



A Study of Work-Life Quality Effectiveness on Job Engagement of Five-Star Hotels' Employees

دراسة فعالية جودة الحياة الوظيفية على الارتباط الوظيفي لدى موظفي الفنادق ذات الخمس نجوم

Mohamed Mahmoud Eissa¹ | Mohamed Hussein Abdel Gaber²

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Abstract

الملخص

This research examines the impact of Work-Life Quality (WLQ) effectiveness on employee job engagement in a sample of five-star hotels in Egypt. Because of the tremendously competitive and high-stress nature of the hospitality industry, it is becoming increasingly evident that WLQ is a vital component in maintaining employees and improving their engagement, affecting the level and quality of service offered to guests and the reputation of hotel chains.

The research examines WLQ effectiveness using five relevant areas: the WLQ working environment, job satisfaction, work-life balance, professional growth and development, and psychological well-being. Job engagement was measured through physical, cognitive, and emotional dimensions.

This research was used a quantitative approach, with an online survey administered to employees in five-star hotels in Egypt. The response rate yielded 415 usable responses. The research showed that WLQ significantly and positively affects all dimensions of job engagement. The most impactful dimensions are the working environment and job satisfaction, followed by psychological well-being and work-life balance, while professional growth and development had a comparatively lower impact.

The regression analyses performed in this research found that WLQ accounts for a significant amount of the variation in job engagement, approximately 58.1% of the variance with a WLQ model.

In light of these findings, the researcher recommends enhancing the working environment, improving job satisfaction, supporting mental health and work-life balance, and providing opportunities for professional development. These measures are essential to increase job engagement and achieve outstanding performance in the five-star hotel sector.

Keywords: Work-Life Quality, Job Engagement, Job Satisfaction.

يهدف هذا البحث إلى دراسة فعالية جودة الحياة الوظيفية وتأثيرها على الارتباط لدى موظفي الفنادق ذات الخمس نجوم في مصر. في ظل طبيعة العمل المضاعفة والتنافسية العالية في قطاع الضيافة، أصبحت جودة الحياة الوظيفية من المتطلبات الاستراتيجية لضمان رفاهية الموظفين وتعزيز ارتباطهم الوظيفي، مما ينعكس بشكل مباشر على جودة الخدمة المقدمة للزلاء وسمعة المنشآت الفندقية.

تضمن البحث خمس أبعاد رئيسية لقياس فعالية جودة الحياة الوظيفية، وهي: بيئة العمل، الرضا الوظيفي، التوازن بين العمل والحياة، النمو والتطور المهني، والرفاهية النفسية. كما تم قياس الارتباط الوظيفي من خلال ثلاثة أبعاد: الارتباط البدني، الارتباط المعرفي، والارتباط العاطفي. اعتمد البحث على المنهج الكمي باستخدام استبيان تم توزيعه إلكترونياً على موظفي الفنادق الخمس نجوم في مصر، وبلغ عدد الاستجابات الصالحة للتحليل ٤١٥ استبانة. أظهرت النتائج أن فعالية جودة الحياة الوظيفية تؤثر بشكل إيجابي وذو دلالة إحصائية على جميع أبعاد الارتباط الوظيفي. وكانت بيئة العمل والرضا الوظيفي من أكثر العوامل تأثيراً، تليها الرفاهية النفسية والتوازن بين الحياة والعمل، في حين جاء النمو المهني بتأثير معتدل نسبياً.

كشفت تحليلات الانحدار أن فعالية جودة الحياة الوظيفية تفسر نسبة كبيرة من التباين في الارتباط الوظيفي، حيث فسر النموذج حوالي ٥٨.١٪ من هذا التباين.

في ضوء هذه النتائج، أوصى الباحث بضرورة تحسين بيئة العمل، وتعزيز الرضا الوظيفي، ودعم الصحة النفسية والتوازن بين الحياة المهنية والشخصية، وتوفير فرص التطوير المهني، وذلك لضمان رفع مستويات الارتباط الوظيفي وتحقيق الأداء المتميز في قطاع الفنادق الفاخرة.

الكلمات الدالة: جودة الحياة الوظيفية، الارتباط الوظيفي، الرضا الوظيفي.

¹ Associate Professor, Hospitality Management Department, the Higher Institute for the specific studies, El-Giza, Egypt

² Lecturer, Hotel Management Department, the Higher Institute for Tourism and Hotels, Badr City, Cairo, Egypt

1. Introduction

In today's fast-evolving hospitality industry, the work-life quality (WLQ) has emerged as a strategic imperative for sustaining employee engagement, particularly in high-pressure service environments such as five-star hotels. As human capital is increasingly recognized as a cornerstone of competitive advantage, organizations focus on cultivating workplace environments that promote productivity and holistic employee well-being (Mora et al., 2023; Albar et al., 2025). The concept of WLQ encapsulates a broad range of factors—including job security, autonomy, compensation, work-life balance, and opportunities for growth—that collectively influence the psychological and emotional connection employees have with their work (Parlapalli & Rathnam, 2022; Sudiro et al., 2023; Sravani & Chodisetty, 2024).

Employee engagement, the emotional and cognitive commitment to one's role, is vital for achieving superior service outcomes in the hospitality sector. Previous studies have established that improved WLQ can significantly reduce turnover intention, enhance job satisfaction, and elevate organizational performance (Wiastuti et al., 2023; Irwanto et al., 2024). Specifically, engaged employees serve as critical agents in delivering memorable guest experiences in five-star hotels with uncompromising service standards. However, the high job demands, irregular hours, and emotional labor often associated with this industry present unique challenges to sustaining engagement (Shelar & Khatke, 2021; Indraswara et al., 2024).

Empirical evidence underscores the positive correlation between WLQ initiatives, such as flexible work arrangements, participative decision-making, and career advancement programs, and elevated levels of employee engagement (Kilimvi et al., 2023; Sawitri, 2024). These factors not only nurture motivation and job satisfaction but also contribute to organizational citizenship behaviors, which are essential for maintaining the service excellence expected in five-star establishments (Wiastuti et al., 2023; Albar et al., 2025). Conversely, inadequate attention to work-life quality can lead to disengagement, burnout, and diminished service quality, compromising the hotel's reputation and profitability.

Given this context, this study aims to examine the effectiveness of WLQ in enhancing job engagement among employees in five-star hotels. Drawing upon multidisciplinary perspectives and utilizing validated models from prior research, this study contributes to the growing body of knowledge in human resource management and hospitality studies. It further seeks to provide actionable insights for hotel managers aiming to foster a high-performance culture while preserving employee well-being.

1.1 Research Problem

The hospitality industry—particularly five-star hotels—demands high levels of service quality, emotional labor, and time commitment from its employees. These working conditions often lead to challenges such as stress, job dissatisfaction, and disengagement (Shelar & Khatke, 2021; Wiastuti et al., 2023). As a result, organizations have increasingly recognized the importance of Work-Life Quality (WLQ) as a strategic tool to enhance employee well-being, motivation, and commitment (Mora et al., 2023; Albar et al., 2025).

WLQ encompasses several dimensions, including work-life balance, job security, fair compensation, participative management, and opportunities for professional growth—all of which have been linked to higher levels of employee engagement in various sectors (Parlapalli & Rathnam, 2022; Sravani & Chodisetty, 2024). However, the research has shown the positive impact of WLQ on engagement, few studies have investigated this relationship specifically within the luxury hotel sector, where employee performance directly affects customer experience and brand reputation (Kilimvi et al., 2023; Indraswara et al., 2024; Sawitri, 2024).

Furthermore, the inconsistency in findings across industries and the lack of focus on the unique operational realities of five-star hotels create a clear research gap. Addressing this gap can offer valuable insights into how tailored WLQ strategies might enhance job engagement in such demanding environments (Irwanto et al., 2024).

Accordingly, the problem of the research lies in answering the following main research question:

"What is the effectiveness of Work-Life Quality on job engagement among employees in five-star hotels"?

1.2 Significance of the Research

This research is significant for several reasons. First, it addresses a critical area in human resource management by exploring how the work-life quality affects job engagement, an essential factor for Organisational success, especially in the hospitality industry. Five-star hotels operate in highly competitive environments where service excellence largely depends on employees' motivation, commitment, and performance. Understanding the factors influencing their engagement can help hotel managers develop strategies to retain top talent and improve overall service delivery.

Second, the research bridges the gap between theory and practice by offering empirical insights into the relationship between work-life quality and employee engagement in a luxury service context. While many organizations acknowledge the importance of employee well-being, few have clearly defined how specific elements of work-life quality, such as work-life balance, job satisfaction, and professional growth opportunities, translate into actual employee engagement.

Third, this research can serve as a valuable resource for hospitality decision-makers by identifying which aspects of work-life quality are most influential in enhancing employee engagement, hotel leaders can tailor their policies and organisational practices to create more supportive, productive, and satisfying work environments.

Finally, on an academic level, the research enriches the literature in organizational behaviour and hospitality management by focusing on a sector that requires unique emotional and professional demands from its workforce. It lays the groundwork for future research and opens up possibilities for comparative studies.

1.3 Research Objectives

The primary objective of this study is to examine the effectiveness of Work-Life Quality (WLQ) on job engagement among employees working in five-star hotels.

To achieve this main aim, the study seeks to accomplish the following specific objectives:

1. To identify the key dimensions of Work-Life Quality that are most relevant to the hospitality industry, particularly in five-star hotel settings.
2. To assess the level of job engagement among employees in five-star hotels.
3. To analyze the relationship between Work-Life Quality and job engagement.
4. To explore how elements such as work-life balance, job satisfaction, and career development contribute to employee engagement in luxury hotel environments.
5. To provide practical recommendations for hotel management on enhancing employee engagement through improvements in work-life quality.

1.4 Research Hypotheses

Based on the theoretical framework of Work-Life Quality (WLQ) and Job Engagement, the study proposes the following hypotheses:

Main-Hypothesis (H₁): The Work-Life Quality positively impacts on employees' job engagement in five-star hotels.

Sub-Hypotheses:

H1-1: The Work-Life Quality positively impacts on employees' physical engagement in five-star hotels.

H1-2: The Work-Life Quality positively impacts on employees' cognitive engagement in five-star hotels.

H1-3: The Work-Life Quality positively impacts on employees' emotional engagement in five-star hotels.

2. Literature Review**2.1 Work-Life Quality (WLQ) Effectiveness****2.1.1 Concept of Work-Life Quality (WLQ)**

Work-life quality (WLQ) is a multidimensional concept that reflects employees' overall experience in their work environment, encompassing their physical, psychological, and social well-being. It represents how employees' personal and professional needs are fulfilled through their workplace experiences, enhancing individual satisfaction and organizational performance.

At its core, WLQ emphasizes factors such as safe and healthy working conditions, fair compensation, work-life balance, opportunities for personal and professional growth, social integration, and job autonomy. These factors collectively influence an employee's sense of security, dignity, motivation, and engagement (Mora et al., 2023; Wu et al., 2025).

According to Sudiro et al. (2023), WLQ encompasses not only material aspects of work, such as pay, job security, and safety, but also emotional and psychological elements, including emotional well-being, personal development, and the ability to participate meaningfully in decision-making processes. These components are critical for fostering positive work attitudes such as satisfaction, involvement, and commitment.

Sirgy et al. (2001), as cited in Wu et al. (2025), divide WLQ into two main dimensions:

- Basic needs, including health, job security, and financial stability.
- Growth needs, including self-actualization, esteem, knowledge, and social interaction.

These dimensions align closely with Self-Determination Theory, which emphasizes autonomy, competence, and relatedness as key psychological needs that enhance well-being and intrinsic motivation (Wu et al., 2025).

Numerous researchers have provided complementary definitions of WLQ, highlighting its richness and complexity. Gaddam & Perwez (2023) define WLQ as a blend of job resources, such as fairness, flexibility, and supportive environments, that enhance psychological capital, including hope, optimism, resilience, and self-efficacy, especially in dynamic or hybrid workplaces. Meanwhile, Mora et al. (2023) stress that WLQ is manifested through a conducive work environment that provides health and safety guarantees, growth opportunities, fair remuneration, and emotional security.

Parlapalli and Rathnam (2022) view WLQ as a human-centered job design that addresses employee needs for autonomy, job satisfaction, and organizational participation. Similarly, Paudel (2024) emphasizes that WLQ is shaped by organizational culture, leadership, reward systems, and training—particularly in the South Asian context—serving as a critical factor in enhancing job satisfaction and organizational loyalty.

Shelar & Khatke (2021) highlight the central role of work-life balance in WLQ, noting that employees who cannot manage their personal and professional responsibilities experience diminished well-being and engagement. In support of this, Wu et al. (2025) show that technological advancements, such as AI integration in hospitality, can positively impact WLQ by reducing repetitive tasks. However, they may also introduce new stressors such as job insecurity.

WLQ is particularly crucial in the hospitality industry due to the emotional labor, long hours, and high service expectations associated with customer-facing roles. A well-structured WLQ framework improves employee satisfaction, reduces turnover, and enhances the consistency and quality of service delivered.

In summary, WLQ is not merely a measure of employee comfort but a strategic organizational lever that supports engagement, motivation, and long-term retention. As industries continue to evolve, particularly in high-demand service sectors, a strong commitment to enhancing WLQ is vital for sustainable performance and employee well-being.

2.2.2 The Importance of Effective Work-Life Quality (WLQ)

The effectiveness of Work-Life Quality (WLQ) is increasingly recognized as a strategic priority for organizations seeking to foster sustainable performance, retain top talent, and promote employee well-being. In modern workplaces—especially in dynamic and high-stress environments such as healthcare, hospitality, and IT—WLQ acts as a critical driver of organizational success by aligning employee satisfaction with productivity, engagement, and loyalty (Sudiro et al., 2023; Mora et al., 2023).

Effective WLQ ensures that employees' core needs—such as psychological safety, career development, fair compensation, work-life balance, and emotional well-being—are addressed in a comprehensive manner (Paudel, 2024; Wu et al., 2025). When these elements are met, employees are more likely to demonstrate higher levels of job satisfaction, engagement, and organizational commitment (Parlapalli & Rathnam, 2022; Gaddam & Perwez, 2023).

From a psychological perspective, QWL enhances employee morale, reduces stress, and boosts intrinsic motivation, which in turn improves performance and reduces absenteeism and turnover (Shelar & Khatke, 2021; Mora et al., 2023). According to Sirgy et al. (2001), as cited in Wu et al. (2025), fulfilling both basic (e.g., job security, health) and growth needs (e.g., self-actualization, development) leads to stronger organizational identification and performance.

In leadership-focused contexts, Gaddam and Perwez (2023) emphasize that effective QWL fosters psychological capital—hope, efficacy, resilience, and optimism—which equips leaders and teams to adapt and thrive, particularly in hybrid and technology-driven work settings. Similarly, Sudiro et al. (2023) highlight that QWL directly enhances work attitudes like job involvement and perceived organizational support, which mediate positive organizational behaviors.

In the hospitality sector, Wu et al. (2025) argue that QWL is indispensable due to the emotional labor, unpredictable shifts, and service pressure inherent in the industry. Effective QWL programs support staff well-being and enhance service quality, customer satisfaction, and brand reputation.

From a practical standpoint, QWL serves as a retention mechanism. Organizations that invest in work-life balance, inclusive work culture, and career advancement opportunities are more likely to attract and retain skilled employees (Parlapalli & Rathnam, 2022; Paudel, 2024). This is especially relevant in industries experiencing talent shortages or high competition.

Moreover, effective QWL contributes to organizational adaptability and innovation. By fostering trust, open communication, and psychological safety, employees are more willing to contribute ideas, collaborate across teams, and embrace change (Mora et al., 2023; Wu et al., 2025).

According to the researcher, effective QWL is not merely a human resource initiative—it is a foundational pillar for building resilient, high-performing, and human-centered organizations. Its

impact extends beyond employee satisfaction to influence strategic outcomes such as productivity, innovation, service quality, and long-term competitiveness.

2.2.3 Dimensions of Work-Life Quality (WLQ)

The dimensions of Work-Life Quality (WLQ) within organizations have varied due to the broad scope that WLQ encompasses. This variability stems from the numerous factors that institutions prioritize in their efforts to enhance workplace quality. Table 1 presents a selection of studies that have explored the different dimensions of WLQ within organizational settings.

Table 1: Dimensions of Work-Life Quality (WLQ)

Researcher	Dimensions
Koziol et al. (2020)	Motivators (bonuses, promotions, development), Hygiene factors (compensation, conditions), Demotivators (stress, mobbing, lack of autonomy)
Leitão et al. (2021)	Safe work environment, Occupational healthcare, Appropriate working time, Appropriate salary
Shelar & Khatke (2021)	Work-life balance, Fair compensation, Job training, Career growth
Mahmood (2022)	Working conditions, Participation in decision-making, Incentives and rewards, Job characteristics
Novitasari (2022)	Employee involvement, Decision-making, Work environment, Career development
Kilimvi et al. (2023)	Flexible Work Arrangements, Leave policies, Career development
Hammond et al. (2023)	Safe working environments, Work-life balance, Personal development, Emotional well-being
Syarifah et al. (2023)	Training, Compensation, Job satisfaction, Work-life balance, Communication
Sudiro et al. (2023)	Safety Working Environment, Work-Life Balance, Personal Development, Emotional Well-being, Job Satisfaction
Mora et al. (2023)	Health and safety, Job satisfaction, Self-development, Career advancement, Fair remuneration
Wiastuti et al. (2023)	Employee development, Motivation, Fairness, Occupational stress
Ekos Albar et al. (2024)	Work-life balance, Job security, Career development
Irwanto et al. (2024)	Employee engagement, Quality of work life, Organizational commitment
Sravani & Chodisetty (2024)	Physical workspace, Mental well-being, Work-life balance, Career growth and Social support
Sruthi Pillai & Ramakrishnan (2024)	Job satisfaction, career development, work-life balance, organizational support
Mohammed (2024)	Safe work environment, employee participation, job satisfaction, organizational support
Tubastuvi et al. (2024)	Development and training, work-life quality, self-efficacy, safety, job satisfaction
Wu et al. (2025)	Basic needs (health, safety, family, economy), Growth needs (esteem, self-actualization, social, knowledge, aesthetic)

Source: Prepared by the researcher based on previous studies listed in the table.

This time, the researcher integrates the feedback from the previous studies' dimensions to set the Doing Well on Work-Life Quality evaluation to Work Environment Safety, Work-Life Balance, Self-Development, Emotional Health, and Job Satisfaction. This is because they are cited and popular as

influences through Koziol et al. (2020), Leitão et al. (2021), Hammond et al. (2023), and Sudiro et al. (2023) as shaping the work and well-being of people in scholarly work. This is also in accordance with existing literature on QWL which stress the importance of having the various dimensions of a safe and nurturing workplace, work life harmony, career development, psychological health and satisfaction with one's work as core components of employee, productivity, and organizational loyalty engagement (Shelar & Khatke, 2021; Sudiro et al., 2023). These influence the cultivation of a healthy organizational culture and drive optimal and sustainable individual and collective productivity indicators within the organization. The following are key definitions for the components of WLQ:

- 1) **Working Environment (WE):** The safety of a working environment pertains to the holistic psychological and physical systems and elements that promote employees' health and protect them from hazards. This encompasses having a safe and healthy environment with appropriate safety measures, emergency procedures, and a culture that ensures the well-being and safety of its employees.
- 2) **Job Satisfaction (JS):** defined as the extent to which an employee feels and experiences contentment and fulfillment at their place of work. Their roles, pay level, relationship with co-workers and supervisors, working environment, and availability of professional advancement opportunities influence it. Increased job satisfaction will increase organizational motivation and commitment, lower turnover rates, and improve organizational loyalty.
- 3) **Work-life balance (WLB):** refers to how well an employee can structure and balance work and family. Attention to this balance is vital for an individual's mental health, reduces stress, and improves work satisfaction. It incorporates flexible working schedules, remote working arrangements, and consideration for responsibilities outside work.
- 4) **Career Growth and Development (CGD):** Career growth and development in the context of WLQ refers to the strides and developments an employee achieves in achieving particular career goals and their self-acquired skills. It includes furthering their education, participating in training programs, being promoted, and many other activities aimed at helping the workers maximize their potential in the workplace.
- 5) **Psychological Well-Being (PWB):** Employees' psychological well-being refers to their emotional health within the workplace, which significantly impacts productivity. This area is dedicated to ensuring that employees are emotionally supported and have the necessary tools for coping with stress, mental health, and overall well-being. Ultimately, they feel positive and satisfied with their jobs.

All of these factors help achieve a positive WLQ, boosting retention rates and engagement.

2.2 Job Engagement

2.2.1 Concept of Job Engagement

Job engagement has become a key concept in organizational behavior and human resource management. It is defined as the degree to which employees are psychologically and emotionally invested in their roles. Mishra et al. (2025) conceptualized job engagement as the "harnessing of organizational members' selves to their work roles," where individuals engage cognitively, emotionally, and physically in their tasks. Engagement is a multifaceted motivational state involving how employees think, feel, and act, their discretionary effort, passion for work, and organizational commitment (Mishra et al., 2025).

While no universal definition exists, most scholars agree that job engagement is a positive emotional and cognitive state where employees are deeply absorbed and enthusiastic about their roles. Saks et al.'s (2022) definition remains foundational, emphasizing integrating personal identity with professional tasks. The complexity of employee behavior and motivations makes it challenging to

precisely define job engagement, especially in developing economies where research on this concept is still emerging (Saks et al., 2022).

Job engagement is also seen as intrinsically valuable. Kossyva et al. (2023) describe it as the degree to which individuals view their work as essential to their lives and self-esteem. Similarly, Monje Amor & Calvo (2023) define it as the enthusiasm and dedication employees exhibit toward their roles and organizations, reflecting their effort to achieve organizational goals.

From a psychological perspective, job engagement can be viewed as an internal integration into work, manifesting as commitment (Shkoler & Kimura, 2020). Engaged employees demonstrate deep passion and interest in their tasks, leading to higher productivity than disengaged employees. Yuan et al. (2021) note that engagement is influenced by emotional factors, with both positive (e.g., happiness) and negative (e.g., anxiety) effects depending on the level of engagement.

Job engagement is closely linked to organizational outcomes such as performance, job satisfaction, organizational commitment, and reduced turnover intentions (Otoo, 2024). It mediates the relationship between leadership, job design, organizational support, and organizational outcomes (Aruoren et al., 2023; Park & Kim, 2024). Engagement is influenced by both intrinsic motivators, such as meaningful work, and extrinsic factors, like leadership and coworker support (Esaki et al., 2023).

Understanding engagement's cognitive, emotional, and physical dimensions is crucial for analyzing its impact. Eresia-Eke et al. (2023) found that emotional and physical engagement significantly influenced perceived organizational performance, whereas cognitive engagement did not. Job engagement is also shaped by emotional intelligence, job satisfaction, and work-life quality (Sudiro et al., 2023). While engagement is often viewed as a personal experience, it is highly sensitive to organizational practices, climate, and job design, particularly in high-stress environments (Rabie, 2022; Saks & Gruman, 2022).

Despite growing recognition of job engagement's significance, it is often confused with related concepts like job involvement or organizational commitment. Scholars argue that job engagement should be seen as a holistic, dynamic representation of personal investment in one's work, distinct from these other constructs (Kossyva et al., 2023).

2.2.2 Job Engagement Characteristics

Job engagement is a multifaceted construct shaped by the interaction of personal, job-related, and social characteristics (Adiarani, 2019; Prieto-Díez et al., 2022; Mori et al., 2023). These dimensions work collectively to influence an individual's level of psychological and emotional attachment to their job.

1. **Personal Characteristics:** These include intrinsic factors such as motivation, personal values, personality traits, and individual tendencies. Such attributes govern how employees interpret and respond to their work environment.
2. **Job Characteristics:** This dimension encompasses aspects like job autonomy, task diversity, clarity in job descriptions, opportunities for participation, and performance feedback. These elements are crucial in enhancing employees' sense of purpose and contribution within the organization.
3. **Social Characteristics:** Social aspects refer to the interpersonal and relational elements of work, including collaborative work, shared decision-making, and the experience of collective success. These factors are significantly influenced by individual differences (e.g., gender, personal values) and by structural job components such as incentives and clearly defined roles.

The interplay among these characteristics suggests that job engagement is not a static trait but a dynamic state influenced by the work context. For instance, personal values and motivation may drive

engagement, but they are often shaped by the job's structure and the social environment within the workplace (Adiarani, 2019; Prieto-Díez et al., 2022; Mori et al., 2023).

Moreover, job engagement can be seen as a response to a set of converging conditions, where the extent of an individual's involvement in their role depends on how well the job environment satisfies their basic psychological needs (Han et al., 2021).

From a broader perspective, general work engagement reflects a deep internalized value placed on work itself. It is a subjective, enduring orientation toward the significance of work in one's life. This form of engagement enables employees to form meaningful relationships with colleagues and derive satisfaction beyond the technical aspects of the job.

Several factors have been identified as key facilitators of job engagement (Bhar et al., 2023; Tarnowska et al., 2024):

1. The presence of both willingness and capability to engage in the job role
2. A value framework that encourages deep immersion in work
3. Consideration of individual differences such as gender, education, tenure, and control needs
4. Designing jobs that are enriched and aligned with individual competencies
5. Recognizing task characteristics, including diversity, clarity, and significance
6. Managerial practices that promote employee involvement, creativity, and innovation within the work environment

This conceptualization highlights job engagement as a product of internal dispositions and external environmental factors, necessitating an integrative research and organizational practice approach.

2.2.3 Job Engagement Dimensions

Job engagement is a multidimensional construct, and its physical, cognitive, and emotional dimensions are essential for understanding the full scope of employee involvement in their work roles. These dimensions collectively contribute to how employees invest themselves in their work and interact with their organization. Each dimension offers a unique perspective on how employees engage in their tasks and what factors influence their overall engagement (Stanley et al., 2017; Esaki et al., 2023; Mishra et al., 2025).

2.2.3.1 Physical Engagement

Physical engagement concerns the extent of physical effort employees exert on their tasks. It includes the effort and tenacity that employees exert while undertaking their work responsibilities. In Kossyva et al. (2023), physical engagement is associated with the more tangible elements of the work environment, including the job requirements and the overall workplace atmosphere. Those employees who show such physical engagement are likely to continue working on given tasks, even under adverse conditions, with a very high degree of stamina and perseverance.

Different organizational factors, such as the nature of work, the level of autonomy granted, and resources provided, can influence physical engagement (Juyumaya et al., 2024). For instance, an employee in a physically demanding position will likely experience better performance outcomes with higher levels of physical engagement (Esaki et al., 2023). Furthermore, an employee who works in an encouraging environment that offers adequate physical resources such as ergonomic design workstations or break areas is more likely to be fully engaged physically (Bhar et al., 2023). Moderately strong relationships have been documented between physical engagement and productivity in sectors such as hospitality and tourism, where staff physical engagement significantly enhances customer satisfaction and service standard (Younes et al., 2024).

2.2.3.2 Cognitive Engagement

Cognitive engagement refers to the degree of mental effort employees apply to perform their work activities. This dimension concerns the intellectual engagement of an individual with information, which includes problem-solving, decision-making, and information processing activities. Cognitively engaged employees are more likely to be mentally immersed or deeply focused on their work by actively concentrating on completing their tasks. This type of engagement is often associated with the employee perception that the work is meaningful and there is value congruence between the individual and the organization (Kossyva et al., 2023).

Cognitive engagement is shaped by the job characteristics such as autonomy, task complexity, and learning and growth opportunities. Employees who are stimulated intellectually are more likely to be engaged cognitively, and so their level of performance increases (Mishra et al., 2025). For instance, in Ghani et al.'s (2023) study, cognitive, emotional, and physical engagement were identified as key components for fostering deep role engagement among employees, leading to enhanced organizational performance. Furthermore, cognitive engagement is linked to improved creativity and innovation because employees who are engaged intellectually are more likely to propose new ideas (Saks & Gruman, 2022).

2.2.3.3 Emotional Engagement

Emotional engagement is employees' affective connection towards their work, colleagues, and the organization itself. This dimension deals with employee attitudes about their positions and the impact of those attitudes on their actions and performance. Employees experience positive emotions, including being energetically active, joyful, and feeling pride, as well as having a heightened sense of accomplishment when they are emotionally engaged, which helps their motivation to perform (Kahn, 1990)

Emotional engagement significantly impacts organizational results. Employees connected to their work emotionally show enhanced OCBs, which include helping other employees and participating positively beyond the boundaries of their position. On the other hand, employees who do not feel an emotional connection have an increased risk of burnout, which reduces engagement and performance (Mishra et al., 2025). In the context of employee well-being, the impact of emotional engagement is instrumental because it relates to the level of job satisfaction and overall happiness at work (Yuan et al., 2021).

In addition, emotional involvement is considered one of the key mediators between organizational support and any given job performance (Saks et al., 2022). For instance, their emotional engagement is enhanced by the support they receive from the organization and their interpersonal relationships with their managers and coworkers, thereby increasing performance and decreasing intention to leave the organization (Esaki et al., 2023).

The three dimensions of job engagement: physical, cognitive, and emotional, are interrelated aspects of work that together contribute to an employee's engagement with his or her work role. Kah (1990) argues that these dimensions do not act separately but rather combine to form a single exposed outcome regarding an employee's situation. For instance, it is likely that high emotional engagement strengthens cognitive engagement: employees who are emotionally attached to the work tend to pay attention and devote mental energy to thinking about and creating solutions to challenges presented (Juyumaya et al., 2024).

Moreover, emotional and cognitive engagement can also be affected by physical engagement. Employees who find themselves physically engaged in their tasks are more likely to have positive appreciable emotions, such as feeling good about themselves, due to a strong sense of achievement,

which fuels their cognitive and emotional commitment towards the tasks. The engagement in one dimension was found to enhance the effects of other dimensions, and this relation has enormous consequences for employee engagement and organizational productivity, which is a result of performance (Bhar et al, 2023).

Job engagement is a complex term that involves a combination of cognitive, affective and behavioral aspects of employee participation. Every single dimension influences myriad facets of individual and organizational interaction, as well as every single element of work relations activities in the organization. Concentrating and developing all three aspects would boost employee motivation and well-being, improve performance, and increase organizational efficiency and productivity. Enhanced physical, cognitive, and emotional involvement results in a more engaged workforce, which fuels greater success and innovation, propelling an organization forward (Saks & Gruman, 2022; Mishra et al., 2025).

2.2.4 Job Engagement Importance

Both individual performance and organizational success depend heavily on job engagement. It refers to the degree to which employees invest themselves psychologically and emotionally into their roles, which contributes to their personal fulfillment and organizational success. Employee engagement is generally studied in three dimensions: physical, cognitive, and emotional engagement.

- 1) **Importance for the Employee:** Employee engagement profoundly impacts the employee's satisfaction, well-being, and performance. Engaged employees will likely experience greater job satisfaction, emotional fulfillment, and a deep sense of accomplishment. Most of the time, emotional engagement is about employees' positive feelings over their work, which fuels motivation, personal accomplishment, and goal. Cognitive engagement refers to the mental effort and focus an employee is willing to give to the task, which enhances problem-solving abilities. Physical engagement is the total amount of energy and effort the employee is willing to devote to a certain task, which increases the level of productivity (Kossyva et al., 2023; Mishra et al., 2025).
- 2) **Importance of the Work Group:** Positive emotions help create an effective and collaborative work environment, and engaged employee productivity is at its peak. Engaged employees are actively concerned not only with their assigned roles but also with the group as a whole and how they can make a better contribution to it. Employees develop stronger bonds through emotional engagement, which helps them feel connected to their colleagues or the team and its goals. Accomplishing engagement on cognitive and physical levels means that work is done at the highest efficiency and creativity, which positively affects the productivity of the work group (Bhar et al., 2023; Kossyva et al, 2023).
- 3) **Importance for the Organization:** Employee productivity, creativity, and retention of employees are some organizational results influenced by job engagement. Employees who are engaged are more likely than non-engaged employees to help the organization succeed by going above and beyond for the organization. Research indicates that engagement improves performance, commitment to the organization, and reduces turnover intentions (Bhar et al., 2023, p. 130). Moreover, engagement can mediate the impact of job resources on organizational outcomes, ensuring that efforts towards employee welfare translate to enhanced organizational performance (Otoo, 2023, p. 134; Aruoren et al., 2023, p. 81). However, companies with higher employee engagement tend to have a competitive edge because such companies are able to retain talent and cultivate innovation and customer satisfaction (Saks & Gruman, 2022, p. 28).

Thus, job engagement captures a variety of phenomena affecting employees and organizations. Organizations can strategically enhance employee wellness, team dynamics, and organizational outcomes through cognitive, emotional, and physical engagement. These reasons demonstrate the need to focus on employee engagement at all organizational levels (Mishra et al., 2025; Kossyva et al., 2023).

3. Field Study

3.1 Research Methodology:

The research methodology includes data collection sources, the research population and sample size, the research model and its variables, the research instrument, and the statistical methods used in the research.

3.2 Data Collection Sources

These sources are divided into two types:

- A. Secondary Sources: Data is obtained through reference to Arabic and foreign literature, academic theses (Master's and PhD), scientific research, and internet websites related to the research topic.
- B. Primary Sources: Data is obtained through a questionnaire directed to employees in a sample of five-star hotels in Egypt to assess the effectiveness of the work-life quality in these hotels and the level of job engagement.

3.3. Research Instrument

The questionnaire was divided into three sections as illustrated in Table 2, which are as follows:

Table 2: Research Instrument

Section	Data	Number of Items	Studies Used in Developing the Scale
Section One: General and Occupational Data	Age Group, Gender, Years of Experience in the Hospitality Industry, Position/Role, and Employment Type.	—	—
Section Two: Work-Life Quality Effectiveness	Work Environment (WE)	5	Sudiro et al., 2023; Hammond et al., 2023
	Job Satisfaction (JS)	5	
	Work-Life Balance (WLB)	5	
	Career Growth and Development (CGD)	5	
	Psychological Well-being (PW)	5	
Section Three: Job Engagement	Physical Engagement (PE)	5	Esaki et al., 2023; Stanley et al., 2017
	Cognitive Engagement (CE)	5	
	Emotional Engagement (EE)	5	

The reliability and internal consistency of the study instrument were measured using Cronbach's Alpha coefficient via SPSS v.27. The overall reliability coefficient for all variables was 0.949, which exceeds the acceptable threshold of 0.70. This value is considered satisfactory, indicating high reliability and consistency among the study variables. These results support the credibility of the variables and confirm their suitability for subsequent stages of analysis.

3.4. Research Population and Sample

The Research population consisted of five-star hotels, which provide a wide range of distinguished tourism services. It aims at shedding light on the domestic, international and religious tourism as well as flight ticket reservations, land and river transportation bookings, hotel reservations, and tourist transportation. According to the Chamber of Tourist Establishments (2025), as available on the official website (<http://www.egyptianhotels.org/Home/Hotels>), there are 343 five-star hotels in Egypt with 72,631 rooms.

Considering the large size of the study population and the wide distribution of five-star hotels across the Egyptian governorates, a random sample of employees working in these hotels was selected. The questionnaire was distributed electronically via the designated link (<https://forms.gle/WcGH8eTbocFZjfoc6>) through hotel websites, social media platforms, and personal email to ensure the collection of the largest number of responses from five-star hotel employees in Egypt. Table 3 presents the number of collected questionnaires.

Table 3: Distribution of Questionnaire Responses

Number of Questionnaires Distributed	Number of Questionnaires Returned	Number of Valid Questionnaires for Analysis	Response Rate (%)
600	441	415	69.2%

As a result, 415 valid responses were used for statistical analysis, which reflects an accurate representation of the research population. This contributes to achieving the research objectives with precision and objectivity while ensuring that the sample meets the statistical standards commonly adopted in similar scientific studies.

3.5. Proposed research Model

The research examines the impact of Work-Life Quality Effectiveness on Job Engagement in five-star hotels. Based on a review of numerous previous studies, such as Wu et al. (2025), Paudel (2024), Sawitri (2024), Irwanto et al. (2024), Arta et al. (2023), Mora et al. (2023), Hammond et al. (2023), Sudiro et al. (2023), Novitasari (2022), and Shelar & Khatke (2021), in alignment with the main objective of the study, the proposed model was designed as follows:

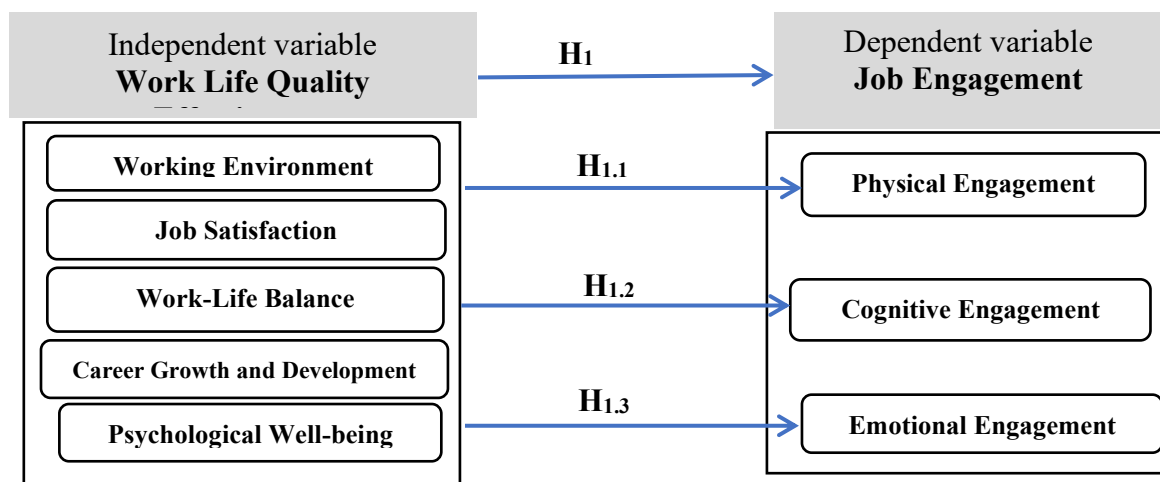


Figure 1: Proposed Study Model

Source: Developed by the researcher based on previous studies

3.6. Statistical Methods Used in Data Analysis

Table 4 presents the statistical methods used to analyze the questionnaire responses and the purpose of each method.

Table 4: Statistical Methods Used in the Study

Statistical Method	Purpose of Use	Software Used
Cronbach's Alpha Coefficient	To test the reliability and consistency of the study scales	SPSS v. 27
Means and Standard Deviations	To determine the respondents' attitudes toward the questionnaire items	
Multiple Regression Analysis	To measure the impact of independent variables on the dependent variable	

3.7. Analysis Results

3.7.1 Descriptive Analysis of General and Occupational Data

Table 5: General and Occupational Data of the Study Sample

Variable	Category	Frequency	Percentage
Age Group	Under 25	36	8.7
	25-34	97	23.4
	35-44	125	30.1
	45-54	99	23.9
	55 and above	58	14.0
Gender	Male	239	57.6
	Female	176	42.4
	Other	-	-
Years of Experience in the Hospitality Industry	Less than 1 year	19	4.6
	1-3 years	43	10.4
	4-6 years	88	21.2
	7-10 years	102	24.6
	More than 10 years	163	39.3
Position/Role	Front-line employee (e.g., receptionist, waiter)	170	41.0
	Supervisory role (e.g., supervisor, assistant manager)	113	27.2
	Managerial role (e.g., department head, manager)	88	21.2
	Senior management (e.g., general manager, executive director)	44	10.6
Employment Type	Full-time	226	54.5
	Part-time	78	18.8
	Temporary	76	18.3
	Seasonal	35	8.4

The demographic and occupational characteristics of the respondents reveal valuable insights into the composition of the study sample, which consists of employees working in five-star hotels across Egypt.

In terms of age distribution, the largest proportion of respondents (30.1%) falls within the 35–44 age group, followed by the 45–54 age group (23.9%) and the 25–34 age group (23.4%). This indicates that most participants are in their mid-career stages, suggesting a workforce with considerable professional maturity and experience. The relatively lower representation of respondents under 25 (8.7%) and those 55 and above (14.0%) reflects fewer early-career and nearing-retirement employees in the sample.

Regarding gender, males represent a slightly higher percentage (57.6%) than females (42.4%), which may reflect broader industry employment trends in the hospitality sector in Egypt. No respondents identified with a gender other than male or female.

Concerning years of experience in the hospitality industry, most respondents (39.3%) have more than 10 years of experience, followed by those with 7–10 years (24.6%). This suggests a highly experienced sample, which is particularly beneficial for evaluating the perceived effectiveness of work-life quality and job engagement, as seasoned employees are more likely to have substantial exposure to organizational policies and work conditions.

Regarding position or role, front-line employees comprise the largest group (41.0%), followed by supervisory staff (27.2%). Managerial roles account for 21.2%, while senior management makes up only 10.6%. This distribution reflects a sample that is heavily weighted toward operational-level staff, who are typically more directly affected by workplace policies and job environment factors.

Finally, employment type reveals that more than half of the respondents (54.5%) are employed full-time. Part-time (18.8%) and temporary workers (18.3%) also comprise a notable portion of the sample, with seasonal employees accounting for 8.4%. This diversity in employment types enables a comprehensive assessment of work-life quality and engagement across various job arrangements.

Overall, the demographic and professional diversity of the sample supports the representativeness of the findings and strengthens the generalizability of the research results within the five-star hotel sector in Egypt.

3.7.2. Descriptive Analysis of the Dimensions and Variables of the Research:

Table 6: Descriptive Analysis of the Dimensions and Variables of the Research

Dimensions and Variables of the Research	Mean	Std. Deviation	Data Distribution Test		Collinearity Statistics	
			Skewness	Kurtosis	Tolerance	VIF
Work Environment (WE)	4.21	.656	-1.021	.987		
Job Satisfaction (JS)	3.96	.642	-.077	-.509	.654	1.529
Work-Life Balance (WLB)	3.86	.769	-.052	-.700	.604	1.655
Career Growth and Development (CGD)	3.77	.962	-.397	-.887	.607	1.647
Psychological Well-being (PW)	3.88	.949	-.408	-.962	.320	3.121
Work-Life Quality Effectiveness (WLQE)	3.93	.626	-.102	-.458	.296	3.373
Physical Engagement (PE)	4.02	.675	-.577	.498	-	-
Cognitive Engagement (CE)	3.99	.621	-.943	.637	-	-
Emotional Engagement (EE)	3.78	.619	-1.043	1.013	-	-
Job Engagement (JE)	3.93	.551	-.956	1.024	-	-

The results presented in the table provide significant insights into the perceived work-life quality and job engagement among employees in five-star hotels in Egypt. The mean values indicate that employees generally perceive a positive work environment ($M = 4.21$, $SD = 0.656$), with relatively high levels of job satisfaction ($M = 3.96$, $SD = 0.642$) and work-life balance ($M = 3.86$, $SD = 0.769$). Career growth and development and psychological well-being scored slightly lower, with means of 3.77 and 3.88, respectively, suggesting that while employees recognize opportunities for professional development and psychological stability, these areas may require further enhancement.

The job engagement dimensions show favorable results, with physical engagement ($M = 4.02$), cognitive engagement ($M = 3.99$), and emotional engagement ($M = 3.78$), indicating that employees are actively involved in their roles both physically and mentally. The overall job engagement score ($M = 3.93$) aligns closely with the work-life quality effectiveness score ($M = 3.93$), reinforcing the interrelation between these constructs.

Overall, the findings highlight that while employees in five-star hotels generally experience a supportive work environment and moderate to high engagement levels, areas such as career growth and psychological well-being may require targeted interventions to ensure sustained job satisfaction and engagement.

The data presented in the table follow a normal distribution, as the distribution tests show that the skewness and kurtosis values fall within acceptable ranges, indicating that the distribution is approximately normal across most dimensions. Additionally, the distribution test results show that specific dimensions, such as work environment and emotional engagement, have a slight negative skew, reflecting a tendency toward higher response values, but overall, the distribution remains balanced. On the other hand, the collinearity tests indicate no issue with multicollinearity among the

independent sub-variables, as the variance inflation factor (VIF) values are within acceptable limits, indicating no significant multicollinearity between the variables. The VIF values were below 10 in most cases.

3.7.3. Discussion of Results and Hypothesis Testing

To test the research's hypotheses, the researcher employed multiple regression analysis after ensuring that the necessary conditions for conducting the test were met, including the absence of multicollinearity among the study's independent variables and the normal data distribution. The results were as follows:

Table 7: Regression Analysis of Work-Life Quality Effectiveness and Job Engagement of Five-Star Hotels' Employees

Variables	Unstandardized Coefficients		Unstandardized Coefficients Beta	ANOVA test		t-test		Durbin-Watson	R	R Square (R ²)
	B	Std. Error		F	Sig.	t value	Sig.			
(Constant)	1.239	.133		113.249	.000 ^b	9.293	.000	1.888	.762 ^a	.581
WE	.272	.033	.324			8.182	.000			
JS	.252	.035	.293			7.115	.000			
WLB	.157	.029	.219			5.331	.000			
CGD	.077	.032	.134			2.374	.018			
PWB	.146	.034	.252			4.282	.000			

a. Predictors: (Constant), Work Environment (WE), Job Satisfaction (JS), Work-Life Balance (WLB), Career Growth and Development (CGD), Psychological Well-being (PWB).

b. Dependent Variable: Job Engagement (JE)

The regression analysis results suggest that WLQ effectiveness significantly impacts job engagement (JE) for employees of five-star hotels in Egypt. The value, or R, of 0.762 and the R² value of 0.581 showed that the model has strong explanatory power. This indicates that about 58.1% of the change in job engagement can be explained by the independent variables used in the model. This further emphasises that work-life quality effectiveness greatly affects employee engagement.

The ANOVA test ($F = 113.249$, $p < 0.001$) indicates that the model has statistical validity and that the work-life quality effectiveness can be used to predict variations in job engagement reliably. A value from the Durbin-Watson statistic of 1.888 indicates no severe autocorrelation problems, which can be considered a good sign for the regression model.

Among the predictors, the work environment ($\beta = 0.324$, $t = 8.182$, $p < 0.001$) strongly impacts job engagement and shows that a well-structured and supportive workplace is crucial for engagement. Job satisfaction also has a considerable positive impact ($\beta = 0.293$, $t = 7.115$, $p < 0.001$), which means that employees who feel meaningful in their work tend to be more engaged. Employees' balance of work and life presents a significant impact on job engagement ($\beta = 0.219$, $t = 5.331$, $p < 0.001$), as does the individual's mental psychological health ($\beta = 0.252$, $t = 4.282$, $p < 0.001$). This emphasises the preservation of equilibrium between work and personal spheres and the importance of an employee's emotional well-being. Growth and developmental opportunities in the career are also important, albeit with much lower impact with statistical significance ($\beta = 0.134$, $t = 2.374$, $p = 0.018$). This suggests that advanceable career opportunities are valued but are not the primary focus in this case regarding engagement.

In general, the research results point out that encouraging a good environment and overall satisfaction, together with the well-being of the employees, are among the most relevant factors to increasing engagement in five-star hotels. Furthermore, the data indicate that the impact is significantly smaller

even when growth opportunities exist. This underscores the necessity for such organisations to focus on the overall condition of the workplace to maintain high engagement levels.

This is consistent with the works of Wu et al. (2025), Albar et al. (2024), Sawitri (2024), Sudiro et al. (2023), Mun Arta et al. (2023), and Mahmood (2022), which suggested that QWL effectiveness positively and significantly affects job engagement. In this case, it was confirmed that the research's hypothesis H1. "The Work-Life Quality effectiveness positively impacts employees' job engagement in five-star hotels".

Table 8: Regression Analysis of Work-Life Quality Effectiveness and Physical Engagement of Five-Star Hotels' Employees

Variables	Unstandardized Coefficients		Unstandardized Coefficients Beta	ANOVA test		t-test		R	R Square (R ²)
	B	Std. Error		F	Sig.	t value	Sig.		
(Constant)	1.121	.174		102.721	.000 ^b	6.449	.000	.746 ^a	.557
WE	.096	.043	.090			2.212	.028		
JS	.101	.046	.092			2.184	.030		
WLB	.216	.038	.237			5.614	.000		
CGD	.116	.042	.160			2.754	.006		
PWB	.248	.045	.337			5.570	.000		

a. Predictors: (Constant), Work Environment (WE), Job Satisfaction (JS), Work-Life Balance (WLB), Career Growth and Development (CGD), Psychological Well-being (PWB).

b. Dependent Variable: Physical Engagement (PE)

The regression analysis results highlight the significant influence of WLQ effectiveness dimensions on employees' physical engagement (PE) in five-star hotels in Egypt. The overall model demonstrates substantial explanatory power, as evidenced by the R value of 0.746 and an R² value of 0.557. This indicates that 55.7% of the variance in PE is explained by the combined effect of the independent variables, emphasizing the critical role of work-life quality factors in shaping employees' physical commitment to their roles.

The ANOVA test ($F = 102.721$, $p < 0.001$) confirms the overall model's statistical significance, validating the effectiveness of the predictors in explaining variations in PE. The significant t-values for all independent variables further reinforce their individual contributions to the dependent variable.

Psychological well-being ($\beta = 0.337$, $t = 5.570$, $p < 0.001$) exhibits the strongest positive effect on PE among the predictors. This suggests that employees who experience higher psychological well-being are more likely to be physically engaged in their work, likely due to reduced stress levels and improved overall job satisfaction. Work-life balance ($\beta = 0.237$, $t = 5.614$, $p < 0.001$) also plays a substantial role, indicating that employees who can effectively balance their professional and personal lives tend to demonstrate higher levels of PE. Career growth and development ($\beta = 0.160$, $t = 2.754$, $p = 0.006$) moderately impact physical engagement, suggesting that opportunities for advancement and skill development contribute positively to employees' willingness to invest physical effort in their tasks. Conversely, work environment ($\beta = 0.090$, $t = 2.212$, $p = 0.028$) and job satisfaction ($\beta = 0.092$, $t = 2.184$, $p = 0.030$) exhibit relatively weaker effects. While still statistically significant, these findings imply that a favorable work environment and general job satisfaction alone may not be sufficient to drive high levels of physical engagement compared to more personal and psychological factors.

The results suggest that enhancing psychological well-being and promoting a healthy work-life balance should be prioritized to improve employees' physical engagement. While factors such as career development, work environment, and job satisfaction contribute, their impact is relatively

lower, indicating that physical engagement is more directly influenced by personal well-being and the ability to balance work with personal life.

This is consistent with the works of Sawitri (2024), Sudiro et al. (2023), Paul & Perwez (2023), Hammond et al (2023), and Shelar & Khatke (2021), which suggested that QWL effectiveness positively and significantly affects job engagement. In this case, it was confirmed that the research's hypothesis H₁₋₁. “The Work-Life Quality effectiveness positively impacts employees' physical engagement in five-star hotels”.

Table 9: Regression Analysis of Work-Life Quality Effectiveness and Emotional Engagement of Five-Star Hotels' Employees

Variables	Unstandardized Coefficients		Unstandardized Coefficients Beta	ANOVA test		t-test		R	R Square (R ²)
	B	Std. Error		F	Sig.	t value	Sig.		
(Constant)	1.573	.178		56.936	.000 ^b	8.835	.000	.641 ^a	.410
WE	.351	.044	.371			7.892	.000		
JS	.236	.047	.244			4.993	.000		
WLB	.107	.039	.132			2.711	.007		
CGD	.165	.043	.256			3.822	.000		
PWB	.160	.046	.245			3.514	.000		

a. Predictors: (Constant), Work Environment (WE), Job Satisfaction (JS), Work-Life Balance (WLB), Career Growth and Development (CGD), Psychological Well-being (PWB).

b. Dependent Variable: Emotional Engagement (EE)

The regression analysis results indicate that WLQ effectiveness dimensions significantly influence employees' emotional engagement (EE) in five-star hotels in Egypt. The model exhibits a moderate explanatory power, with an R value of 0.641 and an R² value of 0.410. This suggests that 41.0% of the variance in emotional engagement can be attributed to the combined effect of the independent variables, highlighting the role of work-life quality in shaping employees' emotional involvement in their work.

The ANOVA test ($F = 56.936$, $p < 0.001$) confirms the regression model's overall significance, reinforcing the predictors' validity in explaining variations in emotional engagement. The significant t-values across all independent variables further emphasize their individual contributions to the dependent variable.

The work environment ($\beta = 0.371$, $t = 7.892$, $p < 0.001$) has the strongest positive impact on emotional engagement among the predictors. This suggests that a supportive and well-structured work setting is crucial in fostering employees' emotional connection to their roles. Job satisfaction ($\beta = 0.244$, $t = 4.993$, $p < 0.001$) also has a strong positive effect, indicating that employees who find fulfillment in their work are more likely to engage emotionally.

Career growth and development ($\beta = 0.256$, $t = 3.822$, $p < 0.001$) and psychological well-being ($\beta = 0.245$, $t = 3.514$, $p < 0.001$) contribute significantly to emotional engagement, emphasizing that opportunities for professional advancement and mental well-being are essential in fostering employees' emotional attachment to their jobs. Work-life balance ($\beta = 0.132$, $t = 2.711$, $p = 0.007$) has the weakest, yet still statistically significant, impact, suggesting that while balancing professional and personal responsibilities is important, it may not be as influential as other factors in driving emotional engagement.

Overall, the findings suggest that enhancing the work environment and job satisfaction should be key priorities for improving employees' emotional engagement in five-star hotels. While career development, psychological well-being, and work-life balance also play crucial roles, their impact is

relatively lower, indicating that emotional engagement is more strongly tied to employees' perceptions of their immediate work conditions and job fulfillment.

This is consistent with the works of Sawitri (2024), Sudiro et al. (2023), Paul & Perwez (2023), Hammond et al (2023), and Shelar & Khatke (2021), which suggested that WLQ effectiveness positively and significantly affects job engagement. In this case, it was confirmed that the research's hypothesis H_{1.2}. “The Work-Life Quality effectiveness positively impacts employees' cognitive engagement in five-star hotels”.

Table 10: Regression Analysis of Work-Life Quality Effectiveness and Cognitive Engagement of Five-Star Hotels' Employees

Variables	Unstandardized Coefficients		Unstandardized Coefficients Beta	ANOVA test		t-test		R	R Square (R ²)
	B	Std. Error		F	Sig.	t value	Sig.		
(Constant)	1.605	.182		50.633	.000 ^b	8.831	.000	.618 ^a	.382
WE	.321	.045	.340			7.079	.000		
JS	.238	.048	.247			4.943	.000		
WLB	.137	.040	.170			3.418	.001		
CGD	.125	.044	.194			2.823	.005		
PWB	.109	.047	.167			2.336	.020		

a. Predictors: (Constant), Work Environment (WE), Job Satisfaction (JS), Work-Life Balance (WLB), Career Growth and Development (CGD), Psychological Well-being (PWB).

b. Dependent Variable: Cognitive Engagement (CE)

The regression analysis results indicate a significant relationship between WLQ effectiveness dimensions and cognitive engagement (CE) among employees in five-star hotels in Egypt. The model demonstrates moderate explanatory power, with an R value of 0.618 and an R² value of 0.382, signifying that the independent variables explain 38.2% of the variance in CE. This suggests that while WLQ factors contribute to CE; however, other unexamined variables may also play a role. Furthermore, the ANOVA test ($F = 50.633$, $p < 0.001$) confirms the overall significance of the regression model, indicating that the predictors collectively influence cognitive engagement. Additionally, the statistically significant t-values for all independent variables reinforce their individual impact on employees' cognitive involvement in their work.

Among the influencing factors, the work environment ($\beta = 0.340$, $t = 7.079$, $p < 0.001$) had the strongest impact on cognitive engagement, emphasizing that a supportive and well-structured workplace enhances employees' ability to focus and invest mentally in their tasks. Job satisfaction ($\beta = 0.247$, $t = 4.943$, $p < 0.001$) also played a significant role, suggesting that employees who experience fulfillment in their jobs are more likely to engage cognitively. Work-life balance ($\beta = 0.170$, $t = 3.418$, $p = 0.001$) and professional growth and development ($\beta = 0.194$, $t = 2.823$, $p = 0.005$) showed moderate effects, indicating that maintaining a balance between professional and personal responsibilities and providing career advancement opportunities positively contribute to cognitive engagement. Psychological well-being ($\beta = 0.167$, $t = 2.336$, $p = 0.020$) had the weakest effect, though still statistically significant, implying that mental and emotional stability supports cognitive engagement but is not the most critical factor in this context.

Overall, the findings highlight the importance of fostering a positive work environment and ensuring job satisfaction to enhance cognitive engagement among hotel employees. While work-life balance, career development, and psychological well-being contribute to cognitive engagement, their effects are relatively weaker. These results suggest that cognitive engagement is primarily influenced by employees' immediate work conditions and their intrinsic satisfaction with their roles.

This is consistent with the works of Wu et al. (2025), Albar et al. (2024), Sawitri (2024), Sudiro et al. (2023), Mun Arta et al. (2023), and Mahmood (2022), which suggested that QWLE positively and significantly affects job engagement. In this case, it was confirmed that the research's hypothesis H₁₋₃. “The Work-Life Quality effectiveness positively impacts employees' emotional engagement in five-star hotels”.

4. Results

Based on the analysis of results and hypothesis testing, the research concluded the following findings:

- 1) The regression analysis results reveal that work-life quality significantly impacts overall job engagement among employees working in five-star hotels in Egypt. The model demonstrates strong explanatory power, indicating that multiple dimensions—such as work environment, job satisfaction, work-life balance, career development, and psychological well-being—contribute to employees' engagement. The work environment and job satisfaction emerged as the most influential factors, highlighting the importance of a supportive, fulfilling workplace in fostering employee engagement.
- 2) When examining the influence on physical engagement, psychological well-being had the most substantial impact, followed closely by work-life balance. This suggests that employees are more likely to invest physical energy in their jobs when they feel mentally stable and have a healthy balance between personal and professional responsibilities. Although the work environment and job satisfaction still contributed positively, their effects were less pronounced than those of internal psychological aspects.
- 3) As for emotional engagement, the work environment once again proved to be the most powerful predictor, indicating that a positive and structured workplace fosters a deeper emotional connection between employees and their roles. Job satisfaction and opportunities for career development also played strong roles, further emphasizing that employees' emotional investment is closely tied to how meaningful and growth-oriented they perceive their jobs to be.
- 4) Lastly, the results for cognitive engagement showed that a stimulating work environment and high job satisfaction are essential for encouraging employees to focus mentally and apply themselves intellectually to their work. Although work-life balance, professional development, and psychological well-being also showed significant effects, their influence was comparatively lower. This underlines the idea that cognitive engagement is primarily shaped by how mentally rewarding and conducive the work setting is to concentration and thought.

5. Recommendations

Based on the findings of the study, the following recommendations are proposed to enhance job engagement among employees in five-star hotels in Egypt:

- 1) **Strengthen the Work Environment:** Hotels should invest in creating a more supportive, structured, and motivating work environment. This includes fostering open communication, recognizing employee efforts, and providing safe and comfortable working conditions. As the work environment had the most significant impact across all dimensions of engagement, improving it can lead to a more committed and motivated workforce.
- 2) **Enhance Job Satisfaction Initiatives:** Management should focus on strategies that enhance employees' sense of fulfillment and value in their roles. This could involve regular performance feedback, clear career paths, fair compensation, and meaningful work assignments. Satisfied employees are more likely to be emotionally and cognitively engaged.
- 3) **Prioritize Psychological Well-being and Work-Life Balance:** Given the strong influence of psychological well-being and work-life balance on physical and emotional engagement, it is crucial to provide mental health support, stress management programs, and flexible work arrangements. Promoting a culture that respects personal time and supports employee wellness can significantly boost engagement levels.

- 4) Support Career Growth and Development: While career advancement had a relatively moderate impact, it still plays an important role in driving employee engagement. Hotels should offer regular training, development programs, and clear promotion policies to keep employees motivated and aligned with organizational goals.

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