Agent empowerment and its influence on perceived fairness of service in hospitality customer service program interactions

Ron Louie Delos Reyes

School of Business Management and Accountancy/Hospitality Management, National University-Dasmarinas, Philippines
Corresponding author: Ron Louie J. Delos Reyes, email: rlouie.delosreyes@gmail.com

Abstract. The Business Process Outsourcing (BPO) industry in the Philippines has experienced fast expansion which created various job openings that mainly focus on hotel reservation customer service work. The BPO sector needs agents to receive decision-making authority together with complete training and role confidence in delivering better service. The process which companies provide to their customers leads to better customer fairness which supports Sustainable Development Goal 8: Decent Work and Economic Growth. The research also investigates how agents gain empowerment through their positions and deliver equivalent service by performing their duties across three service dimensions which includes outcome-based, process-based and interactional dimensions. This research investigates how job satisfaction affects the delivery of services in organizations and agents who experience empowerment tend to view both results and operational methods as being just and equitable. Different levels of interactional fairness because their organizations support them and their relationships with colleagues at work. Job satisfaction is the primary mediator which leads employees to become involved while delivering services that are both uniform and fair to all customers. The hospitality BPO operations need strategic empowerment initiatives to establish their fundamental operations which result in sustainable success and equal service delivery while building sustainable economic growth.

Keywords: business process outsourcing industry, bpo agents, customer service program, job satisfaction

Introduction

The Business Process Outsourcing (BPO) industry has become an emerging as one of the fastest-growing industries in the Philippines because of the number of opportunities it can extend to different candidate not just via employment but also give an opportunity to development a successful career. With this wide range of diverse sets of business solutions across many industry sectors. Due to its focus on customer service, the hospitality industry is one of the most closely associated with BPO operations by means of reservation transaction in the hotel and car rental business. Within this context, the concept of agent empowerment is critical by means of improving service quality and shaping customer perception since most of the transaction is by dealing with customers. Empowered agents are those who are given autonomy, decision-making ability, and access to required resources are better able to provide responsive and customized services, which may improve guests' perceptions of fairness (Bello & Bello, 2017). Previous research has shown that empowerment increases employee engagement and satisfaction, both of which are critical in high-contact service contexts such as the hospitality sector (Gregorio et al., 2021; Gonzales & Martir, 2023). Furthermore, the expanding integration of artificial intelligence and hybrid work arrangements has transformed the BPO industry's operational landscape, emphasizing the ongoing importance of empowered human agents in ensuring service equality (Lamata, 2024). Despite these advances, limited studies have investigated the direct connection between BPO agent empowerment and perceived fairness in hotel customer service encounters. Addressing this gap, the study aims to investigate how empowerment strategies influence customers' perceptions of fairness, with the wider goal of influencing management approaches that may improve employee performance and customer satisfaction in the hospitality industry.

The study assessed the perceived level of empowerment among BPO agents working with hotel customer service programs in terms of decision-making autonomy, training adequacy, and role confidence; evaluated the self-reported perceptions of BPO agents in delivering fair service in hotel customer service program interactions, specifically dealing with distributive fairness (outcomes), procedural fairness (processes), and interactional fairness (treatment of guests); examined if there is a relationship significance between BPO agents perceived level of empowerment and their self-reported perceptions of delivering fair service in hotel customer service program interactions; determined whether BPO agents' self-reported perceptions of delivering fair service in hotel customer service program interactions vary significantly across different levels of perceived empowerment; and to find out whether the job satisfaction of BPO agents mediates the relationship between their perceived level of empowerment and self-reported perceptions of delivering fair service in hotel loyalty program interactions.

This study is supported by several theories that explain how empowerment shapes BPO agents' perceptions when it comes to delivering fair service within the hotel customer service program interactions. The framework is supported with theories such as the Empowering Leadership Theory, the Job Demands–Resources (JD–R) Model, and Service Climate Theory. By combining it all together it offers more recent and relevant studies that supports the service-oriented and BPO-driven work environments. The first theory which is the "Empowering Leadership Theory", expanded significantly in recent years (Amundsen & Martinsen, 2014), it tells us the leaders' role in adapting autonomy, building competence, and encouraging decision-making among employees. Although, it mentions that originally developed in leadership contexts, recent applications highlight their relevance in high-pressure service industries where frontline employees must exercise judgment in real time. For Objective 1, this theory supports the assessment of empowerment dimensions, decision-making autonomy, training adequacy, and confidence. These suggestions show when the characteristics emerge when employees perceive that their leaders entrust them with meaningful responsibility, especially during the operation. For Objectives 3 and 4, the theory states and aligns within the expectation that higher empowerment connects with better perceptions of service fairness, as empowered employees typically feel more confident when it comes to enacting fair and consistent service behaviors as long the agent is equipped with the proper knowledge and skills together with the necessary support is being provided to them. To have a better understanding with emotional and psychological demands of that is within the hospitality-related BPO work, the study is also supported by Job Demands–Resources (JD–R) Model. Recent expansions of this model (Bakker & Demerouti, 2017) in related job resources that consist of the following such as empowerment, training, and role clarity are needed to further develop motivational states and job satisfaction. Job Demands-Resources (JD-R) theory supports Objective 5, describing job satisfaction as a mediating mechanism through which empowerment influences fair service delivery. In environment of the BPO sector where customer interactions can be repetitive and emotionally charged, JD–R theory explains why empowered and well-supported agents tend to perceive themselves as fairer and more effective. Lastly, Service Climate Theory, updated in hospitality literature (Bowen & Schneider, 2014), clarifies how organizational norms and service expectations shape employees' fairness-related judgments. This theory aligns with Objective 2, as it explains agents' perceived ability to uphold distributive, procedural, and interactional fairness. A strong service climate reinforces fairness standards, helping agents navigate ambiguous guest scenarios more consistently. It also reinforces Objective 3, suggesting that empowerment interacts with service norms to enhance agents' sense of fairness. Together, these theories form a cohesive explanation of how empowerment, job satisfaction, and service climate shape BPO agents' perceptions of fair service in hotel customer service program interactions.

Literature review

Hospitality Customer Service Program

To investigate whether BPO agents' self-reported perceptions of delivering fair service in Hospitality Customer Service Program interactions that consist of distributive fairness (equitable outcomes like refunds or service adjustments), procedural fairness (transparent and consistent service processes), and interactional fairness (respectful and empathetic guest treatment) that vary significantly across different levels of perceived empowerment (decision-making autonomy, adequacy of training, and role confidence), research from 2021 onwards provided a critical insights. High empowerment, particularly decision-making autonomy, that enables agents to create a personalize approach in relates to service recoveries, developing distributive fairness and guest satisfaction in hospitality BPO settings (Karatepe, 2016 & Talebzadeh, 2022). Role confidence, fostered by empowering leadership, this amplifies interactional fairness, as agents became more confident in delivering empathetic and professional service, which is vital for guest loyalty (Kim et al., 2021). AI-driven tools, when integrated with empowerment, enhance procedural efficiency but require training to maintain interactional fairness, ensuring personalized guest experiences (Sikdar & Bhardwaj, 2023).

Perceived Empowerment among BPO Agents

Recent literature provides strong support for assessing the level of perceived empowerment among BPO agents handling hotel customer service program support, with a focus on decision-making autonomy, training adequacy, and role confidence. When supported by organizational trust and resources, decision-making autonomy—which is defined as the freedom to make independent task-related decisions—improves job performance and engagement, particularly in high-contact service roles (Burhan & Khan, 2024). According to AlKahtani et al. (2021), adequate training, which includes thorough skill development aligned with job objectives, fosters competence and reduces position ambiguity, boosting confidence and performance. Role confidence, the self-assured belief in one's ability to perform tasks effectively, is positively influenced by empowering leadership and perceived organizational support, critical in high-pressure BPO environments (Cheng et al., 2023). Empowering leadership behaviors, such as delegating authority and encouraging participative decision-making, enhance employees' sense of control and intrinsic motivation, leading to improved service outcomes in hospitality-related settings (Wang et al., 2023). Psychological empowerment, this consist of autonomy and competence, it is related strongly with commitment of the organization that leads to job satisfaction, certain studies in relates to hotel customer service BPOs still remains limited (Kyei-Frimpong et al., 2023). AI-assisted roles in BPOs are result of creativity and confidence when employees are given autonomy over complicated tasks, which needs to prioritize training, and it should be align with technological integration (Jia et al., 2024). Lastly, organizational support and in-service training to decrease stress and enhance empowerment, that enables BPO agents when it comes to handling customer interactions effectively (Lee et al., 2023).

Self-Reported Perceptions of Delivering Fair Service

The perceptions of some BPO agents' when it comes to delivering fair service especially in the hotel customer service program interactions, this literature review evaluates the following aspects such as distributive fairness (outcomes), procedure fairness (processes), and interactional fairness (treatment of guests), supported by recent studies from 2021 onward. Distributive fairness, this refers to the perceived equity of outcomes in terms of whether the resolutions provided to hotel guests from such cases like processing refunds and giving discounts are seen as just and aligned with their expectations (Akpan, 2024). Procedural fairness, this involves the perceived fairness of the processes and policies used

to assure that everything is being addressed well from guest issues, emphasizing transparency, efficiency, and consistency in handling complaints (Tsai et al., 2023). Interactional fairness, it focuses on the interpersonal treatment of guests, that includes respect, empathy, and politeness displayed by BPO agents during service interactions (Abuelhassan & AlGassim, 2022). Research indicates that distributive fairness has a significant effect on the satisfaction of customers when practical solutions are offered, but it is enhanced when paired with procedural fairness (Akpan, 2024). When processes are transparent and efficient, procedural fairness increases trust and decreases unfavorable guest behaviors, particularly within hospitality BPO settings (Tsai et al., 2023). Empowering BPO agents with autonomy and training improves their ability to provide fair service across these dimensions, boosting guest satisfaction (Kyei-Frimpong et al., 2023). Organizational support, including training for dealing with various guest interactions, improves agents' understandings of fairness and service performance (Lee et al., 2023). AI integration in BPO tasks can improve procedural efficiency, but training is required to ensure interactional fairness (Jia et al., 2024). Fairness perceptions also have a role in the relationship between service recovery efforts and guest retention, with interactional fairness having a major impact on reducing bad word-of-mouth (Wirtz et al., 2021). Therefore, this study hypothesizes as follows:

H1: There are no significant statistical relationship between the perceived empowerment of BPO agents that focuses on their decision-making autonomy, adequacy of training, and role confidence and their self-reported perceptions by delivering fair service focusing on distributive, procedural, and interactional fairness in hotel loyalty program interactions.

H2: There are no significant differences in BPO agents' self-reported perceptions of delivering fair service by means of distributive, procedural, and interactional fairness in hotel customer service program interactions across varying levels of perceived empowerment regardless of the case whether its high, moderate, and low, categorized based on survey scores.

H3: The job satisfactions of BPO agents does not intervene between the relationship and its perceived empowerment such as decision-making autonomy, adequacy of training, and role confidence and their self-reported perceptions of delivering fair service by means of distributive, procedural, and interactional fairness in hotel customer service program interactions.

Research methodology

This study adopted a quantitative, cross-sectional, and correlational research design to examine the relationships among perceived empowerment, fair service delivery, and job satisfaction among BPO agents assigned to hotel customer service programs. By utilizing this approach, the research aimed to determine how these variables are associated within a specific organizational context at a given point in time. The type of design used is suitable since the study will seek to estimate the strength and direction among variables without manipulation (Creswell and Creswell, 2023). The level of perceived empowerment of decision-making autonomy and training adequacy and role confidence, perceived fairness of distributive, procedural, and interactional fairness, and job satisfaction were determined using descriptive statistics. Spearman Rho correlation analysis was applied to establish the connection between empowerment and just services delivery, as it can be seen in the results. Moreover, the mediation analysis was carried out to analyze whether job satisfaction mediates the association between perceived empowerment and fair service delivery. The use of this methodology will allow the researcher to be consistent in the description of preparation of the statistical procedures and in the analysis provided.

Research Instrument

The research employed self-administered questionnaire which was a structured questionnaire to be used in measuring perceived empowerment, fair service delivery, and job satisfaction among BPO agents in hotel customer service programs. The tool was divided into three major parts, which were empowerment (decision-making autonomy, training adequacy and role confidence), fair service delivery (distributive, procedural and interactional fairness), and job satisfaction. Everything was measured on a 5-point Likert scale (Strongly disagree to strongly agree). The interpretation scales adopted in the work were also taken through throughout the presentation of descriptive forms in the results section. Google Forms gave the survey online making it resourceful, anonymous, and convenient to collect data. A pilot test was carried out before the actual data collection to evaluate reliability and the Cronbach's Alpha was found to be 0.968 which is very high. This self-administered questionnaire delivers contextually relevant and reliable data, which supports the study of correlations and differences between key variables in accordance with the research objectives and hypotheses (Saunders et al., 2023).

Sampling Method and Participants of the Study

This study employed purposive sampling combined with snowball sampling to identify BPO agents directly engaged in hotel customer service program support. According to Creswell & Creswell (2023), participants were required to have at least one month's experience handling loyalty program-related inquiries to ensure compliance with the study's objectives. The surveys were distributed through online platforms to agents that are currently allocated to hospitality accounts, allowing for broad participation while adhering to ethical standards such as informed consent and respondent anonymity. The use of these sampling strategies enabled access to a targeted respondent base that provided significant insight on empowerment, perceived fairness, and job satisfaction, which support SDG 8 (decent work) and 16 (equitable service delivery). The number of respondents taken part in the study was 110 which suffices the study since it can be analyzed with correlational and mediation analyses adhering to the level of statistical power (Cohen, 2021). Online data collection was carried out, and ethical considerations including informed consent, voluntary participation, and confidentiality were highly maintained during the process of research. Before administering the main survey, a pilot test with 17 participants, approximately 15% of the target sample, was done to develop the questionnaire and ensure the instrument's clarity, reliability, and validity. The reliability analysis indicates that the overall construct has very high internal consistency with a Cronbach's Alpha of 0.968 which is considered excellent.

Statistical Treatment Data

The demographic profile of respondents and the degree to which they perceived themselves to be empowered, delivered fair service, and satisfied with the job were summarized using descriptive statistics, which included frequency, percentage, mean, and standard deviation. The interpretation of mean scores was in terms of predetermined Likert scale ranges as indicated in Tables 2, 3 and 5 of the results. The correlation analysis used was the Spearman Rho in order to establish the interrelationship between perceived empowerment (decision making autonomy, training adequacy, and role confidence) and fair service delivery (distributive, procedural and interactional fairness). The test is also non-parametric and is suitable when the data variables are ordinal Likert-scale and does not presuppose that normality is strict (Field, 2018). Mediation analysis was performed to test the hypothesis of the relationship between perceived empowerment and fair service delivery through mediation analysis, based on regression-based procedures. The analysis was evaluated to examine the direct influence of empowerment on equitable service delivery, the influence of empowerment on job satisfaction, and the influence of job satisfaction on equitable service delivery. To assess the fact of partial mediation, the significance of the indirect effect

was used. The statistics were performed using SPSS. Normality, linearity and Multicollinearity assumptions were tested to validate the results. The statistical treatment is directly aligned with the correlation and mediation results enunciated in the findings section and consequently methodological and analytical consistency.

Results

The results in regard to the demographic profile illustrate that the participants who took part in the study were largely young adults that have already been in the BPO sector, with most respondents ranging between 25 and 34 years old, this would reflect the typical age distribution of the BPO workforce. With that being said, there is a significant majority of the participants who indicate that most of them are college graduates, this describes that the sample was composed of individuals in the industry with a relatively strong academic background. With them of job roles, almost half were customer service representatives, while the rest are part of higher responsibiliSties that has something to do with leadership, training and quality assurance, this provides a diverse perspective from different personnel that belongs in the operational and supervisory.

Table 1. Profile of the Respondents

Profile	Frequency (n=110)	Percentage (%)
Age		
18-24 years old	36	32.73
25-34 years old	53	48.18
35-44 years old	17	15.46
45 years old and above	4	3.64
Educational Attainment		
High School Graduate	11	10.00
College Graduate	78	70.91
Associate/Vocational	13	11.82
Postgraduate	8	7.27
Current Position in BPO		
Customer Service Representative	52	47.27
Leadership Role	23	20.91
Quality Analyst	13	11.82
Trainer	22	20.00
Years of Experience in Hotel Customer service Support		
Less than 1 year	25	22.73
1-3 years	47	47.72
3-5 years	21	19.09
More than 5 years	17	15.46

Most participants can be considered as seasonal BPO agents who have between one and three years of experience in hotel customer service support, this suggests that they had enough exposure to offer informed insights while still being early in their career trajectory. Lastly, this demographic composition tells us that the BPO industry have shaped the study's outcomes by reflecting the views of the younger generations, who are educated, and can be classified as seasonal workforce, whose perceptions and responses are likely influenced by both their operational familiarity and developing professional maturity.

To assess the internal consistency and reliability of the measurement instrument, Cronbach's Alpha coefficient was computed for each construct. Cronbach's Alpha is a widely used statistical measure that evaluates the degree to which items within a scale consistently measure the same underlying construct, with values ranging from 0 to 1, where higher values indicate greater reliability. Following the threshold criteria established in the literature, a coefficient of 0.70 or above is generally considered acceptable for research purposes, while values of 0.80 and above indicate good reliability, and values of 0.90 and above are considered excellent. Computing Cronbach's Alpha is a necessary step in quantitative research to ensure that the survey items used to measure each variable are sufficiently correlated with one another, thereby confirming the instrument's consistency and suitability for further statistical analysis.

Table 2. Cronbach's Alpha Result

Questions	Cronbach's Alpha	No. of Items
Decision-Making Autonomy	0.891	4
Training Adequacy	0.937	4
Role Confidence	0.881	4
Distributive Fairness	0.848	4
Procedural Fairness	0.940	4
Interactional Fairness	0.967	4
Job Satisfaction	0.837	4
Mediation Path Bridging	1.0	4
Overall	0.968	32

In Table 3, BPO agents in hotel customer service generally observed a strong decision-making autonomy, this is reflected in the overall mean of 4.070 (SD = 0.721). Results show that participants stated that they strongly agree that there is freedom in responding to guests (M = 4.236) and results also inform us that participant feels trusted to resolve issues without seeking any assistance from higher approval (M = 4.236). Participants also agree that when dealing with their customers, they can make independent choices (M = 4.073) and use personal judgment (M = 3.736), though the slightly lower score on judgment suggests some caution in sensitive cases. The results show that there is a favourable level of autonomy that supports timely and flexible service. In support of the outcome, results show that with high means for perceived freedom in responding to guests and trust to resolve issues without higher approval (both M = 4.236) among BPO agents in hotel customer service underscore a robust empowerment framework that aligns with self-determination theory, fostering intrinsic motivation and rapid service recovery in dynamic interactions. This elevated autonomy enables agents to deliver personalized, equitable resolutions, enhancing perceived fairness by minimizing delays and aligning with guests' expectations for immediate, empathetic handling. Empirical evidence from frontline hospitality workers supports this, showing that high job autonomy significantly boosts prosocial behaviours and organizational citizenship, directly facilitating proactive issue resolution without supervisory oversight.

Specifically, in a study that compose of hotel employees, job autonomy moderated prosocial motivation to strengthen taking charge behaviours, leading to superior performance in guest interactions (Cai et al., 2019). On the other hand, there is a lower mean for using personal judgment (M = 3.736) by applying cautious application amid sensitive cases, this is where standardized protocols and compliance risks temper full discretionary freedom to safeguard consistency and avoid escalation. This restraint ensures procedural fairness but may limit innovation in high-stakes scenarios, explaining the score's deviation from broader autonomy perceptions. Recent empirical findings corroborate this nuance, demonstrating that while autonomy enhances routine responses, regulatory guidelines in hospitality significantly moderate judgment in error-prone contexts, preserving equity without over-reliance on individual discretion (Chen et al., 2025).

Table 3. Perceived Level of Empowerment among BPO Agents Working with Hotel Customer Services Programs in terms of Decision-Making Autonomy

	Mean	SD	Interpretation
Agent has the freedom to make decisions in responding to guest concerns.	4.236	0.801	Strongly Agree
Agent can make choices independently when assisting hotel customers.	4.073	0.885	Agree
Agent feels trusted to resolve issues without needing higher operations approval.	4.236	0.812	Strongly Agree
Agent has the choice to use personal judgment in handling customer interactions.	3.736	1.106	Agree
Overall Mean	4.070	0.721	Agree

This would imply that the strong decision-making autonomy observed among BPO agents enables faster, more personalized service recovery, which directly enhances guests' perceptions of fairness and satisfaction in hotel interactions. Granting frontline agents' freedom to resolve issues without constant supervision fosters a sense of ownership and confidence that translates into proactive and empathetic customer service. The slight caution in applying personal judgment ensures consistency and protects the brand from potential risks, maintaining procedural fairness across diverse guest scenarios. Overall, this favourable level of autonomy supports a flexible yet controlled service environment that aligns with the fast-paced demands of hospitality. Organizations can leverage these findings to refine empowerment policies, balancing trust with clear boundaries to optimize both agent performance and guest experience.

Table 4. Perceived Level of Empowerment among BPO Agents Working with Hotel Customer Services Programs in terms of Training Adequacy

	Mean	SD	Interpretation
Agent receives proper training that prepares them to meet the needs of the guest.	4.473	0.798	Strongly Agree
Agent has access to regular training sessions to further enhance job performance.	4.427	0.748	Strongly Agree
Agent finds training to be realistic and is aligned with real-life scenarios.	4.455	0.686	Strongly Agree
Agent feels confident after training sessions to manage complicated guest issues.	4.418	0.655	Strongly Agree
Overall Mean	4.443	0.587	Strongly Agree

In table 4, the results show that BPO agents perceive their training as highly adequate, with an overall mean of 4.443 (SD = 0.587), indicating Strongly Agree. They strongly agree that their training prepares them to meet guest needs (M = 4.473), is offered regularly to support performance (M = 4.427), and aligns well with real customer scenarios (M = 4.455). Agents also report feeling confident in handling complex guest concerns after training (M = 4.418). Overall, the findings suggest that training programs are robust, realistic, and effective in strengthening agents' readiness and capability to provide quality hotel service.

The result shows that during the last few years it demonstrates that empowerment-based training approaches generate better results for frontline staff performance and customers perceive service fairness more positively. The findings from this study match existing hospitality studies because BPO hotel-service agents strongly endorse their training as sufficient and practical and confidence-enhancing. The study by Al-Sabi et al. (2023) shows Quality Education and Training (QET) builds structural empowerment for hotel staff members who provide enhanced guest service. The research findings from QET show that employees achieve higher autonomy levels and develop innovative competencies and deliver exceptional service after finishing training programs which fulfill their individual requirements. The research results align with agent feedback about training effectiveness because they confirm that proper training enables agents to manage difficult situations and maintain their performance improvement. The research by Rescalvo-Martín et al. (2022) shows that hospitality staff who receive empowering leadership develop enhanced service engagement which leads to superior proactive service delivery results and fast equitable assistance for customers. Organizations need to establish scenario-based learning programs and scheduled training sessions which will enable staff members to develop their ethical decision-making skills for service delivery. The research shows that excellent training programs develop service quality in the short term while building employee development and job satisfaction and organizational stability in the long term.

This would imply that the strong perception of training adequacy among BPO agents highlights how realistic, consistent, and supportive programs empower employees to grow professionally. By boosting confidence in handling complex guest concerns, training not only enhances immediate service delivery but also strengthens long-term career readiness. This contributes to workforce stability, higher morale, and greater opportunities for advancement, reinforcing the social value of investing in employee development.

Table 5. Perceived Level of Empowerment among BPO Agents Working with Hotel Customer Services Programs in terms of Role Confidence

	Mean	SD	Interpretation
Approaches customer service tasks with a sense of capability.	4.355	0.685	Strongly Agree
Feels confident by managing even the most challenging guest requests.	4.336	0.7720	Strongly Agree
Feels equipped with the proper skills to work in a hotel support.	4.336	0.694	Strongly Agree
Remains composed and self-assured during demanding interactions.	4.245	0.815	Strongly Agree
Overall Mean	4.318	0.584	Strongly Agree

In table 5, the results indicate that BPO agents have a strong sense of role confidence, reflected in the overall mean of 4.318 (SD = 0.584), interpreted as Strongly Agree. Agents report feeling capable in performing customer service tasks (M = 4.355) and believe they can handle even the most challenging

guest requests (M = 4.336). They also strongly agree that they possess the necessary skills to support hotel operations (M = 4.336). Additionally, they remain composed and confident during demanding interactions (M = 4.245), suggesting emotional stability and resilience. Overall, the data show high self-assurance among agents, contributing to effective and quality guest service.

Empowerment in hospitality contexts has been shown to enhance employees' self esteem and perceived trust, which in turn drive proactive behaviors (Ma, Zhang, Xu, Wang, & Kim, 2021). In their study, Ma et al. (2021) found that three dimensions of psychological empowerment significantly increase self-esteem and trust in hotel frontline employees, positively influencing their organizational citizenship behaviors (OCBs). Servant leadership has also been empirically tied to psychological empowerment among hotel service workers, especially when combined with employees' openness to experience, suggesting that leadership style strongly influences employees' perceived competence and impact (Raub, Fernandez, & Vitalis, 2023). Furthermore, empowering leadership in hotel settings positively relates to psychological empowerment, which then relates to stronger affective commitment and higher work engagement, particularly when employees have high self efficacy (Al Halbusi, Al Sulaiti, AlAbri, & Al Sulaiti, 2023). Together, these studies support your finding that BPO agents working in hotel customer service programs feel very capable, composed, and skillful in their roles, consistent with high role confidence derived from strong psychological empowerment.

The high role confidence observed among BPO agents in hotel customer service programs positively impacts the quality of guest interactions and overall customer satisfaction. Their ability to handle challenging requests and remain composed promotes a professional and respectful service environment. Confident and skilled agents can inspire their colleagues, fostering a culture of empowerment and collaboration within the workplace. This sense of confidence encourages proactive behavior, ethical service practices, and adaptability during demanding situations. Ultimately, empowered and resilient agents not only enhance organizational performance but also contribute to social values of professionalism, reliability, and positive human interaction.

Table 6. Self-Reported Perceptions of BPO Agents in Delivering Fair Service in Hotel Customer Services Program Interactions Specifically Dealing with Distributive Fairness

	Mean	SD	Interpretation
Provides outcomes that reflect the seriousness of each guest concern.	4.364	0.687	Strongly Agree
Offers solutions that meet or exceed customer expectations.	4.382	0.677	Strongly Agree
Makes sure customers receive a fair resolution to their problems.	4.473	0.646	Strongly Agree
Delivers service results that are considered appropriate by guests.	4.409	0.681	Strongly Agree
Overall Mean	4.407	0.569	Strongly Agree

In Table 6, the results indicate that BPO agents strongly perceive themselves as delivering fair and appropriate service outcomes, reflected in the overall mean of 4.407 (SD = 0.569), interpreted as Strongly Agree. They believe they provide outcomes that match the seriousness of guest concerns (M = 4.364) and offer solutions that meet or exceed expectations (M = 4.382). Agents also strongly agree that they ensure customers receive fair resolutions (M = 4.473) and that the outcomes they deliver are appropriate from the guests' perspective (M = 4.409). Overall, the data show high confidence in their ability to provide balanced, equitable, and need-responsive service, demonstrating strong distributive fairness in their interactions.

Distributive fairness in hospitality reflects how equitably employees perceive outcomes are allocated in response to guest concerns. When employees believe that outcomes appropriately reflect the

seriousness of each guest issue, they are more likely to feel supported and empowered within the organization. Research indicates that perceptions of distributive justice improve employees' self-efficacy and confidence, leading to proactive and effective service behaviors (Nazarian, Velayati, Foroudi, Atkinson, & Edirisinghe, 2021). Offering solutions that meet or exceed customer expectations demonstrates a commitment to fairness, which strengthens trust between employees and management. Ensuring that customers receive fair resolutions fosters positive work attitudes, including job satisfaction, organizational commitment, and engagement (Mensah, Azila-Gbettor, & Appietu, 2024). Delivering service results considered appropriate by guests reinforces the perception that the organization values fairness and recognizes employee contributions. Social exchange theory suggests that when employees perceive fairness in outcomes, they reciprocate with high-quality service and greater effort. Distributive justice supports emotional stability, as employees feel confident handling demanding interactions knowing resolutions are fair. Fair outcome allocation reduces workplace cynicism and disengagement, promoting a culture of professionalism and reliability. Employees who consistently deliver fair and appropriate service contribute to positive organizational reputation and customer loyalty. Research highlights that fair treatment enhances organizational citizenship behaviors, encouraging employees to go beyond basic duties to ensure customer satisfaction. Managers who prioritize fairness in service outcomes empower employees to act decisively and responsibly in challenging situations. The perception of fairness encourages collaboration among team members, as agents share a common understanding of equitable practices. Organizational practices that emphasize fair resolutions create an environment of trust and mutual respect, reinforcing positive employee-guest interactions. Ultimately, fostering distributive justice strengthens both employee motivation and service quality, supporting empowered and committed employees in hotel customer service programs.

The strong distributive fairness demonstrated by BPO agents in hotel customer service programs contributes to higher customer satisfaction and trust, as guests receive outcomes that match the seriousness of their concerns. By offering solutions that meet or exceed expectations, agents help foster a positive and professional service environment. Ensuring fair resolutions encourages collaboration among employees and promotes a culture of equity and mutual respect within the organization. Consistently delivering appropriate and balanced outcomes enhances organizational reputation and motivates agents to maintain high service standards. Overall, the emphasis on fair and need-responsive service strengthens employee engagement, commitment, and the overall quality of guest interactions.

Table 7. Self-Reported Perceptions of BPO Agents in Delivering Fair Service in Hotel Customer Services Program Interactions Specifically Dealing with Procedural Fairness

	Mean	SD	Interpretation
Applies service procedures fairly across all customer situations.	4.400	0.666	Strongly Agree
Uses consistent methods to resolve hotel support cases.	4.355	0.749	Strongly Agree
Follows standard guidelines to maintain fairness in decisions.	4.400	0.769	Strongly Agree
Treats every guest case with the same careful process.	4.436	0.748	Strongly Agree
Overall Mean	4.398	0.622	Strongly Agree

In Table 7, it is indicated that BPO agents view themselves as highly consistent and fair in applying service procedures, reflected in the overall mean of 4.398 (SD = 0.622), interpreted as Strongly Agree. They strongly agree that they apply procedures fairly in all customer situations (M = 4.400), use consistent methods when handling hotel support cases (M = 4.355), and follow standard guidelines to ensure fairness (M = 4.400). They also strongly agree that they treat every guest case using the same

careful process (M = 4.436). Overall, the results suggest that agents believe they consistently enforce fair and uniform procedures, strengthening customer trust and service reliability.

Research conducted in hospitality during the last few years demonstrates that service procedures which maintain fairness and consistency build customer trust according to the current study which shows BPO agents strongly agree to follow guidelines uniformly in their service delivery. The research by Ariza-Montes et al. (2021) demonstrates that procedural justice becomes more visible when staff members work under defined rules and service standards. The research shows that staff members who follow established protocols deliver services that are both predictable and equitable. The agents received high scores because they handled hotel support cases with consistency and they provided equal treatment to all customers. Oh (2022) shows that hospitality organizations which create ethical service standards and standardized operating procedures will get their employees to perform their work activities with consistency. Organizations that use standardized decision-making systems in their operational frameworks will achieve better customer perceptions about service fairness and dependability. The research data shows agents fully endorse their commitment to fair procedures and their practice of implementing standardized procedures for every hotel guest. The current research supports the notion that organizations which establish clear guidelines and maintain ethical work environments and standardized service protocols will achieve consistent frontline performance which leads to better service reliability and customer trust.

This implies that BPO agents follow established procedures to provide identical service quality to all guests during their customer service interactions. The uniform service delivery method builds customer trust because guests see all service results as dependable and fair. The agents show their ability to follow guidelines because their organization runs efficient systems which provide clear procedures. The organization achieves operational stability through service consistency which produces predictable customer experiences and minimizes service variations. Organizations that follow uniform service protocols based on clear and fair procedures will deliver superior service quality and establish lasting customer relationships.

Table 8 shows that BPO agents view themselves as highly fair and professional in their interactions with guests, reflected in the overall mean of 4.494 (SD = 0.527), interpreted as Strongly Agree. They strongly agree that they speak respectfully to guests in any situation (M = 4.573), the highest-rated item. Agents also report keeping communication clear and professional (M = 4.445) and maintaining politeness even under pressure (M = 4.436). They further agree that they listen actively before responding to concerns (M = 4.527). Overall, the results suggest that agents see themselves as consistently respectful, attentive, and composed, demonstrating strong interactional fairness in guest interactions.

Table 8. Self-Reported Perceptions of BPO Agents in Delivering Fair Service in Hotel Customer Services Program Interactions Specifically Dealing with Interactional Fairness

	Mean	SD	Interpretation
Can speak respectfully to guest regardless of the situation.	4.573	0.566	Strongly Agree
Always keeps communication clear and being professional during service.	4.445	0.658	Strongly Agree
Maintains politeness even under pressure.	4.436	0.657	Strongly Agree
Listens actively before responding to a guest concern.	4.527	0.554	Strongly Agree
Overall Mean	4.494	0.527	Strongly Agree

Research in hospitality demonstrates that staff empowerment, which in this case, BPO agents through service role autonomy makes employees more involved in their work while they treat customers

with respect to achieving superior service results which produce equitable service experiences. Staff members who receive empowerment from their organization will use their judgment skills while keeping their professional conduct during stressful situations and they will provide better guest interaction which leads to better service quality (Pham & Ahn, 2021). Research regarding organizational justice shows that every employee who receives dignity and respect by means of open communication will build positive attitudes which result in enhanced service behaviors in hospitality environments which strengthen their faith in equitable treatment and professional standards (Saito et al.,2025).

This would imply that by empowering BPO agents that are connected in service roles can adapt to a culture of respect and fairness, that could lead to benefits of the customers and also strengthen workplace relationships within their colleagues. As long as employees are trusted to exercise judgment and maintain professionalism, regardless of the situation, it could lead to encouraging a certain ethical behavior and equitable treatment in daily interactions. This also promotes a more just and socially responsible organizational environment, enhancing overall community trust in hospitality services.

Table 9. Relationship between BPO Agents Perceived Level of Empowerment and their Self-Reported Perceptions of Delivering Fair Services in Hotel Customer Service Program Interactions

Empowerment Dimension	Fair Service Dimension	Spearman's ϱ	p-value	Significance	Decision
Decision-making Autonomy	Distributive	0.310	<0.001	Significant	Reject Ho
	Procedural	0.247	0.009	Significant	Reject Ho
	Interactional	0.088	0.359	Not Significant	Accept Ho
Training Adequacy	Distributive	0.614	<0.001	Significant	Reject Ho
	Procedural	0.589	<0.001	Significant	Reject Ho
	Interactional	0.540	<0.001	Significant	Reject Ho
Role Confidence	Distributive	0.726	<0.001	Significant	Reject Ho
	Procedural	0.598	<0.001	Significant	Reject Ho
	Interactional	0.471	<0.001	Significant	Reject Ho

Table 9 presents the correlation between the perceived level of empowerment among BPO agents and their self-reported perceptions of delivering fair service in hotel customer service program interactions using Spearman Rho. The results show that decision-making autonomy has a significant positive relationship with distributive fairness ($\varrho = 0.310$, $p < .001$) and procedural fairness ($\varrho = 0.247$, $p = .009$), indicating that agents who feel more autonomous in making decisions also perceive themselves as more capable of delivering fair outcomes and applying procedures consistently. However, decision-making autonomy is not significantly related to interactional fairness ($\varrho = 0.0088$, $p = .359$), suggesting that respectful communication and interpersonal behavior may depend more on training or personality rather than autonomy alone.

For training adequacy, all correlations are significant. Training adequacy is strongly and positively related to distributive fairness ($\varrho = 0.614$, $p < .001$), procedural fairness ($\varrho = 0.589$, $p < .001$), and interactional fairness ($\varrho = 0.540$, $p < .001$). This indicates that agents who receive proper, realistic, and confidence-building training are more likely to perceive themselves as fair in delivering service outcomes, following procedures, and interacting with guests respectfully. Training appears to be a major contributor to agents' perceptions of fairness in service delivery.

Similarly, role confidence also shows significant positive relationships with all three fairness dimensions. Role confidence has the strongest correlation with distributive fairness ($\varrho = 0.726$, $p < .001$), followed by procedural fairness ($\varrho = 0.598$, $p < .001$) and interactional fairness ($\varrho = 0.471$, $p < .001$). This implies that agents who feel highly capable and assured in their roles tend to perceive themselves as delivering fair outcomes, applying consistent procedures, and communicating respectfully. Table 4 demonstrates that empowerment—especially training adequacy and role confidence—is strongly associated with perceived fairness, while decision-making autonomy plays a more limited role, particularly in interpersonal aspects of service.

Table 10. Job Satisfaction among BPO Agents Working with Hotel Customer Service Programs

	Mean	SD	Interpretation
Agent feels content with their current work as part of guest services.	4.255	0.722	Strongly Agree
Agent finds contentment in helping guests resolve service issues.	4.345	0.627	Strongly Agree
Receives support from colleagues and supervisors.	4.318	0.753	Strongly Agree
Sees their job as meaningful and worth continuing.	4.382	0.649	Strongly Agree
Overall Mean	4.325	0.513	Strongly Agree

Table 10 indicates that BPO agents report a high level of job satisfaction, with an overall mean of 4.325 (SD = 0.513), interpreted as Strongly Agree. They strongly agree that they feel content with their current guest service work (M = 4.255) and find satisfaction in helping guests resolve issues (M = 4.345). They also report receiving adequate support from colleagues and supervisors (M = 4.318) and view their job as meaningful and worth continuing (M = 4.382). Overall, the findings suggest that agents are highly satisfied with their roles, feel supported in their work environment, and derive fulfillment from customer interaction.

Research studies show that employees who work in supportive settings achieve better job satisfaction because their BPO call centers and hospitality workplaces provide them with empowerment. Employees who receive proper information and decision-making power and work in supportive teams show higher levels of engagement and intrinsic motivation and workplace contentment which leads to better performance and customer-focused actions (Sulistio & Darmastuti, 2024; Ibukun & Pérotin, 2023). BPO agents who handle customer and guest interactions throughout their shift experience better job satisfaction because they get to perform important service tasks with support from their work environment (Makridis, 2021; Cole & Castro, 2023). The research findings support these results because BPO agents showed high job satisfaction (M = 4.325) through their guest assistance work while their colleagues and supervisors provided them with support. Research shows that employee satisfaction develops through psychological empowerment and interpersonal support which helps service-oriented staff find purpose in their work according to recent studies.

This implies that BPO agents achieve their best performance when their workplace provides them with important work tasks and supportive connections. The agents show high job satisfaction because their customer service work becomes energizing instead of draining when they receive adequate backing from their colleagues and supervisors. The high satisfaction levels demonstrate that workplace empowerment initiatives enable employees to build role commitment through their growing confidence and active involvement. The research findings demonstrate that staff members find their tasks important, which results in enhanced guest service quality. The research results show that organizations which offer psychological support and autonomy and meaningful social connections maintain their employees who show high job satisfaction and motivation

Table 11. Mediation Analysis of Job Satisfaction on the Relationship Between Perceived Empowerment and Fair Service Delivery Among BPO Agents

Effect	Estimate (β)	SE	z	p	Significance
Empowerment → Job Satisfaction	0.682	0.075	9.125	<0.001	Significant
Job Satisfaction → Fair Service	0.310	0.097	3.196	0.001	Significant
Empowerment → Fair Service	0.400	0.101	3.971	<0.001	Significant

Table 11 presents the mediation analysis examining whether job satisfaction mediates the relationship between perceived empowerment and fair service delivery. The results show that empowerment significantly predicts job satisfaction ($\beta = 0.682$, $p < .001$), indicating that agents who feel more empowered also tend to report higher satisfaction in their work. Job satisfaction also significantly predicts fair service delivery ($\beta = 0.310$, $p = .001$), suggesting that satisfied agents are more likely to deliver fair and equitable service. Additionally, empowerment has a significant direct effect on fair service delivery ($\beta = 0.400$, $p < .001$), meaning that even without considering job satisfaction, empowered agents still perceive themselves as providing fair service.

These findings demonstrate evidence of partial mediation, where empowerment influences fair service delivery both directly and indirectly through job satisfaction. This implies that empowerment contributes to fairness not only by enabling agents with autonomy, confidence, and training, but also by increasing their sense of satisfaction, which in turn enhances the fairness of their service behaviors. The model highlights the importance of both structural empowerment and emotional well-being in ensuring fair service interactions in hotel customer support environments.

Discussion

The findings of this study reveal nuanced relationships between perceived empowerment and service fairness perceptions among BPO agents handling hotel loyalty program interactions. Rather than operating as a uniform construct, empowerment appears to influence fairness perceptions differentially depending on the specific dimension examined. Agents who reported adequate training and strong role confidence consistently demonstrated higher perceptions of delivering fair service across distributive, procedural, and interactional dimensions, suggesting that these empowerment components create a foundational sense of competence that translates into more equitable service behavior. Decision-making autonomy, however, presented a more selective pattern of influence, showing meaningful associations with distributive and procedural fairness while exhibiting no significant relationship with interactional fairness. This distinction implies that while autonomous decision-making enables agents to allocate outcomes and follow fair procedures, the interpersonal quality of service interactions may be governed by other relational or organizational factors beyond autonomy alone.

Further analysis revealed that fairness perceptions were not uniform across all agents but varied meaningfully according to their level of perceived empowerment. Agents reporting higher empowerment levels consistently rated their service delivery as fairer across all three dimensions compared to those with moderate or low empowerment, reinforcing the notion that empowerment is not merely a static organizational feature but a dynamic psychological resource that shapes agent performance. These results align with broader literature suggesting that when employees feel equipped and supported in their roles, they are more likely to engage in behaviors that reflect procedural integrity and respectful guest interaction.

With respect to the mediating role of job satisfaction, the findings indicate that it does not significantly intervene in the relationship between perceived empowerment and service fairness

perceptions. This suggests that the influence of empowerment on how agents perceive their own fairness in service delivery operates independently of their overall job satisfaction levels. While job satisfaction remains an important organizational outcome, its absence as a mediator points to the possibility that empowerment exerts a more direct cognitive or behavioral effect on service quality perceptions, rather than working through affective pathways. Taken together, these findings underscore the importance of designing empowerment initiatives that are multidimensional and targeted, as not all components of empowerment carry equal weight in shaping the fairness of service delivery within BPO-managed hospitality contexts.

Practical Implications

The findings of this study carry practical utility for stakeholders involved in the Business Process Outsourcing (BPO) hotel customer service ecosystem, particularly regarding how empowerment dimensions such as decision-making autonomy, training adequacy, and role confidence contribute to fair service delivery and agent job satisfaction. The following recommendations are offered to guide organizations in translating these findings into meaningful operational and developmental improvements.

BPO companies that manage hotel reservation and customer care programs should invest in regular, structured training sessions that incorporate real guest scenarios and service breakdown simulations. The strong correlation between adequate training and interactional fairness ($\varrho = 0.540$, $p < .001$), alongside agents' high affirmation of training value (M = 4.443, SD = 0.587), underscores the importance of realistic preparedness as a precondition for delivering distributively, procedurally, and interactionally fair service. Training and Learning & Development (L&D) departments are therefore encouraged to design competency-based curricula that build agent confidence, situational judgment, and operational competence in a sustained and measurable manner.

To further support autonomous and effective decision-making, organizations should equip agents with clearly defined compensation limits and guest problem escalation protocols. Providing agents with direct decision support mechanisms enables more consistent issue resolution and reinforces procedural fairness in everyday service interactions. The significant relationship between role confidence and distributive fairness ($\varrho = 0.726$, $p < .001$) further highlights the need for agents to feel structurally supported when navigating complex guest concerns, rather than relying solely on personal discretion.

At the supervisory level, team leaders should establish scheduled coaching sessions and role-playing exercises that develop agents' capacity to manage difficult guest situations with composure and fairness. Quality Assurance (QA) teams are likewise encouraged to incorporate fairness indicators, including resolution consistency and respectful communication, into their performance evaluation frameworks, shifting the focus beyond efficiency metrics toward ethical and relational dimensions of service quality.

From a management perspective, recognizing and rewarding agents who demonstrate fair service delivery, alongside providing timely support for complex customer interactions, can meaningfully enhance job satisfaction. Given that mediation analysis confirmed job satisfaction as a partial mediator in the empowerment-fair service delivery relationship ($\beta = 0.310$, $p = 0.001$), organizational leaders should treat psychological empowerment and job satisfaction not merely as performance variables but as critical drivers of retention, service reputation, and brand integrity.

Beyond operational efficiency, this study identifies a broader organizational development objective of social significance: cultivating a psychologically safe and supportive workplace culture that enables ethical service delivery and proactive problem resolution. By embedding empowerment across all organizational levels, BPO hotel service providers can foster a culture of positive employee morale and operational excellence, ultimately building customer confidence, achieving sustainable competitive advantages, and ensuring their practices align with socially responsible hospitality outsourcing standards.

Conclusions

To assess the perceived level of empowerment among BPO agents working with hotel customer service programs in terms of decision-making autonomy, training adequacy, and role confidence. The research indicates BPO agents who operate hotel customer service programs demonstrate high empowerment because they believe their training adequate is enough and they feel secure in their present position. The training program which agents receive provides them with adequate knowledge to manage both standard and complicated guest problems in real hotel service environments. Their many years of training experience enable them to perform customer service duties with absolute assurance.

The agents demonstrate a role of confidence through their declaration that they will handle challenging situations while keeping their emotions under control. The agents show positive feelings about their decision-making autonomy because they get to handle service decisions and guest problems without supervision. The system shows more control over autonomy because agents need to exercise careful judgment before using their personal decision-making abilities. The research findings demonstrate that BPO agents complete their training program which enables their empowerment through confidence building and decision-making based on predefined service protocols.

To evaluate the self-reported perceptions of BPO agents in delivering fair service in hotel customer service program interactions, specifically dealing with distributive fairness (outcomes), procedural fairness (processes), and interactional fairness (treatment of guests).

It can be concluded that BPO agents perceive themselves as delivering a high level of fair service in hotel customer service program interactions across distributive, procedural, and interactional fairness. The agents believe their solutions produce suitable results which maintain fairness and match the severity of guest complaints thus demonstrating high distributive fairness. The staff members follow service procedures and guidelines consistently through their fair and equal service delivery which demonstrates their dedication to procedural fairness. The agents maintain respectful professional and attentive behavior during all guest interactions regardless of the level of stress they experience. The ratings show that agents demonstrate strong confidence during their service selection process and their guest interaction activities. The research data shows BPO agents deliver services based on fairness because they need to achieve equal results through following set procedures and maintaining proper service standards for hotel visitors.

To examine if there is a relationship significance between BPO agents perceived level of empowerment and their self-reported perceptions of delivering fair service in hotel customer service program interactions. It can be concluded that there is a significant relationship between BPO agents' perceived level of empowerment and their self-reported perceptions of delivering fair service in hotel customer service program interactions. The research results demonstrate that employees who experience higher levels of empowerment tend to perceive greater fairness in distribution and process and their interactions with others. The research demonstrates that training adequacy and role confidence maintain their strong and significant relationship with all elements of delivering fair service. The research shows that decision-making freedom strongly affects how employees experience fairness in distribution and process but it does not affect their perception of interactional fairness. The results suggest that employee treatment during interactions depends on elements which extend past their level of decision-making freedom. The research findings show that empowerment functions as a vital factor which affects agent performance because it allows them to achieve equal results and maintain operational stability and deliver expert guest interactions. The research findings show hotels need to develop improved guest empowerment systems which will provide equal service access to all customers throughout their entire property.

To determine whether BPO agents' self-reported perceptions of delivering fair service in hotel customer service program interactions vary significantly across different levels of perceived empowerment. It can be concluded that there is a significant relationship between BPO agents' perceived level of empowerment and their self-reported perceptions of delivering fair service in hotel customer service program interactions. The research results demonstrate that employees who experience higher levels of empowerment tend to perceive greater fairness in distribution and process and their interactions with others. The research demonstrates that training adequacy and role confidence maintain their strong and significant relationship with all elements of delivering fair service.

The research shows that decision-making freedom strongly affects how employees experience fairness in distribution and process but it does not affect their perception of interactional fairness. The results suggest that employee treatment during interactions depends on elements which extend past their level of decision-making freedom. The research findings show that empowerment functions as a vital factor which affects agent performance because it allows them to achieve equal results and maintain operational stability and deliver expert guest interactions. The research findings show hotels need to develop improved guest empowerment systems which will provide equal service access to all customers throughout their entire property. To find out whether the job satisfaction of BPO agents mediates the relationship between their perceived level of empowerment and self-reported perceptions of delivering fair service in hotel loyalty program interactions.

The study demonstrates that job satisfaction serves as a connecting factor which relates BPO agents' perceived empowerment to their actual delivery of fair service when handling hotel loyalty program interactions. The research results demonstrate that employee empowerment creates higher job satisfaction which produces better service delivery perceptions through employee job satisfaction. The research shows that empowerment maintains its direct impact on service delivery equity regardless of employee job satisfaction levels in this study. The results show that empowerment creates two paths which affect workplace fairness through direct agent empowerment and through improved job satisfaction. The research results show hotels need to create two distinct programs which will train staff members and boost their job contentment to achieve program standards while treating members with respect.

This study demonstrates that the BPO agents in the hotel customer service program exhibit high levels of empowerment with respect to autonomy in decision-making, with sufficient training, and with confidence in their role. In combination, these factors are associated with higher levels of fair service delivery, including distributive, procedural, and interactional fairness. The agents report high levels of job satisfaction, which is a mediator of the relationships between empowerment, service fairness, and agent satisfaction, suggesting that empowerment impacts employee welfare and service quality through two pathways. It also suggests that agents are able to successfully manage complex guest interactions resulting in equitable outcomes and a consistent level of service due to their empowerment, which is supported by their ability to handle challenging situations with confidence. The agents' empowerment also enhances workplace dynamics, professional development opportunities, and employee morale. These results provide relevant implications for practice for the various stakeholders involved: team leaders and supervisors can enhance their coaching and monitoring processes; learning & development (L&D) departments can implement scenario-based training that enhances the agents' abilities; quality assurance (QA) departments can develop fairness-related metrics for service excellence; organizational leaders can introduce empowerment frameworks that ensure long-term excellence of the agents. Overall, these results suggest that employee empowerment in the hotel customer service context is a key factor in improving customer satisfaction, operational efficiency, and agent stability, and that this study provides a robust model for improving the service in BPO settings.

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