

# Research on the Impact of Hotel Employees' Work Values on Job Involvement

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## ABSTRACT

In the context of intensified competition in the hotel industry and increasing demands for service quality, employees' job involvement has become a crucial guarantee for organizational performance and customer satisfaction. Based on social cognitive theory, this study takes hotel employees as the research object and constructs a mediation model of "work values - self-efficacy - job involvement" to explore the mechanism between employees' psychological values and behavioral engagement. Through a questionnaire survey, 115 samples of data were collected, and SPSS was used for reliability analysis, regression analysis, and Bootstrap mediation effect testing. The study found that work values have a significant positive impact on job involvement; self-efficacy plays a partial mediating role, significantly enhancing the path effectiveness of transforming values into behavior. This study enriches theoretical achievements on employee motivation and behavior and provides empirical support for the hotel industry to optimize employee incentive mechanisms.

## KEYWORDS

Hotel employees; Work values; Self-efficacy; Job involvement; Mediation effect

## 1 Introduction

The hotel industry, as an important component of the tertiary industry, is one of the most dynamic and developmentally promising sectors in modern service industries. The Ministry of Culture and Tourism of China has issued the "Three-Year Training Plan for Star-Rated Hotel Staff (2022-2024)", with principles including aligning with industry needs, serving development, making key breakthroughs, achieving overall improvement, providing categorized guidance, and advancing in a coordinated manner. The goal is to enhance the planning, pertinence, and effectiveness of training, comprehensively improve the quality of practitioners, and provide talent support for the high-quality development of star-rated hotels <sup>[1]</sup>.

The hotel industry is entering a transformation period of development and improvement. The issue of employees' job involvement not only involves the psychological and behavioral aspects of enterprise employees but is also closely related to organizational performance. In the current context of fierce competition in the hotel industry and constantly changing market demands, hotel employees' work values and attitudes have significant impacts on their work efficiency, customer satisfaction, and the overall competitiveness of enterprises. Additionally, the organizational atmosphere of high-star hotels also affects employees' job involvement. Therefore, studying the relationship between the organizational atmosphere of high-star hotels and employees' job involvement is crucial <sup>[2]</sup>.

In the context of digital transformation, consumption upgrading, and intensified market competition, hotel enterprises are placing increasing importance on human capital management. As direct service providers, employees' work attitudes and behaviors profoundly influence customer experiences and corporate brand images. In the labor-intensive hotel industry, employees' job involvement is particularly critical for improving service quality, organizational performance, and customer satisfaction. Accordingly, this study incorporates self-efficacy into the research framework to explore its mediating effect in the relationship between work values and job involvement.

At the theoretical level, through empirical analysis of the impact of hotel employees' work values on job involvement, and by introducing self-efficacy as a mediating variable, this study can enrich and expand the theory of hotel human resource management, address the gaps in research on the relationships among these three constructs, and provide a theoretical foundation for subsequent studies. Meanwhile, by analyzing the connections between work values (individuals' cognitive evaluation of work), self-efficacy (individuals' confidence in their own abilities), and job involvement (individuals' focus on work), and revealing the psychological and behavioral processes in individual work, it can offer empirical support for the development of organizational behavior theory.

At the practical level, given the scarcity of relevant research on the hotel employee group, this study helps managers understand employees' needs and psychology, thereby enabling them to adopt targeted measures to enhance employees' work values, self-efficacy, and job involvement, so as to improve service quality, customer satisfaction, and brand competitiveness. Additionally, it is conducive to providing employees with better development opportunities and working environments, attracting and retaining outstanding talents, building a high-quality team, and ultimately promoting the sustainable development of the hotel industry.

## 2 Theoretical foundation and research hypotheses

### 2.1 Work values and self-efficacy

Work values have a positive promoting effect on self-efficacy as the criteria and beliefs that employees use to judge their work. Employees with clearer work values have a better understanding of their goals and pursuits in their work. This self-awareness helps them make clearer judgments about their abilities and work results in their work, and this clear goal also helps them achieve more satisfactory work results, thereby enhancing their self-efficacy (Hu Xiaoxuan, 2022). Most of the existing research on work values and self-efficacy focuses on college students, teachers, and doctors, with relatively few studies on other groups. Therefore, this paper introduces work values as a cognitive factor of self-efficacy and analyzes the impact of work values on self-efficacy among hotel employees. Thus, the following hypothesis is proposed:

H1: Work values of hotel employees have a significant positive impact on self-efficacy.

### 2.2 Work values and job involvement

Recent studies have shown that there is a significant correlation between work values and job involvement. Ren Hualiang et al. (2014) found that the positivity of work values can predict the level of job involvement. Luo Yanju et al. (2023) further pointed out that work values have a significant predictive effect on job involvement, especially among employees with a high collectivist tendency and a positive evaluation of their work. Wang Xing et al. (2017) explored how work values of hotel employees affect job involvement and job satisfaction through the mediating role of generational differences.

Based on these studies, this paper believes that work values, as the internal judgment criteria for the importance of work behavior and results for employees, have an important impact on their job involvement. Employees with high job involvement often show higher work efficiency and satisfaction, which is crucial for the development of enterprises. In short, work values reflect an individual's preferences for work. When these preferences are met in work, the individual's work state will be more positive, and the level of job involvement will also increase accordingly. Therefore, this paper proposes the following hypothesis:

H2: Work values have a significant positive impact on job involvement.

### 2.3 Self-efficacy and job involvement

In recent years, Fan Wei et al. have shown that there is a positive correlation between self-efficacy and work values. Individuals with high self-efficacy often have higher entrepreneurial motivation (Fan Wei et al., 2004). In the field of education, self-efficacy is considered an important factor influencing career success (Sezgin & Erdogan, 2015). An individual's self-efficacy is closely related to their job involvement, job satisfaction, and teaching effectiveness (Skaalvik & Skaalvik, 2016). Individuals with high self-efficacy are more likely to view challenges as opportunities rather than obstacles, and thus are more actively engaged in their work (Bandura, 2001). Self-efficacy is considered to be a factor that can be enhanced through intervention, providing the possibility of improving one's work performance and career development (Luthans et al., 2010). Based on the above research, this paper proposes the following hypothesis:

H3: Self-efficacy has a significant positive impact on job involvement.

### 2.4 The mediating role of self-efficacy

Work values are the core factors shaping an individual's work behavior and results. They not only guide an individual's career choice but also profoundly influence their performance and achievements at work. Specifically, when an individual's work values match the conditions of their work environment, they are more likely to exhibit positive work behavior, feel job satisfaction, and achieve higher work performance (Lan Hai, Liang Bin, 2019). Self-efficacy plays a mediating role in the relationship between work values and job involvement. In a study of employees in high-end hotels, it was found that self-efficacy is a mediating variable for the positive influence of work values on job involvement among female employees, but it has no significant direct impact on the job involvement of male employees (Luo Yanju et al., 2023). Chen Chaoqun discovered that self-efficacy may play different mediating roles among employees of different genders, and its mediating effect may vary due to differences in occupational groups and cultural backgrounds, requiring further research to explore its universality and applicability (Chen Chaoqun, 2016).

The relationship between self-efficacy and job involvement has received extensive attention. Xie Yuntian et al.'s research shows that self-efficacy partially mediates the relationship between professional identity and job involvement (Xie Yuntian et al., 2024). This implies that the more confident individuals are in their abilities, the more likely they are to be engaged in their work. Moreover, self-efficacy is also regarded as an important factor influencing job involvement, as it can motivate individuals to persist in their efforts (Consiglio et al., 2016). Individuals with high self-efficacy are more likely to achieve valuable results through perseverance (Peng & Mao, 2015), indicating that self-efficacy has a positive promoting effect on personal job involvement. Based on the above research, this paper proposes the following

hypothesis:

H4: Self-efficacy mediates the relationship between work values and job involvement.



Figure 1 Research framework diagram

### 3 Research design

Based on literature reviews and quantitative research, this study identified relevant measurement indicators and conducted a questionnaire survey. The questionnaire was divided into two main sections: the first section focused on demographic characteristics, including variables such as respondents' gender, age, educational level, department of work, and years of work experience. The second section focused on the relationships among the three key research variables—work values, self-efficacy, and job involvement behaviour—aiming to explore their underlying connections in depth.

This study employed established scales to measure the variables, with moderate revisions made to align with the Chinese context. All questionnaire items used a five-point Likert scale (1 = strongly disagree, 5 = strongly agree) to ensure the scientific validity and reliability of the measurements. The work values scale consists of six items, drawn from domestic and international research on work motivation and value orientations, covering dimensions such as career development, interest alignment, fairness mechanisms, and sense of meaning. The self-efficacy scale adopts Bandura's <sup>[3]</sup> revised self-efficacy scale, consisting of five items, primarily measuring an individual's confidence, problem-solving ability, and stress resilience when facing work tasks. Job involvement is measured using Schaufeli et al.'s (2002)<sup>[4]</sup> three-dimensional model of job involvement (vitality, focus, and dedication), comprising six items, comprehensively reflecting employees' work enthusiasm and immersion.

Table 1 Work values measurement items

| Variable    | Serial Number | Question Item                                                              |
|-------------|---------------|----------------------------------------------------------------------------|
| Work Values | WV1           | Salary increase accompanied by job promotion and increase in working years |
|             | WV2           | The hotel work content matches my hobbies and interests                    |
|             | WV3           | My work is meaningful and valuable                                         |
|             | WV4           | I have a fair, reasonable, and perfect promotion mechanism                 |
|             | WV5           | I have a clear career development plan                                     |
|             | WV6           | The hotel work content is innovative                                       |

Table 2 Self-efficacy measurement items

| Variable        | Serial Number | Item                                                                               |
|-----------------|---------------|------------------------------------------------------------------------------------|
| Self - efficacy | SE1           | If I try my best, I can always solve problems.                                     |
|                 | SE2           | I am confident that I can effectively deal with any unexpected situations.         |
|                 | SE3           | If I put in the necessary effort, I can definitely solve most of the difficulties. |
|                 | SE4           | I can face difficulties calmly because I trust my ability to handle problems.      |
|                 | SE5           | I believe that with my ability, I can overcome any difficulties.                   |

Table 3 Job involvement measurement items

| Variable        | Serial Number | Question Item                                                                           |
|-----------------|---------------|-----------------------------------------------------------------------------------------|
| Job Involvement | J11           | When working in a hotel, time always passes unconsciously.                              |
|                 | J12           | Hotel work makes me feel powerful and full of vitality.                                 |
|                 | J13           | I am passionate about hotel work.                                                       |
|                 | J14           | When working in a hotel, I will be completely oblivious to the surrounding environment. |
|                 | J15           | In the morning, I can't wait to start working.                                          |
|                 | J16           | My work goals are clear and meaningful.                                                 |

### 4 Data analysis

#### 4.1 Sample characteristic analysis

This study collected questionnaires through a combination of offline and online surveys targeting frontline hotel employees, with a total of 115 valid questionnaires collected. Using SPSS 25.0 software, descriptive statistical analysis was conducted on the sample data of 115 hotel employees (Table 3-1). The survey objects cover frontline employees from multiple hotel departments, with representativeness. The sample is mainly composed of female employees under 25

years old, with a bachelor's degree as the main education level, and most have less than 3 years of work experience, exhibiting typical "new generation" employment characteristics.

Table 4 Respondent sample basic information

| Respondent Basic Information | Respondent Basic Information | Respondent Basic Information | Respondent Basic Information | Respondent Basic Information | Respondent Basic Information |
|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
|                              |                              | Frequency                    | Percentage                   | Valid Percentage             | Cumulative Percentage        |
| Gender                       | Male                         | 22                           | 19.1                         | 19.1                         | 19.1                         |
| Gender                       | Female                       | 93                           | 80.9                         | 80.9                         | 100.0                        |
| Age                          | Under 25                     | 93                           | 80.9                         | 80.9                         | 80.9                         |
| Age                          | 26-35                        | 14                           | 12.2                         | 12.2                         | 93.0                         |
| Age                          | 36-45                        | 8                            | 7.0                          | 7.0                          | 100.0                        |
| Education Level              | Junior College and Below     | 18                           | 15.7                         | 15.7                         | 15.7                         |
| Education Level              | Bachelor's Degree            | 92                           | 80.0                         | 80.0                         | 95.7                         |
| Education Level              | Master's Degree and Above    | 5                            | 4.3                          | 4.3                          | 100.0                        |
| Work Years                   | Less than 1 Year             | 69                           | 60.0                         | 60.0                         | 60.0                         |
| Work Years                   | 1-3 Years                    | 26                           | 22.6                         | 22.6                         | 82.6                         |
| Work Years                   | 4-6 Years                    | 11                           | 9.6                          | 9.6                          | 92.2                         |
| Work Years                   | More than 7 Years            | 9                            | 7.8                          | 7.8                          | 100.0                        |
| Work Department              | Food and Beverage            | 34                           | 29.6                         | 29.6                         | 29.6                         |
| Work Department              | Department                   | 38                           | 33.0                         | 33.0                         | 62.6                         |
| Work Department              | Front Office Department      | 6                            | 5.2                          | 5.2                          | 67.8                         |
| Work Department              | Housekeeping Department      | 37                           | 32.2                         | 32.2                         | 100.0                        |
| Work Department              | Other                        | 115                          | 100.0                        | 100.0                        |                              |
| Work Department              | Total                        |                              |                              |                              |                              |

## 4.2 Reliability and validity analysis

### 4.2.1 Reliability analysis (Cronbach's alpha)

Measuring the stability and reliability of variables is a key indicator for assessing their internal consistency, usually tested through reliability analysis. This study uses SPSS 25.0 software to conduct a reliability test of the scales, with Cronbach's  $\alpha$  coefficient as the main test indicator. A good reliability indicator should meet two conditions: first, the Cronbach's  $\alpha$  coefficient should be greater than 0.7; second, the corrected item-total correlation coefficient (CITC) should be greater than 0.5<sup>[5]</sup>.

Table 5 Scale reliability test

| Measurement Dimension | Cronbach's $\alpha$ |
|-----------------------|---------------------|
| Work Values           | 0.909               |
| Self-Efficacy         | 0.889               |
| job involvement       | 0.912               |

All three scales exceed 0.85, indicating that the questionnaire has good internal consistency and repeatability, suitable for conducting structural model testing.

### 4.2.2 Validity analysis (KMO and Bartlett's test)

Validity analysis of the questionnaire results is conducted to test the correctness and effectiveness of the measurement results. Validity analysis aims to assess whether the design of measurement items is reasonable and whether it can accurately reflect the research purpose and requirements. This study uses factor analysis (exploratory factor analysis) for validity testing, with KMO values and Bartlett's sphericity test used to assess whether the selected indicators are suitable for factor analysis<sup>[6]</sup>.

As shown in the table, the KMO value of the scale is 0.920, and the p-value of Bartlett's sphericity test is less than 0.01,

Table 6 KMO and Bartlett's test

| KMO and Bartlett's Test       | KMO and Bartlett's Test       | KMO and Bartlett's Test |
|-------------------------------|-------------------------------|-------------------------|
| KMO Sampling Adequacy Measure | KMO Sampling Adequacy Measure | .920                    |
| Bartlett's Test of Sphericity | Approximate Chi-Square        | 1405.844                |
| Bartlett's Test of Sphericity | Degrees of Freedom            | 136                     |
| Bartlett's Test of Sphericity | Significance                  | .000                    |

indicating that the scale is very suitable for factor analysis and has good structural validity.

### 4.2.3 Regression analysis

Table 7 Regression analysis model summary

| Model Summary b                 | Model Summary b | Model Summary b | Model Summary b   | Model Summary b                | Model Summary b |
|---------------------------------|-----------------|-----------------|-------------------|--------------------------------|-----------------|
| Model                           | R               | R Square        | Adjusted R Square | Standard Error of the Estimate | Durbin-Watson   |
| Work Values → Self-Efficacy     | .547a           | .299            | .293              | .64860                         | 1.899           |
| Work Values → job involvement   | .443a           | .196            | .189              | .85052                         | 1.889           |
| Self-Efficacy → job involvement | .693a           | .481            | .476              | .68366                         | 2.058           |

Linear regression is a statistical analysis method that uses regression analysis in mathematical statistics to determine the quantitative relationship of mutual dependence between two or more variables. Taking self-efficacy as the dependent variable and work values as the independent variable, this study discusses the impact relationship between the independent variable and the dependent variable [7], with the results shown below:

From the regression results, the F-test significance P-values for the linear relationship of the regression equations are all less than 0.001, rejecting the null hypothesis that the overall regression parameters are all less than 0, indicating that the linear relationship between the independent variable and the dependent variable is significant.

According to the results, the regression equation between work values and the dependent variable self-efficacy is: "Self-Efficacy = 0.426 \* Work Values". This indicates that work values have a significant positive impact on self-efficacy, with an R-square value of 0.299. The model is significant, and work values have a positive significant impact on self-efficacy, supporting hypothesis H1. The explanatory power reaches 29.9%, indicating that employees who identify with organizational values are more likely to build self-confidence and competence. Therefore, the hypothesis that work values have a positive impact on self-efficacy is established, i.e., H1 is established.

Table 8 Correlation coefficient diagram between work values and self-efficacy

| Coefficients a  | Coefficients a  | Coefficients a      | Coefficients a      | Coefficients a  | Coefficients a  | Coefficients a  | Coefficients a  | Coefficients a  |
|-----------------|-----------------|---------------------|---------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Model           | Model           | Unstandardized      | Unstandardized      | Standardized    | t               | Significance    | Collinearity    | Collinearity    |
| Model           | Model           | Coefficients        | Coefficients        | Coefficients    | t               | Significance    | Statistics      | Statistics      |
| Work            | Val-            | B                   | Standard Error      | Beta            | t               | Significance    | Tolerance       | VIF             |
| ues → Self-     | (Constant)      | 2.145               | .237                |                 | 9.042           | .000            |                 |                 |
| Efficacy        |                 |                     |                     |                 |                 |                 |                 |                 |
| Work            | Val-            |                     |                     |                 |                 |                 |                 |                 |
| ues → Self-     | Work Values     | .426                | .061                | .547            | 6.949           | .000            | 1.000           | 1.000           |
| Efficacy        |                 |                     |                     |                 |                 |                 |                 |                 |
| a. Dependent    | a. Dependent    | a. Dependent Vari-  | a. Dependent Vari-  | a. Dependent    | a. Dependent    | a. Dependent    | a. Dependent    | a. Dependent    |
| Variable: Self- | Variable: Self- | able: Self-Efficacy | able: Self-Efficacy | Variable: Self- | Variable: Self- | Variable: Self- | Variable: Self- | Variable: Self- |
| Efficacy        | Efficacy        |                     |                     | Efficacy        | Efficacy        | Efficacy        | Efficacy        | Efficacy        |

According to the results, the regression equation between work values and the dependent variable job involvement is: "job involvement = 0.422 \* Work Values". This indicates that work values have a significant positive impact on job involvement, with an R-square value of 0.196. The model is significant, and work values have a significant positive impact on job involvement, verifying hypothesis H2. Although the explanatory power is not as strong as the direct prediction of efficacy, it still reflects the importance of values in employee behavior motivation.

According to the results, the regression equation between self-efficacy and the dependent variable job involvement is: "Self-Efficacy = 0.849 \* Work Values". This indicates that self-efficacy has a significant positive impact on job involvement, with an R-square value of 0.481. Therefore, the hypothesis that self-efficacy has a positive impact on job involvement is

Table 9 Correlation coefficient diagram between work values and job involvement

| Coefficients a | Coefficients a    | Coefficients a     | Coefficients a     | Coefficients a    | Coefficients a    | Coefficients a    | Coefficients a    | Coefficients a    |
|----------------|-------------------|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Model          | Model             | Unstandardized     | Unstandardized     | Standardized      | t                 | Significance      | Collinearity      | Collinearity      |
| Model          | Model             | Coefficients       | Coefficients       | Coefficients      | t                 | Significance      | Statistics        | Statistics        |
| Work           | Val-              | B                  | Standard Error     | Beta              | t                 | Significance      | Tolerance         | VIF               |
| ues → job in-  | (Constant)        | 1.585              | .311               |                   | 5.097             | .000              |                   |                   |
| vovement       |                   |                    |                    |                   |                   |                   |                   |                   |
| Work           | Val-              |                    |                    |                   |                   |                   |                   |                   |
| ues → job in-  | Work Values       | .422               | .080               | .443              | 5.252             | .000              | 1.000             | 1.000             |
| vovement       |                   |                    |                    |                   |                   |                   |                   |                   |
| a. Dependent   | a. Dependent      | a. Dependent Vari- | a. Dependent Vari- | a. Dependent      | a. Dependent      | a. Dependent      | a. Dependent      | a. Dependent      |
| Variable: job  | Variable: job in- | able: job involve- | able: job involve- | Variable: job in- | Variable: job in- | Variable: job in- | Variable: job in- | Variable: job in- |
| involvement    | vovement          | ment               | ment               | vovement          | vovement          | vovement          | vovement          | vovement          |

established, i.e., H3 is established. The model's explanatory power reaches 48.1%, indicating that self-efficacy has a strong predictive power for job involvement, significantly supporting hypothesis H3. Employees with higher efficacy are more likely to maintain emotional stability and a sense of purpose, thereby more actively participating in work.

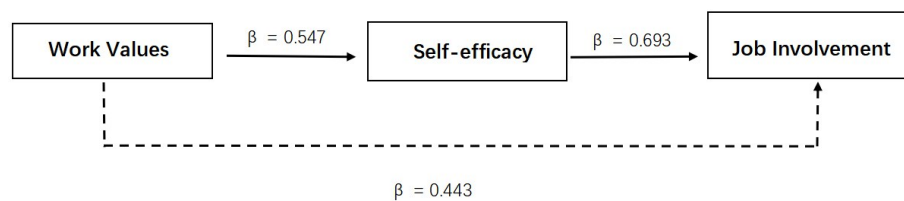
**Table 10** Correlation Coefficient Diagram between Self-Efficacy and job involvement

| Coefficients a                         | Coefficients a                         | Coefficients a                         | Coefficients a                         | Coefficients a                         | Coefficients a                         | Coefficients a                         | Coefficients a                         | Coefficients a                         |
|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|
| Model                                  | Model                                  | Unstandardized                         | Unstandardized                         | Standardized                           | t                                      | Significance                           | Collinearity                           | Collinearity                           |
| Model                                  | Model                                  | Coefficients                           | Coefficients                           | Coefficients                           | t                                      | Significance                           | Statistics                             | Statistics                             |
| Self-                                  |                                        | B                                      | Standard Error                         | Beta                                   | t                                      | Significance                           | Tolerance                              | VIF                                    |
| Efficacy → job involvement             | (Constant)                             | -.008                                  | .317                                   |                                        | -.026                                  | .979                                   |                                        |                                        |
| Efficacy → job involvement             | Self-Efficacy                          | .849                                   | .083                                   | .693                                   | 10.226                                 | .000                                   | 1.000                                  | 1.000                                  |
| a. Dependent Variable: job involvement | a. Dependent Variable: job involvement | a. Dependent Variable: job involvement | a. Dependent Variable: job involvement | a. Dependent Variable: job involvement | a. Dependent Variable: job involvement | a. Dependent Variable: job involvement | a. Dependent Variable: job involvement | a. Dependent Variable: job involvement |

#### 4.2.4 Mediation Effect Test

The mediation model path constructed in this study is Work Values → Self-Efficacy → job involvement. Based on the previous analysis results: the  $\beta$  value in the impact path of work values on self-efficacy is 0.547, and  $p < 0.001$ , indicating that work values have a significant positive impact on self-efficacy; in the impact path of self-efficacy on job involvement, the  $\beta$  value is 0.693,  $p < 0.001$ , showing that self-efficacy has a significant positive impact on job involvement; additionally, work values also have a direct impact path on job involvement, with a  $\beta$  value of 0.443,  $p < 0.001$ . The model includes both direct and indirect paths, thus preliminarily confirming that self-efficacy has a mediating role between work values and job involvement.

In the figure, the dotted line represents the direct path, and the solid line represents the path transmitted through the mediating variable:



**Figure 2** Mediation effect analysis path

#### 4.3 Judgment conclusion on mediating role

Based on the three-step method proposed by Baron & Kenny (1986) for judgment: since the impact of the independent variable on the dependent variable is significant, the impact of the independent variable on the mediating variable is significant, and the impact of the mediating variable on the dependent variable is significant, with a decrease in the direct effect. Therefore, it can be concluded that self-efficacy plays a partial mediating role between work values and job involvement, and hypothesis H4 is established. This means that work values not only directly stimulate employees' work enthusiasm but also indirectly influence their job involvement behavior by enhancing employees' psychological resources (i.e., self-efficacy).

### 5 Discussion and prospects

#### 5.1 Research conclusions

This study conducts an empirical analysis centered on the mediating model of "work values—self-efficacy—job involvement," aiming to explore the internal psychological mechanisms of hotel employees and the paths of their behavioral expressions. Through the analysis of sample data from 115 hotel employees, the following main conclusions are drawn:

First, work values significantly and positively predict self-efficacy. The results of data analysis show that work values have a significant positive impact on self-efficacy ( $\beta = 0.547$ ,  $p < 0.001$ ). This indicates that when employees identify with the importance, fairness, and developmental nature of their work, they will have more confidence in facing work challenges, thereby enhancing their sense of competence and control.



Second, self-efficacy significantly and positively affects job involvement. Empirical results demonstrate that self-efficacy is an important predictive variable of job involvement ( $\beta = 0.693$ ,  $p < 0.001$ ). Employees with higher self-efficacy tend to actively embrace challenges, engage fully in their work, and maintain a high level of vitality and focus within the organization.

Third, work values have both direct and indirect impacts on job involvement. This study finds that work values not only directly affect job involvement ( $\beta = 0.443$ ) but also indirectly influence it through self-efficacy, with a significant mediating effect. This suggests that identification with values stimulates employees' internal motivation (self-efficacy), which is then transformed into behavioral performance (job involvement), forming a positive incentive mechanism.

In summary, all four hypotheses of the research model have received empirical support, validating the important pivotal role of work values in linking employees' psychological states and behavioral expressions.

## 5.2 Research prospects

While existing studies have focused on the relationship between work values and job involvement, this study is the first to verify the mediating mechanism of their influence path in the context of the hotel industry, from the perspective of employees' "internal resources," thereby enriching the motivation-behavior model system in organizational behavior. Meanwhile, the introduction of self-efficacy as a variable in existing work values research addresses the limitation of previous studies that neglected psychological process variables. The findings indicate that self-efficacy not only has explanatory power but also enhances employees' positive cognition of and engagement in the organizational environment, providing empirical support for the theoretical development of the "cognition-belief-behavior" path. Moreover, unlike most studies targeting manufacturing and education sectors, this study focuses on hotel employees—a typical group in the service industry—and verifies the behavioral path in the context of high contact and high emotional labor, offering a new perspective for the theoretical development of inter-industry heterogeneity.

Despite achieving certain results in constructing the theoretical model, collecting empirical data, and drawing conclusions, this study still has limitations. On the one hand, the cross-sectional questionnaire survey method was adopted, with all data collected at a single time point, making it difficult to capture the dynamic relationships between variables evolving over time. Meanwhile, the self-reported questionnaire approach may be influenced by factors such as respondents' subjective judgments and social desirability bias, reducing the objectivity of the data. On the other hand, although self-efficacy was introduced as a mediating variable to expand the influence path of work values on job involvement, other potential variables—such as perceived organizational support, leadership style, emotional labor, and job burnout—were not included. These variables may play a moderating or mediating role in the formation of employees' behaviors and deserve further exploration.

## Funding

School of Hospitality Management, China University of Labor Relations, Student Research Projects. (NO: 25xjx076)

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