

# The interplay of human resource management practices, organizational climate, and employee outcomes on organizational outcomes in accommodation facilities in the Central Philippines

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## Abstract

*Purpose* – This study examines how human resource management (HRM) practices, organizational climate, and employee outcomes influence organizational performance in accommodation facilities in Central Philippines.

*Methodology/Design/Approach* – This study employs a correlational research design to determine the relationships among HRM practices, organizational climate, employee outcomes, and organizational performance. Data were collected from registered accommodation facilities, including hotels, resorts, inns, pension houses, and lodging houses. A total of 805 respondents participated, consisting of 123 supervisors/managers and 682 operational staff. While the sample represents various types of accommodation establishments, hotels and resorts dominate the dataset; therefore, findings may not be fully generalizable to smaller-scale facilities.

*Findings* – The results reveal significant relationships among HRM practices, organizational climate, employee outcomes, and organizational performance. Accommodation facilities that implement effective HRM practices tend to demonstrate higher organizational performance. Likewise, a positive organizational climate is associated with improved performance outcomes. Employee outcomes also play a critical role, as organizations with better employee satisfaction and productivity exhibit stronger performance. Overall, higher levels of HRM practices, supportive organizational climate, and positive employee outcomes collectively contribute to enhanced organizational performance.

*Originality/value* – This study contributes to the hospitality literature by examining the combined effects of HRM practices, organizational climate, and employee outcomes within a localized context. It highlights the integrated role of these factors in driving organizational performance and offers practical insights for improving workforce efficiency and sustainability in regional accommodation industries.

**Keywords:** HRM Practices, Organizational Climate, Employee Outcomes, Organizational Outcomes, Correlational Research, Central Philippines

## Introduction

Human resource management (HRM) is crucial for the hospitality industry (Boella & Goss-Turner, 2013). Armstrong and Taylor (2023) define HRM as the approach to employing and managing people in organizations, encompassing strategies, policies, procedures, and practices to manage employer-employee relationships (Du Plessis, 2015). Recent research emphasizes the importance of adopting a comprehensive and systematic analysis of human resources, interpersonal relationship dynamics, coordination, environmental nexus, exploration, and service framework to understand organizational climate dimensions (Pomirleanu et al., 2022). Banwo et al. (2022) discuss the complex issues in HRM and organizational well-being arising from diverse employee perceptions of organizational climates. On the other hand, HRM practitioners say that an organization should uphold that the goal for employee outcomes is sustainable. In

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the same manner, employees are enabled to continue to make positive contributions to organizational performance across their entire lifespan (Van der Heijden, & De Vos, 2015). Moczulska et al. (2024) note that workplace competition, while often a motivator, can have varied impacts on employee outcomes. Thus, this study aims to explore the effects of HRM practices, organizational climate, and employee outcomes on organizational success in accommodation facilities in Central Philippines.

Furthermore, research has delved into the effects of organizational goals on behavior and outcomes (Foss and Linder, 2018; Kotlar et al., 2018). Additionally, multiple organizational goals may have additive effects, jointly influencing a single outcome, and interactive effects, where achieving one goal can alter the importance of another according to hierarchical rules (Greve, 2008). It is also essential to consider the multiplicity of goal systems, as performance assessment depends significantly on goal specification (Chua et al., 2018). For example, recognizing that some organizations pursue non-financial goals is crucial, as no study on overall performance, whether in terms of effectiveness or efficiency, is accurate without including these non-financial goals. Although some analyses exist (Fini et al., 2018; Pinelli et al., 2024), a further detailed and comprehensive theoretical understanding of this phenomenon and its implications on performance assessment is needed.

While previous studies have examined HRM practices, organizational climate, and employee outcomes in various industries, research specific to accommodation facilities in Central Philippines remains limited. Existing literature often focuses on broader hospitality trends or international frameworks, leaving a gap in localized insights that consider the unique economic, cultural, and operational challenges faced by the region's accommodation sector. This study seeks to address that gap by providing empirical evidence on how HRM practices, organizational climate, and employee outcomes collectively influence organizational performance within this context.

Therefore, this paper aims to identify the best practices of accommodation facilities in Central Philippines for managing their human resources. It will illustrate the extent to which these facilities have achieved their organizational goals and objectives. Specifically, the research aims to investigate the impact of human resource management practices, organizational climate, and employee outcomes on organizational outcomes in accommodation facilities in the Central Philippines, focusing on areas such as recruitment and selection, training and development, rewards and recognition, compensation and benefits, and performance appraisal, along with their outcomes like organizational climate, employee outcomes, and overall organizational success.

## **Method**

This is correlational research, in which the researcher measures at least two variables that seem to interact with each other so that when you can see one change, you have an idea of how the other will change. This method was used to determine the degree of the relationship between HRM practices, organizational climate, and employee outcomes to organizational outcomes. Correlational research can be used to determine the prevalence and relationships among variables and to forecast events from current data and knowledge (Curtis et al., 2016). The whole purpose of using correlations in research is to figure out which variables are related. In this study, correlation research has two purposes. One purpose is to determine the degree to which a relationship exists between two or more variables and the second, is to develop prediction models to be able to predict the future value of a variable from the current value of one or more other variables.

The needed data were gathered from the different registered accommodation facilities in Central Philippines. The researcher used a stratified random sampling procedure. Stratified random sampling is used to highlight a specific subgroup within the population. This technique is useful in this study because it ensures the presence of the key subgroup within the sample. A good number of 805 total respondents answered the survey questionnaires where 123 are supervisors/managers and 682 are from the personnel of the hotel industries. These hotel industries are registered as hotels, resorts, inns, pension houses, and lodging houses and play a significant role in the economic status of the Region. However, hotels and resorts represent a larger scale of operation, and so these results should not be generalized to smaller facilities.

Two groups of respondents are identified to provide the necessary data on the study. One group was comprised of personnel, and the other was of managers/supervisors of the hotel industry. The integration of the views of all levels of personnel would provide a better range of responses and give a more balanced analysis.

The instrument used was adapted using [Langford's \(2009\)](#) Voice Climate Survey. All items in the instrument asked the respondents to indicate their level of agreement by choosing from a 6-point Likert scale. The scales of the responses are: 6 - Strongly Agree (STA), 5 - Moderately Agree (MA), 4 - Slightly Agree (SLA), 3 - Slightly Disagree (SLD), 2 - Moderately Disagree (MD), and 1 - Strongly Disagree (STD). To keep the length of the survey to a minimum and still enable a broad range of workplace characteristics to be assessed, all of the surveys were limited to three items. The research of [Langford \(2009\)](#) and [Peterson \(1994\)](#) showed that big scale reliabilities can be achieved with well-designed three-item scales, with only a marginal increase in reliability if further items are added. Additionally, as the number of items in a scale increases, some items tend to correlate very highly, suggesting some redundancy and inefficiency in content.

Two questionnaires were provided to the two sets of respondents. The first was for the management of the accommodation facilities, and the second for the personnel/staff. Part I provide background information through personal and institutional profiles. The data were indicating some HRM practices faced by the accommodation facilities based on the characteristics of their workforce and the institutions in general. Part II focuses on the extent of HRM practices, Part III shows the organizational climate, Part IV on employee outcomes, and Part V on organizational outcomes.

A panel of two experts in the field of HRM examined the two sets of questionnaires - the employee survey and the manager survey, to establish validity. Reliability analysis was conducted on all items using Cronbach's  $\alpha$  coefficient. Cronbach's  $\alpha$  coefficient is a measure of internal consistency. It indicates how well the set of items on a questionnaire measures a single latent construct. The acceptable range of Cronbach's  $\alpha$  coefficient is between 0.7 and 1.0. As a result, the instrument, on which the questionnaire was based, was shown to have sufficient internal consistency ([Creswell, 2005](#)). Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. Cronbach's alpha of the scales in the study ranged from 0.721 (work-life/balance) to 0.935 (e-HRM practices), thereby indicating a strong level of individual item reliability. Likewise, the values for Cronbach's alpha for all items were higher than .721, thus exceeding the minimum of .70 ([Hair et al., 2016](#)) suggesting internal reliability and consistency of the data.

Descriptive statistics were used to describe the basic features of the data in a study. Frequency count, percentage distribution, and weighted mean were used to help illustrate and understand the characteristics of a specific data set by giving short summaries about the sample and measures of the data.

Spearman's rho correlation on the other hand, was also used to show the association between the two (2) variables, one dependent variable, and two or more independent variables. Spearman's rho correlation was used to examine the relationships between HRM practices, employee outcomes, and organizational climate to organizational outcomes.

## Findings and Discussion

### The Extent of HRM Practices

[Table 1](#) shows the human resource management practices of the hotel industry in Central Philippines. Recruitment & selection and rewards & recognitions have the highest weighted mean of 4.75. This implies that most of the respondents moderately agree that the hotel industries they are working in have excellent HRM practices on recruitment & selection and rewards & recognition. This is supported by the study of [Demerouti et al. \(2014\)](#) which explains that recruitment & selection processes affect individual work engagement and that employee empowerment has a direct effect on the organization's performance. As emphasized by [Fernandez and Moldogaziev \(2013\)](#), effective recruitment & selection practices influence positive behavioral outcomes from employees. With this, [Ro and Chen \(2011\)](#) suggest that organizations should hire customer-oriented people, guide them with service training, and provide an effective reward and appraisal system. Rewards & recognitions when properly and effectively given motivate employees to put in extra effort and work harder ([Presbitero, 2017](#)).

Moreover, most of the respondents moderately agree that the HRM practices on training & development are excellent. This conforms with the study of [Presbitero \(2017\)](#) that organizations with excellent training and development practices demonstrated high levels of employee engagement and that talent development practices serve as drivers of commitment and engagement ([Chami-Malaeb & Garaban, 2013](#)).

As for compensation & benefits, respondents moderately agree that they have outstanding practices. This is validated by [Hong et al. \(2014\)](#) when they concluded that compensation is an important consideration of employees' retention decisions. Employees tend to remain in the organization if they receive a good salary ([Lai, 2011](#)).

Whilst for performance appraisal, respondents moderately agree that they had excellent practices. In line with the findings of [Schlechter et al., \(2015\)](#) that employees' behavior and attitude are influenced not only by the monetary pay they receive but also by non-financial rewards and performance appraisal fairness and promotion opportunities to persuade employees to stay in an organization ([Rubel and Kee, 2015](#)).

**Table 1.** Extent of HRM practices in the hotel industry

Variables	Weighted Mean	Verbal Interpretation
Recruitment and Selection	4.75	Moderately Agree
Training & Development	4.68	Moderately Agree
Compensation & Benefits	4.68	Moderately Agree
Rewards & Recognition	4.75	Moderately Agree
Performance Appraisal	4.49	Moderately Agree
<b>Grand Weighted Mean</b>	<b>4.67</b>	<b>Moderately Agree</b>

Legend: Weighted Mean    Verbal Interpretation

5.17-6.00

Strongly Agree

4.33-5.16

Moderately Agree

3.49-4.32

Slightly Agree

2.67-3.50

Slightly Disagree

1.83-2.66

Moderately Disagree

1.00-1.82

Strongly Disagree

Source: Authors' fieldwork, 2025

### The Extent of Organizational Climate Factors

From the [Table 2](#) shows that the organizational climate factor in the hotel industry is excellent. The respondents moderately agree that the support they receive from the organization is outstanding with a 4.99 grand weighted mean. The variables that have the highest weighted mean are supervision (5.18), teamwork (5.15), customer satisfaction (5.12), job discretion (5.11), talent (5.05), work/life balance (5.04), involvement (5.02), and motivation & initiative (5.01). This explains that the hotel industries have a distinct atmosphere that is felt by the participants working in the organization. Thus, the unique culture of hotels/resorts provides boundaries and guidelines that help the employees of the hotel industry to know the proper way to perform their jobs. This is clarified by [Armstrong & Taylor \(2023\)](#) when they stressed that employees are driven to perform well when they feel that the workplace is attractive, challenging, interesting, and generous in providing many opportunities to learn and grow professionally and personally. Additionally, employees will want to continue to work in the organization if they have good colleagues and respectable superiors, and if the organization is committed to the development of employees particularly in giving them the discretion to use their specific skills and knowledge as long as they deliver the desired outcomes ([Armstrong & Taylor, 2023](#)). [Nikbin et al. \(2015\)](#) explained that establishing and maintaining a pleasant workplace where the organization is committed to the delivery of service quality, effective customer handling complaints, and employee welfare can lead to desirable outcomes.

### The Extent of Employee Outcomes

[Table 3](#) shows that organizational commitment has the highest weighted mean of 5.21, followed by job satisfaction with a weighted mean of 5.17. [Wadhwa and Verghese \(2015\)](#) defined organizational commitment as when an employee develops a feeling of belongingness to the organization. Employees feel

committed to the organization and have a better performance if they feel a sense of shared values with an employer who shows concern for them (Fu and Deshpande, 2014). As for job satisfaction, Armstrong and Taylor (2023) emphasized that employees will be satisfied working in a hotel when they feel they have an opportunity to advance their abilities and skills. Clark et al. (2008) also explained that employee job satisfaction is an important characteristic of the service industry, especially in the hotel industry.

**Table 2.** Extent of organizational climate factors

<b>Variables</b>	<b>Weighted Mean</b>	<b>Verbal Interpretation</b>
Supervision	5.18	Strongly Agree
Career Opportunities	4.79	Moderately Agree
Motivation & Initiative	5.01	Moderately Agree
Talent	5.05	Moderately Agree
Teamwork	5.15	Moderately Agree
Wellness	5.00	Moderately Agree
Work/Life Balance	5.04	Moderately Agree
Technology	4.64	Moderately Agree
Organization Objectives	4.93	Moderately Agree
Change & Innovation	4.87	Moderately Agree
Customer Satisfaction	5.12	Moderately Agree
Job Discretion	5.11	Moderately Agree
Involvement	5.02	Moderately Agree
Communication	5.00	Moderately Agree
Organizational Support	4.88	Moderately Agree
Employment Relations	5.00	Moderately Agree
<b>Grand Weighted Mean</b>	<b>4.99</b>	<b>Moderately Agree</b>

<i>Legend: Weighted Mean</i>	<i>Verbal Interpretation</i>
5.17-6.00	Strongly Agree
4.33-5.16	Moderately Agree
3.49-4.32	Slightly Agree
2.67-3.50	Slightly Disagree
1.83-2.66	Moderately Disagree
1.00-1.82	Strongly Disagree

Source: Authors' fieldwork, 2025

**Table 3.** Extent of employee outcomes

<b>Variables</b>	<b>Weighted Mean</b>	<b>Verbal Interpretation</b>
Organizational Commitment	5.21	Strongly Agree
Job Satisfaction	5.17	Strongly Agree
Intention to stay	4.86	Moderately Agree
Job Engagement	5.07	Moderately Agree
Employee Empowerment	5.02	Moderately Agree
<b>Grand Weighted Mean</b>	<b>5.07</b>	<b>Moderately Agree</b>

<i>Legend: Weighted Mean</i>	<i>Verbal Interpretation</i>
5.17-6.00	Strongly Agree
4.33-5.16	Moderately Agree
3.49-4.32	Slightly Agree
2.67-3.50	Slightly Disagree
1.83-2.66	Moderately Disagree
1.00-1.82	Strongly Disagree

Source: Authors' fieldwork, 2025

The results also manifest that the majority of the respondents moderately agree that they are committed to, satisfied with, and engaged in their job, and are empowered, which explains their intention to stay. Positive employee perceptions of management efforts to provide a high quality of work life are associated

with improved employee outcomes. Kennedy & Daim (2010) claimed that employee factors are linked to performance and that employee outcomes are vital for business success. It is then suggested that organizations uphold a desirable work environment to sustain positive employee outcomes (Van der Heijden, & De Vos, 2015).

### The Extent of Organizational Outcomes

As shown in Table 4, the managers/supervisors of the hotel industry share that they experience a 21-40% turnover and absenteeism rate of their employees, that the level of productivity of their employees is good, that their goals were substantially above average, that there was a higher profit/surplus on their financial performance in the previous 12 months and as compared to the previous year. Briefly, the hotel industry in Central Philippines is emergent. The results are consistent with the findings of Ashton (2018) that explains that HRM practices in the hotel industry are management tools that contribute to the success of the organization and it is associated with positive organizational outcomes like lower turnover intentions (Allen et al., 2003), higher level of productivity and quality (MacDuffie, 1995), better service performance (Chuang & Liao, 2010), better safety performance (Zacharatos et al., 2005), enhanced financial performance (Huselid, 1995), and higher organizational performance (Whitman et al., 2010). The result also agreed by Combs et al. (2006), that HRM influences organizational performance and that employee perceptions and attitudes mediate this relation, and HRM has a direct relationship with voluntary turnover, operational outcomes, and financial outcomes (Jiang et al., 2012).

**Table 4.** Extent of organizational outcomes

Variables	Weighted Mean	Verbal Interpretation
Employee Turn-over	3.67	Slightly Agree
Employee Absenteeism	3.70	Slightly Agree
Employee Productivity	3.89	Slightly Agree
Goal Attainment	3.90	Slightly Agree
Financial Performance 1 (organization's financial performance in the previous 12 months)	4.04	Slightly Agree
Financial Performance 2 (organization's financial performance, compared to the current financial performance)	4.20	Slightly Agree
<b>Grand Weighted Mean</b>	<b>3.90</b>	<b>Slightly Agree</b>

*Legend: Weighted Mean Verbal Interpretation*

5.17-6.00	Strongly Agree
4.33-5.16	Moderately Agree
3.49-4.32	Slightly Agree
2.67-3.50	Slightly Disagree
1.83-2.66	Moderately Disagree
1.00-1.82	Strongly Disagree

Source: Authors' fieldwork, 2025

### Correlation between organizational outcomes to HRM practices, organizational climate, and employee outcomes

Table 5 presents the summary table of Spearman's correlation between organizational outcomes to HRM practices, organizational climate, and employee outcomes. As shown, HRM practices, organizational climate, and employee outcomes are positively correlated with organizational outcomes. This correlation is significant at the 0.01 and 0.05 levels. This means that higher levels of HRM practices, organizational climate, and employee outcomes are associated with higher organizational outcomes.

**Table 5.** Summary of the correlation between organizational outcomes to HRM practices, organizational climate, and employee outcomes.

Particulars	Organizational Outcomes					
	Employee Turn-over	Employee Absenteeism	Employee Productivity	Goal Attainment	Fin. Perf. For the past 12 months	Fin. Perf. current vs past
<b>HRM Practices</b>						
1. Recruitment and Selection	Weak (Positive)	None	Moderate (Positive)	Weak (Positive)	Moderate (Positive)	Weak (Positive)
2. Training and Development	None	None	Moderate (Positive)	Weak (Positive)	Moderate (Positive)	Moderate (Positive)
3. Compensation and Benefits	Weak (Positive)	Weak (Positive)	Weak (Positive)	Moderate (Positive)	Moderate (Positive)	Weak (Positive)
4. Rewards and Recognition	Moderate (Positive)	Weak (Positive)	Weak (Positive)	Moderate (Positive)	Weak (Positive)	Weak (Positive)
5. Performance Appraisal	Weak (Positive)	None	Moderate (Positive)	Strong (Positive)	Moderate (Positive)	Moderate (Positive)
<b>Organizational Climate</b>						
1. Supervision	None	None	Weak (Positive)	Moderate (Positive)	Weak (Positive)	Weak (Positive)
2. Career Objectives	None	None	Weak (Positive)	None	None	None
3. Motivation & Initiative	None	None	Moderate (Positive)	Weak (Positive)	Moderate (Positive)	Moderate (Positive)
4. Talent	None	None	None	None	None	None
5. Teamwork	Weak (Positive)	Weak (Positive)	Weak (Positive)	Weak (Positive)	None	Weak (Positive)
6. Wellness	None	None	Weak (Positive)	Weak (Positive)	Weak (Positive)	Weak (Positive)
7. Work/Life Balance	Weak (Positive)	Weak (Positive)	Weak (Positive)	Moderate (Positive)	None	None
8. Technology	Moderate (Positive)	Moderate (Positive)	Moderate (Positive)	Moderate (Positive)	Weak (Positive)	Moderate (Positive)
9. Organizational Objectives	Moderate (Positive)	Weak (Positive)	Moderate (Positive)	Strong (Positive)	Weak (Positive)	Moderate (Positive)
10. Change & Innovation	Moderate (Positive)	Weak (Positive)	Moderate (Positive)	Moderate (Positive)	Weak (Positive)	Weak (Positive)
11. Customer Satisfaction	None	Weak (Positive)	Weak (Positive)	Moderate (Positive)	None	None
12. Job Discretion	Weak (Positive)	None	Weak (Positive)	Weak (Positive)	Weak (Positive)	None
13. Involvement	None	None	None	Weak (Positive)	None	None
14. Communication	Weak (Positive)	Weak (Positive)	Moderate (Positive)	Weak (Positive)	None	None
15. Organizational Support	Weak (Positive)	Weak (Positive)	Weak (Positive)	Moderate (Positive)	Weak (Positive)	Weak (Positive)
16. Employment/Labor Relation	None	None	Weak (Positive)	Moderate (Positive)	Weak (Positive)	Weak (Positive)
<b>Employee Outcomes</b>						
1. Organizational Commitment	Weak (Positive)	Weak (Positive)	Moderate (Positive)	Moderate (Positive)	None	Weak (Positive)
2. Job Satisfaction	Weak (Positive)	Weak (Positive)	Weak (Positive)	Moderate (Positive)	None	Weak (Positive)
3. Intention to Stay	Moderate (Positive)	Negligible (Positive)	Moderate (Positive)	Strong (Positive)	Weak (Positive)	Moderate (Positive)
4. Job Engagement	Moderate (Positive)	Moderate (Positive)	Weak (Positive)	Moderate (Positive)	Moderate (Positive)	Moderate (Positive)
5. Employee Empowerment	Moderate (Positive)	Weak (Positive)	Weak (Positive)	Moderate (Positive)	Weak (Positive)	Weak (Positive)

Correlation is significant at the 0.01 level. Source: Authors' fieldwork, 2025

Accommodation facilities that implement favorable HRM practices are more likely to have positive organizational outcomes. These accommodation facilities have experienced low turnover and absenteeism rates of their employees, good productivity of their employees, above-average goals, and higher profit/surplus on their financial performance in the previous 12 months and as compared to the previous year. This suggests that HRM practices have a positive influence on the accommodation facilities' organizational outcomes. The results are consistent with the findings of [Ashton \(2018\)](#) who explains that HRM practices in the hotel industry are management tools that contribute to the success of the organization and it is associated with positive organizational outcomes. [Tayco \(2022\)](#) also explains that higher levels of HRM practices are associated with higher organizational outcomes.

Recruitment and selection significantly influence organizational outcomes, particularly turnover, productivity, goal attainment, and financial performance. Similarly, employee training and development are closely linked to employee productivity, goal attainment, and financial performance. Compensation and benefits also show a strong relationship with organizational outcomes, including turnover, absenteeism, productivity, goal attainment, and financial performance. Rewards and recognition are notably related to these outcomes, enhancing turnover rates, absenteeism, productivity, goal attainment, and financial performance in hotels. Additionally, performance appraisal has a strong positive impact on organizational outcomes, especially in terms of turnover, productivity, goal attainment, and financial performance. This indicates that accommodation facilities with effective performance appraisal practices achieve outstanding organizational outcomes. This finding aligns with [Schlechter et al., \(2015\)](#) conclusion that employees' behavior and attitudes are influenced by both monetary and non-financial rewards and performance appraisal. Fairness and promotion opportunities also encourage employees to remain with an organization ([Rubel and Kee, 2015](#)).

Organizational climate factors are significantly related to organizational outcomes, particularly organizational objectives, with a positive correlation. This suggests that organizational climate factors positively influence the organizational outcomes of accommodation facilities. This indicates that these facilities have a distinct atmosphere perceived by the employees. The unique culture of hotels and resorts provides boundaries and guidelines that help employees understand the proper way to perform their jobs. Therefore, organizational climate factors need to be considered when examining the relationship between HRM practices and organizational outcomes. Organizational support for employees' well-being has been shown to significantly influence turnover intentions, with higher perceived support reducing employees' intention to leave ([Eisenberger et al., 1986](#); [Shore & Wayne, 1993](#)). Furthermore, supportive supervision has been found to reduce employee absenteeism and enhance workplace outcomes ([Biron & Bamberger, 2012](#)). When organizations support employees' happiness and have supportive superiors, organizational support decreases employee turnover and absenteeism. [Armstrong & Taylor \(2023\)](#) found that employees are more likely to stay in an organization if they have good managers, good co-workers, and opportunities to achieve their career goals, enhancing their goal attainment.

Accommodation facilities with outstanding employee outcomes achieve higher organizational outcomes. The results show that employees in these facilities are committed, satisfied, empowered, and engaged in their jobs, which explains why they intend to stay. Consequently, managers and supervisors in these accommodation facilities experienced lower turnover and absenteeism rates, higher productivity, achievement of above-average goals, and increased profits/surpluses in their financial performance over the past 12 months compared to the previous year. The results also indicate that financial performance for the last 12 months is negatively correlated with absenteeism, organizational commitment, and job satisfaction. This suggests that if employees are enthusiastic and dedicated to their work, increased financial performance of the hotels is expected. Studies indicate that empowered employees tend to be more motivated, exhibit positive attitudes, perform better in the workplace, and are more likely to remain in the organization for a longer period ([Wadhwa & Verghese, 2015](#)).

## **Conclusion**

The results indicate that respondents are satisfied with the HRM practices in their accommodation facilities. They also report an excellent organizational climate and outstanding support from their organizations. Employee outcomes, such as organizational commitment, job satisfaction, intention to stay, job engagement, and employee empowerment, are excellent, contributing to lower turnover and absenteeism rates, higher productivity, achievement of above-average goals, and better financial performance. In summary, the accommodation facilities in Central Philippines are emerging as effective organizations.

The correlation results between HRM practices and organizational outcomes show that facilities implementing favorable HRM practices tend to achieve positive outcomes. The same applies to the relationship between organizational climate factors, employee outcomes, and organizational success. Higher levels of HRM practices, organizational climate, and employee outcomes are associated with better organizational outcomes. Therefore, it is essential to consider these factors when relating HRM practices to organizational outcomes. As businesses grow, they should value employees, focusing on their welfare and maintaining good HRM practices, which will ultimately enhance the company's image and success.

## **List of abbreviations**

HRM – Human Resource Management

## **Acknowledgment**

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## **Declaration**

### **Ethics approval and consent to participate**

In carrying out this research, the researcher adhered to ethical standards, as required by the Data Privacy Act of 2012, to protect the participants and maintain the confidentiality of their data.

### **Consent for publication**

All participants provided consent for the publication of anonymized data.

### **Availability of data and materials**

The data supporting the findings of this study are available upon request.

### **Competing interests**

The author have no conflict of interest to declare.

### **Declaration of generative AI and AI-assisted technologies**

During the preparation of this work the author used Grammarly in order to correct spelling mistakes and help me make better sentences. After using this tool/service, the author reviewed and edited the content as needed and takes full responsibility for the content of the published article.

### **Author contributions**

ROT Conceptualization, Writing – original draft, Writing – review and editing.

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