

Influence of Organizational Culture and Leadership Style on the Job Satisfaction, Commitment, and Motivation of Hotel Employees: A Basis for Program Development Activities

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Abstract - This study assessed the organizational culture and leadership style practiced in various hotels in Cagayan and their possible influence on the level of job satisfaction, commitment, and motivation of employees, serving as a basis for drafting program development activities to enhance these employee outcomes. While numerous studies highlight the impact of organizational culture and leadership style on motivation, satisfaction, and commitment across industries, a notable gap exists in the literature specific to the Philippine hotel industry, particularly in provincial contexts. The study employed a mixed-method research design, combining quantitative and qualitative approaches, and surveyed 154 respondents comprising managers and rank-and-file employees (front desk clerks, housekeepers, and back office staff) among 27 Department of Tourism-accredited hotels in Cagayan using a semi-structured instrument. Findings revealed that Clan Culture is the prevalent organizational culture, while democratic/bureaucratic leadership style is widely practiced. Respondents exhibited high levels of job satisfaction, commitment, and motivation. The study concluded that managers' leadership style directly affects employees' levels of commitment and motivation, except for job satisfaction. Moreover, organizational culture does not significantly influence employees' job satisfaction, commitment, or motivation. Based on these findings, the researcher proposed "Project EMPOWER (Engage, Motivate, Perform, Optimize, Win, Excel, Renew) Hotel Employees" as an intervention program. This study contributes to hospitality human resource management literature by providing empirical evidence from a provincial Philippine context and offering practical recommendations for hotel management.

Keywords - Commitment, Job Satisfaction, Motivation, Leadership Style, Organizational Culture.

I. INTRODUCTION

Cagayan holds a great potential for tourism development as this place is gifted with wonders and lust of nature, from astonishing mountains like the Sierra Madre Mountain Ranges, to instagrammable white sand beaches like the Aguib Beach in Santa Ana, to the breathtaking waterfalls and caves like the Bluewater Falls and Caves in Baggao, and among others. As the tourism industry flourish in the area, support infrastructures and activities are being established to complete or even enhance the experience of the tourists who are coming in the province, and this include the hotels. Evidently, in Cagayan Valley, the economy grew by 6.2 percent in 2023 and the top industry that recorded the fastest growth was Accommodation and food service activities with 19.0 percent (Philippine Statistics Authority-Region II, 2024). Moreover, hotel plays a vital role in the tourism industry not only in Cagayan but for the rest of the world by providing accommodation services. In hotels, the customers are considered as its lifeblood, and with that, there is a need for the management of hotels to ensure that their customers are satisfied with their products and services to achieve customer retention. One way to ensure that, is to have a right pool of employees. Taking also into consideration that the hotel industry is competitive and labor-intensive, and thus depends heavily on human capital (Haldorai et al., 2019). This is the

very reason why the managers need to guarantee high level of job satisfaction, commitment, and motivation of employees to avoid turnover. In fact, numerous studies have examined the factors that impact employee motivation, satisfaction, and commitment in various industries and this pointed out organizational culture and leadership style. However, there is still a gap in the literature regarding the specific influence of organizational culture and leadership style on job satisfaction, commitment, and motivation specifically within the hotel industry (Park, S., & Doo, M., 2020).

Moreover, despite existing studies on organizational culture and leadership in the hospitality industry, significant research gaps persist. These gaps include understanding the combined impact of organizational culture and leadership, focusing on different employee groups, and translating research into practical interventions. These motivated the researcher to conduct this study to further understand how organizational culture and leadership style promotes job satisfaction, commitment, and motivation among the hotel employees in Cagayan. Result of this study was used as a basis for crafting program development activities to enhance the level of job satisfaction, commitment, and motivation among hotel employees.

II. MATERIALS AND METHODS

A. Research Design

The study used a mixed-method of research employing both quantitative and qualitative research designs to determine the organizational culture and leadership style of the management of different hotels in Cagayan and its influence to their employees' level of job satisfaction, commitment, and motivation. Specifically, the descriptive method. More so, qualitative method was used through a focus group discussion and one-on-one interview with the respondents on what program development activities they can suggest/s in order to improve their job satisfaction, commitment, and motivation, among others.

B. Locale of the Study

This study was conducted among the 27 Department of Tourism (DOT) identified accredited hotels in the Province of Cagayan as of 2022 out of 32, who accepted the administration of questionnaire, to wit:

Table 1. List of Department of Tourism (DOT)-Accredited Hotels Included in the Study

Name of Hotel	Location
1. Hotel Lorita	Tuguegarao City, Cagayan
2. Hotel Roma	Tuguegarao City, Cagayan
3. Alimar's Hotel	Tuguegarao City, Cagayan
4. Cherry Blossom Hotel	Tuguegarao City, Cagayan
5. Hotel Carmelita	Tuguegarao City, Cagayan
6. Hotel Elinas	Tuguegarao City, Cagayan
7. Hotel George	Tuguegarao City, Cagayan
8. Hotel Joselina	Tuguegarao City, Cagayan
9. Hotel Juliana	Tuguegarao City, Cagayan
10. Taj Hotel	Tuguegarao City, Cagayan
11. Villa Victoria Hotel	Tuguegarao City, Cagayan
12. Casa Angela Hotel	Tuguegarao City, Cagayan
13. Kingman's Empire Hotel	Tuguegarao City, Cagayan
14. Kween Hotel	Tuguegarao City, Cagayan
15. Villa Blanca Hotel	Tuguegarao City, Cagayan
16. Go Hotel Plus	Tuguegarao City, Cagayan
17. Pulsar Hotel	Peñablanca, Cagayan
18. Valley Hotel	Peñablanca, Cagayan
19. NGN Gran Hotel	Peñablanca, Cagayan
20. Solomon's Hotel	Lal-lo, Cagayan
21. Valley and Coast Hotel and Restaurant	Lal-lo, Cagayan
22. Hotel Dian	Aparri, Cagayan

23. Crab Hotel	Buguey, Cagayan
24. Hotel Alyssa	Ballesteros, Cagayan
25. Nassim Hotel and Beach Resort	Santa Ana, Cagayan
26. Blue Coast Beach Hotel	Santa Ana, Cagayan
27. Country Inn Hotel and Restaurant	Santa Ana, Cagayan

Meanwhile, the researcher opted to exclude inns, lodges, and resorts from the study since inns and lodges typically have smaller operations and less extensive organizational structures than hotels. While, resorts typically have a different management and operation style than hotels. This is because resorts often offer a wider range of amenities and services, and they may also have different target markets.

C. Respondents of the Study

The respondents of this study are 154 out of supposed 189, comprised of managers and rank and file employees (front desk clerks, housekeepers, and back office staff) since some of the hotels have minimal number of employees of which most of them are having dual or triple functions, in an instance, those who work in the front desk office are also working in the back office at the same time, and the like.

D. Research Instrument

The study used a semi structured instrument to gather the needed data which consist of four (4) parts. Part one covered the profile of the respondents. Part two gathered information about the present organizational culture of the selected hotels which was adopted from the Organizational Culture Assessment Instrument (OCAI) (Cameron and Quinn, 2006). Part three gathered information about the leadership style practiced by the management of the hotels which was based on the study titled: Leadership Styles: Advances in Management (Nanjundeswaraswamy, 2014). Finally, the part four dealt with the level of job satisfaction, commitment, and motivation of employees. To ensure the validity and dependability of the instrument used, validation by experts and pilot testing were conducted with Content Validity Index (CVI) of 0.9985 with a descriptive value of acceptable.

E. Data Gathering Procedure

The researcher sought permission from the Vice-President for Academics through the Academic Dean of the Graduate School and with the guidance of the assigned dissertation adviser. Once permission was granted, the researcher obtained personal approval from the management of the identified hotels to administer the instrument. Once approved or permitted, the researcher personally administered the instrument among the respondents for a span of maximum of two (2) days in every hotel. For the qualitative part, the researcher administered one-on-one interview with one (1) employee representative of the hotels identified. Once the data collected, it was analyzed and interpreted.

F. Data Analysis

Descriptive statistics such as frequency and percentage distribution was used to describe the profile of the respondents, except for the trainings and seminars attended by the respondents for the last three (3) years where frequency and rank distribution was utilized, also, frequency and percentage distribution was used to assess the organizational culture present in hotels, and leadership style of management of hotels. Meanwhile, item mean was employed in measuring the level of employee's job satisfaction, commitment, and motivation of the hotel employees. For the legend, the following was used:

Table 2. Mean Range, Descriptive Values, and Interpretation of the Four-Point Likert Scale

Mean Range	Descriptive Value	Interpretation	Interpretation	Interpretation
3.50-4.00	Strongly agree	Highly Satisfied	Highly Committed	Highly Motivated
2.50-3.49	Agree	Satisfied	Committed	Motivated
1.50-2.49	Disagree	Unsatisfied	Uncommitted	Unmotivated
1.00-1.49	Strongly disagree	Highly Unsatisfied	Highly Uncommitted	Highly Unmotivated

Moreover, One-way Anova was used to test the significant difference on the level of job satisfaction, commitment, and motivation of the hotel employees when grouped according to profile. On the other hand, chi-square Pearson-R was used to test the significant relationship between organizational culture and leadership style to the job satisfaction, commitment, and motivation of the respondents. On the part of qualitative, the statements of the informants were transcribed and thematic approach were made.

G. Ethical Considerations

With the sensitivity of the profile of the informants, the researcher prepared an approach that secured approval letters, interview questions, and salient portions of the research that are properly discussed in a language they are most comfortable with. Furthermore, this paper complied with the Data Privacy Act of 2012. The research adviser reviewed all the papers, questions, and manuscripts to ensure the sensitivity and validity of all the materials before they were utilized. Well-structured and well-explained consent was given to them. A systematic orientation was also conducted to orient the participants regarding the aim and objectives of the research. The researchers made sure that there was no coercion or forced participation. The researchers maintained the anonymity of the respondents, and only the necessary data were gathered and assessed from the respondent.

III. RESULTS AND DISCUSSION

Table 3. Profile of Respondents

Profile Variables		Frequency	Percentage/Rank
Employment Status	Fulltime	153	99.35
	On-call	1	0.65
	Total	154	100.00
Length of service	Below 1 year	42	27.27
	1 – 5 years	57	37.01
	6 – 10 years	32	20.78
	11 – 15 years	17	11.04
	16 – 20 years	4	2.60
	20 years and above	2	1.30
	Total	154	100.00
Department	Housekeeping/Maintenance	57	37.01
	Front Office/ Concierge	56	36.36
	Back Office/Management	41	26.63
	Total	154	100.00
Position	Housekeeper/Maintenance	57	37.01
	Front Desk Clerk	56	36.36
	Manager/Executive Manager	27	17.53
	Back office:		
	HR Staff	6	3.90
	Office Staff	3	1.95
	Secretary	2	1.30
	Bookkeeper	1	0.65
	Cashier	1	0.65
	Event planner	1	0.65
	Total	154	100.00
Monthly Salary	below 5,000	5	3.25
	5,000-10,000	70	45.45
	11,000-15,000	61	39.61

	16,000-20,000	11	7.14
	21,000-25,000	3	1.95
	26,000 and above	4	2.60
	Total	154	100.00
Trainings and Seminars Attended for the last three (3) years	Hotel Management and Administration	81	1
	None/ No answer	51	2
	Front Office Operations and Management	44	3
	Interpersonal trainings	25	4
	Service Quality Management	20	5
	Housekeeping Operations and Management	17	6
	Back Office Operations and Management	13	7
	Technology and Innovation	7	8
Number of Trainings and Seminars Attended for the last three (3) years	0	51	33.12
	1	32	20.78
	2	27	17.53
	3	12	7.79
	4	10	6.49
	5	6	3.90
	more than 5	16	10.39
	Total	154	100.00

Table 3 presents the profile of respondents. Nearly all respondents (153 out of 154) are permanent employees. Among them, 57 have 1-5 years of experience in the hotel industry, working in housekeeping/maintenance department with a frequency of 57, and holding the housekeeper/maintenance position falling under the frequency of 57. In terms of salary, the most common range is Php 5,000-10,000, with 70 respondents falling within this category. Finally, for the trainings and seminars attended for the last 3 years by the respondents, 81 respondents had attended Hotel Management and Administration related trainings and seminars, while, 51 of the respondents had not attended any trainings and seminars for the last 3 years.

Table 4. Organizational Culture Present in the Hotels

Organizational Culture	Frequency	Percentage
Clan Culture	103	66.88
Adhocracy Culture	17	11.04
Hierarchy Culture	18	11.69
Market Culture	16	10.39
TOTAL	154	100.00

Table 4 shows the organizational culture present in the hotels. One hundred three out of 154 respondents claimed that Clan Culture is the organizational culture present in their workplace, characterized by a feeling of being like a family, with a friendly and supportive environment.

The results of the responses in the interview conducted support the findings of this study and interview transcripts reveal the following from the respondents:

I003: My co-employees and managers are supportive.

I004: They treat us as a family that is why I feel sorry if I will not do my best every day.

I008: Kind and hardworking colleagues are truly invaluable because they alleviate fatigue when you know that everyone is working together.

I011: It is a great help to have kind bosses and a supportive and joyful camaraderie among coworkers.

I017: My fellow employees are kind and understanding, and above all, the managers are good and skilled in managing people.

I018: My boss treats me well, especially when there are things I don't know. He is the first person I approach, especially in times of urgency.

I022: Loving and giving supervisors, that is how we are in the hotel, that is why we love our

Table 5. Leadership Style of the Hotel Managers

Leadership Style	Frequency	Percentage
Democratic Leadership	75	48.70%
Transformational/Strategic/Visionary Leadership	33	21.43%
Coaching/ Servant Leadership	19	12.34%
Charismatic Leadership	10	6.49%
Laissez-Faire Leadership	9	5.84%
Transactional/ Bureaucratic Leadership	6	3.90%
Autocratic Leadership	2	1.30%
TOTAL	154	100%

Table 5 reveals the leadership style of the hotel managers of which the highest frequency is 75 that falls under the style of democratic leadership, where in their managers share decision-making responsibilities with them, promoting individual employee involvement, creativity, and commitment.

Some of the responses to supports this finding are:

I001: Having opportunities to learn and improve in my job gives me inspiration for I am just a new employee.

I010: In our hotel, we have a control over our tasks, do work that feels important, and have chances to learn and grow.

Table 6. Level of Job Satisfaction, Commitment, and Motivation of the Hotel Employees

Level of Job Satisfaction, Commitment, and Motivation	Mean	Qualitative Description	Interpretation
Level of Job satisfaction			
1. I am satisfied with my current job.	3.63	Strongly Agree	Highly Satisfied
2. I am content with the workplace environment.	3.51	Strongly Agree	Highly Satisfied
3. I feel my compensation is fair and reflects the value I bring to the hotel.	3.47	Strongly Agree	Highly Satisfied
4. I am receiving sufficient recognition and appreciation for my contributions at work.	3.48	Strongly Agree	Highly Satisfied
5. I am comfortable expressing my opinions and concerns at work.	3.52	Strongly Agree	Highly Satisfied
6. I find my work to be challenging and stimulating	3.50	Strongly Agree	Highly Satisfied
7. I am able to use my skills and abilities to their full potential in my job	3.56	Strongly Agree	Highly Satisfied
8. I feel a sense of accomplishment when I complete my tasks	3.61	Strongly Agree	Highly Satisfied
9. I feel that I am valued and respected by my colleagues.	3.55	Strongly Agree	Highly Satisfied
10. I consider my job as rewarding.	3.47	Strongly Agree	Highly Satisfied
Categorical Mean	3.53	Strongly Agree	Highly Satisfied

Level of Commitment			
1. I am committed to helping this hotel achieve its goals.	3.65	Strongly Agree	Highly Committed
2. I am committed to my current role and see myself growing here in the future.	3.54	Strongly Agree	Highly Committed
3. I feel a strong sense of loyalty to this hotel.	3.53	Strongly Agree	Highly Committed
4. I put importance to the values of this hotel.	3.55	Strongly Agree	Highly Committed
5. I would recommend this hotel as a great place to work to others.	3.55	Strongly Agree	Highly Committed
6. I feel that I am making a valuable contribution to this hotel.	3.51	Strongly Agree	Highly Committed
7. I am confident in the future of this hotel.	3.56	Strongly Agree	Highly Committed
Categorical Mean	3.56	Strongly Agree	Highly Committed
Level of Motivation			
1. I feel motivated to perform my best at work every day.	3.60	Strongly Agree	Highly Motivated
2. I find the goals and objectives set by the hotel inspiring and motivating.	3.58	Strongly Agree	Highly Motivated
3. I always receive encouragement from the management to improve my performance.	3.56	Strongly Agree	Highly Motivated
4. I am enthusiastic about taking on new challenges and responsibilities at work.	3.52	Strongly Agree	Highly Motivated
5. I find my work meaningful and purposeful.	3.58	Strongly Agree	Highly Motivated
6. I am constantly looking for ways to improve my work and learn new things.	3.64	Strongly Agree	Highly Motivated
7. I feel that my work contributes to the company's success	3.62	Strongly Agree	Highly Motivated
8. I am motivated to put in my best effort because I feel that the hotel is committed to its customers and its employees.	3.62	Strongly Agree	Highly Motivated
9. I am motivated to come to work because I feel that the hotel is a positive and supportive place to be.	3.62	Strongly Agree	Highly Motivated
10. I am motivated to recommend this hotel to others as a place to work because I feel that it is a great place to be an employee.	3.59	Strongly Agree	Highly Motivated
Categorical Mean	3.59	Strongly Agree	Highly Motivated

Table 6 presents the level of job satisfaction, commitment, and motivation of the respondents. In terms of job satisfaction, the highest mean is 3.63, indicating that employees are satisfied with their job, with an overall mean of 3.53, interpreted as highly satisfied. Although the output is relatively high, it is important to note that the lowest mean is 3.48, regarding employees receiving sufficient recognition and appreciation for their contributions at work. For the level of commitment of the respondents, they also demonstrated high level of commitment. The statement about their willingness to help the hotel achieve its goals received the highest mean of 3.65. The categorical mean for level of commitment is 3.56, which can also be interpreted as highly committed. Meanwhile, the lowest mean is 3.51 which the employees feel that they are making a valuable contribution to their hotel. On the other hand, the respondents displayed high level of motivation with a mean of 3.64 with an interpretation of highly motivated, meanwhile, the categorical mean for the level of motivation is 3.59 that can be interpreted as highly motivated. Also, the lowest mean is 3.58 which stating that the employees find their work meaningful and purposeful.

Some of the responses to supports this fining are:

I002: We have a good organizational culture and leadership style and because of that, we are satisfied, motivated, and committed to our job.

I005: For me, our organizational culture shapes our work environment, the values we have and our work ethic which made me more satisfied with my job, it also increased my motivation and dedication to work well.

I021: Ang organizational culture at saka leadership style ng aming kumpanya ay nagbibigay sa amin ng satisfaction at nakakapagtaas ng aming commitment at motivation sa pamamagitan ng pagtrato sa amin ng patas at pagtingin na pantay pantay. [The organizational culture and leadership style of our hotel give us satisfaction and increase our commitment and motivation treating us fairly and equally.]

Table 7. Test of Significant Difference Between the Level of Job Satisfaction of the Hotel Employees when Grouped According to Profile

Profile	Level of Job Satisfaction				
		Mean	t-value/F-value	p - value	Decision
Length of Service (in years)	Below 1	3.41	4.04	0.002*	Accept HO
	1 – 5	3.42			
	6 – 10	3.65			
	11 – 15	3.80			
	16 – 20	4.00			
	20 above	4.00			
Department	Front Office/ Concierge	3.48	5.49	0.005*	Accept HO
	Housekeeping	3.44			
	Back Office	3.74			
Position	Front Desk Clerk	3.47	4.81	0.005*	Accept HO
	Housekeeper/Main tenance	3.45			
	Manager/Executive Manager	3.85			
	Others (HR Staff, Bookkeeper, Secretary, Office Staff, Cashier, Event Planner)	3.52			
Monthly salary	below 5,000	3.52	4.71	<0.001*	Accept HO
	5,000-10,000	3.38			
	11,000-15,000	3.59			
	16,000-20,000	3.97			
	21,000-25,000	3.70			
	26,000 and above	4.00			
Number of Trainings and Seminars	less than 1	3.47	2.21	0.046*	Accept HO
	1	3.64			
	2	3.54			
	3	3.77			
	4	3.13			
	5	3.47			
	more than 5	3.58			

*p<0.05 (Significant)

The table shows the test of significant difference between the level of job satisfaction of the hotel employees when grouped according to profile. The p-value for all the variables presented were below 0.05, therefore, the first hypothesis of this study is accepted, indicating that these profile characteristics have a statistically significant impact on the level of their job satisfaction. It is also worth mentioning that the researcher opted to exclude the two (2) profiles from the analysis of significant differences, those are the employment status and trainings and seminars attended for the last three (3) years, because 153 of the 154 respondents were permanent and only one was on-call for that, testing the difference with such an unbalanced sample wouldn't be significant, and checklist and ranking methods were used for data collection of trainings and seminars attended resulting to non-numerical data that is not suitable for this type of analysis.

Table 7.1. Post-Hoc Test of Significant Difference between the Level of Job Satisfaction of the Hotel Employees when Grouped According to Profile

	Profile		Mean Difference	p-value
Length of Service (in years)	Below 1 year	11-15 years	-0.38571	0.048*
	1-5 years	11-15 years	-0.38421	0.036*
Department	Housekeeping	Back Office	-0.3038	0.006*
Position	Housekeeper/Maintenance	Others (HR Staff, Bookkeeper, Secretary, Office Staff, Cashier, Event Planner)	-0.0662	0.002*
Monthly salary	5,000-10,000	16,000-20,000	-0.5956	0.001*
Number of Trainings and Seminars	3	4	0.6450	0.029*

The post-hoc test of significant difference results in Table 7.1 reveal several significant differences in job satisfaction among respondents' profiles. Those respondents who have a length of service of below 1 year and 1-5 years have significant difference in their level of job satisfaction for those who are under 11-15 years of service. This may imply that tenure plays a crucial role in shaping job satisfaction. This suggests that newer employees may have distinct expectations, challenges, and levels of engagement compared to more tenured employees.

Furthermore, those who are working in the housekeeping department has a significant difference in level of job satisfaction to those who are in the Back Office (Managers, HR Staff, Bookkeeper, Secretary, Office Staff, Cashier, Event Planner). This suggests that job satisfaction determinants vary greatly between these groups. The housekeeping staff are directly engaging with customers and perform more physically demanding tasks, compared to back office employees, whose roles are more administrative and less physically intensive. This is being supported when reported in the table that there is a significant difference on the level of job satisfaction of the Housekeeper/Maintenance employees than of those employees in the back office.

Meanwhile, those employees having a monthly salary of 5,000-10,000 have a significant difference in their level of job satisfaction than those who are in the range of 16,000-20,000 monthly salary. This connotes that employees with higher salaries are likely to have greater job satisfaction, potentially due to better financial stability, access to more resources, and the perception of being valued by the organization. Finally, those who attended three (3) seminars and trainings have a significant difference in their level of job satisfaction than those

who attended four (4) indicates that the quantity of professional development activities can impact job satisfaction.

Table 7.2. Test of Significant Difference Between the Level of Commitment of the Hotel Employees when Grouped According to Profile

Profile	Level of Commitment				
		Mean	t-value/F-value	p – value	Decision
Length of Service (in years)	Below 1	3.48	2.63	0.026*	Accept H ₀
	1 – 5	3.43			
	6 – 10	3.65			
	11 – 15	3.81			
	16 – 20	4.00			
	20 above	4.00			
Department	Front Office/ Concierge	3.48	3.80	0.025*	Accept H ₀
	Housekeeping	3.49			
	Back Office	3.75			
Position	Front Desk Clerk	3.50	2.37	0.023*	Accept H ₀
	Housekeeper/Maintenance	3.48			
	Manager/Executive Manager	3.86			
	Others (HR Staff, Bookkeeper, Secretary, Office Staff, Cashier, Event Planner)	3.52			
Monthly salary	below 5,000	3.37	3.02	0.013*	Accept H ₀
	5,000-10,000	3.45			
	11,000-15,000	3.56			
	16,000-20,000	4.00			
	21,000-25,000	3.86			
	26,000 and above	4.00			
Number of Trainings and Seminars	less than 1	3.49	2.03	0.065	Reject H ₀
	1	3.68			
	2	3.57			
	3	3.90			
	4	3.26			
	5	3.38			
	more than 5	3.46			

*p<0.05 (Significant)

Based on the results in Table 7.2, all hypotheses were accepted except for the number of trainings and seminars attended. This means there is a significant difference in the level of commitment among hotel employees when grouped by length of service, department, position, and monthly. In other words, employee commitment appears to vary depending on this profile, but the number of trainings and seminars attended within a range of 1 to 5 do not have a significant impact.

Table 7.3: Post-Hoc Test of Significant Difference between the Level of Commitment of the Hotel Employees when Grouped According to Profile

			Mean Difference	p-value
Department	Front Office/ Concierge	Back Office	-0.2764	0.034*
	Housekeeping	Back Office	-0.2612	0.047*
Position	Front Desk Clerk	Manager/Executive Manager	-0.3530	0.032*
	Housekeeper/Maintenance	Manager/Executive Manager	-0.3724	0.018*
Monthly salary	5,000-10,000	11,000-15,000	-0.5471	0.019*

Table 7.3 shows the post-hoc test of significant difference, revealing that those working in the Front Office/Concierge and Housekeeping departments have significant differences in their level of commitment compared to those working in the Back Office. Employees in Front Office/Concierge and Housekeeping are considered frontliners who interact directly with clients and often perform more physically demanding tasks; they might benefit from increased support, recognition, and engagement initiatives. In contrast, back office employees might require different incentives, such as career development opportunities and administrative support, to boost their commitment.

Moreover, employees who are holding the position of front desk clerk, and housekeeper have a significant difference on level of commitment that the manager/executive manager. This implies that different positions in the hotel can lead to varying levels of commitment maybe because of differences in duties and responsibilities. Front desk clerks and housekeepers have more direct interactions with customers and more routine tasks, that is why they may have different motivational drivers and challenges compared to managers/executive managers who are typically have more strategic responsibilities and greater autonomy.

Finally, the employees having 5,000-10,000 monthly salary have a significant difference on level of commitment that those receiving 11,000-15,000 monthly. This connotes that salary plays an important role in influencing employee commitment. Employees earning lower salary may perceive it as insufficient, leading to lower commitment level because of concern regarding financial stability and recognition of their contributions. In contrast, employees with higher salary may feel more valued and motivated that results to higher level of commitment.

Table 7.4. Test of Significant Difference between the Level of Motivation of the Hotel Employees when Grouped According to Profile

Profile	Level of Motivation				
		Mean	t-value/F-value	p - value	Decision
Length of Service (in years)	Below 1	3.46	3.55	0.005*	Accept H ₀
	1 – 5	3.45			
	6 – 10	3.68			
	11 – 15	3.80			
	16 – 20	4.00			
	20 above	4.00			
Department	Front Office/ Concierge	3.49	4.93	0.008*	Accept H ₀
	Housekeeping	3.49			
	Back Office	3.76			
Position	Front Desk Clerk	3.50	4.49	0.005*	Accept H ₀
	Housekeeper/Maint	3.50			

	enance				
	Manager/Executive Manager	3.87			
	Others (HR Staff, Bookkeeper, Secretary, Office Staff, Cashier, Event Planner)	3.53			
Monthly salary	below 5,000	3.47	4.31	0.001*	Accept HO
	5,000-10,000	3.43			
	11,000-15,000	3.60			
	16,000-20,000	3.99			
	21,000-25,000	3.79			
	26,000 and above	4.00			
Number of Trainings and Seminars	less than 1	3.50	2.44	0.028*	Accept HO
	1	3.68			
	2	3.57			
	3	3.87			
	4	3.21			
	5	3.41			
	more than 5	3.54			

*p<0.05 (Significant)

Table 7.4 shows the test of significant difference between the level of motivation of hotel employees when grouped according to profile, indicating p-values lower than 0.05, thus accepting the hypothesis. This indicates that the profiles of the respondents influence their level of motivation.

Table 7.5. Post-Hoc Test of Significant Difference Between the Level of Motivation of the Hotel Employees when Grouped According to Profile

			Mean Difference	p-value
Department	Front Office/ Concierge	Back Office	-0.26986	0.015*
	Housekeeping	Back Office	-0.26441	0.017*
Position	Housekeeper/ Maintenance	Manager/Executive Manager	-0.37193	0.005*
Monthly Salary	5,000-10,000	16,000-20,000	-0.56491	0.002*
Number of Trainings and Seminars	3	4	0.6542	0.020*

Revealed in Table 7.5. is the post-hoc test of significant difference between the level of motivation of the hotel employees when grouped according to profile, of which it displays that those who are working in the front office/concierge, and housekeeping departments have a significant difference on their level of motivation to those who are in the Back Office (Managers, HR Staff, Bookkeeper, Secretary, Office Staff, Cashier, Event Planner). This suggests that the nature of work and job roles in different departments may impact employees' motivation levels.

Moreover, those having a position of housekeeper/maintenance have a significant difference on their level of motivation to the manager/executive manager. This implies that job roles and responsibilities play a crucial role in shaping employees' motivation levels. Housekeepers and maintenance staff, who are often engaged in hands-on, operational tasks, may derive motivation from the tangible impact of their work, such as maintaining

cleanliness and ensuring guest satisfaction. In contrast, managers and executive managers may draw motivation from strategic decision-making, leadership responsibilities, and achieving organizational goals.

In terms of monthly salary, those who are receiving 5,000-10,000 have a significant difference on their level of motivation to those receiving 16,000-20,000 monthly salary. This connotes that how much employees are paid can strongly affect how motivated they feel. Lower-paid employees might be less motivated because they worry about money and recognition, while higher-paid ones might feel more appreciated and driven.

Lastly, those employees who have attended three (3) seminars and trainings for the last three (3) years have significant difference on their level of motivation to those who have attended four (4). This implies that the number of seminars and trainings attended can impact employee motivation and maybe those who attended fewer seminars and trainings feel they have less opportunity for growth and skill development, while those with more training feel more empowered and motivated.

Table 8: Test of Significant Relationship between the Level of Job Satisfaction of the Hotel Employees and the Organizational Culture

Profile	Level of Job Satisfaction				
		Mean	Chi-square value	p - value	Decision
Organizational Culture	Clan Culture	3.56	3.53	0.074	Reject HO
	Adhocracy Culture	3.61			
	Market Culture	3.37			
	Hierarchy Culture	3.43			

Analysis of table 8.1 reveals no statistically significant relationship between hotel employee's job satisfaction and organizational culture. This implies that the prevailing organizational culture may not be a primary determinant of how employees feel about their job.

Table 8.1. Test of Significant Relationship between the Level of Commitment of the Hotel Employees and the Organizational Culture

Profile	Level of Commitment				
		Mean	Chi-square value	p - value	Decision
Organizational Culture	Clan Culture	3.58	15.7	0.072	Reject HO
	Adhocracy Culture	3.65			
	Market Culture	3.36			
	Hierarchy Culture	3.48			

It is clearly shown on the above table that there is no significant relationship between the level of commitment of the hotel employees and the organizational culture. This indicates that the factors driving employee commitment are likely more complex and potentially independent of the culture as defined within the hotel's environment.

Table 8.2. Test of Significant Relationship between the Level of Motivation of the Hotel Employees and the Organizational Culture

Profile	Level of Motivation				
		Mean	Chi-square value	p - value	Decision
Organizational Culture	Clan Culture	3.59	15.3	0.083	Reject HO
	Adhocracy Culture	3.64			
	Market Culture	3.36			
	Hierarchy Culture	3.47			

*p<0.05 (Significant)

Result shows in table 8.2. that there is no significant relationship between the level of motivation of the hotel employees and the organizational culture. This means that other factors, possibly of an extrinsic nature such as pay, benefits, or working conditions, or intrinsic factors such as personal growth opportunities, recognition, and job autonomy, may have more influence on employees' motivation compared to the broader organizational culture.

Table 9. Test of Significant relationship Between the Level of Job Satisfaction of the Hotel Employees and the Leadership Style of the Managers

Profile	Level of Job Satisfaction				
		Mean	Chi-square Value	p - Value	Decision
Leadership Style	Transactional Leadership	3.25	5.27	0.948	Reject HO
	Democratic/ Bureaucratic Leadership	3.58			
	Transformational/Strategic/Visionary Leadership	3.51			
	Coaching/ Servant Leadership	3.47			
	Charismatic Leadership	3.36			
	Laissez-Faire Leadership	3.60			
	Autocratic Leadership	4.00			
	Transactional Leadership	3.25			

Gleaned in table 9 is the test of significant relationship between the level of job satisfaction of the hotel employees and the leadership style of the managers, where in, result shows that there is no significant relationship between the two variables. This suggests that the leadership approach may not be a key driver of satisfaction among staff in this hotel environment.

Table 9.1. Test of Significant Relationship between the Level Commitment of the Hotel Employees and the Leadership Style of the Managers

Profile	Level of Commitment				
		Mean	Chi-Square Value	p - value	Decision
Leadership Style	Transactional Leadership	3.05	30.6	0.032*	Accept HO
	Democratic/ Bureaucratic Leadership	3.58			
	Transformational/Strategic/Visionary Leadership	3.57			
	Coaching/ Servant Leadership	3.65			
	Charismatic Leadership	3.29			
	Laissez-Faire Leadership	3.68			
	Autocratic Leadership	4.00			
	Transactional Leadership	3.05			

*p<0.05 (Significant)

Table 9.1 presents the analysis of the relationship between the level of commitment among hotel employees and the leadership style of their managers, where in, it shows that there is a significant relationship between these two variables. This means that the data analysis found a meaningful connection between these two

variables that is unlikely to be due to chance. The data further suggest that the way managers lead can directly influence their employees' commitment levels. Commitment in this context refers to the employees' emotional attachment to, identification with, and involvement in their organization.

Table 9.2. Test of Significant Relationship between the Level of Motivation of the Hotel Employees and the Leadership Style of the Managers

Profile	Level of Motivation				
		Mean	Chi-square value	p - value	Decision
Leadership Style	Transactional Leadership	3.18	32.7	0.018*	Accept H ₀
	Democratic/ Bureaucratic Leadership	3.59			
	Transformational/Strategic/ Visionary Leadership	3.55			
	Coaching/ Servant Leadership	3.59			
	Charismatic Leadership	3.33			
	Laissez-Faire Leadership	3.69			
	Autocratic Leadership	4.00			
	Transactional Leadership	3.18			

*p<0.05 (Significant)

Table 9.2 reveals a significant relationship between the level of motivation among hotel employees and their managers' leadership styles, indicating that managerial conduct and interaction have a profound impact on employee motivation. This implies that when managers adopt positive leadership behaviors, they can significantly inspire and elevate their employees' drive and enthusiasm for their work.

IV. DISCUSSIONS

A. Profile of the Respondents

The analysis of respondent profiles reveals a stable workforce with nearly all respondents holding permanent positions. Among these employees, a significant portion have 1-5 years of experience in housekeeping/maintenance, which is also the most common department and position held. The salary range of Php 5,000-10,000 is the most prevalent. Interestingly, while many employees attended hotel management and administration-related trainings in the past 3 years, a sizeable number did not participate in any training programs during this period. This suggests a potential opportunity to invest in professional development for a portion of the workforce. This finding aligns with studies in developing economies where training budgets are often limited (Alfes et al., 2019), highlighting the need for strategic human resource development interventions.

B. The Organizational Culture Present in the Hotels in Cagayan

The findings suggest that the majority of respondents perceive their organizational culture in the hotel industry to be a Clan Culture, characterized by a family-like environment where employees feel supported and valued. Clan culture is a typical part of Asian culture and represents a new field in the cultural study of management (Xiong et al., 2021), characterized as a friendly place to work where people share a lot of themselves, like an extended family, where leaders are thought of as mentors and parent figures, and where the organization is held together by loyalty and tradition (Yang, 2022). This finding is consistent with the collectivist nature of Filipino society, where interpersonal relationships and group harmony are highly valued (Santos et al., 2023). The strong presence of clan culture may explain the high levels of employee commitment and motivation observed in this study, as employees feel a sense of belonging and loyalty to their organizations.

C. The Leadership Style Practiced in Hotels in Cagayan

The study revealed that the most prevalent leadership style among hotel managers in Cagayan was democratic/bureaucratic leadership. Democratic leadership suggests that leadership can be conducted in ways

that include people rather than treating them simply as followers (Woods, 2021). The role of leaders should be to guide their employees towards the achievement of organizational goals. It is therefore fundamental for leadership to always communicate and motivate employees to get an acceptable outcome that can increase workers' commitment and loyalty to the organization (Mansaray, 2019).

Leadership style has often been considered as one of the vital factors that can enhance employees' commitment and is seen as the live wire for the attainment of organizational goals (Abasilim, 2019). This finding aligns with contemporary hospitality management literature suggesting that participative leadership styles are particularly effective in service industries where employee engagement directly impacts service quality (Alonderiene & Majauskaite, 2020).

D. Level of Job Satisfaction, Commitment, and Motivation of the Respondents

The results indicate a high level of satisfaction, commitment, and motivation among employees. With job satisfaction mean scores indicating high levels of contentment, particularly regarding recognition and appreciation, employees seem generally satisfied with their roles. Additionally, the high commitment levels, demonstrated by the willingness to contribute to the hotel's goals and the sense of making valuable contributions, further emphasize their dedication.

When an employee is satisfied, they perform at their level best to achieve organizational objectives (Inayat, 2021), and good motivation can strengthen commitment (Burns, 2020). When an employee is satisfied with their job through proper compensation, reward systems, training, opportunities for development, and work environment, their commitment towards the organization also enhances (Udovita, 2020).

In terms of commitment, the study results indicate a positive organizational climate with high scores across various aspects, reflecting a cohesive and supportive work environment. Commitment refers to an employee's willingness to remain a member of the organization and their willingness to expend effort to achieve organizational goals. The impact of employee commitment on organizational success has received special attention from academics and researchers interested in human behavior.

Highly committed employees are less likely to leave the organization and look for a new job (Mihardjo et al., 2020). This environment encourages employee participation and engagement, recognizing and valuing employees' efforts, fostering a sense of belonging and collective purpose within the workforce, leading to strong employee loyalty and commitment to shared goals.

As to motivation, respondents exhibit high levels across several areas, specifically their enthusiasm for learning and contributing to the company's success reflects a motivated workforce invested in their roles and the organization as a whole, which has a positive effect on their performance (Kuswati, 2020). These findings are consistent with international research indicating that clan culture and democratic leadership create conditions favorable for employee satisfaction and motivation (Muafi & Azim, 2019).

E. Significant Difference Between the Level of Job Satisfaction, Commitment, and Motivation of the Hotel Employees when Grouped According to Profile

This study confirms that the profile variables of the respondents have a significant difference in their level of job satisfaction, commitment, and motivation, except for number of trainings against level of commitment. This corroborates with the study of Pramono et al. (2022), which stated that training has a positive but not significant effect on commitment, meaning that the provision of training has less impact on increasing employee commitment. The finding that salary significantly affects employee outcomes is consistent with Herzberg's two-factor theory, suggesting that compensation serves as a hygiene factor that, while not necessarily motivating, can cause dissatisfaction when inadequate (Pham & Nguyen, 2020).

F. Significant Relationship Between the Level of Job Satisfaction, Commitment, and Motivation of the Hotel Employees and the Organizational Culture and the Leadership Style of the Managers

This study revealed no significant relationship between the level of job satisfaction, commitment, and motivation of hotel employees and organizational culture. This contradicts the study of Paais (2020), which

claimed that organizational culture has a positive and significant effect on job satisfaction. Cultural values and norms can vary vastly from one location to another, affecting how organizational culture is perceived and internalized by staff members (Makhlouf, 2017). What may be effective or positively received in one region could be less so in another, necessitating different management strategies and adaptations of organizational norms and values. This divergence from international findings may be attributed to the unique characteristics of the Philippine hotel industry context, where personal relationships and individual manager behaviors may outweigh broader cultural influences.

Meanwhile, this study found a significant relationship between the level of commitment and motivation of hotel employees and the leadership style of managers, except for the level of job satisfaction. This directly contradicts the statement of Rahmat et al. (2019) that leadership style is the main determining factor in achieving employee job satisfaction. However, according to Kim and Beehr (2019), the leadership styles of superiors directly impact employee performance. According to Muhammada (2019), motivation is closely related to leadership factors, while leadership style is a pattern of behavior of a typical leader when they influence their people. The finding that leadership style affects commitment and motivation but not satisfaction is noteworthy and suggests that employees may separate their feelings about their job (satisfaction) from their feelings about their leaders' behaviors (commitment and motivation). This nuanced finding extends the work of Alonderiene & Majauskaite (2020), who found transformational leadership to significantly impact both satisfaction and motivation in Lithuanian hotels, suggesting cultural and contextual factors may moderate these relationships.

G. Proposed Program Development Activities For Hotel Employees

Project Empower

(Engage, Motivate, Perform, Optimize, Win, Excel, Renew)

Rationale:

This program development activity, titled "Project EMPOWER (Engage, Motivate, Perform, Optimize, Win, Excel, Renew)," addresses the need to further increase hotel employees' level of job satisfaction, motivation, and commitment based on this research finding. It focuses on creating a work environment that fosters open communication, empowers employees to voice concerns, promotes professional development opportunities, and strengthens relationships among colleagues. By implementing these initiatives, the hotel can cultivate a more engaged and supportive workplace, ultimately leading to a happier, more productive workforce.

Main Objective:

This program development activities for hotel employees aims to develop the workforce of the hotels in Cagayan by ensuring that they are given proper trainings, seminars, incentives, and other avenues that will holistically them as employees and instill with high regard of professionalism that will further enhance their level of job satisfaction, motivation, and commitment.

Table 10. Proposed Program Development Activities (Project EMPOWER) for Enhancing Hotel Employees' Job Satisfaction, Commitment, and Motivation

Program	Activities	Specific Objectives	Date	Champion	Financial Requirement	Target Audience	Indicators
Conduct Leadership Training, Regular Meetings, and have an Employee Suggestion Box	Train managers on active listening, feedback techniques, and conflict resolution through a leadership training.	Encourage open communication between employees and management. Address	July-December 2024	Hotel Managers/ Supervisors	P 30,000.00 <i>*may vary based on the number of employees and auxiliaries.</i>	All Hotel Employees	All managers had attended leadership trainings Conducted at least once a

	Create a secure and anonymous suggestion box for employees to voice concerns and ideas. Conduct regular meetings for open discussions between management and employees.	employee concerns effectively. Provide opportunities for professional development and growth.					month regular meeting Installed 1 suggestion box that is accessible to all employees
Career Development Program such as: Skill-Based Training Workshops, Mentorship Program, Tuition Reimbursement Program	Partner with the Department of Tourism by providing seminar and trainings like on Filipino Brand of Service Excellence, Kulinarya, and more. Applied Mentorship Program by pairing experienced employees with newer ones for guidance and support. Provide financial assistance for the employees' TESDA	Conducted workshops among employees that is aligned with their needs and industry trends. Enhance employee career prospects. Offer financial assistance for relevant continuing education courses	July-December 2024	Hotel Managers/Supervisors	P 40,000.00 <i>*may vary based on the number of employees and auxiliaries.</i>	All Hotel Employees	100% of the employees have gained new hospitality and tourism skills 100% new employees had undergone mentorship program 100% had provided financial assistance for their TESDA National Certification (NC) II

	National Certification (NC) II						
Employee Recognition Program like Employee of the Month Award, Peer-to-Peer Recognition Program, and Quarterly Team Awards	Recognize and reward employees for their achievements and contributions. Conduct Peer-to-Peer Recognition Program and quarterly team awards. Foster a culture of appreciation.	Recognize and reward employee achievements and contributions. Boost employee morale and motivation.	July-December 2024	Hotel Managers/ Supervisors	P10,000.00 <i>*may vary based on the number of awardees</i>	All Hotel Employees	100% of employees are recognized and rewarded for their achievements and contributions. 100% of employees had undergone Peer-to-Peer Recognition Program and quarterly team awards.
Work-Life Balance Activities like Employee Assistance Program (EAP), and Wellness Programs	Reduce absenteeism among employees Conduct Employee Assistance Program (EAP) and wellness programs Improve employee well-being.	Promote healthy work-life balance for employees. Reduce work-related stress and fatigue.	July-December 2024	Hotel Managers/ Supervisors	P 30,000.00 <i>*may vary based on the number of employees and auxiliaries.</i>	All Hotel Employees	100 % reduced absenteeism. 100% employees undergo Employee Assistance Program (EAP) and wellness programs
Competitive Compensation and Benefits Package through	Conduct Salary Benchmarking, Benefits Review, and Performance-	Offer competitive salaries and benefits. Enhance	July-December 2024	Hotel Managers/ Supervisors	P 50,000.00 <i>*may vary based on the number of employees</i>	All employees	Conducted Salary Benchmarking, Benefits Review,

Salary Benchmarking, Benefits Review, and Performance-Based Bonus System	Based Bonus System Improve compensation scheme Attract and retain top talent.	financial security and well-being of employees.					and Performance-Based Bonus System Improved compensation scheme
Team-Building Activities like Team-Building Workshops, Employee Outings, and Volunteer Opportunities	Conduct teambuilding workshop. Conduct employee outing and volunteer opportunities	Strengthen team relationships and collaboration. Foster a positive and fun work environment.	July-December 2024	Hotel Managers/Supervisors	P 50,000.00 <i>*may vary based on the number of employees</i>	All employees	Conducted 1 teambuilding workshop, 1 employee outing, volunteer opportunities Strengthened team relationships and collaboration.

V. CONCLUSION

The study concludes that a significant number of employees in the hotels in Cagayan have not participated in any training or seminars at the time of the research. Furthermore, their salaries align with the provincial rate. Additionally, clan culture is the predominant organizational culture in these hotels, and democratic leadership is widely practiced. Notably, hotel employees exhibit high levels of job satisfaction, commitment, and motivation. Moreover, this study reinforced that the profile variables of the respondents significantly impact their levels of job satisfaction, commitment, and motivation. However, the number of trainings attended does not seem to affect the level of commitment of employees. The study also found that the leadership style of managers directly affects employees' levels of commitment and motivation, except for job satisfaction. Moreover, organizational culture does not have a significant influence on employees' job satisfaction, commitment, or motivation.

The practical contributions of this study lie in its empirical validation of the relative importance of leadership style over organizational culture in influencing employee commitment and motivation within the Philippine hotel context. By demonstrating that democratic leadership practices are associated with higher employee engagement, the study provides actionable guidance for hotel managers seeking to improve workforce outcomes. Furthermore, the development of "Project EMPOWER" offers a structured, evidence-based intervention framework that addresses the specific needs identified in the Cagayan hotel industry.

A. Study Limitations

This study acknowledges several limitations. First, the geographical scope was confined to the Province of Cagayan, which may limit the generalizability of findings to other regions with different cultural and economic contexts. Second, the study relied primarily on self-reported measures, which may be subject to social desirability bias. Third, the cross-sectional design prevents causal inferences regarding the relationships between variables. Fourth, the exclusion of inns, lodges, and resorts limits the applicability of findings to the

broader hospitality sector. Future research should consider comparative studies across different types of accommodation establishments and across multiple regions to enhance the generalizability of findings. Additionally, longitudinal studies would be valuable to examine the causal relationships between leadership style, organizational culture, and employee outcomes over time.

Conflicts of Interest

The authors declare that there is no conflict of interest concerning the publishing of this paper.

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