Ilocano Values, Employee Engagement, and Contextual Performance in Heritage Hospitality: Toward A Culture-Based Employee Performance Framework

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Abstract

This study examined how Ilocano values shape employee engagement and contextual performance in heritage hospitality in the Ilocos Region, where culture forms part of the workplace context. It aimed to determine the levels and relationships among the three variables, examine the mediating role of employee engagement, identify significant predictors, and develop a Culture-Based Employee Performance Framework (CBEPF). Using a quantitative, non-experimental, descriptive-correlational design with mediation analysis, data were collected from 488 heritage hospitality employees through a validated and reliable questionnaire ($M = 4.78$; Cronbach's $\alpha = .88$) and analyzed using descriptive statistics, Pearson correlation, mediation, and multiple regression. Results showed very highly practiced Ilocano values ($M = 3.57$), very high employee engagement ($M = 3.41$), and very high contextual performance ($M = 3.47$). Ilocano values significantly related to employee engagement ($r = .392$, $p < .001$) and contextual performance ($r = .535$, $p < .001$), while employee engagement strongly related to contextual performance ($r = .770$, $p < .001$) and partially mediated the relationship between Ilocano values and contextual performance. Regression analysis further showed that selected Ilocano values and all dimensions of employee engagement significantly predicted contextual performance, explaining 67.6% of its variance. The resulting CBEPF, supported by *Panagrukod* (Measurement of Performance Indicators), *Panagtingiting* (Review of Individual Performance), and *Panagdur-as* (Continuous Improvement Action Plan), received an excellent expert rating ($M = 4.89$). The study concludes that Ilocano values can serve not merely as cultural expressions but as a foundation for employee engagement and contextual performance, translating local heritage into everyday workplace practice.

Keywords: Heritage Hospitality, Ilocano Values, Employee Engagement, Contextual Performance, Mediation Analysis, Multiple Regression, Ilocos Region, Philippines