity, efficiency, and employee loyalty (Wadia & Bisht, 2023). Empirical evidence also highlights rewards and recognition, work-life balance, training and development, and job characteristics as key predictors of employee engagement (Saks, 2022). Engaged employees, who clearly identify with a company's mission, are more likely to demonstrate enhanced contributions that support organizational objectives (Turner, 2020).

Alongside employee engagement, corporate social responsibility (CSR) has become a strategic imperative that shapes reputations, fosters stakeholder trust, and drives sustainable practices (Etikan, 2024). By engaging in CSR initiatives that align with their core values and objectives, companies bolster their image and imbue employees with a sense of purpose. Recent scholarship underscores that although many CSR-focused studies have concentrated on cause-related philanthropy, holistic CSR strategies hold the potential to mitigate adverse impacts of hotel operations on the ecological, cultural, and social environments (Supanti & Butcher, 2019). Nevertheless, the precise ways in which CSR affects customer loyalty remain an active area of inquiry (Simakhajornboon & Sirichodnisakorn, 2022).

Moreover, customers and communities increasingly demand socially and environmentally responsible efforts from hotels, spurring the adoption of sustainability practices (Arora, 2023). Research suggests that integrating local wisdom enhances the effectiveness of CSR programs within communities (Susanto et al., 2022), while employee engagement can mediate the link between CSR activities and organizational outcomes (Lee, 2023). Recognizing the growing importance of embedding CSR into strategic hospitality management, hotels are advised to refine CSR initiatives, particularly those addressing philanthropy (Simarmata et al., 2023). Qualitative studies identify four

themes linking employee engagement and CSR: (1) management care and welfare for employees, (2) organizational commitment and employee responsibility, (3) essential workplace qualities and skills, and (4) responsibility to external stakeholders.

Internally, management care and employee welfare programs are crucial for nurturing a healthy, satisfied, and loyal workforce (Patro, 2021; Joecks, 2021; Aruna & Seetha, 2019). From building employee trust and accountability (Hanh Le et al., 2023; Sumardjo & Supriadi, 2023) to fostering a supportive environment is vital. Externally, companies that integrate CSR strengthen relationships with local communities and government bodies (Tian, 2023; Elmgahamez & Olarewaju, 2022). However, a misalignment may arise if robust external sustainability efforts are not reflected within the organizational culture. Disengagement ensues when employees sense a lack of empowerment and recognition despite the company's public commitments to CSR, potentially undermining organizational goals.

In response, this study examines employee engagement and CSR in Bacolod City hotels. Specifically, it explores how factors—such as belief in the job and organization, belief in the ability to succeed, collegial and supervisory relations, professional development, support and recognition, and decision-making influence—collectively shape employee engagement levels. Simultaneously, the study investigates hotel employees' involvement in CSR initiatives (focusing on environment, employees, local community, guests, and government) and how demographic characteristics may affect such involvement. Drawing on theories of social identity (Paruzel et al., 2020; Lee, 2022; Murshed et al., 2023) and psychological contract (Sharafizad et al., 2020), the research posits that CSR alignment with employee values fosters stronger engagement. The findings aim to inform hotel managers on designing interventions that harmonize external CSR efforts with internal practices, ultimately enhancing organizational performance and societal impact.

Review of Related Literature

Several studies affirm that employee engagement is a cornerstone of organizational success within hotels (Wadia & Bisht, 2023). By effectively managing resources such as training and career development (Saks, 2022), hotels can enhance employee commitment and motivation. Kahn's (1990) seminal work frames engagement as the deployment of physical, cognitive, and emotional energies during role performance—a perspective widely used to analyze modern hospitality work dynamics (Canavesi & Minelli, 2022). Subsequently, employees, once viewed merely as human resources, are now recognized as valuable contributors essential for an organization's strategic advantage (Sagafia & Thamrin, 2022).

Tur and Demir (2022) highlight the importance of career opportunities and safe work environments in fostering individual creativity, which, in turn, enhances engagement. Research by Arshad et al. (2022) reveals that employee autonomy and decision-making authority can further heighten engagement levels. For instance, Haryanto et al. (2023) emphasize that the relatively recent entry of employee engagement into academic discourse leaves significant room for research on how established engagement drivers function in various cultural and organizational contexts. Additionally, several studies document the link between employee engagement and improved organizational performance (Akingbola & van den Berg, 2019; Gong et al., 2022; Lartey, 2021). Meeting employees' needs through fair compensation, professional development, and transparent policies serves as a strategic driver of organizational success (Ali et al., 2022; Fattah et al., 2022).

CSR originated from a narrow focus on economic gain and evolved to encompass a broader spectrum of ethical, philanthropic, and ecological concerns (Kong et al., 2019). Hotels increasingly recognize that CSR strategies are integral to brand reputation, market competitiveness, and relationship-building with stakeholders (Peña-Miranda et al., 2022). Strategies emphasizing environmental protection, community support, employee welfare, guest satisfaction, and government compliance (Etikan, 2024; Supanti & Butcher, 2019) can yield multiple benefits, including heightened organizational pride and enhanced identification among employees (John et al., 2019).

Prior research supports that CSR fosters organizational identification by aligning corporate objectives with employees' personal values (Lee, 2022; Murshed et al., 2023). Through voluntary and mandated initiatives, hotel employees may develop a stronger affinity with the company's purpose (van Dick et al., 2020). Such alignment can lead to sustainable practices that mitigate environmental impact, thus resonating with today's climate-conscious consumer base (Arora, 2023). Local wisdom integration also emerges as a compelling tactic for grounded and culturally sensitive CSR implementations (Susanto et al., 2022).

The literature increasingly addresses the interplay of employee engagement and CSR. Lee (2023) indicates that employee engagement can partially mediate the relationship between employee involvement in CSR and favorable organizational outcomes. It appears that a clear, internal commitment to ethical and community-focused behavior motivates employees, fostering high engagement (Joseph, 2023). Conversely, if organizations showcase strong public commitments but fail to implement parallel internal measures—such as well-being programs or opportunities for volunteerism—employees may become disillusioned (Patro, 2021). Effective welfare programs not only minimize turnover but also promote a supportive organizational climate (Joecks, 2021; Aruna & Seetha, 2019).

Moreover, hotels are urged to refine CSR strategies, particularly in philanthropic areas (Simarmata et al., 2023), and institute comprehensive employee engagement tactics to ensure synergy between external image and internal reality. Studies that adopt a qualitative lens underline four salient themes: management care and employee welfare, organizational commitment and employee responsibility, employees' essential skills, and a holistic responsibility to external stakeholders (Tian, 2023; Elmghaamez & Olarewaju, 2022). Notably, the capacity to manage contemporary technological transformations—such as using metaverse technology for remote collaboration—demonstrates hotels' responsiveness to both employee engagement and CSR imperatives (Khatib et al., 2023).

While research has advanced our understanding of employee engagement and CSR, a gap emerges in comprehensively examining how demographic factors (age, sex, civil status, educational attainment, department assigned, and length of service) might moderate these dynamics. Additionally, questions remain about how specific CSR pillars—environment, employees, local community, guests, and government—differentially influence engagement across various hotel contexts. Addressing these gaps is essential to develop tailored interventions that enhance both internal satisfaction and external stakeholder relationships.

Drawing upon both social identity and psychological contract theories, the current study aims to shed light on the mechanisms that link employee engagement with CSR and to propose strategies for harmonizing these components in Bacolod City's hotel industry. Findings are anticipated to guide hotel managers in strategically integrating CSR into everyday practices, thereby optimizing employee engagement, enhancing brand image, and cultivating stronger stakeholder partnerships.

Methodology

This study employed a concurrent triangulation design within a mixed-methods research framework to investigate hotel employees' experiences of employee engagement and corporate social responsibility (CSR). The concurrent triangulation design facilitated simultaneous collection and analysis of both quantitative and qualitative data, enhancing the overall depth and validity of the findings (Creswell & Plano Clark, 2018). From a quantitative standpoint, a descriptive-comparative design was adopted to analyze and compare levels of engagement and CSR across demographic subgroups, while a descriptive-correlational approach examined potential relationships between these two constructs (Leavy, 2017).

In the quantitative phase, data were gathered from five Department of Tourism-accredited hotels. A total of 107 respondents completed the survey. Participants were selected through stratified random sampling, ensuring proportional representation from each of the five hotels included in the study based on their respective number of employees. The survey instrument comprised three major sections. The first collected demographic details such as age, sex, marital status, educational attainment, department assignment, and length of service. The second section measured employee engagement using an adapted scale from Nnamdi Ugo Joseph (2023), encompassing six dimensions: (1) belief in job and organization, (2) belief in the ability to succeed, (3) relations with colleagues and supervisors, (4) professional advancement, (5) support and recognition, and (6) influence in decision-making. In the third section, corporate social responsibility was explored through five domains: environment, employee welfare, local community, customer relations, and government interactions. All items were rated on a four-point Likert scale (4 = Very High Level, 3 = High Level, 2 = Low Level, 1 = Very Low Level).

To establish the content validity of the instrument, Lawshe's Content Validity Ratio (CVR) was applied (Lawshe, 1975). Fifteen experts evaluated each questionnaire item, resulting in a CVR of 1.00 with a critical value of 0.918 for both employee engagement and CSR measures, indicating excellent content validity. Following this, the instrument was pilot-tested on 30 hotel employees (not part of the primary sample) to assess its reliability. Cronbach's alpha was computed, yielding a coefficient of 0.981, signifying "excellent" internal consistency (Taber, 2018). After these validation procedures, the finalized questionnaire was administered face-to-face by a hired enumerator. Descriptive statistics, including mean and standard deviation, were used to determine the overall levels of engagement and CSR, while t-tests and Mann-Whitney U tests identified differences across demographic subgroups. Spearman's rho was employed to assess the correlation between employee engagement and CSR.

The study's qualitative component employed a basic qualitative inquiry (Merriam & Tisdell, 2016) to capture the lived experiences of three purposefully selected conversation partners. Selection criteria included being at least 18 years old, holding at least six months of service, and occupying either rank-and-file, supervisory, or managerial roles. Each participant occupied a unique position in their respective hotel: one was a working student and officer in charge with approximately five years of experience, another served as a senior marketing and operations manager with seven years of experience, and the third was a banquet sales executive with under one year of experience. The participating hotels' Human Resources managers, acting as gatekeepers, helped identify and schedule these interviews (Patton, 2015). Face-to-face interviews were then conducted, allowing for an in-depth exploration of each participant's views on engagement and CSR.

To ensure the study's rigor, four aspects of trustworthiness—credibility, dependability, transferability, and confirmability—were addressed (Korstjens & Moser, 2018). Credibility was enhanced through member checking, wherein participants reviewed and validated their transcripts and the preliminary findings (Birt et al., 2016). Dependability was established via a code-recode strategy, with the researcher revisiting coded data after one week to refine emerging categories (Saldana, 2015). Transferability was strengthened by providing thick descriptions of the conversation partners' roles, backgrounds, and contexts (Moon et al., 2016). Confirmability was supported by maintaining an audit trail documenting every step of data collection, analysis, and interpretation. Qualitative data were processed using Lichtman's (2006) "three Cs" of coding, categorizing, and conceptualizing.

Throughout the research process, strict adherence to ethical guidelines was maintained (Mazumdar, 2022). Informed consent was obtained from all respondents, who were informed about the study's purpose, methods, and their rights, including the freedom to withdraw at any time. Data were managed in accordance with the Data Privacy Act of 2012, ensuring that no personal identifiers were collected and that anonymity was preserved. Risk to participants was minimal, and all surveys and interviews were conducted safely and ethically. The principle of justice guided participant selection, guaranteeing fair opportunities for eligible individuals, while transparency was upheld by providing accurate information on the study's purpose and scope. No external funding sources influenced the research, and the findings were made available to the participating hotels for potential use in refining internal management strategies or developing future interventions in employee engagement and CSR.

Results

The quantitative data indicate that hotel employees report very high engagement across six key dimensions. Specifically, the highest mean emerges in Belief in job and organization ($M = 3.66$, $SD = 0.405$), while Influence in decision-making posts the lowest average, albeit still high ($M = 3.30$, $SD = 0.565$). Overall engagement sits at $M = 3.43$ ($SD = 0.318$), reflecting a positive outlook among the surveyed workforce. When examined according to age, employees aged 30–80 years record an overall engagement mean of 3.44 ($SD = 0.321$), marginally above younger employees (18–29 years) at 3.43 ($SD = 0.319$). Noteworthy, younger employees score slightly higher in Professional Advancement ($M = 3.47$, $SD = 0.506$) than older employees ($M = 3.31$, $SD = 0.449$), whereas older employees exhibit a small edge in Support and recognition ($M = 3.40$, $SD = 0.525$) over younger employees ($M = 3.32$, $SD = 0.401$).

When disaggregated by sex, female respondents show a marginally higher mean for Belief in the ability to succeed ($M = 3.52$, $SD = 0.416$) compared to males ($M = 3.38$, $SD = 0.436$). Conversely, males display a slightly higher score for Belief in job and organization ($M = 3.72$, $SD = 0.402$) compared to females ($M = 3.61$, $SD = 0.402$). Civil status also yields minimal variation, with married employees averaging 3.44 ($SD = 0.332$) overall and single employees averaging 3.43 ($SD = 0.315$); among these groups, single employees slightly surpass married employees in Professional Advancement ($M = 3.44$ vs. 3.35), whereas married employees rate Influence in decision-making a bit higher ($M = 3.39$ vs. 3.26). Educational attainment reveals no pronounced gap in engagement: Bachelor's degree holders post an overall mean of 3.44 ($SD = 0.325$), closely mirrored by undergraduates at 3.35 ($SD = 0.262$). Departmental differences are similarly modest, though certain units occasionally register lower means—engineering employees, for instance, drop to $M = 2.90$ on Belief in the ability to succeed—yet these do not culminate in major significance. In terms of tenure, both short-tenured (under one year) and long-tenured (over one year) employees sustain comparably elevated engagement levels (3.42 vs. 3.46), with only a small dip in Influence in decision-making ($M = 3.24$, $SD = 0.560$) among short-tenured staff.

On the corporate social responsibility (CSR) side, employees generally exhibit very high involvement in activities relating to the environment, employees, local community, guests, and government. The overall CSR mean stands at 3.41 ($SD = 0.358$). The highest averages emerge in Guest ($M = 3.59$, $SD = 0.480$) and Government ($M = 3.58$, $SD = 0.482$), whereas Environment ($M = 3.29$, $SD = 0.464$) is comparatively lower yet remains well within the very high range. Across age categories, older employees post an overall CSR mean of 3.43 ($SD = 0.360$), closely paralleling younger employees ($M = 3.41$, $SD = 0.360$). A similarly tight spread appears in CSR ratings by sex, with females reporting 3.37 ($SD = 0.349$) overall and males 3.47 ($SD = 0.367$). Minor differences are seen in Guest—males reach $M = 3.71$ ($SD = 0.454$) over females at $M = 3.49$ ($SD = 0.480$)—and in Local community, where females slightly outscore males ($M = 3.37$ vs. 3.24). Marital status produces no major disparities in overall CSR (3.45 for married, 3.40 for single). Educational attainment does not substantially differentiate overall CSR scores (3.44 for those with Bachelor's degrees, 3.27 for undergraduates), although undergraduates record slightly lower means in Environment ($M = 3.18$) and Guest ($M = 3.35$) compared to Bachelor's degree holders ($M = 3.30$ and $M = 3.62$, respectively). Departmental comparisons show fluctuations in certain dimensions—for instance, engineering dips in Employee-related CSR ($M = 2.17$, $SD = 0.000$)—but no consistently large variance. Length of service likewise fails to generate

significant CSR differences, with short-tenured employees ($M = 3.40$, $SD = 0.340$) and long-tenured employees ($M = 3.44$, $SD = 0.398$) both registering strong CSR commitment.

Inferential tests affirm that demographic variables rarely yield statistically significant effects on either engagement or CSR. Professional advancement by age ($p = 0.057$) and influence in decision-making by length of service ($p = 0.072$) hover around borderline significance, suggesting limited demographic variation in engagement. For CSR, the dimension pertaining to Guest in relation to sex ($p = 0.007$) and Government in relation to educational attainment ($p = 0.003$) emerge as notable. Most other p -values exceed 0.05, reinforcing no significant differences across subgroups. A key finding is the statistically significant positive correlation between employee engagement and CSR (Spearman's $\rho = 0.631$, $p = 0.001$). This correlation indicates that higher CSR involvement tends to accompany higher engagement levels among hotel employees.

Three conversation partners were purposefully chosen to provide qualitative insights in this study. These individuals, identified as Star, Apple, and Tree, held varied positions and tenures within three different hotels. Star is a 27-year-old female officer in charge at Hotel A and Commissary, with nearly five years of experience. Apple, 29, serves as a Senior Marketing Manager/Operations Manager at Hotel B, drawing on seven years in the hospitality sector. Tree is a 26-year-old Banquet Sales Executive at Hotel C who has worked in the field for less than one year but demonstrates a high level of enthusiasm and commitment to her role.

Through in-depth interviews, four primary themes emerged: (1) Management's Care and Welfare for Employees, (2) Employees' Organizational Commitment and Responsibilities, (3) Employees' Essential Qualities and Skills in the Workplace, and (4) Responsibility to External Stakeholders. The final theme further branched into two sub-themes: (4a) Compliance with Government Regulatory Requirements and (4b) Compliance Requirements to Environment, Community, and Partners. These themes collectively depict how management practices, employee duties, individual competencies, and organizational obligations to external parties converge to shape the qualitative facets of employee engagement and corporate social responsibility (CSR).

Management's Care and Welfare for Employees revolves around employees' perceptions of organizational support, recognition, and well-being initiatives. Star highlighted annual recognition programs and performance-related cash bonuses, supplemented by free meals that enhance daily comfort. Apple referenced employee housing arrangements and special allowances, such as hazard pay during challenging periods, while also underscoring how meaningful encouragement from management propelled her own career progression. Tree recounted staff meetings where individual achievements are publicly applauded and occasionally rewarded with certificates, signaling a strong culture of recognition. Together, their accounts illustrate how tangible benefits, empathetic leadership, and consistent acknowledgement of effort can foster job satisfaction and productivity.

Employees' Organizational Commitment and Responsibilities was evidenced by references to daily tasks, collaboration with colleagues, and alignment with broader hotel goals. Star's role required regular interaction with diverse guests and debriefing sessions with coworkers to ensure continuous improvement. Apple conducted weekly meetings with department heads to track objectives and performance deadlines, citing team expertise as the key to ensuring operational success. Tree valued her on-the-job training in sales and event coordination, describing how these responsibilities empowered her to handle guest complaints and unpredictable situations (like medical emergencies) more effectively. These experiences underscore that employees' commitment flourishes when they understand their roles, receive structured guidance, and see tangible links between their efforts and the hotel's overall vision.

Employees' Essential Qualities and Skills in the Workplace emerged as another critical theme. Star emphasized her belief in her ability to succeed, crediting her rise to an officer-in-charge role to hard work and self-confidence. Apple stressed daily information dissemination and an open-door policy, underscoring communication as a cornerstone of effective leadership. Tree detailed how her first job experience boosted her confidence and professional capabilities, particularly by facing guests directly and learning to conduct competitive rate assessments for sales. These insights validate the notion that both technical competencies (e.g., sales strategies, safety protocols) and soft skills (e.g., effective communication, adaptability, self-awareness) are essential to excelling in the hospitality sector.

Responsibility to External Stakeholders encompasses two sub-themes reflecting obligations that extend beyond internal operations. In (4a) Compliance with Government Regulatory Requirements, participants mentioned critical practices such as undergoing Bureau of Fire assessments, adhering to Department of Labor and Employment (DOLE) directives, and ensuring up-to-date certifications for large events. The pandemic context further illustrated the value of regulatory alignment when hotels served as quarantine facilities. In (4b) Compliance Requirements to Environment, Community, and Partners, the conversation partners described offering hazard pay and safe accommodations for at-risk employees, assisting local communities through consistent donations, and having first-aid-capable staff. They also highlighted environmental health measures and other community-centric actions that reinforce the hotel's social license to operate.

Discussion

The high engagement scores manifested in all measured dimensions underscore a workplace climate that fosters alignment between employees' personal values and the hotel's mission. Elevated beliefs in both job and organizational purpose ($M = 3.66$) suggest that staff perceive their roles as meaningful, while robust average ratings for relations with colleagues and supervisors indicate healthy interpersonal dynamics conducive to teamwork and mutual support. Even the lowest-scoring engagement aspect—decision-making influence at $M = 3.30$ —remains high, highlighting general employee optimism. This pattern reflects extant literature associating supportive leadership styles, recognition, and advancement opportunities with heightened engagement and lower turnover intentions (Saks, 2022; Canavesi & Minelli, 2022).

Although demographic breakdowns reveal only subtle variations—such as younger employees scoring higher in professional advancement or male employees reporting stronger belief in job and organization—these modest distinctions hint at underlying motivational factors unique to certain cohorts (Hikmah & Melis., 2022). For instance, younger staff may aspire to accelerated career growth, and male employees working in guest-facing roles might experience deeper identification with organizational goals. Management can harness these nuances by introducing targeted mentoring programs, providing clearer pathways for internal promotion, or tailoring leadership development to encourage broader participation in organizational decision-making (Nwosu et al., 2020; Joecks, 2021).

Parallel trends emerge in CSR, where employees express strong alignment with guest satisfaction ($M = 3.59$) and government relations ($M = 3.58$). These dimensions' prominence could indicate an intrinsic service orientation and a respect for local regulations, reflecting a hospitality sector that values reputation, trust, and regulatory compliance (Gong et al., 2021; Tiwari et al., 2023). Environmental initiatives, while slightly lower ($M = 3.29$), remain robust, signifying an openness to eco-conscious measures—a stance that, if strengthened, could further enhance public image and stakeholder satisfaction. Notably, employees with less formal education demonstrate small dips in certain CSR dimensions, suggesting potential knowledge gaps that could be bridged through targeted training or enhanced communication strategies (Titko et al., 2021).

Crucially, the positive correlation (Spearman's $\rho = 0.631$) between employee engagement and CSR underscores the symbiotic relationship between socially responsible organizational practices and workforce commitment. Staff who believe their employer prioritizes the greater social good often respond with heightened motivation, loyalty, and trust (Ibrahim et al., 2024; Bizri et al., 2021). This dynamic is consistent with theories that link transformational leadership and ethical business conduct to elevated job satisfaction, stronger identification with corporate values, and enhanced productivity (Meng & Imran, 2024; Looor-Zambrano et al., 2022). Hotels in this context can leverage CSR as a strategic lever to cultivate deeper engagement: programs centered on community outreach, sustainability, and employee well-being can provide tangible and meaningful avenues for employees to act on socially responsible values.

Taken together, the results point to a generally cohesive, highly engaged workforce that supports a wide range of CSR endeavors. Minor differences by age, sex, civil status, education, and tenure do not appear to substantially disrupt the overarching culture of shared commitment. Consequently, hotel managers aiming to refine employee engagement strategies might focus on amplifying decision-making participation, strengthening environmental initiatives, and personalizing development pathways for different demographic groups. By synchronizing employee-centered policies with socially responsible business practices, these hotels can foster a virtuous cycle wherein engaged employees, dynamic CSR programs, and strong stakeholder relationships reinforce one another for sustainable organizational success.

The qualitative data enrich the broader understanding of employee engagement and CSR by illustrating how management style, work responsibilities, skill sets, and external obligations interact in day-to-day hotel operations. First, the emphasis on Management's Care and Welfare for Employees aligns with the quantitative findings suggesting high levels of employee engagement. Empirical literature consistently demonstrates that when organizations offer tangible benefits, show genuine concern for worker well-being, and recognize individual accomplishments, employees tend to exhibit stronger loyalty, morale, and output (Patro, 2021; Baqir et al., 2020). The conversations with Star, Apple, and Tree confirm that free meals, year-end bonuses, and emotional support during crises (such as the pandemic) reinforce the sense of belonging that underpins engagement and productivity.

Employee statements also point to a robust organizational commitment and sense of responsibility, indicating that these hotels actively foster a culture where staff recognize their roles in achieving collective goals. Such an environment appears to promote open lines of communication—evident in weekly or daily debriefings—and encourages proactive behavior in dealing with customer service challenges or operational issues. These dimensions align with existing research that links employee involvement in decision-making and frequent feedback loops to enhanced engagement and organizational performance (Nwosu et al., 2020; Joecks, 2021). Notably, the accounts of handling unforeseen events, such as heart attacks during a celebration, reflect the practical importance of equipping personnel with both technical and emotional preparedness. This combination of problem-solving ability and sense of accountability strengthens the organization's capacity to maintain service quality under stress.

The third theme highlights the pivotal role of employees' essential skills and qualities, such as effective communication, confidence, and adaptability. This is congruent with scholarship emphasizing that high-performing service organizations rely on a mix of technical proficiency and relational acumen (Chakraborty & Biswas, 2020). In a high-contact setting like hospitality, the ability to articulate problems, offer solutions, and remain composed under pressure is paramount. Tree's reflection on her growth as a newcomer demonstrates that systematic, hands-on training can swiftly build both competence and self-assuredness, which, in turn, can yield improved guest satisfaction and retention rates.

Finally, Responsibility to External Stakeholders deepens the insight into how CSR becomes embedded in routine hotel activities. The interviews consistently reference compliance with government regulations (such as food safety, fire safety, and labor laws) and the active support extended to community or environmental causes. While the quantitative findings highlighted a slightly lower emphasis on environmental dimensions, these qualitative narratives underscore that hotels do engage in significant external responsibilities—ranging from hosting government-related events to offering charitable contributions and maintaining pandemic-related accommodations. Scholars have noted that such CSR practices not only elevate the hotel's public image but also reinforce employees' trust and pride in their workplace (Planinc et al., 2020; Andersen & Bams, 2022). Employees are more apt to remain engaged when they sense alignment between their personal values and their employer's societal commitments.

Overall, the qualitative themes reveal an intertwined framework in which management support and welfare lead to heightened engagement, employees' skill sets underpin service excellence, and responsibility to external stakeholders fosters a sense of collective contribution. This synergy between internal engagement drivers and external CSR obligations resonates with a growing body of research on how ethically and socially oriented policies can catalyze stronger employee commitment (Murray & Holmes, 2021; Looor-Zambrano et al., 2022). While minor operational or departmental disparities may surface in practice, the overarching narrative is one of proactive leadership, supportive workplace climates, and targeted community engagement. The findings suggest that continual efforts to strengthen employee decision-making influence, provide structured professional development, and deepen environmental or social initiatives can fortify both employee satisfaction and the organization's reputation, positioning these hotels for sustained success in a competitive market.

Joint Display of Quantitative and Qualitative Results

Variables	Quantitative Findings (Survey)	Qualitative Findings (Interview)	Meta – Inferences
Employee Engagement	Limited involvement in employees decision- making	Themes Employees organizational commitment and responsibilities	2: Create initiatives that provide e employees with a stronger impact on decision-making
	Limited professional advancement, opportunities for growth and development	Themes Management care and welfare for employees	1: Include implemented measures designed to encourage career advancement and professional development
CSR	Limited employee participation in environmental initiatives	Themes Responsibility to the external stakeholder	4: Examine the impact on stakeholders while making decisions and influencing the work environment.
	Having the responsibility to the local community and other stakeholders involved		Develop initiatives and programs that promote employees involve ment in environmental and com munity service projects

The integrated findings from both the survey and interviews highlight key areas for enhancing employee engagement and CSR. Quantitatively, employees express a need for increased participation in decision-making and greater access to professional development opportunities, echoing the qualitative themes of organizational commitment, responsibilities, and management care. In particular, the survey reveals limited involvement in decision-making processes and professional advancement, which the interviews confirm is partly due to insufficient channels for employee voice and career growth. Taken together, these results suggest that designing specific programs—such as team-based suggestion systems or structured mentoring—could empower employees, reinforcing their sense of ownership and commitment (Lu et al., 2023).

Likewise, in the realm of CSR, the quantitative data point to employees' limited participation in environmental initiatives, whereas the interviews underscore a more comprehensive "Responsibility to External Stakeholders," particularly the local community. The alignment of these insights indicates that employees recognize the importance of sustainable and community-focused efforts but lack formal mechanisms to contribute. Implementing environmental campaigns, community service projects, and feedback loops that invite employee input can help bridge this gap. Such measures are critical for nurturing employee loyalty and maintaining the company's competitive effectiveness (Kong et al., 2019). Indeed, previous research has confirmed that CSR initiatives targeting employees not only elevate performance outcomes (Bhatti et al., 2022) but also foster an atmosphere of trust and support essential for sustainable business practices (Sumardjo & Supriadi, 2023).

Overall, the joint display reveals that bolstering decision-making autonomy, creating professional development pathways, and expanding avenues for environmental and community engagement can substantially strengthen employee engagement while furthering CSR objectives. Managers are thus encouraged to adopt an integrative approach that addresses both personal career aspirations and broader societal commitments, thereby promoting a vibrant organizational culture aligned with evolving employee expectations.

Conclusion:

Based on the comprehensive analysis of both quantitative and qualitative data, it is evident that while overall employee engagement within Bacolod hotels is exceptionally high, specific areas warrant targeted improvement. Notably, employee involvement in decision-making, support and recognition, and opportunities for professional advancement exhibit room for enhancement. Although survey results suggest strong engagement levels, qualitative insights reveal a potential disparity between employees' perceptions and their actual experiences, particularly concerning their influence over organizational decisions and career growth opportunities.

To bridge this gap, the implementation of robust Corporate Social Responsibility (CSR) initiatives emerges as a strategic approach to bolster employee engagement. Focusing on CSR dimensions such as environmental sustainability, community involvement, and employee well-being can create a more inclusive and motivating work environment. For instance, initiatives that promote environmental stewardship not only contribute to societal well-being but also align with employees' growing preference for working in socially responsible organizations (Aguinis & Glavas, 2012). Similarly, enhancing community engagement programs can foster a sense of purpose and belonging among employees, thereby increasing their commitment and satisfaction (Bhattacharya, Korschun, & Sen, 2009).

Moreover, integrating CSR into the core business strategy can significantly impact employee morale and retention. Studies have demonstrated that employees are more likely to remain with organizations that actively engage in meaningful CSR activities, as these initiatives enhance the organization's reputation and align with employees' personal values (Turker, 2009). By developing targeted environmental programs and community service projects, hotels can not only fulfill their social responsibilities but also create avenues for employees to contribute beyond their immediate job functions, thereby enhancing their overall engagement (Glavas & Kelley, 2014).

Further investigation into specific environmental programs and their direct impact on employee engagement is recommended. Understanding which types of CSR activities resonate most with employees can help tailor initiatives that effectively boost engagement and organizational commitment. Additionally, fostering open communication channels where employees can voice their ideas and participate in decision-making processes will bridge the perception-reality gap identified in this study. Encouraging employee involvement in CSR planning and implementation can lead to greater ownership, satisfaction, and a stronger alignment between personal and organizational goals (Maignan & Ferrell, 2004).

In conclusion, while Bacolod hotels demonstrate a high level of employee engagement overall, addressing the nuanced areas of decision-making influence, support, recognition, and professional growth through strategic CSR initiatives can further enhance engagement levels. By aligning CSR efforts with employee values and organizational objectives, hotels can cultivate a more committed, motivated, and productive workforce, ultimately driving sustainable organizational success.

Recommendations:

Based on the comprehensive analysis of both quantitative and qualitative data, several strategic recommendations emerge to enhance employee engagement and corporate social responsibility (CSR) within the hotel industry in Bacolod City.

The study reveals that employee involvement in decision-making processes is limited, which may impact their overall engagement and organizational commitment. To address this, hotel management should implement structured programs that facilitate greater employee input, such as regular town hall meetings, suggestion schemes, and participatory committees. Establishing a team-based employee suggestion program can empower employees to contribute ideas and influence operational strategies, fostering a sense of ownership and commitment (Lu, 2023). Research by Sumardjo and Supriadi (2023) underscores the importance of such initiatives in enhancing employee satisfaction and retention.

Opportunities for professional growth and career advancement are crucial for maintaining high levels of employee engagement. Hotels should invest in comprehensive career development initiatives, including mentorship programs, continuous training, and clear promotion pathways. These programs should be designed to align with employees' career aspirations and provide the necessary resources and support for their development (Abdul Wahab, 2021; Baqir et al., 2020). By offering structured career advancement opportunities, hotels can improve employee retention and satisfaction, thereby enhancing overall performance.

The data indicate limited employee participation in environmental CSR initiatives, despite a strong overall commitment to CSR. To address this, hotels should develop and promote specific environmental programs such as recycling campaigns, energy conservation projects, and sustainable sourcing practices. Engaging employees in these initiatives not only contributes to environmental sustainability but also strengthens their connection to the organization's CSR goals (Aguinis & Glavas, 2012; Glavas & Kelley, 2014). Additionally, involving employees in the planning and implementation of these programs can enhance their sense of purpose and commitment to the organization's values (Bhattacharya et al., 2009).

Enhancing responsibilities toward external stakeholders, particularly the local community, is essential for sustainable organizational success. Hotels should actively engage in community service projects, partner with local organizations, and support local events. These initiatives can foster goodwill, enhance the hotel's reputation, and provide meaningful opportunities for employees to contribute to their community, thereby increasing their engagement and job satisfaction (Planinc et al., 2020; Andersen & Bams, 2022). For example, establishing partnerships with local charities or educational institutions can create a platform for employees to participate in volunteer activities, reinforcing their sense of social responsibility and organizational commitment.

The qualitative data underscore the importance of a supportive work environment characterized by recognition, well-being initiatives, and teamwork. Hotels should cultivate an inclusive culture that values diversity, promotes mutual respect, and provides regular recognition for employee achievements. Implementing wellness programs, organizing team-building activities, and ensuring that employees feel valued and supported can significantly enhance engagement and reduce turnover (Patro, 2021; Baqir et al., 2020). By focusing on employee well-being, hotels can create a positive and productive work environment that benefits both employees and the organization.

Given the identified need for greater involvement in environmental and community-focused CSR activities, hotels should develop targeted programs that encourage employee participation in these areas. This could include initiatives like tree planting events, community clean-up drives, or sustainability workshops. Engaging employees in such activities can enhance their sense of purpose and align their personal values with the organization's CSR objectives (Aguinis & Glavas, 2012; Glavas & Kelley, 2014). Additionally, providing incentives for participation in these programs can further motivate employees and reinforce the importance of CSR within the organizational culture.

Future researchers should explore the intricate dynamics between employee engagement and CSR within the hotel sector, possibly by conducting longitudinal studies to assess the long-term impacts of CSR initiatives on employee retention and performance. Comparative studies across different regions or hotel categories could provide broader insights into contextual factors influencing these relationships (Bhatti et al., 2022; Sumardjo & Supriadi, 2023). Additionally, qualitative studies exploring employee perceptions of specific CSR initiatives can provide valuable feedback for continuous improvement and more effective program design.

By adopting these recommendations, hotel management can foster a more engaged and committed workforce while simultaneously advancing their CSR objectives. These strategies not only improve organizational performance but also contribute to the broader social and environmental goals of the community and stakeholders. Implementing these measures, supported by empirical research, will position Bacolod hotels for sustained success and enhanced reputation in the competitive hospitality industry.

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