UDC classification: 338.48; 331.5

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Employee Satisfaction and Job Performance in the Accommodation Sector: Basis for Human Resource Plans

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Purpose: It is impossible to meet the guest's needs when employees come and go, and it is costly to find new employees to recruit. The study aims to find ways of retaining employees while also investigating why they leave their jobs.

Design/Method/Approach: A descriptive-correlational method of research in a quantitative design was used to determine correlation between variables. The study was highly accepted in terms of a Cronbach $\alpha = .988$ which indicates an excellent index of reliability. Survey questionnaires served as a tool to draw facts about employees' satisfaction and employees' level of job performance in the accommodation sector.

Findings: The study revealed the existing relationship between employee satisfaction and job performance in the accommodation sector. Based on the research findings, employee satisfaction is an important aspect that affects job performance and organizational success. Hence, the accommodation sector may leap at a chance of increasing employee satisfaction since it is the best predictor of job performance in the accommodation sector.

Theoretical Implications: This paper expanded the body of research on employee satisfaction in relation to Herzberg's Theory: (1) hygiene factors such as work environment, wages and benefits, and job security if they are not present at work will lead to dissatisfaction; (2) motivator factors such as career and personal work will increase employee satisfaction; (3) employee satisfaction mediates relationship with job performance.

Originality/Value: This research can act efficiently through an enhanced human resource plan providing an optimal balance of human capital leading to increased productivity and retained quality employees.

Research Limitations/Future Research: This research opens avenues for future research on dynamic capabilities in the hotel sector.

Paper type: Theoretical

Keywords: accommodation, employee, satisfaction, performance, human resource.

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Задоволеність працівників та ефективність роботи в секторі розміщення: основа для кадрових планів

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Мета роботи: Неможливо задовольнити потреби клієнтів, коли співробітники приходять і звільняються, а пошук нових співробітників для найму обходиться дорого. Мета дослідження – знайти способи утримати співробітників, а також з'ясувати, чому вони покидають свої робочі місця.

Дизайн/Метод/Підхід дослідження: Описово-кореляційні методи дослідження в кількісному дизайні використовувалися для визначення кореляції між змінними. Дослідження отримало високу оцінку з точки зору α Кронбаха = 0,988, що вказує на відмінний індекс надійності. Анкети опитування слугували інструментом для збору фактів про задоволеність співробітників і їх рівні виконання роботи в секторі розміщення.

Результати дослідження: Дослідження виявило існуючий взаємозв'язок між задоволеністю співробітників і продуктивністю праці в секторі розміщення. Згідно з результатами дослідження задоволеність співробітників є важливим аспектом, що впливає на продуктивність праці і успіх організації. Отже, сектор розміщення може мати великі шанси на підвищення задоволеності співробітників, оскільки він є найкращим показником продуктивності праці в секторі розміщення.

Теоретична цінність дослідження: Ця стаття розширила обсяг досліджень задоволеності співробітників в рамках теорії Герцберга: (1) гігієнічні фактори, такі як робоче середовище, заробітна плата, пільги, а також гарантія зайнятості, приведуть до незадоволеності, якщо їх немає на робочих місцях; (2) фактори мотивації, такі як кар'єра і особиста робота, підвищать задоволеність співробітників; (3) задоволеність співробітників опосередковує взаємозв'язок з продуктивністю праці.

Оригінальність/Цінність дослідження: Це дослідження може бути ефективним при наявності поліпшеного плану управління персоналом, що забезпечує оптимальний баланс людського капіталу, що веде до підвищення продуктивності і збереженню кваліфікованих співробітників.

Обмеження дослідження/Майбутні дослідження: Це дослідження відкриває можливості для майбутніх досліджень динамічних можливостей в секторі розміщення.

Тип статті: Теоретичний

Ключові слова: розміщення, співробітник, задоволеність, продуктивність, людські ресурси.

Удовлетворенность сотрудников и эффективность работы в секторе размещения: основа для кадровых планов

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Цель работы: Невозможно удовлетворить потребности клиентов, когда сотрудники приходят и увольняются, а поиск новых сотрудников для найма обходится дорого. Цель исследования – найти способы удержать сотрудников, а также выяснить, почему они покидают свои рабочие места.

Дизайн/Метод/Подход исследования: Описательно-корреляционные методы исследования в количественном дизайне использовались для определения корреляции между переменными. Исследование получило высокую оценку с точки зрения α Кронбаха = 0,988, что указывает на отличный индекс надежности. Анкеты опроса служили инструментом для сбора фактов об удовлетворенности сотрудников и их уровне выполнения работы в секторе размещения.

Результаты исследования: Исследование выявило существующую взаимосвязь между удовлетворенностью сотрудников и производительностью труда в секторе размещения. Согласно результатам исследования, удовлетворенность сотрудников является важным аспектом, влияющим на производительность труда и успех организации. Следовательно, сектор размещения может иметь большие шансы на повышение удовлетворенности сотрудников, поскольку он является лучшим показателем производительности труда в секторе размещения.

Теоретическая ценность исследования: Эта статья расширила объем исследований удовлетворенности сотрудников в рамках теории Герцберга: (1) гигиенические факторы, такие как рабочая среда, заработная плата, льготы, а также гарантия занятости, приведут к неудовлетворенности, если их нет на рабочих местах; (2) факторы мотивации, такие как карьера и личная работа, повысят удовлетворенность сотрудников; (3) удовлетворенность сотрудников опосредует взаимосвязь с производительностью труда.

Оригинальность/Ценность исследования: Это исследование может быть эффективным при наличии улучшенного плана управления персоналом, обеспечивающего оптимальный баланс человеческого капитала, ведущего к повышению производительности и сохранению квалифицированных сотрудников.

Ограничения исследования/Будущие исследования: Это исследование открывает возможности для будущих исследований динамических возможностей в секторе размещения.

Тип статьи: Теоретический

Ключевые слова: размещение, сотрудник, удовлетворенность, производительность, человеческие ресурсы.

1. Introduction

In a consumer-facing industry, however, having staff come and go makes it impossible to meet customers' needs 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. 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. An article by Vincent S. Flowers and Charles L. Hughes in the *Harvard Business Review*, 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 (Flowers & Hughes, 2020).

Theoretical Framework

The two-factor theory suggested by 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 are reasonable and serve to pacify rather than dissatisfy employees. Hygiene factors are maintenance factors that help to avoid dissatisfaction recognized in the workplace scenario. These factors represent the physiological requirements that an individual expects to meet. Hygiene considerations include a 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 gained because of motivating factors. These are inherent tasks. Employees are to perform at a higher level because of these factors. These components are known as satisfiers that influence job performance. The motivators represent psychological needs to provide additional benefits, such as recognition, a sense of accomplishment, opportunities for advancement, job responsibility, and the job itself.

Statement of the Problem

1. What is the level of employee satisfaction as assessed by the employees of the accommodation sector in Santa Cruz, Laguna in terms of: (1) Workplace Environment; (2) Career Development; (3) Wages and Benefits; (4) Personal work; and (5) 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: (1) Quality of Work; (2) Customer Service Skills; (3) Initiative; (4) Knowledge, Skills and Abilities; and (5) Inclusiveness?
3. Is there a significant relationship between the level of employee satisfaction and the level of job performance in the accommodation sector of Santa Cruz, Laguna?
4. Based on the findings of the study, what human resource plan may be proposed?

Hypothesis

There is no significant relationship between the level of employee satisfaction and the level of job performance in the accommodation sector of Santa Cruz, Province of Laguna.

2. Literature Review

2.1. Employee Satisfaction

This chapter takes into account the relevant studies from books, other related reading materials, and internet sources in which the researcher found it necessary and beneficial to provide an in-depth discussion of the study issue. In terms of maximizing human resource potential, job satisfaction is becoming increasingly important. There are several compelling reasons for researchers to place a greater emphasis on job satisfaction. Employees, first and foremost, deserve to be treated fairly and with respect. Job satisfaction is a strong predictor of both emotional and physical health. The second reason is that job satisfaction can influence employee behavior, which can affect organizational performance. It could be an indication of how well businesses are operated. Employees who are dissatisfied with their jobs are more likely to deliver substandard service. Other research has linked job satisfaction to a variety of factors, including optimal work arrangements, the ability to actively participate in decision-making, effective communication between employees and supervisors, and the ability to freely express one's opinion. According to Bayarçelik and Findikli (2016) on the Mediating Effect of Job Satisfaction on the Relationship Between Organizational Justice Perception and Intention to Leave, it was justified that to satisfy employees and stay competitive, a company must put effort into creating a positive work environment for its employees because an employee who is satisfied with their job is more likely to stay with the company. Employees with a high level of career adaptability are more likely to achieve greater career satisfaction, according to Guan et al. (2015) and a high level of career satisfaction leads to a low turnover intention. Workers, on the other hand, are less likely to quit when it comes to promotion because they believe their managers groom 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, the factors that affect job satisfaction and performance increase customer satisfaction. Similarly, Shikha (2017), stated that employees are more likely to stay with a company if they believe the company is concerned about their job continuation and security. Employee commitment increases because of job security, with long-term employees demonstrating a stronger sense of loyalty. Customer satisfaction and, ultimately, hotel revenue are dependent on the quality of services provided, which is dependent on the employees serving them, according to Zhang and Enemark (2015). Hotel managers should use incentives, rewards, and bonuses to motivate their employees to perform well. Furthermore, employees and managers have revealed that even those employee performances in the hotel industry are influenced by rewards, incentives, career growth, and the work environment. Additionally, the effect of compensation for performance using a quantitative research method, allowances, incentives, benefits, and wages influences employee's advancement toward job completion. Personal work statuses within organizations also discovered that a complete understanding of how role clarity emanates from different organizational levels helps prevent poor job performance and other harmful consequences of ambiguous role expectations (Darma & Supriyanto, 2017). Furthermore, Wang, Lu, and Siu (2015) revealed that increased feelings of job insecurity corresponded to low levels of job performance in their study of the relationship between job insecurity and performance. Increased job insecurity first resulted in fewer positive feelings about work, which is a component of engagement. These feelings only became a

hindrance to actual job performance after that. It means that just because job insecurity exists does not mean that it is unavoidable.

2.2. Job Performance

Increasing productivity and efficiency has always been a high-priority organizational goal. For an organization, to achieve a high level of performance advancement or highly satisfied work force is necessary. According to *Maung and Walsh (2018)*, the service industry's mission is to provide the highest quality of work and hospitality standards that all service providers share to achieve the company's mission by retaining their assets – employees' knowledge and skills. As a result, the highest level of work has been produced and delivered to visitors (*Ghebregiorgis, 2018*). Employee performance in the service industry is critical, according to *Ghebregiorgis*, who wrote an article for the *International Journal of Research Business Studies and Management* called *Factors Influencing Employee Performance in Hotel-A Comparative Study of Government and Privately Owned Hotels in Eritrea*, examined that the overall profitability of hotels depends on the level of service provided to customers. The primary concern of hotels according to *Shikha (2017)* is to motivate employees in their endeavors. Likewise, *Pawirosumarto, Sarjana, and Muchtar (2017)* claimed that motivation and discipline are some of the characteristics that are strongly associated to job performance in organizational management. In connection, an exploratory analysis on business management and economics, testing the relationship between work satisfaction, job efficiency, and employee engagement 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*). Relatively, 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. According to the findings of their study, organizational social support and organizational citizenship behavior are the dimensions that influence the work environment's stability. It also aids managers in ensuring that the factors are implemented to increase employee productivity and retain human capital. It has also strategized convenient facilities and strengthened the relationship between employers and employees (*Razak, Ma'amor, & Hassan, 2016*). Moreover, through a better sense of meaningful guest encounters, *Sørensen and Jensen (2015)* discovered practices in changing service delivery to a more experiential approach. The discovery of methods in transforming service delivery to a more immersive approach provides several benefits to hotel staff, including an enhanced understanding of visitors, a better sense of timing, more guest engagements, and meaningful encounters. 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. In addition, diversity climates, as characterized by an appreciation of individual differences and the adoption of practices to advance underrepresented groups, according to *McCallaghan, Jackson, and Heyns*, are likely to increase job satisfaction and commitment to the company (*International Labor Organization, 2019*). More importantly, *Li et al. (2020)* workforce diversity management contributes to a job match, which leads to employee satisfaction and job performance. Individual differences and the adoption of practices to advance underrepresented groups, according to *Paul Merchant (n.d.)*, 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 such as cultural programs and forums.

3. Methodology

The study employed the descriptive-correlational methods of research. The data was gathered through 4 Point Likert scaling-survey questionnaires that served as a stool to draw facts about employee satisfaction and job performance in the accommodation sector. The study employed Rao Soft with a five percent (5%) margin of error and (95%) level of confidence. Because of the specificity of the concept, the researcher used a purposive random sampling technique to meet the goal of positively impacting satisfaction and performance. There were seventy-six (76) employees from selected lodging businesses of hotels and resorts within the accommodation sector of Santa Cruz, Province of Laguna, Philippines. The survey tool was validated by experts in the field of educational management, statistics, and research and was highly accepted in terms of a Cronbach α of .988 which indicated an excellent index of reliability. The researcher personally located the lodging facilities and communicated to the human resource offices and employees to ask permission to conduct the survey through electronic mailing and interviews. Valid responses from the employees were collected and converted into numbers to allow statistical analysis of these numbers, revealing the relationship of the variables. The extracted data were treated using a Weighted Mean and Goodman and Kruskal's Gamma Correlation to determine the relationships between two variables.

4. Results and Discussions

4.1. Level of employees' satisfaction in the accommodation sector of Santa Cruz, Laguna

Employee satisfaction is critical to any company's or organization's success. Employees' commitment to the company will increase if they are satisfied and happy with their management and workplace environment and put forth the best efforts in their work to help the company succeed. Employee involvement in enhancing the workplace environment is fundamentally based on a shared responsibility culture for the workplace culture and improvements. Employers should not lead employees to believe that they are solely responsible for their job satisfaction. It is the responsibility of everyone to keep employees happy. Similarly, it is nearly impossible to avoid adverse trends without measuring and understanding how to measure the level of employees' satisfaction. In either case, failing to assess employee satisfaction can result in discontented, disengaged employees who are less committed to their jobs and, in essence, the company's goals and mission. *Tab. 1* shows that the workplace environment is the most important factor in employee satisfaction, while job security is the least important factor. It indicates that the employees in the accommodation sector are positively connected. As seen and discovered by the study, team spirit, collaboration, and a positive environment encourage the life and balance at work. On the contrary, because job security has the lowest average mean, it is worth noting that the findings are not as straightforward as increased job insecurity leading to lower performance. Increased job insecurity is associated with a decrease in fewer work-related positive feelings, which is an important component of job engagement. It means that just because job insecurity is a reality, it does not mean that poor performance is sure to happen. Employees in the service industry can still be optimistic about their jobs and working conditions.

In terms of the workplace environment, it has an average mean of 3.02 that 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 are both interpreted as **MS**. This evidence indicates that employees completely contribute their abilities to organizational goals within their work environment, and that the company effectively assists employees in maintaining good organizational effectiveness.

Table 1: Summary of Mean Results on Employee Satisfaction

Employee Satisfaction	Weighted Mean	Verbal Interpretation	Rank
Workplace Environment	3.02	MS	1
Career Development	3.01	MS	2
Personal Work	2.99	MS	3
Wages and Benefits	2.99	MS	4
Job security	2.86	MS	5

Legend:

3.25-4.00 Highly Satisfied (HS) 2.50-3.24 Moderately Satisfied (MS)

1.75-2.49 Sometimes Satisfied (SS) 1.00-1.74 Not Satisfied (NS)

Source: developed by the author

In terms of career development, it has an average mean of 3.01 that 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 are both interpreted as **MS**. It was determined that the employee's satisfaction with his/her 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 terms of Personal Work, it has an average mean of 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 are both interpreted as **MS**. As reflected, it implies that work clarity is manifested in employee duties and descriptions, where interpretation of roles and responsibilities are the key to providing excellent services to guests.

In terms of Wages and Benefits, Tab. 1 shows an average mean of 2.89 that 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 compensation*” has the least mean of 2.60, which are both 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. Generally, hotel managers should use incentives, rewards, and bonuses to motivate their employees to perform well.

In terms 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 are both interpreted as **MS**. It connotes that employees in the accommodation sector are given the freedom to be creative, and their perception of security has a direct impact on their job performance. Evidence signifies that having more satisfied employees will lessen the chance of employee turnover and increase the employee's efficiency and productivity. The findings are not as simple as increased feelings of job insecurity leading to decreased performance. Thus, increased job insecurity first results in fewer work-related positive feelings, a component of job engagement. Only then do these feelings hurt actual job performance. It means that the mere existence of job insecurity does not imply that it is unavoidable.

4.2. Level of job performance in the accommodation sector of Santa Cruz, Laguna

In the hospitality industry, achieving a high level of performance through productivity and efficiency has always been a top priority. Satisfied workforce is a must for an organization to achieve high levels of performance advancement. Worker satisfaction encourages them to put forth higher effort in their jobs, and as a result, they work harder and better. Thus, to

maintain the company's well-being, every business strives to create satisfied workforce. Individual employees' efficiency and effectiveness, on the other hand, are critical to the organization's overall performance. Hence, to achieve high organizational productivity, every organization places a high value on individual employee performance. As shown in the table below, Customer service skills are the highest indicator of performance in the accommodation sector, while Knowledge, Skills, and Abilities have the lowest average mean. It means that employees are at their best when it comes to customer service, which is extremely beneficial in the hospitality industry. Customer service is the backbone of the hospitality industry, and if a company fails to provide the quality of service needed, sales of products and services will suffer as a result. On the other hand, customer service skills in the accommodation sector are clearly observed. However, Knowledge, Skills and Abilities mean results are low, implying that the sector should focus on improving the required knowledge and skills within the organization by implementing skills training or workshops. The summary of the mean results on employee satisfaction in the accommodation sector is shown in Tab. 2.

Table 2: Summary of Mean Results on Job Performance

Job Performance	Composite Mean	Verbal Interpretation	Rank
Customer Service Skills	3.03	G	1
Initiative	3.02	G	2
Quality of work	3.01	G	3
Inclusiveness,	2.98	G	4
Knowledge, Skills, and Abilities	2.94	G	5

Legend:

3.25-4.00 Very Good (VG)

2.50-3.24 Good (G)

1.75-2.49 Fair (F)

1.00-1.74 Poor (P)

Source: developed by the author

In terms of Customer Service skills, it has garnered an average mean of 3.03, interpreted as **G**. The statement “*Employee adjust to changes in job, stress, deadlines, and assignments with little difficulty*” has the highest mean of 3.09, while the statement “*Employee cooperate well with colleagues and other team members within the workplace to achieve goals.*” has the least mean of 2.88, which are both interpreted as **G**. As a possible consequence, revealing that employee performance is more beneficial in the service industry because employees have direct contact with customers, and they are the hotel employees who please the customers. The level of service and customer service provided to customers dictates the hotel's overall profitability. Furthermore, 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 is high as well, 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 are both interpreted as **G**. This indicates that employees are 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. It was discovered that happy employees demonstrate initiatives and contribute to the overall objectives and progress of the organization, as opposed to unhappy employees, who are considered a burden in the sector. Thus, the initiatives help the sector recognize the employees' behavior and are considered a must-practice to improve employee work performance and productivity.

As can be gleaned from Tab. 2, 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 are both interpreted as **G**. Employees in the accommodation sector are aware of the importance of prioritizing deadlines that are needed to be re-negotiated in order to fully complete work, and they are able to monitor their work to ensure quality and apply feedback to improve their performance, according to the findings.

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 are both interpreted as **G**. The results revealed that employees are well educated in terms of the value of inclusiveness and diversity. As a response, diversity climates are more likely to increase employee job happiness and commitment, as well as contribute to a better understanding of how workforce diversity management improves job match, which leads to job satisfaction and performance. The findings assumed that employees in the accommodation sector will have a unique opportunity to learn more about new cultures and improve their interactions with guests of various cultures, religions, races, ages, genders, sexual orientations, and colors, enabling the sector to enforce anti-discrimination policies and encourage interdisciplinary collaboration.

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 are both interpreted as **G**. The table signifies that employees take action in seeking or asking questions to address and discover needs. The findings revealed that employees' current solutions are in line with the sector's service goals. Knowledge, skills, and abilities are observed and manifested in the work environment, and that employees are aware of the competencies needed in their jobs and act in a variety of situations completing the tasks competently.

4.3. Significant relationship between the level of employees' satisfaction and the level of job performance in the accommodation sector of Santa Cruz, Laguna

To begin with, keep in mind that the study's theoretical model is based on the two-factor method developed by psychologist Frederick Herzberg, which looks at job satisfaction, its determinants, and employee performance. For a long time, businesses and organizations have been looking for ways to boost employee productivity and, as a result, profits. The study has looked into the subject of human motivation to learn more about what motivates people to work. Since the two-factor theory of motivation is used to investigate elements that are associated with satisfaction among employees of the accommodation sector, there are five (5) identified principal indicators of satisfaction in the accommodation sector (Tab. 3): workplace environment, career development, wages and benefits, personal work, and job security. In the accommodation sector, the researcher discovered that hygiene factors such as work environment, wages and benefits, and job security, if they are not present at work, will lead to dissatisfaction while improving motivator factors such as career and personal work will significantly increase employee satisfaction. In general, this concept of motivation from various functional perspectives theorizes how motivation is carried out effectively and how it affects employee job performance.

The relationship between job satisfaction and performance has been part of in-depth and disparate studies in Human Resource Management (HRM) for many decades. The study confirmed the existence of a link between job satisfaction and employee performance in the accommodation sector. The results identified 5 points of view concerning this relationship: (1) Workplace environment has a significant relationship with employee performance in terms of Customer Service Skills, Knowledge, Skills, and Abilities, and Inclusiveness; (2) Career development has a significant relationship with employee performance in terms of Customer Service Skill, Initiative, Knowledge, Skills, and Abilities, and Inclusiveness; (3) Wages and Benefits have a significant relationship with employee overall job performance; (4) Personal work has a significant relationship with employee performance in terms of Knowledge, Skills, and Abilities and Inclusiveness.; (5) Job security has a positive and significant relationship with employee performance in terms of Quality of Work, Initiative, and Knowledge, Skills, and Abilities. The study suggested that detailed and easy-to-understand Human Resource Plans focused on *Workplace Health and Safety, Skills Training, and Retention Programs* are necessary for the human resource professionals, owners, and managers to help boost satisfaction and job performance in the accommodation sector of Santa Cruz, Province of Laguna.

5. Conclusions

Based on the findings, 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 feel that they contribute 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.

On the other hand, the highest predictor of job performance in the accommodation sector is Customer Service Skills, and the lowest is Knowledge, Skills, and Abilities, revealing that employees in the workplace demonstrate the ability to adjust to changes and adapt to 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.

The null hypothesis stating that there is no significant relationship between the employee satisfaction and job performance is rejected. And since the study revealed its existing relationship, an action plan may be performed by the human resource professionals, managers, and owners in the accommodation sector for them to be guided accordingly with the guidelines and processes, fundamentally enabling a realignment of plans towards the improvement of human capital. These plans are mainly focused on the *Workplace Health and Safety Programs* such as team building activities, health wellness, psycho-social environment programs, and safety training courses that will transform team cooperation and collective norms, where people are focused on the good of all instead of their own needs. More importantly, it will improve an employee's work-life balance and increase growth. Additionally, the sector may also commit to increasing job performance through *Skills Training and Workshops* concentrated primarily on Product Knowledge Seminars, and Soft Skills Training and Workshops adding value to the quality of service and empower employees with what they aim to achieve and, encouraging them to propel in the given direction with much passion. Fundamentally, these plans will provide an optimal

balance of human capital more closely with business strategies. Lastly, the sector may consider compensations and job enrichment programs to motivate employees to achieve a high

level of performance while also reducing employee absenteeism, increasing productivity, and retaining quality workers.

Table 3: Test of significant relationship between the Level of Satisfaction and Level of Job Performance

Variables	Gamma-Value	P-Value	Tabular	Decision
Workplace Environment				
Workplace Environment versus Quality of Work	.055	.627	.050	H ₀
Workplace Environment versus Customer Service Skill	.564	.000	.050	H _a
Workplace Environment versus Initiative	.151	.182	.050	H ₀
Workplace Environment versus Knowledge, Skills and Abilities	.221	.049	.050	H _a
Workplace Environment versus Inclusiveness	.269	.016	.050	H _a
Career Development				
Career Development versus Quality of Work	.188	.095	.050	H ₀
Career Development versus Customer Service Skill	.477	.000	.050	H _a
Career Development versus Initiative	.288	.010	.050	H _a
Career Development versus Knowledge, Skills and Abilities	.380	.001	.050	H _a
Career Development versus Inclusiveness	.445	.000	.050	H _a
Wages and Benefits				
Wages and Benefits versus Quality of Work	.502	.000	.050	H _a
Wages and Benefits versus Customer Service Skill	.276	.013	.050	H _a
Wages and Benefits versus Initiative	.430	.000	.050	H _a
Wages and Benefits versus Knowledge, Skills and Abilities	.438	.000	.050	H _a
Wages and Benefits versus Inclusiveness	.298	.000	.050	H _a
Personal Work				
Personal Work versus Quality of Work	.026	.818	.050	H ₀
Personal Work versus Customer Service Skill	.164	.145	.050	H ₀
Personal Work versus Initiative	.160	.156	.050	H ₀
Personal Work versus Knowledge, Skills and Abilities	.344	.002	.050	H _a
Personal Work versus Inclusiveness	.244	.029	.050	H _a
Job Security				
Job Security versus Quality of Work	.479	.000	.050	H _a
Job Security versus Customer Service Skill	.050	.661	.050	H ₀
Job Security versus Initiative	.271	.015	.050	H _a
Job Security versus Knowledge, Skills and Abilities	.258	.021	.050	H _a
Job Security versus Inclusiveness	.205	.068	.050	H ₀

Source: developed by the author

Future research may also 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 meets its goals in areas such as production, profit, and employee retention.

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7. Competing interests

he author declares that he has no competing interests.

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