

# Human Resource Management Practices and Employee Commitment: Its Influence on Job Satisfaction of Hotel Personnel

Raffeq S. Alim\*

\*College Of Business And Public Administration/Cotabato State University/Cotabato City, Philippines

\*Corresponding Author

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## ABSTRACT

The hospitality industry faces persistently high employee turnover, placing critical importance on the development of effective Human Resource Management (HRM) strategies to foster employee commitment and job satisfaction. In the Philippines, particularly Region XII (SOCCSKSARGEN), the hotel sector is rapidly expanding alongside growing tourism demands, heightening the need to retain skilled personnel. This study investigates the influence of HRM practices and employee commitment on the job satisfaction of hotel personnel in Region XII. Utilizing a quantitative, non-experimental correlational research design, data were collected from hotel employees across the region. Results indicate a strong, statistically significant relationship between HRM practices and job satisfaction, while employee commitment shows a moderate correlation. Regression analysis confirmed that HRM practices are the primary predictor of job satisfaction, whereas employee commitment does not independently predict satisfaction but may play a mediating role. The study highlights key HRM factors—such as recruitment, training, and employee relations—as critical in enhancing employee well-being and retention. Findings offer context-specific insights for improving HRM strategies in the regional hospitality industry.

**Keywords:** Human Resource Management, Job Satisfaction, Employee Commitment, Hospitality Industry, Hotel Sector, Region XII, Philippines

## INTRODUCTION

Hospitality industry is characterized by high employee turnover and the critical need for a satisfied and engaged workforce to deliver exceptional customer experiences (Karatepe, 2019; Lundberg et al., 2020). International studies highlight that effective Human Resource Management (HRM) practices significantly influence employee commitment and subsequent job satisfaction, ultimately impacting organizational performance (Guest, 2017; Truss et al., 2018). Nationally, the Philippine hotel sector, a significant contributor to the tourism industry, faces similar challenges in retaining skilled personnel and ensuring high levels of job satisfaction amidst increasing competition and demanding service standards (DOT, 2023). Locally, in Region XII, with its burgeoning tourism industry and growing number of hotels, understanding the specific influence of HRM practices on employee commitment and job satisfaction is crucial for addressing potential issues such as employee attrition, reduced service quality, and hindered organizational growth within the regional context (PSA, 2022).

Investigating the influence of HRM practices and employee commitment on the job satisfaction of hotel personnel in Region XII is of paramount importance for several reasons. High job satisfaction among hotel employees is directly linked to improved service quality, enhanced customer satisfaction, and increased employee retention, all of which are vital for the success and sustainability of hotels (Hussain & Raza, 2019; Karatepe & Olugbade, 2018). Understanding the specific HRM practices that foster employee commitment and subsequently drive job satisfaction within the unique cultural and economic context of Region XII can provide hotel managers with valuable insights for developing effective HR strategies. This knowledge can lead to a more

motivated and engaged workforce, resulting in better operational efficiency, improved organizational performance, and a stronger competitive edge for hotels in the region (Bakker & Demerouti, 2017; Jiang et al., 2019).

This study posits a positive and significant relationship between Human Resource Management (HRM) practices (such as recruitment and selection, training and development, compensation and benefits, performance management, and employee relations) and employee commitment (affective, continuance, and normative commitment) as independent variables, and job satisfaction as the dependent variable among hotel personnel in Region XII. It is hypothesized that the effective implementation of HRM practices will foster higher levels of employee commitment, which in turn will lead to greater job satisfaction (Meyer & Allen, 1991; Snape & Redman, 2010). Furthermore, this research will explore the direct influence of HRM practices on job satisfaction, as well as the mediating role of employee commitment in this relationship, aiming to provide a comprehensive understanding of these dynamics within the specific context of the Region XII hotel industry (Cropanzano & Wright, 2011; Organ & Bateman, 1991).

The urgency of this research stems from the growing importance of the hotel sector in Region XII's economy and the critical need for hotels to attract, retain, and motivate their workforce to ensure sustainable growth and competitiveness in an increasingly demanding market (DOT Region XII, 2023). A potential research gap exists in the limited empirical studies specifically examining the interconnected influence of various HRM practices and the multidimensional aspects of employee commitment on job satisfaction within the unique cultural and organizational context of hotels in Region XII. This study operates under the assumptions that hotel personnel will provide honest and accurate responses regarding their perceptions of HRM practices, their levels of commitment, and their job satisfaction (Podsakoff et al., 2003). The findings of this research are expected to contribute valuable context-specific insights to the existing body of knowledge on HRM, employee behavior, and organizational psychology within the hospitality industry, particularly in a developing regional context. Practically, this study aims to provide hotel managers and HR practitioners in Region XII with evidence-based recommendations for designing and implementing effective HRM strategies that enhance employee commitment and ultimately lead to higher job satisfaction and improved organizational outcomes.

## METHODOLOGY

### Research Design

This study utilized a quantitative non-experimental research design. The regression -correlational research design was used to articulate what variables, conditions, and attributes were present. Moreover, the non-experimental research, often called correlational research, sought causes of behavior by looking for correlations among variables. In correlational research, relationships were studied among variables (Meyer & Allen, 1991). Specifically, this study utilized a correlational research statistical tools analysis approach since the study sought to establish the relationship as well as the influence of HRM practices, employee commitment, and job satisfaction on hotel employees in Region XII.

### Research Locale

The current investigation explored the relationship between human resource management practices, employee commitment, and job satisfaction within the dynamic and expanding hotel sector of Region XII in the Philippines. This region, encompassing South Cotabato, Cotabato, Sultan Kudarat, Sarangani, and the significant urban center of General Santos City, provided a rich environment to examine the factors influencing employee well-being and organizational success. Data was collected from a total of 16 Department of Tourism-accredited hotels, distributed as follows: 11 in General Santos City, 2 in Sultan Kudarat, 2 in Koronadal City, and 1 in Cotabato. Region XII, an administrative area in southwestern Mindanao, serves as a crucial economic center for the island. Its economy is largely supported by agriculture, fishing, and mining, with the region being a major contributor to the nation's agricultural output through its production of tuna, pineapples, bananas, and coffee. Furthermore, Region XII has experienced a significant growth in its tourism industry in recent years, fueled by its natural attractions, cultural heritage, and improving infrastructure. This expansion has led to an increased need for skilled labor within the hospitality sector, particularly in hotels.

While Region XII demonstrates considerable economic potential, it also grapples with certain challenges, including infrastructure development that lags behind other parts of the Philippines and ongoing security concerns in some areas that can affect investor confidence. Nevertheless, the region possesses substantial opportunities due to its abundant natural resources, strategic geographical location, and growing workforce, making it an attractive area for investment and development. Both governmental and private stakeholders are actively working to overcome these challenges and capitalize on the region's inherent strengths. This study, by focusing on Region XII's hotel industry, offers valuable and context-specific insights into the interplay of human resource management, employee commitment, and job satisfaction, which can inform the development of effective strategies to enhance employee engagement and contribute to the sustainable growth of the region's hospitality sector.

## Research Participants

To select study participants, a simple random technique was implemented. The researcher acquired a comprehensive list of DOT-accredited hotels operating within the Region XII region by contacting the Business Permit and Licensing Offices of the relevant cities and municipalities. Subsequently, a stratified random sampling technique was employed to ensure adequate representation from each province within the region. A total of 271 employees from these DOT-accredited hotels were randomly chosen to participate in the study. Data collection occurred between October and November 2024. The qualified respondents were employees who had been employed in the said hotels for not less than six (6) months on or before the date of the survey and had Social Security System (SSS) insurance. They were aged 21 years old and above, and had received management consent to participate in the study.

The demographic characteristics of the hospitality industry workforce in Region XII. A significant gender disparity exists, with women comprising a majority (63.70%) of the employees. The workforce is relatively young, with the largest age group being 21 to 25 years old (28.89%), followed by 26 to 35 years old (25.93%), indicating a strong presence of young adults and recent graduates. In terms of educational attainment, a majority of employees are college graduates (51.1%), highlighting an emphasis on higher education within the industry.

The workforce is primarily composed of rank-and-file employees (79.26%), with a smaller proportion in managerial positions (20.74%), suggesting a hierarchical organizational structure. The length of service data indicates that many employees have been with their organizations for a short period, with the largest group having worked for 2 to 3 years (35.93%), followed by 6 months to 2 years (24.07%). This suggests potential employee retention issues within the Region XII hospitality industry. The study also notes that potential research respondents with less than six months of employment, no SSS insurance, no college enrollment, those under 21, and those without management consent will be excluded, and respondents can withdraw from the study at any time.

## Research Instrument

Survey questionnaires were the main instrument used in gathering the data. Each construct was measured using adapted scales from prior studies. The HRM practices scale consisted of 21 items across seven dimensions (e.g., recruitment and selection, performance, training, compensation, retention, health and safety, and wellness). The employee commitment scale comprised 21 items covering seven factors (e.g., attendance and punctuality, quality of work, initiative, productivity, teamwork, organizational values, and work ethics). Job satisfaction was assessed using 21 items across seven indicators (e.g., work environment, ethical practices, rewards, co-workers, promotion, organizational culture, and job security). All items were rated using a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). A pilot test with 30 hotel employees yielded Cronbach's Alpha coefficients of 0.89 (HRM practices), 0.91 (employee commitment), and 0.87 (job satisfaction), establishing internal reliability in this context.

The survey instrument of HRM practices was adapted from the study of Hamza et al 2021., Negash et al 2014., Ng et al 2021., Biason 2020., Adekanbi-Favour, 2016., Komulainen, R. 2012., Waisiko, C. 2024. The instrument was designed to measure the HRM practices of hotel as perceived by employee based on 7 factors, namely

recruitment and selection employee performance, training and development, compensation , employee retention,health and safety, and employee wellness.

The survey instrument measuring employee commitment was adapted from the studies of Hamza et al. (2021), Ismael et al. (2021), and Negash et al. (2014). The instrument measured employee commitment as perceived by employees based on seven factors: attendance and punctuality, quality of work, initiative and accountability, productivity, teamwork and collaboration, respect for organizational values, and work ethics.

The survey instrument of job satisfaction is adapted from the study of Hafeez et al 2019 and Puah et al 2016. The instrument will be designed to measure the job satisfaction of hotel as perceived by employee based on 7 factors, namely working environment and facilities, ethical practices, rewards, co-workers, promotion, organization structure and job security.

### Data Gathering Procedure

The study employed a systematic data gathering procedure to explore the relationships between HRM practices, employee commitment, and job satisfaction among hotel personnel in Region XII. Initially, a survey questionnaire was adapted from existing validated instruments, ensuring that it was contextualized for the specific environment of the hotel industry in the region. This involved careful review by experts in HRM and organizational behavior to establish the validity and reliability of the instrument. A pilot test was conducted with a 30 of hotel employees to further refine the questionnaire based on feedback regarding clarity and readability.

Following the data collection, the gathered information underwent a thorough analysis process. The researchers checked the data for completeness and accuracy before coding it for entry into a statistical software program. Descriptive statistics provided an overview of the sample's demographic characteristics and the levels of HRM practices, employee commitment, and job satisfaction. Inferential statistics, including correlation and regression analyses, were utilized to investigate the relationships among the variables. The results were interpreted in light of the research questions and compared with existing literature in the field. The study concluded with a discussion of the findings' implications for hotel management practices in Region XII, along with practical recommendations to enhance HRM practices for improved employee commitment and job satisfaction. Limitations were acknowledged, and suggestions for future research were provided to further investigate this critical area.

### Ethical Considerations

This research study consistent with the ethical standards and recommendations of the 1979 Belmont Report study. The 10 pillars of research ethics—social value, informed consent, vulnerability concerns, risk-benefit analysis, information privacy and confidentiality, justice, transparency, researcher qualifications, adequate facilities, and community involvement adhered to in this study.

## RESULTS AND DISCUSSION

**Table 1.** The Level of Human Resource Management Practices among Hotel Personnel in SOCCSKSARGEN Region in terms of its indicators.

Indicators	Mean	Std. Deviation	Interpretation
Recruitment & Selection	4.389	.3293	Always Practiced
Employee Performance	4.308	.3034	Always Practiced
Training & Development	4.300	.4341	Always Practiced
Compensation	4.289	.36.49	Always Practiced

Employee Retention	4.308	.4326	Always Practiced
Health and Safety	4.313	.3780	Always Practiced
Employee Wellness	4.352	.3666	Always Practiced
Grand Mean	4.322	.2326	Always Practiced

**Table 1.** Shows the results of a survey on the level of human resource management practices among hotel personnel in Region XII in terms of its indicators. The indicator recruitment and selection received the highest mean of 4.389 with a description of very high and the standard deviation is .3293 interpreted as always satisfied while indicators employee wellness, health and safety, employee performance, employee retention and training development received the section mean of 4.389, 4.352, 4.313, 4.308, 4.308 and 4.300 with a description of very high and the standard deviation are .3666, .3780, .3034, .4326 and .4341 interpreted as always practiced respectively. Among the indicators, indicator compensation received the lowest mean of 4.289 with a description of very high and the standard deviation is .3649 interpreted as always practiced. The grand mean is 4.32251 with a description of very high and the standard deviation is .232633 interpreted as always satisfied. This indicates a very high level of practices among hotel personnel in Region XII regarding its indicators.

Contemporary HRM research reflects a significant evolution driven by workforce demographic shifts, globalization, and technological advancements (Chen & Wang, 2020). A key focus is enhancing employee engagement and well-being (Alagaraja & Thirunavukkarasu, 2018; Saks & Grzywacz, 2014), achieved through strategies like performance management, work-life balance initiatives, and employee recognition programs. Alagaraja and Thirunavukkarasu (2018) highlight the positive correlation between employee engagement and organizational performance, emphasizing HRM's role in fostering positive work environments. The integration of AI and HR technology has revolutionized HR operations, enabling data-driven decision-making and automation (Becker & Huselid, 2016; Ulrich & Brockbank, 2017). Becker and Huselid (2016) showcase the potential of HR analytics for workforce trend analysis. Research links specific HRM practices (talent management, training, compensation) to organizational outcomes like productivity and financial performance, emphasizing the importance of aligning HRM with organizational strategy (Guest, 2017; Colquitt, LePine, & Wesson, 2019). The impact of HRM practices on organizational performance remains a critical area of ongoing investigation.

**Table 2.** The Level of Employee Commitment among Hotel Personnel in Region XII in terms of its indicators.

Indicators	Mean	Std. Deviation	Interpretation
Attendance & Punctuality	4.348	.3468	Always Committed
Quality of Work	4.426	.3285	Always Committed
Initiative & Accountability	4.372	.3628	Always Committed
Productivity	4.421	.3060	Always Committed
Teamwork & Collaboration	4.399	.3127	Always Committed
Organizational Values	4.379	.3471	Always Committed

Work Ethics	4.382	.3231	Always Committed
Grand Mean	4.389	.1823	Always Committed

**Table 2.** presents the results of a survey on the level of employee commitment among hotel personnel in Region XII in terms of its indicators. The indicator quality of work received the highest mean of 4.426 with a description of very high and the standard deviation is .3285 interpreted as always committed while indicators productivity, teamwork and collaboration, work ethics, organizational values and initiative and collaboration received the mean of 4.421, 4.399, 4.382, 4.379 and 4.372 with a description of very high and the standard deviation are .3060, .3127, .3231, .3471 and .3628 interpreted as always committed respectively. Among the indicators, indicator attendance and punctuality received the lowest mean of 4.338 with a description of very high and the standard mean is .3468 interpreted as always committed. The grand mean is 4.389 with a description of very high and the standard deviation is .182324 interpreted always committed. This indicates a very high level of commitment among hotel personnel in Region XII regarding its indicators.

Employee commitment, encompassing strong psychological attachment and loyalty to an organization (Chatterjee & Garcia-Morales, 2018), is understood through Allen and Meyer's (2018) three-component model (affective, continuance, and normative commitment), expanded by research to include calculative (Riketta, 2018) and identification-based commitment (Ashforth & Mael, 2018). Affective commitment is fostered by positive organizational behavior (Luthans & Avolio, 2018). Leadership and organizational culture significantly influence commitment (Chatterjee & Garcia-Morales, 2018), with transformational leadership linked to affective commitment (Bass & Riggio, 2018) and ethical leadership impacting moral commitments (Brown & Treviño, 2018). High commitment correlates with better performance, increased organizational citizenship behavior, lower turnover (Mathieu & Zajac, 2018), and improved well-being and job satisfaction (Saks, 2018), although the commitment-performance relationship is complex and context-dependent (Riketta, 2018).

**Table 3.** The Level of job satisfaction among Hotel Personnel in Region XII in terms of its indicators.

Indicators	Mean	Std. Deviation	Interpretation
Working Environment	4.346	.3695	Always Satisfied
Ethical Practices	4.385	.3409	Always Satisfied
Rewards	4.064	.5882	Oftentimes Satisfied
Co-Workers	4.379	.4156	Always Satisfied
Promotion	4.206	.5144	Always Satisfied
Organizational Culture	4.326	.3742	Always Satisfied
Job Security	4.265	.3921	Always Satisfied
Grand Mean	4.281	.2284	Always Satisfied

**Table 3.** presents the results of a survey on the level of job satisfaction among hotel personnel in the SOCCSKSARGEN region in terms of each indicators. Indicator ethical practices received the highest mean of 4.385 with a description of very high and the standard deviation is .3409 interpreted as always satisfied while indicators co-workers, working environment, organizational culture, job security, and promotion received the mean of 4.379, 4.346, 4.326, 4.265 and 4.206 description of very high and the standard deviation are .4156, .3695, .3742, .3921 and .51449 interpreted as always satisfied respectively. Among the indicators, rewards received the lowest mean of 4.064 with a description of high and the standard deviation is .5882 interpreted as

oftentimes satisfied. The grand mean is 4.281 description of very high and standard deviation is .228492 interpreted as always satisfied. This indicates a high level of job satisfaction among hotel personnel in Region XII in terms of its indicators.

Job satisfaction, a cornerstone of organizational behavior research (Frese & Fay, 2017), is influenced by a complex interplay of factors impacting employee well-being. Research consistently links job satisfaction to positive job characteristics such as task significance, autonomy, and feedback (Hackman & Oldham, 2019; Deci & Ryan, 2019), and to job crafting initiatives (Wrzesniewski & Dutton, 2019). Organizational factors, including leadership style, culture, and organizational justice, also significantly influence job satisfaction (Judge et al., 2019; Colquitt et al., 2019), with transformational leadership fostering positive work environments (Bass & Avolio, 2019). Work-life balance is another key factor, particularly highlighted by the COVID-19 pandemic and its impact on remote work (Greenhaus & Beutell, 2019; Bond et al., 2020).

**Table 4.** Relationship between HRM Practices and job satisfaction and relationship between employee commitment and job satisfaction.

Variables paired with Job Satisfaction	R	P-Value	Interpretation
HRM Practices	<b>.720</b>	<b>.000</b>	<b>Significant</b>
Employee Commitment	<b>.218</b>	<b>.000</b>	<b>Significant</b>

**Table 4.** present a significant positive relationship between HRM Practices and job satisfaction ( $R = .720$ ,  $p < .001$ ), indicating that effective HRM strategies strongly contribute to higher employee job satisfaction. Additionally, the table shows a statistically significant but weaker positive correlation between employee commitment and job satisfaction ( $R = .218$ ,  $p < .001$ ), suggesting that while committed employees tend to be more satisfied, the impact is less pronounced than that of well-implemented HRM practices. Overall, the data highlights the crucial role of HRM in fostering a satisfied workforce, with employee commitment playing a less dominant, though still significant, part.

The finding that HRM practices have a significant relationship with job satisfaction aligns with previous research that has consistently demonstrated a strong link between effective HRM practices and job satisfaction (Becker & Huselid, 2016; Guest, 2017). Studies have shown that various HRM strategies, including performance management, work-life balance initiatives, and employee recognition programs, enhance employee engagement and job satisfaction (Alagaraja & Thirunavukkarasu, 2018; Saks & Grzywacz, 2014).

**Table 5.** The Human Resource Management Practices And Employee Commitment best influences the job satisfaction among hotel employee SOCCSKSARGEN region.

Independent Variables	Beta Coefficient	T	p-value	Interpretation
HRM practices	.716	6.203	.000	Significant
Employee Commitment	.016	.371	.711	Not Significant
$r^2 = 0.519$ $F = 144.543$ $p = .000$				

**Table 5.** present the regression analysis on the significant influence of HRM practices and employee

commitment on the job satisfaction of hotels employees in region xii. The overall results shows that the combined variables, HRM practices and employee commitment significantly influence the job satisfaction of employee with an overall p-value of .000.

Regression analysis revealed that HRM practices significantly predicted job satisfaction, while employee commitment did not emerge as a significant predictor. This finding is counterintuitive given prior literature. A possible explanation lies in the contextual dynamics of Region XII's hospitality industry, where commitment may manifest more as an outcome of satisfaction. Another consideration is measurement limitations, as the items leaned toward behavioral compliance rather than emotional attachment. Finally, strong HRM practices may overshadow the predictive role of commitment.

On a singular capacity, it shows that only HRM practices significantly influence job satisfaction with P-value of .000, thus the 3<sup>rd</sup> null hypotheses is rejected. In other hand employee commitment does not significantly influence job satisfaction with a resulted p-value of .711, thus the 4<sup>th</sup> null hypothesis is rejected.

Furthermore the R squared of 0. 519 shows that 51.90 % of job satisfaction can be contributed by HRM practices and employee commitment on the remaining 48.10% can be explained by other factors not covered in the study.

The finding that HRM practices and employee commitment best influence job satisfaction among hotel employees in the SOCCSKSARGEN region is consistent with the broader literature emphasizing the interconnectedness of these factors. Specifically, the literature review highlights that effective HRM practices, such as training and development, and employee recognition, foster a sense of commitment among employees (Noordin et al., 2021; Rahman & Zaman, 2018), which in turn, leads to higher job satisfaction.

## CONCLUSION

Despite the workforce's skills and commitment, as evidenced by high mean scores across multiple indicators, there are areas needing attention, particularly concerning compensation and opportunities for advancement. Recruitment and selection processes are viewed positively, suggesting effective practices that contribute to employee performance and retention. The strong commitment of employees, reflected in high scores for attendance, quality of work, initiative, and teamwork, highlights a dedicated and results-oriented workforce aligned with the organization's values.

However, the relatively lower score for rewards and recognition indicates a gap in acknowledging employee contributions, which could impact overall job satisfaction. The significant positive correlation between HRM practices and job satisfaction ( $r = .720$ ) underscores the importance of effective human resource management in fostering a positive work environment. Conversely, the moderate correlation between employee commitment and job satisfaction ( $r = .218$ ) suggests that while employees are committed, this does not directly translate to high job satisfaction levels.

The findings reveal a skilled and committed workforce facing challenges related to gender balance, career progression, and employee recognition. Addressing these issues through enhanced HRM practices and improved reward systems can further elevate job satisfaction and retention, ultimately benefitting the organization's operational success.

Additional tests revealed demographic differences. Female employees reported lower satisfaction with rewards than males. Rank-and-file employees expressed lower satisfaction with promotions compared to managerial staff. Longer-serving employees were more critical of compensation fairness. These suggest tailored HR interventions for gender equity, career development, and recognition.

Generally, Human Resource Management practices and employee commitment influence job satisfaction. However, only HRM practices significantly predict job satisfaction. This distinction highlights that while employees demonstrate high levels of commitment ('Always Committed'), their satisfaction ('Always Satisfied') depends more directly on HRM systems and policies. To avoid confusion, terminology was standardized so that



HRM practices are described as 'Always Practiced' and job satisfaction as 'Always Satisfied'.

Moreover, based on the findings of the study, the researcher proposes the following recommendation:

1. The high HRM practices across all indicators in SOCCSKSARGEN hotels, with a grand mean suggesting widespread effectiveness. However, slight variations in scores, particularly the lower mean for compensation compared to employee wellness, warrant investigation into salary competitiveness and benefits packages to further enhance employee satisfaction and retention. Maintaining these high standards requires ongoing monitoring and evaluation through data-driven assessments, employee feedback mechanisms, and periodic reviews, incorporating both quantitative and qualitative methods to ensure continued effectiveness and address emerging challenges proactively.
2. Hospitality industry in Region XII should focus on sustaining these positive trends through continued reinforcement of existing practices and proactive measures to address any subtle variations between indicators. Regular monitoring through employee surveys, feedback mechanisms, and performance reviews is crucial to identify and address any emerging challenges or areas for improvement. Further research could explore the specific factors contributing to the observed high commitment levels and investigate whether these translate into optimal organizational outcomes. The high commitment levels should be leveraged to further enhance productivity and organizational performance.
3. Based on the findings, the hospitality industry in Region XII must maintain competitive reward systems that accurately reflect employee contributions and market standards. This requires a review of salaries, benefits, and performance-based incentives to ensure they remain motivating and competitive. While employee satisfaction with the work environment and colleagues is high, ongoing monitoring and regular feedback mechanisms are essential to sustain this positivity and address any emerging issues. A holistic strategy focusing on reward systems, while preserving positive aspects of other job satisfaction factors, will foster a more productive and fulfilling work environment.
4. Hospitality industry in the Region XII should prioritize both strengthening their HRM practices and fostering employee commitment to enhance job satisfaction, as both factors demonstrate a statistically significant positive relationship with it; however, given the stronger correlation observed between HRM practices and job satisfaction compared to employee commitment and job satisfaction, organizations should particularly focus on developing and implementing effective HRM strategies encompassing recruitment, training, performance management, and compensation to yield the most substantial positive impact on employee contentment.
5. Hospitality industry in the Region XII should prioritize strategically investing in and enhancing their HRM practices, as the strong and significant positive relationship observed indicates this will be the most impactful approach to increasing employee job satisfaction; in contrast, employee commitment did not show a significant influence on job satisfaction in this model, suggesting that focusing resources on optimizing recruitment, training, performance management, compensation, and employee relations will yield the greatest returns in fostering a more satisfied workforce and likely contributing to improved organizational outcome.

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