

# TRAIT Emotional Intelligence and Internal Communication Satisfaction as Regressors of Work Engagement among Food Service Staff in Davao De ORO

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## ABSTRACT

Employee work engagement contributes to the envisioned profitability and sustainability of an organization. However, employees' enthusiasm and dedication to their work declined due to increased workload. The study aimed to determine the influence of trait emotional intelligence, internal communication satisfaction, and work engagement. This study employed a quantitative approach, with 200 food service staff in Davao de Oro as respondents, selected through simple random sampling. Mean, standard deviation, Pearson's  $r$ , and multiple regression were used to analyze and interpret the collected data. The results revealed that the level of trait emotional intelligence is manifested, the level of internal communication satisfaction is evident, and the status of work engagement is also evident. In addition, the results indicated a moderate positive relationship between trait emotional intelligence and work engagement, and a strong positive relationship between internal communication satisfaction and work engagement. Moreover, both trait emotional intelligence and internal communication satisfaction could significantly influence work engagement. Further, internal communication satisfaction could have a greater influence on work engagement. This indicates that these factors are vital for increasing food service staff's work engagement in Davao de Oro. Furthermore, forty-two percent of the variation in work engagement could be attributed to the combined influence of these factors. Lastly, the result of this study conformed with Job Demand-Resource Theory, which suggests that job demands and job resources primarily shape employee well-being and performance.

**KEYWORDS:** *Business management, food service, regression, Davao de Oro, Philippines*

## INTRODUCTION

Work engagement is considered highly significant for both employees and employers and is important for the organization's success (Lovina et al., 2020). However, low employee work engagement is associated with decreased career satisfaction and performance, making sustained engagement a concern for many organizations (Knight et al., 2017). Many Indonesian workers in a Carnegie (2017) study showed a lack of engagement at work, which negatively impacted their generation and led them to later leave the company. Few employees are solely focused on their tasks, according to a 2017 Gallup survey, and this represents a significant productivity barrier in many firms and results in an astounding waste of human potential. The report by Dela Pena (2022) states that the Philippines ranked first among Southeast Asian countries in work engagement, but Filipino workers experience highly negative emotions and are the most stressed out in the world, as surveyed workers in 2021 reported feeling a lot of worry and sadness.

As Rahmadani et al. (2020) claim, work engagement is a dominant factor in influencing employee productivity. According to Masoor (2016) and CIPD (2020), engaged employees are happier and more efficient, and this is proven to enhance productivity, reduce turnover rates, increase profitability, and strengthen competitive advantage. In studies by Siddiqui & Ijaz (2022), Sheraz et al. (2021), and Indiparambil et al. (2019), it was found that companies can retain more engaged, satisfied, and productive employees when employers prioritize their health and well-being.

Further, in a study by Tkalac Verčič et al. (2021), a positive correlation was found between internal communication satisfaction (ICS) and employee engagement. Additionally, Tkalac Verčič and Pološki Vokić (2017) proved that satisfaction with internal communication influences employee engagement. Moreover, the research of Jackson (2014), has indicated that work engagement predicts trait emotional intelligence, with highly engaged individuals more likely to implement affective qualities.

There are studies exploring the relationships among the variables under study in this research, but very few examine the context of the food industry and food service crews as respondents. This prompted the researcher to undertake this study, analyzing how the independent variables, trait emotional intelligence and internal communication satisfaction, both separately and together, affect the

dependent variable, work engagement of service crews in Davao de Oro.

The study's findings will be presented to micro-scale food business owners in Davao de Oro so they can craft initiatives and programs to address workplace challenges. Additionally, the researcher will share the findings of this study at local and international conferences and forums. Also, findings will be published in refereed journals. A copy of the study will also be available in the University of the Immaculate Conception library.

### **Theoretical Lens**

The study was pinned to the Job Demands-Resources (JD-R) model, introduced by Demerouti and Bakker (2001). The theory states that all work environments or job characteristics can be modeled using two distinct categories: job demands and job resources. The demands of the job refer to the physical, psychological, social, or organizational components of the work that require prolonged physical and/or psychological effort, and, as a result, entail physiological and/or psychological costs (Demerouti et al., 2001). Job resources include physical, psychological, social, and organizational characteristics that help achieve work goals, decrease demands and costs, and promote human growth and development. The model emphasizes the pivotal dynamics among job demands, job resources, and their impact on employee well-being and work engagement. in their respective workplaces.

The study is also supported by the Self-Determination Theory (SDT) of Richard Ryan and Edward Deci (1985). This theory investigates how social settings and individual characteristics promote various types of motivation, particularly autonomous and controlled motivation, and so predict learning, performance, experience, and psychological health.

Moreover, the theories were also supported by propositions. Liu and Wang (2020) postulated that trait emotional intelligence forecasts work engagement and positively influences job performance over time, highlighting the importance of emotional intelligence in the workplace. In addition, Akhtar et al. (2015) assert that people with high trait emotional intelligence are more effective communicators with colleagues, enhancing their emotional resources and increasing work engagement.

## METHODS

### Research Design

The study used a descriptive design to examine the levels of trait emotional intelligence, internal communication satisfaction, and work engagement. On the other hand, a correlational design was employed to determine the significant relationship between the independent variables, which are trait emotional intelligence and internal communication satisfaction, and the dependent variable, work engagement among food service staff.

### Research Locale

The study was done in Districts 1 and 2 of Davao de Oro, Philippines. Davao de Oro, formerly known as Compostela Valley, is located in the Davao Region and occupies the southeastern section of Mindanao.

### Research Participants

Simple random sampling was employed to select the research respondents. The study used a sample of 200-300 individuals in the food industry in Davao de Oro. They were assessed based on the following inclusion criteria. The respondent must be a food service staff member in a food business in Davao de Oro. They must have worked in the food business for at least 1 year and have regular employment status. Respondents are excluded if they have been working for 1 year.

### Research Instrument

The instrument consisted of three parts: Part I on trait emotional intelligence; Part II on internal communication satisfaction; and Part III on work engagement. This instrument will be subjected to a validation and reliability test by experts. To measure response levels, a 5-point Likert scale was used, with 5 as the highest and 1 as the lowest. Trait Emotional Intelligence Questionnaire (TEIQUE) Psychological Scales – SF form by Looti was used to determine the level of trait emotional intelligence; the survey questionnaire for internal communication satisfaction was adapted from Vercic et al. (2021), which was composed of 32 questions; and work engagement utilized the adapted questionnaire from Schaufeli et al. (2006) in the study “The Measurement of Work Engagement with a Short Questionnaire,” which was composed of 17 questions.

### Data Gathering Procedure

The study began with approval from the Dean of the Graduate School

and clearance from the UIC-Research and Ethics Committee. Following approval, food business owners in Davao de Oro were identified and sent permission letters. The researcher then explained the study criteria to ensure compliance and invited eligible food service staff to participate. Those willing to join received informed consent forms. Surveys, designed to take 5-10 minutes, were conducted over three months from March to June 2024. Completed questionnaires were promptly collected, and data were analyzed using statistical methods.

### Statistical tools

Mean score was used to determine the level and status of trait emotional intelligence, internal communication satisfaction, and work engagement. Standard Deviation was used in the study to determine how much the individual responses to a question vary from the mean. Pearson's r was used to assess the relationships among emotional intelligence, internal communication satisfaction, and work engagement. Further, this showed which independent variables were associated with work engagement among food service staff.

### Ethical Statement

The UIC Research Ethics Committee (REC) received the paper for full board review. The researcher observed the 10 dimensions of research ethics, including social value, informed consent, vulnerability issues, risk-benefit safety, privacy and confidentiality of information, justice, transparency, the researcher's qualifications, adequacy of facilities, and community involvement. The completed survey questionnaires were kept in a safe place for future reference.

## RESULTS

**Table 1**

*Level of the Trait of Emotional Intelligence of the Respondents*

	Mean	SD	Description
<b>Well-being</b>			
1. finding generally, their life enjoyable.	4.31	.71	Very High
2. feeling of having several good qualities	4.09	.72	High
3. being pleased with their overall life.	4.05	.79	High
4. believing they are full of personal strengths.	3.98	.84	High
5. having a bright perspective on most things	3.93	.76	High

	on the whole.			
6.	believing generally, that things will work out fine in their life	4.06	.80	High
	<b>Category Mean</b>	<b>4.07</b>	<b>.55</b>	<b>High</b>
<b>Self-control</b>				
7.	usually finding it easy to regulate their emotions.	3.89	.81	High
8.	displays flexibility in decision-making	2.36	.95	Low
9.	being able to deal with stress on the whole	3.85	.86	High
10.	usually finding ways to control their emotions when they want to.	3.92	.82	High
11.	tending to get involved in things they later wish they could get out for.	3.70	.88	High
12.	having others admire them for being relaxed.	3.89	.89	High
	<b>Category Mean</b>	<b>3.60</b>	<b>.42</b>	<b>High</b>
<b>Emotionality</b>				
13.	expressing their emotions with words is fine for them.	4.01	.88	High
14.	often finding it easy to see things from another person's viewpoint.	3.84	.77	High
15.	demonstrating openness to exploring and understanding their emotions.	3.67	.83	High
16.	receiving feedback from loved ones to enhance their relationships.	2.60	1.07	Moderate
17.	often finding it easy to show affection to those close to them.	2.33	.96	Low
18.	being able to normally get into someone's shoes and experiencing their emotions.	2.36	1.00	Low
19.	often pausing and thinking about their feelings.	3.77	.96	High
20.	finding it easy to bond well, even with those close to them.	2.45	1.09	High
	<b>Category Mean</b>	<b>3.13</b>	<b>.32</b>	<b>Moderate</b>
<b>Sociability</b>				
21.	dealing effectively with people.	4.06	.81	High
22.	often finding it easy to stand up for their rights.	2.28	1.08	Low

23. being usually able to influence the way other people feel.	3.82	.86	High
24. describing themselves as good negotiators.	3.99	.81	High
25. standing firm in their beliefs when they know they are right.	2.99	.99	Moderate
26. having power all over other people's feelings.	2.17	.86	Low
<b>Category Mean</b>	<b>3.11</b>	<b>.36</b>	<b>Moderate</b>
<b>Auxiliary Facets</b>			
27. being on the whole, a highly motivated person.	3.96	.87	High
28. often finding it easy to adjust their life according to the circumstances.	2.21	.88	Low
29. normally finding it easy to keep themselves motivated.	2.31	.85	Low
30. being able generally, to adapt to new environments.	3.90	.78	High
<b>Category Mean</b>	<b>3.09</b>	<b>.40</b>	<b>Moderate</b>
<b>Overall Mean</b>	<b>3.40</b>	<b>.26</b>	<b>High</b>

Table 1 shows the overall level of trait emotional intelligence of the respondents. It shows an overall mean of 3.40, which is considered high, indicating that emotional intelligence is often manifested.

It implies that the food service staff have the capacity to manage their emotions, including their well-being, self-control, and sociability, as well as the emotions of others. The food service staff have a positive perception of their emotional and social aspects. In addition, the standard deviation ranges from .76 to 1.07.

Well-being shows a category mean of 4.07, indicating high well-being, with item ratings ranging from 3.93 to 4.31. This means the respondents have a positive outlook on life and find balance among the different challenges they have faced.

Self-control shows a category mean of 3.60, indicating high levels, with item ratings ranging from 2.36 to 3.92. Consequently, the item displaying

flexibility in decision-making has a mean of 2.36, and the item finding ways to control their emotions when they want to, since it has a mean rating of 3.92. This means that the respondents can manage their feelings in different situations and contexts. The respondents can handle stress and have personal control over their emotions.

Sociability has a moderate category mean of 3.11, with ratings ranging from 2.17 to 4.06. On the one hand, the item often finds it easy to stand up for their rights, with a mean of 2.17. Meanwhile, the item dealing effectively with people reflects a mean of 4.06. This implies that the respondents can deal with and handle other people. It indicates that they can adapt to different situations and connect with others.

Auxiliary Facets has a category mean of 3.09, which is moderate, with item ratings ranging from 2.21 to 3.96. Consequently, the item 'often finding it easy to adjust their life according to the circumstances' has a mean of 2.21, while the item 'being overall a highly motivated person' has a mean of 3.96. This means the respondents are personally motivated and motivated in their workstations. Also, they can easily adapt to environments where they belong.

In view of employees in the food service industry with high emotional intelligence. They experience lower levels of stress and possess effective coping mechanisms for the challenges of their jobs, according to the studies by Nikolaou and Tsaousis (2014) and Wong and Law (2015). Consequently, they are more inclined to invest greater effort in catering to customers and addressing their needs. This is also linked to the assertions of Moron and Biolik-Moron (2021) that employees with high emotional intelligence tend to be more persistent and employ strategies that allow them to confront adversity with greater confidence.

**Table 2**  
*The Level of Internal Communication Satisfaction of the Respondents*

	Mean	SD	Description
<b>Satisfaction with Feedbacks</b>			
1. being informed on the consequences when they are doing their job poorly.	3.93	.81	High
2. being informed on how much they contribute to the organization's success.	3.81	.84	High

3.	having been informed on how much their job is appreciated within the organization	3.79	.82	High
4.	receiving feedback on how well they do their job.	3.88	.94	High
<b>Category Mean</b>		<b>3.85</b>	<b>.68</b>	High
<b>Communication with Immediate Superior</b>				
1.	having an immediate supervisor who is always available	3.79	1.0 7	High
2.	having informed well their immediate supervisor about the problems that they encounter at work	3.89	1.0 2	High
3.	having an immediate superior who understands well their problem.	3.79	.99	High
4.	having immediate supervisor who recognizes their potential.	3.56	1.0 3	High
<b>Category Mean</b>		<b>3.55</b>	<b>.82</b>	<b>High</b>
<b>Horizontal Communication</b>				
1.	having colleagues who are always available.	3.74	.83	High
2.	being able to successfully communicate with the members of their team.	3.98	.85	High
3.	receiving positive outcomes in communicating with their colleagues.	3.98	.81	High
4.	having colleagues who are ready to accept critical feedback.	3.77	.90	High
<b>Category Mean</b>		<b>3.87</b>	<b>.65</b>	<b>High</b>
<b>Informal Communication</b>				
1.	making several decisions based on informal communications.	3.65	.90	High
2.	having colleagues who use gossip as part of informal communication.	3.53	1.0 4	High
3.	spending amount of time in informal communication.	3.43	1.0 2	High
4.	finding it useful the transferring of information through informal channels.	3.56	1.0 3	High
<b>Category Mean</b>		<b>3.54</b>	<b>.82</b>	<b>High</b>
<b>Information about the Organization</b>				
<i>Having been informed about/on...</i>				
1.	work protocols.	4.10	.85	High

2.	revenues, profit and the financial status of the organization.	3.79	.93	High
3.	the changes in the organization.	3.91	.90	High
4.	legal regulations that affect the organization's operations.	3.85	.96	High
<b>Category Mean</b>		<b>3.91</b>	<b>.68</b>	<b>High</b>
<b>Communication Climate</b>				
1.	feeling as important part of the organization.	4.09	.74	High
2.	identifying themselves with the organization.	4.13	.71	High
3.	promoting organizational values.	4.01	.77	High
4.	feeling encouraged to accomplish the organization's goals.	4.04	.80	High
<b>Category Mean</b>		<b>4.06</b>	<b>.62</b>	<b>High</b>
<b>Quality of Communication Media</b>				
1.	using communication media like written announcements, internet, and oral communication	3.95	.91	High
2.	having the possibility of communicating through new media.	3.82	.86	High
3.	having quality of communication through new media.	4.01	2.1 9	High
4.	having modes of communication others choose to communicate with them	3.84	.86	High
<b>Category Mean</b>		<b>3.91</b>	<b>.83</b>	<b>High</b>
<b>Communication in Meetings</b>				
1.	participating well in organized meetings.	4.03	.81	High
2.	finding the information received in meetings useful.	4.08	.76	High
3.	receiving information relevant for job accomplishment on time	4.01	.71	High
4.	being satisfied of the duration of meetings conducted.	3.85	.77	High
<b>Category Mean</b>		<b>3.99</b>	<b>.60</b>	<b>High</b>
<b>Overall Mean</b>		<b>3.88</b>	<b>.48</b>	<b>High</b>

Table 2 presents the level of internal communication satisfaction of the

respondents, showing an overall mean of 3.88, described as high, which means that the level of internal communication satisfaction is evident. This indicates that the respondents were able to collaborate with other members of the organization and distribute information. The standard deviation ranges from .65 to 2.19.

Satisfaction with feedback, with a category mean of 3.85 described as high. This finding indicates that the respondents feel appreciated by the organization as they perform their job functions and they receive feedback. They are also informed about how they perform in their respective tasks and responsibilities.

Communication with the Immediate Supervisor garnered a high category mean rating of 3.55, with ratings ranging from 3.56 to 3.89. This suggests that the staff have a close connection with and supervision from their immediate superior, and that they can report work-related problems immediately and seek support whenever they arise.

Horizontal Communication, with a category mean of 3.87 described as high. This means that the respondents receive strong support from their workmates, from communication to giving feedback. They can successfully communicate with the members and the team and accept their feedback.

Informal Communication, with a category mean of 3.54, is described as high. This indicates that the respondents are utilizing informal communication in the workplace. It also underscores that they are making decisions and transferring information based on informal communication.

Information about the Organization has a high category mean of 3.91, with ratings ranging from 3.79 to 4.10. This implies that the food service staff are well-informed about the organization's status regarding work protocols, financial matters, organizational changes, and legal restrictions on the business's operations.

Communication Climate has a category mean of 4.06, which is high, with item ratings ranging from 4.01 to 4.13. This means respondents view themselves as important components of the organization, identify with it, and are encouraged to attain organizational targets.

Quality of Communication Media, with a category mean of 3.91, is described as high. It highlights that new media platforms are used inside the organization for communication. It indicates that a variety of communication media are used, including the Internet, written announcements, and oral communication.

Communication in Meetings garnered a high category mean rating of 3.99, with a range of 3.85 to 4.08. This suggests that the respondents are informed and satisfied with the organization's meetings. They receive relevant information for their jobs and feel accomplished after attending organizational meetings.

Internal communication satisfaction aligns with Kochan et al.'s (2019) view that high, effective internal communication within companies promotes coordination and cooperation, leading to better task integration, stronger work relationships, and a sense of belonging among workmates. This is also related to the claims of Cornelissen (2017) that Satisfaction with internal communication is vital in companies as it helps build a sense of connection between employees and the organization, increases their confidence in their work, and reduces tension when disagreements occur.

**Table 3**  
*The Status of Work Engagement*

	Mean	SD	Description
<b>Vigor</b>			
1. bursting with energy at their work	3.98	.75	High
2. feeling strong and vigorous at their job	4.05	.72	High
3. feeling like going to work when they get up in the morning.	4.11	.70	High
4. working continuously for very long periods at a time.	3.99	.80	High
5. being very resilient, and mentally alert at their job	3.88	.84	High
6. persevering always at their work, even when things do not go well	3.85	.74	High
<b>Category Mean</b>	<b>3.98</b>	<b>.50</b>	<b>High</b>
<b>Dedication</b>			
1. finding the work that they do full of meaning	4.12	.71	High

	and purpose.			
2.	being enthusiastic about their job.	4.00	.79	High
3.	having a job that inspires them.	4.11	.88	High
4.	being proud of the work that they do.	4.14	.86	High
5.	considering their job as challenging.	4.13	.91	High
	<b>Category Mean</b>	<b>4.10</b>	<b>.65</b>	<b>High</b>
	<b>Absorption</b>			
1.	having time flies when they are working.	4.08	.80	High
2.	forgetting everything else around them when they are working.	3.84	.99	High
3.	feeling happy when they are working intensely.	3.97	.82	High
4.	being immersed in their work.	3.81	.82	High
5.	getting carried away when they are working.	3.74	.86	High
6.	being difficult to detach themselves from their job.	3.59	.92	High
	<b>Category Mean</b>	<b>3.84</b>	<b>.61</b>	<b>High</b>
	<b>Over-all Mean</b>	<b>3.97</b>	<b>.48</b>	<b>High</b>

Table 3 shows the status of work engagement, which recorded an overall mean of 3.97. It is described as high, which means that work engagement is often evident. This means that the respondents demonstrated a high level of energy and mental resilience in performing their jobs, showing strong involvement in others' work by being enthusiastic and proud, and by being happy and engrossed. The standard deviation ranges from .70 to .99.

In vigor (mean 3.98), described as high, indicating that the respondents are very energetic in their jobs. They perform their job responsibilities with resiliency, alertness, and perseverance. The food service staff are willing to exert their best effort in performing their responsibilities.

In dedication (mean 4.10), the category mean is 4.10, indicating that food service staff are highly passionate about their jobs and their organization. They add value to the organization and achieve its goals, and are proud of their work.

Absorption (mean 3.84) has a high category mean, indicating that respondents have difficulty separating themselves from their jobs and are fully immersed in them. They often forget the time when they are working.

This result reinforces the findings of Kodden and Hupkes (2019) that work engagement ensures that each success an organization achieves stems from its employees' enthusiasm and passion, as engaged employees are more dedicated, work harder, and maintain greater focus. This is also connected to the studies by Gawke et al. (2017) and Orth and Volmer (2017), which show that employees who engage in work due to their openness to new experiences can generate more creative ideas, are more likely to innovate and take entrepreneurial actions, and tend to assist their colleagues.

**Table 4**  
*Correlation between Variables*

	Work Engagement		
	R	p-value	Remarks
Trait Emotional Intelligence	.40	.00	Significant
Internal Communication Satisfaction	.62	.00	Significant

Data in Table 4 show that the trait emotional intelligence has a positive, moderate, and significant relationship with work engagement ( $r = .40, p < .05$ ). This means that as trait emotional intelligence increases, work engagement increases significantly. Jawahar and Liu (2016) reported that those who scored high in trait emotional intelligence showed higher levels of work engagement and job happiness. This is also related to the findings of Yan et al. (2018), who reported increased job satisfaction and work engagement among individuals with high trait emotional intelligence.

In a similar manner, internal communication satisfaction shows a significant positive relationship with work engagement ( $r = .62, p < .05$ ). This suggests that as internal communication satisfaction increases, work engagement also increases. This confirms the study by Karanges et al. (2019), which found that internal communication can influence employee work engagement and, when well implemented, maintain high levels of engagement and increase productivity.

Table 5 presents the results of the multiple regression analysis. In a singular capacity, trait emotional intelligence can significantly predict work engagement ( $p < .05$ ). It supports the idea that trait emotional intelligence is a

significant predictor of work engagement. It means that for every unit increase in the level of the trait emotional intelligence, there is a corresponding increase of .20 in the status of work engagement.

**Table 5**  
Significant Regressors of Work Engagement

Singular Influence of the Predictors	Work Engagement			
	$\beta$	T	p-value	Remarks
Trait Emotional Intelligence	.20	3.50	.00	Significant
Internal Communication Satisfaction	.55	9.36	.00	Significant
<b>Combined Influence of the Predictors</b>				
R	.65			
R <sup>2</sup>	.42			
F	70.81			
P	.00			

Internal communication satisfaction significantly predicts work engagement ( $p < .05$ ), indicating that greater satisfaction with internal communication is associated with higher work engagement. Specifically, for every unit increase in internal communication satisfaction, work engagement increases by 0.55 units. The model overall explains 42% of the variance in work engagement ( $R^2 = .42$ ), suggesting that factors beyond internal communication satisfaction, possibly including trait emotional intelligence, account for the remaining 58% of the variance.

Consequently, Jackson's (2015) study revealed that trait emotional intelligence is predictive of work engagement. Moreover, Tkalac Verčič and Pološki Vokić (2017) proved that satisfaction with internal communication influences employee engagement.

The study supports Demerouti and Bakker's Job Demand-Resource Theory, highlighting that job demands and resources significantly influence employee well-being and performance. Job demands, such as high pressure and emotional strain, require sustained effort, while job resources, including

colleague support and development opportunities, help mitigate demands and foster growth. The theory posits that an imbalance—high demands with low resources—can lead to burnout and poor performance, whereas adequate or abundant resources promote better engagement, well-being, and performance. Additionally, the results align with Liu and Wang's (2020) proposition that trait emotional intelligence predicts work engagement and positively influences job performance, as well as Rijal and Muya's (2019) findings that utilizing various communication channels boosts internal communication satisfaction and work engagement.

## CONCLUSION

### Recommendations

Based on the findings and conclusions, the study recommended that the components of trait emotional intelligence that garnered moderate ratings, such as emotionality and auxiliary faucets, should be increased, and that other components, along with the all-domain in internal communication satisfaction and work engagement, which received a high rating, should be sustained.

This study also suggests that owners of food businesses may improve their informal communication skills. They can facilitate open communication by establishing formal channels for feedback and reducing the need for informal gossip. They can implement regular team meetings, suggestion boxes, and anonymous feedback mechanisms to encourage employees to voice concerns openly and address issues promptly.

The study also recommends that, since the absorption domain had the lowest mean for work engagement, food business owners may implement task rotation and job enrichment to keep employees' work challenging and engaging. Owners may implement task-rotation schedules and redesign jobs to increase variety and responsibility. They can monitor the impact on engagement and adjust based on employee feedback.

To benefit stakeholders such as owners, entrepreneurs, HR managers, and employees, future researchers are encouraged to explore additional variables influencing work engagement, like digital communication tools and work autonomy, to enhance the existing body of knowledge in this area. Additionally, expanding the study's scope to cover the entire region and increasing the sample size are suggested to achieve a more comprehensive exploration.

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