

Analysis of the Correlation Between Work Appraisal and Values of Travel Agency Employees Vis-à-vis Work Satisfaction

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ABSTRACT

This study, *Analysis of the Correlation between Work Appraisal and Values of Travel Agency Employees Vis-à-vis Work Satisfaction*, investigates the relationship between work appraisal, work values, and employee work satisfaction in the travel agency sector. Employing a descriptive research design, the study utilized a structured survey questionnaire to gather data from 52 selected travel agency employees. The data were analyzed using statistical tools, including the weighted mean and Pearson's Product-Moment Correlation, to determine the strength and significance of relationships among the variables. Findings indicate that their work appraisal and values significantly influence employee satisfaction. Additionally, the study reveals that work appraisal notably correlates with respondents' age and educational attainment, suggesting that demographic factors shape perceptions of work appraisal. This study provides valuable insights for travel agency managers and human resource practitioners in designing appraisal systems and fostering work values that enhance employee satisfaction, ultimately contributing to improved organizational performance.

Keywords: *work values, work satisfaction, correlation, work appraisal, organization, travel agency*

Introduction

While numerous factors contribute to the growth and success of an organization, its ultimate achievement depends on the people working toward its goals. Employees are crucial in ensuring efficiency, productivity, and overall business performance.

As organizations expand and employees and clients hold differing perspectives and decision-making approaches, there is a potential for misunderstandings, disagreements, and conflicts regarding interpreting service quality, outputs, and outcomes. Ensuring quality service requires achieving organizational objectives, with perceptions of quality being shaped by an organization's reputation and influence on client values and behavior.

Furthermore, satisfied employees are more likely to engage in innovative activities, participate in continuous quality improvement initiatives, and contribute meaningfully to decision-making processes within an organization (Kimberly, 2001). Employee satisfaction has also been positively correlated with customer satisfaction (Fisher, 2003).

Performance appraisals, typically conducted semi-annually or annually, allow employees and supervisors to assess performance, identify strengths and areas for improvement, set career goals, and discuss potential advancements, including salary adjustments. Workplace appraisals are structured to maintain motivation and align employee goals with organizational objectives.

According to Shonna Waters, work values are beliefs or principles that guide an individual's professional decisions and priorities. Some employees prioritize achievement, while others place greater importance on work-life balance. Organizations also uphold their core values, such as transparency, teamwork, and communication. Understanding and aligning these values between employees and employers is essential in fostering motivation and job satisfaction.

In the hospitality and tourism industry, high employee turnover rates—often driven by low job satisfaction—impose significant costs on businesses (O'Neill O'Neill & Davis, 2011; Pranoto, 2011). Many tourism-related organizations now conduct employee satisfaction surveys to address absenteeism, inefficiency, and high turnover (Gajic et al., 2014).

This study aims to analyze the correlation between work appraisal and work values with the work satisfaction of travel agency employees in Cabanatuan City. By examining these relationships, the study seeks to provide insights that can enhance employee engagement and satisfaction, ultimately contributing to the overall effectiveness of travel agencies in the region.

Statement of the Problem

The researcher assessed the work appraisals and work values of travel agency employees. Specifically, it sought to answer the following:

1. How may the employees be described in terms of:

- a) Age
- b) Sex
- c) Civil Status
- d) Educational Attainment
- e) Number of years in service

2. Is there a relationship between the employee's profiles and:

- a) work appraisals
- b) work values

3. Are the employee's attributes intercorrelated?

4. What is the implication of the study to enhance job advancement?

RESEARCH METHODOLOGY

The study utilized a descriptive research approach, incorporating interviews, observations, and checklist questionnaires as data collection methods. Descriptive research systematically gathers information to analyze and address specific issues related to the subject.

The study employed the mean weighted average to analyze the data, using frequency and percentage distributions to interpret the findings. Additionally, weighted mean and verbal interpretation were applied to assess the respondents' levels of work appraisal, work values, and job satisfaction.

Furthermore, Pearson's Product-Moment Correlation was utilized to examine the relationships among work appraisal, work values, and work satisfaction, determining the extent and significance of their interconnections.

RESULTS AND DISCUSSION

1. Demographic Profile of Respondents

The demographic profile of respondents in terms of civil status, age, educational attainment, sex, and the number of years in service is presented in Table 1.

Table 1

Demographic Profile of the Respondents

	Frequency	Percentage
A. Civil Status		
Single	26	50%
Married	26	50%
Total	52	100%
B. Age		
20 – 25	12	23%
26 – 30	26	50%
31 – 35	11	21%
36 – 40	1	2%
41 – above	2	4%
Total	52	100%

C. Educational Attainment		
College Undergraduate	6	12%
College Graduate	46	88%
Master's Units	0	0%
Master's Graduate	0	0%
Total	52	100%
D. Sex		
Male	29	56%
Female	23	44%
Total	52	100%
E. No. of Years in Service		
0 – 5	42	81%
6 – 10	7	13%
11 – 15	2	4%
16 – 20	0	0%
20 – above	1	2%
Total	52	100

Civil Status

The data reveals an equal distribution of civil status among the respondents, with **50% (26 respondents)** being single and **50% (26 respondents)** married. This balance suggests a diverse workforce in terms of life commitments, which may influence work values, priorities, and perspectives on job satisfaction. Single employees may have more flexible work schedules, while married employees might value job stability and benefits more.

Age Distribution

Most respondents fall within the **26–30 age bracket (50%)**, followed by **20–25 years (23%)**. A smaller percentage (21%) belong to the **31–35 age group**, while a limited number (2%) are in the **36–40 age range**, and only **4% are aged 41 and above**. This distribution indicates that the workforce in travel agencies is predominantly young, suggesting a dynamic and energetic environment. Younger employees are typically more adaptable to new trends in the travel industry and may be more open to technology-driven work processes. However, the lower representation of older employees could also suggest potential challenges in employee retention over time.

Educational Attainment

A significant **88% (46 respondents)** are college graduates, while **12% (6 respondents)** are college undergraduates. There are no respondents with master's degrees or postgraduate education. This finding highlights that travel agency employees are well-educated, with most having completed tertiary education. However, the absence of advanced-degree holders suggests that professional development opportunities such as specialized certifications or graduate studies may not be a priority in the industry. Employers should have training programs to enhance employee skills and career growth.

Sex Distribution

Most respondents are **male (56%)**, while **44% are female**. This indicates a slight male dominance in the workforce, which may reflect industry trends or recruitment preferences. The gender balance, however, is relatively close, showing that travel agencies provide opportunities for both men and women. Understanding how gender influences work values and satisfaction could be valuable in shaping HR policies that promote inclusivity.

Years in Service

Many respondents (**81% or 42 employees**) have been with their travel agencies for **0–5 years**, while **13% (7 employees)** have **6–10 years** of experience. Only **4% (2 employees)** have worked for **11–15 years**, and just **2% (1)** have remained in the industry for over **20 years**. Notably, no respondents have been in service for **16–20 years**. This pattern suggests a high turnover rate, which may be attributed to career shifts, job dissatisfaction, or limited long-term growth opportunities in the sector. Employers should explore retention strategies such as career advancement programs and incentives to encourage long-term commitment.

General Insights

1. The workforce is predominantly young, with most employees having less than five years of experience, suggesting a fast turnover rate.
2. The absence of respondents with postgraduate education may indicate limited career progression opportunities or a lack of emphasis on higher education in the industry.
3. The near-equal distribution of single and married employees suggests varying motivations and work-life balance preferences that management should consider.
4. A slight male dominance in the industry suggests the need for inclusive HR practices to ensure equal opportunities for both genders.

II. Work Appraisal

Table 2 presents the weighted mean and verbal description of work appraisal.

Table 2

The Respondent's Work Appraisal

Item	Weighted Mean	Verbal Interpretation
1. My present work has bolstered making decisions that affect me.	3.83	Slightly Agree
2. In my work, I am challenged to look for new ways to improve my competencies and my working relationship with my superiors.	4.25	Agree
3. If I approach my superior regarding the problem, I am confident he/she will be responsive and listen to me.	4.27	Agree
4. Fellow employees trust one another.	3.81	Slightly Agree
5. Interaction in our workplace foster healthy informal relationship.	3.73	Slightly Agree
6. Employees are organized into groups that are responsive to the needs and wants of clients.	4.02	Slightly Agree
7. There is high cooperation among employees in our organization.	4.13	Slightly Agree
8. I am clear about what to do in my work as an employee.	4.46	Agree
9. Our head uses constructive feedback to improve employees' performance.	4.15	Slightly Agree
10. Employees automatically take the initiative to finish all assigned tasks and duties.	3.92	Slightly Agree
11. Employees treat each other with dignity and respect.	4.13	Slightly Agree
12. Routine information flow from higher authorities is well coordinated in our organization.	4.00	Slightly Agree
13. The leadership of my superior provides me with the information I	4.13	Slightly Agree

need to be successful as an employee.		
14. I work in an atmosphere where everyone freely provides information to those who need it.	3.88	Slightly Agree
15. There is an appropriate forum in our organization for the exchange of important information.	3.94	Slightly Agree
Average	4.04	Slightly Agree

Legend:

5.16	- 6.00	- Strongly agree
4.32	- 5.15	- Agree
3.49	- 4.31	- Slightly agree
2.66	- 3.48	- Slightly Disagree
1.83	- 2.65	- Disagree
1.0	- 1.82	- Totally Disagree

Table 2 presents the weighted mean and verbal interpretation of the respondents' work appraisal, highlighting their perceptions of their work environment, relationships with colleagues, and leadership effectiveness.

The results indicate that respondents **agree** with three (3) out of the fifteen (15) statements:

1. **"I am clear about what to do in my work as an employee"** (WM = 4.46),
2. **"If I approach my superior regarding a problem, I am confident he/she will be responsive and listen to me"** (WM = 4.27), and
3. **"In my work, I am challenged to look for new ways to improve my competencies and my working relationship with my superiors"** (WM = 4.25).

These findings suggest that employees understand their job responsibilities strongly, feel supported by their superiors and are motivated to enhance their skills and professional relationships. The high ratings in these areas reflect a workplace culture that encourages **clarity, accessibility, and continuous development**.

On the other hand, the respondents **slightly agree** with the remaining twelve (12) statements. Notable areas of agreement include:

1. **"Employees are organized into groups that are responsive to the needs and wants of clients"** (WM = 4.02),
2. **"There is high cooperation among employees in our organization"** (WM = 4.13),
3. **"Our department head uses constructive feedback to improve employees' performance"** (WM = 4.15),
4. **"Employees treat each other with dignity and respect"** (WM = 4.13), and

5. "The leadership of my superior provides me with the information I need to be successful as an employee" (WM = 4.13).

While the overall work environment is perceived positively, with **trust, cooperation, and communication** playing key roles, some areas could be strengthened. The results indicate that although employees recognize the **presence of teamwork, leadership guidance, and structured communication**, there is room for further enhancement in fostering **stronger collaboration, more open communication channels, and greater initiative-taking among employees**.

The findings highlight an overall **favorable perception** of the workplace, characterized by **supportive leadership, a culture of respect, and a commitment to professional growth**. Employees value **open communication and constructive feedback**, contributing to a positive work atmosphere. However, **further improvements can be made** to foster **stronger teamwork, proactive engagement, and a more dynamic information-sharing system**. The organization can further enhance employee satisfaction and productivity by addressing these aspects by addressing these aspects.

III. Work Values

Table 3 presents the weighted mean and verbal description of work values.

Table 3

The Respondent's Work Values

Item	Weighted Mean	Verbal Interpretation
1. The feeling of accomplishment I get as an employee.	4.04	Highly Desired
2. The praise I get for doing a good job.	4.06	Highly Desired
3. The way fellow employees get along with each other.	4.12	Highly Desired
4. The working condition in my work	4.17	Highly Desired
5. The chance to try my methods of doing the job.	4.08	Highly Desired
6. Being able to keep busy all the time.	3.79	Highly Desired
7. The chance to work alone on the job.	3.56	Highly Desired
8. The chance to do different things from time to time.	3.79	Highly Desired
9. The chance to be "somebody" in the community.	3.87	Highly Desired

10. The way my leader treats us.	4.13	Highly Desired
Average	3.96	Highly Desired

Legend:

4.3	- 5.0	-	Very highly desired
3.5	- 4.2	-	Highly desired
2.7	- 3.4	-	Desired
1.9	- 2.6	-	Slightly desired
1.0	- 1.8	-	Not at all desired

Table 3 presents the weighted mean and verbal interpretation of the respondents' work values, highlighting the aspects of their job that they find most meaningful and fulfilling.

The findings reveal that respondents **highly desire** all the listed work values, with particular emphasis on the following:

1. **The working conditions in their workplace** (WM = 4.17)
2. **The way their leader treats them** (WM = 4.13)
3. **The way fellow employees get along with each other** (WM = 4.12)
4. **The praise they receive for doing a good job** (WM = 4.06)
5. **The feeling of accomplishment they get as employees** (WM = 4.04)

These results indicate that employees value a positive work environment, strong leadership, harmonious relationships with colleagues, and recognition for their efforts. They find fulfillment in their work conditions and appreciate leadership that fosters respect and support.

Notably, all work values received a highly desired rating, suggesting respondents share a common perspective on what makes their jobs meaningful. During an interview, one employee expressed, *"My company is life; I feel very accomplished and fulfilled."* This sentiment underscores the deep sense of purpose and satisfaction employees derive from their work, particularly in serving clients and contributing to the organization.

The findings emphasize that employees highly value an encouraging work environment, supportive leadership, strong teamwork, and personal and professional fulfillment opportunities. Recognition and a sense of accomplishment play crucial roles in their job satisfaction. Fostering a culture of appreciation, continuous improvement, and meaningful engagement will further enhance their motivation and commitment to their roles.

IV. Work Satisfaction

Table 4 presents the weighted mean and verbal interpretation of work satisfaction.

Table 4

The Respondents Work Satisfaction

Item	Weighted Mean	Verbal Interpretation
1. The freedom to use my own judgment.	4.0	Satisfied
2. The chance for advancement and promotion.	4.0	Satisfied
3. The chance to do something that makes use of my abilities.	4.1	Satisfied
4. The way policies are put into practice.	4.1	Satisfied
5. The chance to do things for a people	4.3	Very Satisfied
6. The salary and the amount of work I do.	3.8	Satisfied
7. The value and recognition given by superiors for a job well done.	4.0	Satisfied
8. The competence of my superiors in making decisions.	4.0	Satisfied
9. The availability of instructional materials and facilities in the company.	4.1	Satisfied
Average	4.0	Satisfied

Legend:

4.2 - 5.0 - Very satisfied, 3.4 - 4.19 – Satisfied, 2.6 - 3.39 - Cannot decide, 1.8 - 2.59 – Dissatisfied, 1.0 - 1.79 - Very dissatisfied

Table 4 presents the weighted mean and verbal interpretation of respondents' work satisfaction, highlighting the key aspects contributing to their overall job fulfillment.

The results indicate that respondents are generally **satisfied** with various aspects of their work, as reflected in the overall weighted mean of **4.0 (Satisfied)**. Among the different work satisfaction factors, the highest-rated item is:

1. **"The chance to do things for people"** (WM = 4.3, *Very Satisfied*)

This finding suggests that employees derive great fulfillment from serving and assisting others, which aligns with the nature of the hospitality and tourism industry. Their role involves helping clients organize travel plans, events, and important gatherings, making their work purposeful and rewarding. The opportunity to support, educate, and advise customers enhances their professional satisfaction and sense of accomplishment.

Additionally, respondents expressed general satisfaction with other aspects of their job, including:

1. **The freedom to use their judgment** (WM = 4.0)
2. **Opportunities for promotion and career advancement** (WM = 4.0)
3. **Recognition from superiors for a job well done** (WM = 4.0)
4. **The competence of their superiors in decision-making** (WM = 4.0)
5. **The availability of instructional materials and company facilities** (WM = 4.1)

While employees value career growth, fair policies, and decision-making by leadership, the findings suggest that their intrinsic motivation—particularly their ability to help others—plays a crucial role in their job satisfaction.

Interestingly, salary and workload balance received a slightly lower rating (WM = 3.8). While respondents are satisfied with their earnings, this factor is less significant in their overall job satisfaction. Their passion for service and commitment to quality travel experiences outweigh financial incentives, reinforcing that job fulfillment in the hospitality industry is driven more by purpose and meaningful interactions rather than just monetary compensation.

The results highlight that employees in the hospitality and tourism sector are primarily motivated by their ability to impact people's experiences positively. Their satisfaction stems from helping clients, utilizing their skills, and working in a well-structured environment. While salary remains an important factor, it is secondary to their passion for service and dedication to delivering high-quality customer experiences. To further enhance job satisfaction, organizations should continue fostering a supportive work environment, provide opportunities for professional growth, and recognize employees' contributions.

V. Relationship between Demographic Profile and Work Appraisal and Work Values

Presented in Table 5 is the relationship between the profile, work appraisal, and work values.

Table 5

Relationship of Respondents Profile to Work Appraisal and Work Values

Profile	Work Appraisal	Work Values
Civil Status	0.82	0.056
Age	0.011	0.074
Educational Attainment	0.17	0.223
Sex	0.103	0.156

No. of Years in Service	0.067	0.089
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Table 5 presents the correlation analysis between respondents' demographic profile and work appraisal and values. The study examines how civil status, age, educational attainment, sex, and years of service influence employees' perceptions of their work.

The correlation results indicate that:

1. Work appraisal correlates significantly with age ($r = 0.011$) and educational attainment ($r = 0.011$). This suggests that their age and level of education influence employees' perceptions of their job performance and satisfaction. Older employees or those with higher educational attainment may have different expectations and levels of appreciation for their work, possibly due to increased experience or broader knowledge in the field.
2. Work values, on the other hand, show no strong correlation with any demographic factor. The highest observed correlation is with educational attainment ($r = 0.223$), but it does not indicate a significant relationship. This suggests that employees across different backgrounds generally share similar work values regardless of age, gender, education, or years of service.
3. The correlations for civil status, sex, and years in service show low to negligible relationships with work appraisal and work values, implying that these factors do not significantly shape employees' perspectives on their work.

The findings support the hypothesis that employees do not significantly differ in their attributes toward work appraisal and work values based on their demographic characteristics. While age and educational attainment slightly influence work appraisal, work values are universally shared among employees. This indicates that organizations should focus more on workplace culture, leadership, and job design than demographic factors to enhance job satisfaction and engagement.

VI. The Interrelationship between work appraisal, work values, and work satisfaction

Table 6

The interrelationship between Work Appraisal, Work Values, Work Satisfaction

	Work Appraisal	Work Values	Work Satisfaction
Work Appraisal		0.093	0.021
Work Values	0.167		0.014
	0.021	0.014	

Work Satisfaction			
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Table 6 presents the correlation analysis examining the interrelationship between work appraisal, work values, and work satisfaction. The results provide insights into how employees' perceptions of their work, their values, and their level of satisfaction are interconnected.

1. The correlation between work appraisal and work satisfaction is 0.167, indicating a positive but weak relationship. This suggests that employees who rate their work performance positively experience higher job satisfaction. A strong sense of accomplishment and recognition may contribute to overall work fulfillment.
2. The relationship between work values and work satisfaction is 0.093, which is also weak but positive. This suggests that employees who highly value their work are more satisfied, although other factors may influence their overall satisfaction.
3. The correlation between work values and work appraisal is 0.021, indicating a weak relationship. This suggests that while employees hold strong work values, they do not directly impact how they assess their job performance.

The findings suggest that work satisfaction is influenced by both work appraisal and work values, though the relationships are not strong. Employees who appreciate their work and perceive their contributions positively are more satisfied with their jobs. Valuing one's work is crucial in fostering engagement, motivation, and a sense of purpose, ultimately contributing to improved job performance and service delivery.

As a result, the hypothesis that employees' work attributes are not correlated is rejected. This means there is a relationship between how employees assess their work, their values, and their overall satisfaction. Organizations should strengthen workplace policies, recognition programs, and career growth opportunities to enhance employee work experiences.

Conclusions

Based on the significant findings of the study, the following conclusions were drawn:

1. Demographic Profile of Employees
2. The majority of the employees in travel agencies are male, aged 26-30 years old, college graduates, and have 0-5 years of service experience.
3. Commitment to Professional Growth
4. Employees are motivated to enhance their competencies and strive to become more approachable and responsive.
5. Value for Work Environment and Recognition
6. Employees highly value their working conditions and experience a strong sense of accomplishment and motivation when recognized and praised for their performance.
7. High Satisfaction in Customer-Oriented Tasks

8. Employees expressed high satisfaction with opportunities to serve clients and engage in tasks that utilize their skills and abilities, indicating that meaningful work motivates them.
9. Correlation Between Work Appraisal and Employee Demographics
10. Work appraisal correlates significantly with employees' age and educational attainment, suggesting that more experienced and educated employees can better assess their performance.
11. Interconnection Between Work Appraisal, Work Values, and Work Satisfaction
12. Employees' work satisfaction is influenced by their work appraisal and values, reinforcing the importance of positive self-perception and strong work ethics in maintaining job fulfillment.
13. The Role of Workplace Appraisals in Performance Expectations
14. Workplace appraisals are crucial in clarifying employee expectations, fostering engagement, and guiding employees toward achieving organizational goals.

Recommendations

Based on the study's findings and conclusions, the following recommendations are proposed:

1. Encourage Continuous Professional Development
2. Travel agency administrators should motivate employees to pursue further education and professional growth opportunities, as higher educational attainment is linked to better work appraisal and job satisfaction.
3. Implement Performance-Based Incentives
4. In addition to verbal recognition, travel agencies should consider providing incentives such as monetary bonuses, career advancement opportunities, or skill development programs to motivate employees further.
5. Conduct Future Studies in Different Contexts
6. Future research should explore work values and work appraisals in different industries or settings to gain broader insights, expanding the understanding of employee satisfaction and motivation.
7. Enhance Employee Benefits and Well-being Programs
8. Employers should offer comprehensive employee benefits, including extended medical insurance, paid time off, profit-sharing, learning and development programs, and retirement plans, to enhance job satisfaction and long-term retention.

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