Analysis of Relationship Between Employee Satisfaction and Job Performance in the Accommodation Sector

**Arceli W. Romasanta1\***

1College Instructor, Laguna University, Santa Cruz, Laguna, Philippines

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| **Keywords:**  Accommodation Sector, Satisfaction, Job Performance, Human Resource | **Abstract.**  Herzberg’s two-factor theory of motivation was employed in this study to analyze elements linked with job satisfaction and performance among employees in the accommodation sector. The researcher employed the descriptive-correlational methods of research, through questionnaires. The survey tool was validated by experts in the field of education, statistics and research and is highly accepted in terms of a Cronbach α of 0.988 which indicated an excellent index of reliability. Weighted Mean and Goodman and Kruskal’s Gamma Correlation determined the relationships between variables. The results revealed that employee satisfaction among employees was an important aspect that affected job performance and organizational success. Based on the findings, a Human Resource Plan is necessary to help increase satisfaction and improve job performance resulting in increased efficacy, self-esteem, and commitment in the accommodation sector. This paper would be extremely useful to human resource professionals, managers, owners, employees, and future researchers. |
| **Kata Kunci:**  Industri perhotelan;  Dukungan organisasi yang dirasakan;  Keterlibatan kerja;  *Niat pergantian.* | ***Abstrak.***  *Teori motivasi dua faktor Herzberg digunakan dalam penelitian ini untuk menganalisis unsur-unsur yang terkait dengan kepuasan kerja dan kinerja di antara karyawan di sektor akomodasi. Peneliti menggunakan metode penelitian deskriptif-korelasi, melalui kuesioner. Alat survei telah divalidasi oleh para ahli di bidang pendidikan, statistik dan penelitian dan sangat diterima dalam hal Cronbach sebesar 0,988 yang menunjukkan indeks keandalan yang sangat baik. Weighted Mean dan Goodman and Kruskal’s Gamma Correlation menentukan hubungan antar variabel. Hasil penelitian menunjukkan bahwa kepuasan karyawan di antara karyawan merupakan aspek penting yang mempengaruhi prestasi kerja dan keberhasilan organisasi. Berdasarkan temuan, Rencana Sumber Daya Manusia diperlukan untuk membantu meningkatkan kepuasan dan meningkatkan kinerja kerja yang menghasilkan peningkatan kemanjuran, harga diri, dan komitmen di sektor akomodasi. Makalah ini akan sangat berguna bagi para profesional sumber daya manusia, manajer, pemilik, karyawan, dan peneliti masa depan.* |
| \* Corresponding author.  E-mail addresses: arceliromasanta@yahoo.com (Arceli W. Romasanta).  Article history: Received 2 July 2021; Accepted 30 September 2021; Available 31 December 2021. | |

# Introduction

The hotel industry is a sub-industry of the travel and tourism industry that provides hotel accommodations based on tourism requirements. Tourists may be motivated to travel for reasons, including physical and mental refreshment, as well as the pursuit of excitement, entertainment, or pleasure. Travelers may also be motivated by cultural curiosity, self-improvement, business, or a desire to visit friends and family or form new relationships. While business travelers as tourists, it is to note that many definitions exclude those who travel with the intent of earning a living in the location to which they travel. Accommodation is one of them to the tourism industry because tourists need a place to rest and stay while traveling. This industry is extensively segmented into segments such as hotels, lodgings, business motels, suites, resorts, air terminal hotels, timeshare hotels, inns, villas, bed and breakfast, and convention centers. Information desks, conference centers, desks, multi-cuisine restaurants, banquet halls, room service, swimming pools, spa, fitness clubs, shopping arcades, massage parlors, entertainment, or cultural programs are also included.

These cater to tourists seeking rest, relaxation, and recreation. Aside from the facilities provided, guests can enjoy recreational and relaxation activities such as indoor and outdoor games, gambling, and spas. According to the Philippine News Agency in 2019, the Department of Tourism has stated that Philippine tourism is now a PHP2.2 trillion national industry that generates 12.7 percent of the country's GDP and employs approximately 5.4 million people in passenger transportation, lodging, food and beverages, among other things. They also said that these industries were capable of generating jobs and acting as a medium of trade. Indeed, tourism can only reach its full potential if the government and industry stakeholders work together to cooperate, coordinate, and collaborate (Rocamora, 2019).

In a consumer-facing industry, however, having staff come and go makes it impossible to meet the needs of customers and costly to find new employees to recruit. Unfortunately, the hospitality industry relies on part-time and seasonal workers, and it can be difficult to attract people who want to stay for the long run. Businesses are now trying to find ways to keep their employees while also considering out why they're leaving. The hotel accommodation industry includes many different types and sectors of employment. Even though it is a rapidly expanding industry, it has its own set of labor issues. Hotel companies, for example, have described employees who have neglected work or who have become dissatisfied with their commitment to work obligations.

Employee satisfaction, for example, is more than just a financial incentive to attract employees in the hotel industry. It's about giving meaning to the time they’re exchanging, especially in the hospitality industry, to be away from their families, friends, and doing things they love. Experts also understand that an industry willing to offer its employees would have a ready structure to create job satisfaction. Increased levels of job performance will increase workers' eagerness and optimistic feelings about their organizations, making them even more eager to strive when performing their tasks and duties.

According to Flowers and Hughes (2020) on “why an employee stays”, hotel companies have a higher turnover rate on the part of workers who have abandoned work or demotivated their commitment to work obligations. This may be related to the degree of work satisfaction provided by the company. If employers treat their staff more like hotel guests, complaints will be minimized, and employees will be able to perform and give the best service to their guests. Employees, as a result, undoubtedly handle hotel guests better, which creates a positive buzz, promotes repeat visits, and increases the business’s profitability. Employee fulfillment entails more than just monetary rewards to inspire staff. It’s about adding sense to the time they’re trading away from their families, friends, and activities they enjoy. As shown by the preceding story, every function in an organization serves a larger purpose.

***The problem of statement of this study are:*** (1)What is the level of employees’ satisfaction as assessed by the employees of the accommodation sector in Santa Cruz, Laguna in terms of: (a) Workplace Environment; (b) Career Development; (c) Wage and Benefit; (d) Personal work; and (e) Job Security?; (2) What is the level of job performance as assessed by the employees of the accommodation sector in Santa Cruz, Laguna in terms of: (a) Quality of Work; (b) Customer Service Skills; (c) Initiative; (d) Knowledge, skills and abilities; and (e) Inclusiveness?; (3) Is there a significant relationship between the level of employees’ satisfaction and the level of job performance in the accommodation sector of Santa Cruz, Laguna?; and (4) Based on the findings of the study, what human resource plan may be proposed?.

*While the hypothesis of the study is:*There is no significant relationship between the level of employee satisfaction and the level of job performance in the accommodation sector of Santa Cruz, Laguna.

# Literature Review

### Theoretical Framework

The two-factor theory suggested by the psychologist Frederick Herzberg essentially separates the concept of satisfaction from the continuum into two separate spectrums. There are signs and environmental stimuli that cause job satisfaction and certain occurrences that cause job dissatisfaction. The hygiene factors are those that are required for motivation to exist in the workplace. However, if these factors are lacking or are not present at work, it leads to dissatisfaction. In other words, hygiene factors at work were reasonable and served to pacify rather than dissatisfy employees. Hygiene factors are maintenance factors that help to avoid dissatisfaction recognized in the workplace scenario. These factors represented the physiological requirements that the individual expected to meet.

Hygiene considerations include pay structure or wage structure, company policies and administrative policies, benefits, physical working conditions, work status, interpersonal relations, and job security. Meanwhile, hygiene factors, cannot be considered motivators. Positive satisfaction is gain as a result of motivating factors. These are inherent tasks. Employees are to perform at a higher level as a result of these factors. These components are known as satisfiers that influence job performance. The motivators represented psychological needs to providing additional benefits, such as recognition, a sense of accomplishment, opportunities for advancement, job responsibility, and the job itself.

This study is illustrated in the paradigm that follows:

**DEPENDENT VARIABLE**

Level of Job Performance in Accommodation Sector

* Quality of Work
* Customer Service Skills
* Initiative
* Knowledge, Skills and Abilities
* Inclusiveness

**INDEPENDENT VARIABLE**

Level of Employees’ Satisfaction in Accommodation Sector

* Workplace Environment
* Career Development
* Wage and Benefits
* Personal Work
* Job Security

**Figure 1.** Research Paradigm

The figure depicts the study’s paradigm. Employees’ Satisfaction in Accommodation Sector in terms of the workplace environment, career development, wages and benefits, personal work, and job security are the Independent Variables. Job Performance in the Accommodation Sector in terms of quality of work, customer service skills, initiative, knowledge, and inclusiveness are the Dependent Variables. Meanwhile, the arrow depicts the relationship between employees’ level of satisfaction and job performance in the accommodation sector.

In an article, Kaur SP (2013) states that the researcher must establish a relationship between the variables in the study. This means that changes in one variable led to changes in the other. As a result, the study establishes a link between employee job satisfaction and performance in the hospitality industry. To create an output, the researcher compiles various studies and applications of the factors that influence employee job satisfaction and performance in resort hotels. The researcher's ultimate goal after the study is to contribute additional insights and action plans to the expanding venture of the accommodation sector in Santa Cruz, Laguna.

### Employee Satisfaction

The Mediating Effect of Job Satisfaction on the Relationship Between Organizational Justice Perception and Intention to Leave, by Bayarçelik and Findikli (2016) has justified that to satisfy employees and sustain itself in a competitive market, must put effort into ensuring a positive work environment for its employees because an employee who is satisfied with their job tends to stay with the organization.

Guan, Zhou, Ye, Jiang, & Zhou (2015) added that employees with a high level of career adaptability are more likely to achieve greater career satisfaction. A high level of career satisfaction will result in a low turnover intention. Meanwhile, when it comes to promotions, workers had less intention to quit because they thought managers were preparing them for higher positions. After all, employees with greater job adaptability also experience greater satisfaction and are less likely to leave the organization (Chan & Mai, 2015). Consequently, on the factors that affect job satisfaction and performance to increase customer satisfaction, Shikha (2017) found that if employees believe that the organization cares about their job continuation, they are more likely to stay with the company. Employee commitment increases as a result of job security, with long-term employees demonstrating a stronger sense of loyalty.

As Zhang and Enemark’s (2015) research on customer satisfaction and, ultimately, hotel revenue is dependent on the quality of services provided, which is dependent on the employees serving them. As a result, the researchers concluded that hotel managers should use incentives, rewards, and bonuses to motivate their employees to perform well. Furthermore, researchers discovered that employees and managers revealed that even those employee performances in the hotel industry are influenced by rewards, incentives, career growth, and the work environment. Additionally, Darma and Supriyanto (2017) conducted another study on the effect of compensation om performance using a quantitative research method. Allowances, incentives, benefits, and wages influence an employee's advancement toward job completion. In terms of personal work statuses, the role of role clarity within organizations discovered that a complete understanding of how role clarity emanates from different organizational levels is required to help prevent poor job performance and other harmful consequences of ambiguous role expectations.

Furthermore, Wang, Lu, & Siu (2015) examined the relationship between job insecurity and performance discovered that increased feelings of job insecurity corresponded with low levels of job performance. Increased job insecurity first resulted in fewer work-related positive feelings, a component of engagement. Only then did these feelings hurt actual job performance. It means that the mere existence of job insecurity does not imply that it is unavoidable.

### Job Performance

In this regard, Maung and Walsh (2018) discussed that service industry, is to provide the highest quality of work and hospitality standard as shared by all service providers to achieve company’s mission by retaining their assets - employees’ knowledge and skills (Ghebregiorgis, 2018). As a result, high-quality work has been produced and rendered to guests. Ghebregiorgis (2018) states that employee performance in the service industry plays an essential role because employees have direct contact with the guests. The overall profitability of hotels is by the level of service provided to customers. As a result, the primary concern of hotels is to motivate their employees to help the hoteliers in their endeavors (Shikha, 2017).

Shmailan (2016) conducted an exploratory analysis on business management and economics, testing the relationship between work satisfaction, job efficiency, and employee engagement. According to the research results, the researcher has justified a supportive relationship and stated that happy workers are beneficial to their organizations because they perform better and contribute to the overall objectives and progress of an organization, as opposed to unhappy employees, who are considered a burden for any organization (Shmailan, 2016). Razak, Ma’amor, and Hassan (2016) stated and proven that there is no denying how work environment factors have played a role in developing a balance of work and life of employees within the organization. The study has contributed to a better understanding of the consistency and validity of the variables used in measuring the effects of the work environment on employee satisfaction and quality of life at work.

The work environment in the study has determined that organizational social support and organization citizenship behavior is the dimension that influences the stability of the work environment. It has also contributed to the managerial level to ensure that the factors (organizational social support and organizational citizenship behavior) are practices to increase employee productivity and retain human capital. It has strategized convenient facilities and strengthening the relationship between employer and employees. Additionally, Sorensen and Jensen (2015) discovered practices in changing service delivery to a more experiential approach through a better sense of meaningful guests' encounters. The discovery of methods in transforming service delivery to a more immersive approach provides several benefits to hotel staff, including enhanced understanding of visitors, a better sense of timing, more guest engagements, and meaningful encounters. Moreover, the study found that some of the knowledge gathered from experience exchanges resulted in rapid improvements in guest experiences. According to the viewpoint, service encounters should be translated into experiencing value for visitors while also improving knowledge generation about consumer expectations.

McCallaghan, Jackson, and Heyns (2019) stated that with diversity climates characterized by an appreciation of individual differences and the adoption of practices to advance underrepresented groups are likely to increase job satisfaction and commitment to the company (International Labour Organization, 2019). In respect, findings from Haque, Wang, and Li (2020) study on have contributed to a better understanding of how workforce diversity management has contributed to a job match, which will ultimately lead to the employee satisfaction and job performance. Lastly, Merchant (n.d), stated that an appreciation of individual differences and the adoption of practices to advance underrepresented groups) are likely to increase employees’ job satisfaction and commitment to the company and organizational practices may not only prohibit discrimination but also encourage intercultural initiatives like cultural programs and forums.

# Methodology

The study employed the descriptive-correlational methods of research. The data gathered through survey questionnaires served as a stool to draw facts about employee satisfaction and job performances in the accommodation sector. The extracted data were treated using a Weighted Mean and Goodman and Kruskal’s Gamma Correlation to determine the relationships between variables. They were 76 respondents, respectively, from different lodging facilities within the town of Santa Cruz, Province Laguna, Philippines. Questionnaires were used and served as a tool to draw facts about the relationship that exists between satisfaction and job performance in the accommodation sector. The survey tool was validated by experts in the field of educational management, statistics, and research and is highly accepted in terms of a Cronbach α of 0.988 which indicated an excellent index of reliability.

In deciding on whether to accept or reject the null hypothesis using the probability @ α = 0.05, the following rules are applied:

1. If gamma coefficient has a probability of less than α, then there is a significant relationship and the null hypothesis is rejected; and
2. If the gamma coefficient has a probability equal to or greater than α, then there is no significant relationship and the null hypothesis is accepted.

**Table 1.** Range and verbal interpretation

|  |  |
| --- | --- |
| **Range** | **Verbal Interpretation** |
| 0 | No Correlation |
| ± 0.01 to ± 0.20 | Slight Correlation |
| ± 0.21 to ± 0.40 | Small Correlation |
| ± 0.41 to ± 0.60 | Moderate Correlation |
| ± 0.61 to ± 0.80 | High Correlation |
| ± 0.81 to ± 0.99 | Very High Correlation |
| ± 1 | Perfect Correlation |

# Result and Analysis

1. *Level of employees’ satisfaction in the accommodation sector of Santa Cruz, Laguna.*

Table 1 shows the summary of mean results on Employee Satisfaction in terms of Workplace Environment, Career Development, Wage and Benefits, Personal Work, and Job Security

**Table 2.** Summary of Mean Results on Employee Satisfaction

|  |  |  |
| --- | --- | --- |
| **Employee Satisfaction** | **Weighted Mean** | **Verbal Interpretation** |
| Workplace Environment | 3.02 | MS |
| Career Development | 3.01 | MS |
| Wages and Benefits | 2.99 | MS |
| Personal Work | 2.89 | MS |
| Job security | 2.86 | MS |

*Legend:* 3.25-4.00: Highly Satisfied

2.50-3.24: Moderately Satisfied

1.75-2.49: Sometimes Satisfied

1.00-1.74: Not Satisfied

*Source: Author*

In terms of workplace environment has an average mean of 3.02 and is interpreted as **MS.** The statement “I feel like I am trusted in my own decisions about my job” has the highest mean of 3.14 whereas the statement *“The company encourages and supports a healthy work-life balance”* has the lowest mean of 2.86, which from both are interpreted as **MS.** These evidences revealed that employees are fully contributing their potentials towards organizational goals within their work environment and that the company has effectively supported employees to have a healthy work and life balance. Pertaining to work environment, researchers Bayarçelik and Findikli (2016), stated that for an organization to satisfy its employees and remain competitive, they must invest in creating a positive work environment for its employees because an employee who is happy with their job is more likely to stay with the company and promote a healthy work-life balance (Bayarçelik and Findikli, 2016).

In terms of career development has an average mean of 3.01 and is interpreted as **MS.** The statement *“I have the training and support to do my job right.”* has the highest mean of 3.08, while the statement *“My manager assists me in identifying my training and development needs”* has the lowest mean of 2.81, which from both are interpreted as **MS.** It wasdetermined that the employee's satisfaction with his position in the company, culture, and work environment contributes to the employee’s job satisfaction and career advancement. Thus, meeting employees' career development needs will play a significant role in employee job satisfaction. In respect to this, Zhou, Ye, Jiang, & Zhou (2015) reported that employees with a high level of career adaptability are more likely to achieve greater career satisfaction. Chan and Mai (2015) added that a recognized and promoted employees had less intention to quit because they felt that their supervisors were preparing them for higher positions. After all, employees with greater career adaptability often experience greater career satisfaction and are less likely to leave their organizations.

In terms of Wage and Benefits, the previous table shown an average mean of 2.89 and is interpreted as **MS.** The statement *“I am compensated fairly for the work I do.*” has the highest mean of 3.00, while, the statement *“I am satisfied with the increases in compensatio*n” has the least mean of 2.60, which from both are interpreted as **MS.** Concerning that, it was revealed that allowances, incentives, benefits, and wages influenced the overall employee’s satisfaction and advancement towards job completion and performance. In relation to this, Zhang and Enemark (2015) on Factors Influencing Business Performance in Hotels and Restaurants, published in Asia-Pacific Journal of Innovation in Hospitality and Tourism, underscored that customer satisfaction and, ultimately, hotel revenue is dependent on the quality of services provided, which is always dependent on the employees serving them. Generally, hotel managers should use incentives, rewards, and bonuses to motivate their employees to perform well.

In terms of Personal Work, it has garnered an average mean is 2.99, interpreted as **MS.** The statement *“I focus on problem solving instead of fault finding”* has the highest mean of 3.10, while the statement *“Overall, my workload is reasonable.”* has the least mean of 2.84, which from both are interpreted as **MS.** As reflected, it implies that work clarity is required in employee duties and descriptions, where interpretation of roles and responsibilities is the key to providing excellent services to guests. Similarly, study made by Darma and Supriyanto (2017) on the role of clarity within organizations discovered a complete understanding of how job roles emanate from different organizational levels. It is required to help prevent poor job performance and other harmful consequences of ambiguous role expectations. In addition to that, Shikha (2017) on the Factors Influencing Employee’s Performance in Hotel Industry - International Journal of Research, found out that if employees believe that the organization cares about their job continuation, they are more likely to stay with the company.

In terms of of Job Security, it has resulted in a general average mean of 2.86, interpreted as **MS.** The statement *“My job gives me opportunities to be creative and imaginative in my work.”* has the highest mean of 2.99, while the statement *“The perception of job security positively affects job performance”* has the least mean of 2.75, which from both are interpreted as **MS.** It connotes that employees in the accommodation have been given the freedom to be creative, and their perception of security has a direct impact on their job performance. Evidences signifies that having more satisfied employees will lessen the chance of employee turnover and increase the employee's efficiency and productivity. Wang, Lu, & Siu (2015) on Job Insecurity and Job Pperformance: The moderating role of organizational justice and the mediating role of work engagement, discovered that an increased feelings of job insecurity corresponded with low levels of job performance. The findings were not as simple as increased feelings of job insecurity leading to decreased performance. Thus, increased job insecurity first resulted in fewer work-related positive feelings, a component of job engagement. Only then did these feelings hurt actual job performance. It means that the mere existence of job insecurity does not imply that it is unavoidable.

As can be gleaned in the previous table, the level of job performance in terms of quality of work has garnered an average mean of 3.01, interpreted as **G.** The statement *“Employee meets required deadlines”* has the highest mean of 3.08, while the statement *“Employee monitors own work to ensure quality and apply feedback to improve performance”* has the least mean, of 2.91 which both interpreted as **G.** The results revealed that employees in the accommodation sector were aware of prioritizing deadlines that needed to be re-negotiated to fully complete works and that employees were able to monitor their work to ensure quality and apply feedback to improve their performances. As a result, As a result, high-quality work has been produced and rendered to guests. In this regard, Maung and Walsh (2018) discussed that service industry, is to provide the highest quality of work and hospitality standard as shared by all service providers to achieve company's mission by retaining their assets - employees’ knowledge and skills (Ghebregiorgis, 2018).

1. *Level of Job Performance in the accommodation sector of Santa Cruz, Laguna.*

Table 2 shows the summary of mean results on Job Performance in terms of Quality of Work, Customer Service Skills, Initiative, Knowledge, Skills and Abilities and Inclusiveness.

**Table 2.** Summary of Mean Results on Employee Satisfaction

|  |  |  |
| --- | --- | --- |
| **Job Performance** | **Composite Mean** | **Verbal Interpretation** |
| Quality of work | 2.99 | G |
| Customer Service Skills | 3.02 | G |
| Initiative | 3.01 | G |
| Knowledge, Skills, and Abilities | 2.86 | G |
| Inclusiveness, | 2.89 | G |

*Legend: 3.25-4.00 Very Good*

*2.50-3.24 Good*

*1.75-2.49 Fair*

*1.00-1.74 Poor*

*Source:* Author

In terms of Customer Service skills, it has garnered n average mean of 3.03, interpreted as **G.** The statement *“Employee demonstrates ability to adjust to changes in job, stress, deadlines, assignments, methods, personnel, or surroundings with little difficulty”* has the highest mean of 3.09, while the statement *“Employee works well with others inside and outside of the department to accomplish goals”* has the least mean of 2.88, which both interpreted as **G.** The results signifies that the employees demonstrated abilities to adjust to changes in jobs, stresses, deadlines, assignments, methods, personnel, and surroundings with little difficulty. Also, results have shown that employees can work well inside and outside departments to accomplish work goals. Consequently, from the research made by Ghebregiorgis (2018) justified a positive and statistically significant relationship between motivation, training, working conditions, and employee performance, revealing that employee performance is more significant in the service industry as employees are having direct contact with the guests, and also it is an employee of the hotel industry that pleases its guests. The overall profitability of hotels is by the level of service and customer service provided to customers. Furthermore, Suharno, Purwanto, and Muzzafar (2017) claimed that motivation, whether individual or partial, has a positive and significant effect on employee performance – if employee motivation is high, so the job performance in carrying out obligations and duties, and vice versa.

In terms of Initiative, it has garnered a composite mean of 3.02, interpreted as **G.** The statement *“Employee monitors own work to ensure quality*” has the highest mean of 3.15, while the statement *“Employee takes responsibility for resolving difficult or complex service requests”* has the least mean of 2.88, which both interpreted as **G.** This indicates that employees were able to foster cooperation and take ownership of resolving difficult or complex service requests. It also connotes that employees’ ability to see something that needs to be done and decide to do it of their own free will, rather than being told to do it by someone else. With relevance to the evidences shown, Shmailan (2016) in an exploratory analysis of business management and economics, testing the relationship between work satisfaction, job efficiency, and employee engagement. It was justified that happy workers are demonstrating initiativeness and contribute to the overall objectives and progress of the organization, as opposed to unhappy employees, who are considered a burden for any organization. Relatively, Razak, Ma’amor, and Hassan (2016) is contributed to the recognition of organizational social support and organizational citizenship behavior as a must to practice in the organization to improve the employee’s work initiatives and productivity.

In terms of Knowledge, Skills and Abilities, the mean results show an average mean of 2.94, interpreted as **G.** The statement *“Employee displays understanding of how job relates to others and uses resources effectively”* has the highest mean of 3.13, while the statement *“Employee proficiently organizes and presents difficult facts and ideas orally and writing”* has the least mean of 2.76, which both interpreted as **G.** The table signifies that employees take action in seeking or asking questions to address and discover needs. Also, the results justified that employees present solutions that meet service objectives. It is given from the above figure results that knowledge, skills, and abilities were seen and manifested and that employees are aware of the competency needs and act in a variety of situations and accomplish tasks competently. Concerning this, Sorensen and Jensen (2015) on Value creation and knowledge development in tourism experience encounters, discovered that practices in changing service delivery to a more experiential approach provided many benefits to hotel employees, including improved understanding of guests, a better sense of timing, more guest engagements, and meaningful encounters. In addition, the study reported how some of the knowledge gained during experience encounters immediately led to improved guest experiences. The view implies that the service encounters should be transformed into experiential value for visitors while also increasing the creation of knowledge about users’ expectations.

In terms of inclusiveness, the above table clearly shows the garnered average mean of 2.98, interpreted as **G.** The statement *“Employee educates others on the value of diversity*” has the highest mean of 3.16, while the statement *“Employee treats everyone with respect, dignity, consideration, and sensitivity for cultural differences.”* has the least mean of 2.79, which both interpreted as **G.** The results revealed that employees are well educated in terms of the value of inclusiveness and diversity. Also, employees within the sector were able to treat everyone with respect, dignity, consideration, and sensitivity to cultural differences.

Concerning this, an article by McCallaghan, Jackson, and Heyns, on “Diversity and Inclusion is Key to Healthy Business”, as discussed in the International Labour Organization (2019) stated that with diversity climates cultures characterized by an appreciation of individual differences and the adoption of practices to advance underrepresented group) are likely to increase employees’ job satisfaction and commitment (International Labour Organization, 2019).  Additionally, research findings based on the study made by Haque, Wang & Li (2020) on the Impact of Workforce Diversity Management on Employees Outcomes; Testing the Mediating Role of Job Matching, have resulted in a contribution to an understanding of ways of how workforce diversity management have contributed to a person’s job match, which ultimately leads to the employees’ job satisfaction and job performance. Moreover, Merchant's article on Workplace Diversity and Inclusiveness in the Hospitality and Tourism Industry, published in Harvard Business Review, stated that the hospitality and tourism industries provide a unique opportunity for both employees and tourists to understand new cultural experiences and improve the nature of employees’ interactions with tourists of various cultures, religions, races, ages, genders, sexual orientations and color. As a result, companies enforce organizational practices that prohibit discrimination and encourage intercultural initiatives such as educational programs and forums.

1. *Significant relationship between the level of employees’ satisfaction and the level of job performance in the accommodation sector of Santa Cruz, Laguna.*

Table shows the significant relationship between the level of employees’ satisfaction and the level of job performance in the accommodation sector of Santa Cruz, Laguna.

**Table 4.** Test of significant relationship between the Level of Satisfaction and Level of Job Performance.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Variables** | **Gamma-Value** | **Verbal Inter-pretation\*** | **P-Value** | | **Remarks\*/ Decission** |
| **Computed** | **Tabular** |
| Workplace Environment vs. Quality of Work | 0.055 | Slight Cor. | 0.627 | 0.050 | No/  Accept Ho |
| Workplace Environment vs. Quality of Work | 0.055 | Slight Cor. | 0.627 | 0.050 | No/  Accept Ho |
| Workplace Environment vs. Customer Service Skill | 0.564 | Moderate Cor. | 0.000 | 0.050 | Sig./ Accept Ha |
| Workplace Environment vs. Initiative | 0.151 | Slight Cor. | 0.182 | 0.050 | No/ Accept Ho |
| Workplace Environment vs. Knowledge, Skills and Abilities | 0.221 | Small Cor. | 0.049 | 0.050 | Sig./ Accept Ha |
| Workplace Environment vs. Inclusiveness | 0.269 | Small Cor. | 0.016 | 0.050 | Sig./ Accept Ha |
| Career Development vs. Quality of Work | 0.188 | Slight Cor. | 0.095 | 0.050 | No/ Accept Ho |
| Career Development vs. Customer Service Skill | 0.477 | Moderate Cor. | 0.000 | 0.050 | Sig./ Accept Ha |
| Career Development vs. Initiative | 0.288 | Small Cor. | 0.010 | 0.050 | Sig./ Accept Ha |
| Career Development vs. Knowledge, Skills and Abilities | 0.380 | Small Cor. | 0.001 | 0.050 | Sig./ Accept Ha |
| Career Development vs. Inclusiveness | 0.445 | Moderate Cor. | 0.000 | 0.050 | Sig./ Accept Ha |
| Wage and Benefit vs. Quality of Work | 0.502 | Moderate Cor. | 0.000 | 0.050 | Sig./ Accept Ha |
| Wage and Benefit vs. Customer Service Skill | 0.276 | Small Cor. | 0.013 | 0.050 | Sig./ Accept Ha |
| Wage and Benefit vs. Initiative | 0.430 | Moderate Cor. | 0.000 | 0.050 | Sig./ Accept Ha |
| Wage and Benefit vs. Knowledge, Skills and Abilities | 0.438 | Moderate Cor. | 0.000 | 0.050 | Sig./ Accept Ha |
| Wage and Benefit vs. Inclusiveness | 0.298 | Small Cor. | 0.000 | 0.050 | Sig./ Accept Ha |
| Personal Work vs. Quality of Work | 0.026 | Slight Cor. | 0.818 | 0.050 | No/ Accept Ho |
| Personal Work vs. Customer Service Skill | 0.164 | Slight Cor. | 0.145 | 0.050 | No/ Accept Ho |
| Personal Work vs. Initiative | 0.160 | Slight Cor. | 0.156 | 0.050 | No/ Accept Ho |
| Personal Work vs. Knowledge, Skills and Abilities | 0.344 | Small Cor. | 0.002 | 0.050 | Sig. / Accept Ha |
| Personal Work vs. Inclusiveness | 0.244 | Small Cor. | 0.029 | 0.050 | Sig./ Accept Ha |
| Job Security vs. Quality of Work | 0.479 | Moderate Cor. | 0.000 | 0.050 | Sig./ Accept Ha |
| Job Security vs. Customer Service Skill | 0.050 | Slight Cor. | 0.661 | 0.050 | No/ Accept Ho |
| Job Security vs. Initiative | 0.271 | Small Cor. | 0.015 | 0.050 | Sig./ Accept Ha |
| Job Security vs. Knowledge, Skills and Abilities | 0.258 | Small Cor. | 0.021 | 0.050 | Sig./ Accept Ha |
| Job Security vs. Inclusiveness | 0.205 | Slight Cor. | 0.068 | 0.050 | No/ Accept Ho |

*\*Notes: Cor.: Correlation*

*No: No significant relationship*

*Sig.: With significant relationship*

*Source: Author*

*Workplace environment* has a positive and significant impact on employee performance in terms of Customer Service Skills, Knowledge, Skills, and Abilities, and Inclusiveness. However, the workplace environment has a negative and insignificant impact on employee performance in terms of quality of work and initiative.

*Career development* has a positive and significant impact on employee performance in terms of Customer Service Skill, Initiative, Knowledge, Skills, and Abilities, and Inclusiveness. However, career development has a negative and insignificant impact on employee performance in terms of quality of work.

*Wage and benefits* have a positive and significant impact on employee performance in terms of Quality of Work, Customer Service Skills, Initiative, Knowledge, skills, abilities, and inclusiveness.

*Personal work* has a positive and significant impact on employee performance in terms of knowledge, skills, and abilities and inclusiveness. However, personal work has a negative and insignificant impact on employee performance in terms of quality of work, customer service skills, and Initiative.

*Job security* has a positive and significant impact on employee performance in terms of quality of work, initiative, and knowledge, skills, and abilities. However, Job Security has a negative and insignificant impact on employee performance in terms of Quality of Work, Customer Service Skills, and Inclusiveness.

1. *Proposed Human Resource Plans*

As an output, a Human Resource Plan may be used by the human resource professionals, managers, and owners in the accommodation for them to be guided accordingly with the guidelines and processes, enabling a realignment of plans towards the improvement of human capital. Table 4 shows the proposed human resource plans for the accommodation sector of Santa Cruz, Province of Laguna.

# Conclussion

Based on the aforementioned findings of the study, the following conclusions have been derived. That the highest predictor of employee satisfaction in the accommodation sector is the work environment, and the lowest is Job Security. It implies that the accommodation sector visibly promotes a healthy work-life balance and that the employees felt they are contributing to the organization's goals and success. Hence, the accommodation sector may increase employee satisfaction by establishing cooperative and collective norms in which people promote the good of all rather than their own needs, thereby increasing employees' sense of belonging and collectivism. And since Job security is the lowest predictor of employee satisfaction, the accommodation sector may interact with the employees more often and communicate about views, expectations, and plans as clearly as possible.

That the highest predictor of job performance in the accommodation sector is Customer Service Skills, and the lowest is Knowledge, Skills, and Abilities. It signifies that employees in the workplace have demonstrated the ability to adjust to changes in job, stress, deadlines, assignments, or surroundings with little difficulty. And since Knowledge, Skills, and Abilities are the lowest predictors of job performance and thus have the lowest impact on employee satisfaction, the accommodation sector may enable the acquisition of knowledge and offer skills training and workshops to improve job performance and increase trained employees.

**Table 4.** The Human Resource Plans

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Key result area** | **Objectives** | **Strategies/**  **Activities** | **Persons involved** | **Success indicators** |
| *Work Health and Safety Programs* | 1. Developing norms of cooperation and collective norms, where people are focused on the good of the group instead of their own needs.  2. Improve or maintain the quality of working life, health, the well-being and continual improvement process to improve the work environment (physical, psychosocial, organizational, economic), and to increase personal empowerment and personal growth. | 1. Team Building activities and health wellness  2. Positive Workplace Environment seminar/webinar and workshops.  - Safety training programs/course.  - Psycho-social work environment (organizational culture and the organization of work)seminar/ webinar. | Human Resource;  Trainers, or facilitators;  Resource speakers;  Employees | 1. 90% Increased sense of belonging, collectivism. 2. 90% Increased proactive employee to healthy living. 3. 90% Improved and maintained work life balance and increased growth.   - 90% Increased knowledge in physical job hazards that reduce stress.  - 90% Developed interpersonal and social interactions. |
| *Skills Training and Workshop* | 1. Educate employees with full-proof product knowledge to create lasting customer satisfaction. 2. Integrate soft skill development programs. 3. Educate employees on what it aims to achieve in the coming time and encouraging them to propel in the given direction with much passion. 4. The 70:20:10 framework that employees best learn when 70% of the training is experiential, 20% is social and 10% is formal training. | 1. Seminars on Company Mission and Vision Programs 2. Soft skills training courses: Communication; Teamwork; Adaptability; Problem-solving; Leadership; Work ethics; and Time management 3. The 70:20:10 Framework / method | Human Resource;  Trainers or facilitators;  Resource Speakers; and  Employees | 1. Acquired 90% Hotel’s product knowledge. 2. 90% Trained employees and increased knowledge, skills, and expertise. 3. 90% Educated, encouraged and compassionate, self-directed employees. 4. 90% Increased employees’ knowledge, efficacy, self-esteem, and commitment. |
| *Retention Programs* | 1. To attract, engage, and retain employees through competitive compensation plans.  2. Create a positive work environment, to inspire high performance and to create a culture of recognition.  3. Motivate people to work to their highest level of capacity and ability.  4. A Personal Development Plan (PDP) enables employees improve their character, skills and capabilities. | 1. Compensation strategies: Budget allocation and Pay structure. 2. Recognition and Promotions: Bonuses, Verbal and written praise and awards; Employee Appreciation day 3. Job Enrichment Program: Personal Development Plan | Human Resource; Owners; Managers; Supervisors or heads; Employees | 1. 90% Retained employees. 2. 90% High performing employees. 3. 90 % Motivated employees at highest level of capacity, improved employee relations, and reduced absenteeism. 4. 90% developed growth mindset. |

*Notes:* time frame: Annual; Budget: Not Available;

That the lack of hygiene factors such as work environment, wage and benefits, and job security at work lead to dissatisfaction. However, improving motivator factors such as career development and personal work will increase employee satisfaction in the accommodation sector. Since the study revealed the existing relationship between employee satisfaction and job performance in the accommodation sector, a Human Resource Plan may be used by the human resource professionals, managers, and owners in the accommodation for them to be guided accordingly with the guidelines and processes, enabling a realignment of plans towards the improvement of human capital. These plans will significantly improve employee satisfaction by engaging employees through competitive compensation plans compatible with the company budget and the corresponding job market. The sector may also leap at the chance to inspire employees to high performance and establish a culture of recognition where employees feel stimulated and appreciated. In addition, imposing upon Job enrichment programs may be of great help to motivate employees to the highest level of capacity, reduce absenteeism, improve productivity and retain quality employees.

Future research may include other program development tools, such as the Strategic Planning process, which begins with an assessment of current staffing and ends with an evaluation of how well the organization is meeting its goals in areas such as production, profit, and employee retention, and employee satisfaction.

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