

Human Resource Management Practices and Organizational Citizenship Behavior among Hotel Employees in Isulan, Sultan Kudarat

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human resource management practice, organizational citizenship behavior, hotel, employees, social exchange theory.

Abstract. This descriptive correlational study investigated the interplay between Human Resource Management Practices and Organizational Citizenship Behavior among hotel employees in Isulan, Sultan Kudarat with the objective of determining their current levels and the significance of their relationship. The statistical tool used is Descriptive Analysis and Correlational Analysis. Grounded in the tenets of Social Exchange Theory, the research employed a validated survey instrument to gather comprehensive data across multiple dimensions of HRMP (e.g., Work Conditions, Employee Involvement) and OCB (e.g., Altruism, Sportsmanship). The results established that the local hospitality sector manages its human capital exceptionally well, as HRMP were collectively rated as "Very Highly Practiced" (Mean = 4.70), underscoring a strong commitment to organizational support. This investment yielded substantial returns in employee behavior, with OCB also measured as "Very Highly Observed" (Mean = 4.65), confirming a culture of voluntary, extra-role effort. The core finding was the statistically robust and very high positive correlation between the two constructs, quantified by a correlation coefficient of $r = .817$ with $p = .000$. This compelling evidence led to the unequivocal rejection of the null hypothesis, solidifying the conclusion that strategic, supportive HRMP directly and powerfully influences the extent to which employees are willing to "go above and beyond" their formal duties. The study concluded that for Isulan hotels, the successful implementation of HRMP is not merely an administrative function but the central strategic leverage point for cultivating the high levels of discretionary effort necessary to ensure service excellence and competitive differentiation in the service industry.

Introduction

The hotel industry in Isulan, Sultan Kudarat, relies heavily on Organizational Citizenship Behavior (OCB)—the voluntary, extra-role actions of employees—to maintain a positive workplace culture and high customer satisfaction. Effective Human Resource Management (HRM) serves as the catalyst for these behaviors by moving beyond administrative tasks to actively engage and motivate staff (Boella & Goss-Turner, 2020). Research indicates that when employees experience mutual respect and high-performance HRM practices, they are significantly more likely to exceed their formal job descriptions, thereby elevating the overall perception of service quality (Ma & Qu, 2011; Khassawneh et al., 2024; Tang & Tang, 2012). Despite the benefits of OCB, the region's hospitality sector faces critical challenges, most notably high staff turnover and budgetary limitations that hinder professional development. Frequent changes in personnel disrupt organizational norms and discourage the initiative required for extra-role behaviors (Antony, 2024). Furthermore, a lack of training in essential soft skills, such as communication and problem-solving, can diminish employee confidence and their willingness to go above and beyond (Tiwari et al., 2019). Addressing these HRM gaps is essential for stakeholders in Sultan Kudarat to strengthen employee engagement and enhance long-term organizational performance.

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Methodology

This research employs a quantitative descriptive-correlational design to investigate the relationship between Human Resource Management Practices (HRMP) and Organizational Citizenship Behavior (OCB). The study is situated in Isulan, Sultan Kudarat, a culturally diverse area in the SOCCSKSARGEN region of Mindanao, which provides a unique context for exploring employee behaviors in a developing tourism landscape. Data collection was conducted through face-to-face and walk-in surveys using a validated, two-part research instrument that measured various dimensions of HRMP—such as recruitment, training, and work conditions—and OCB components like altruism and civic virtue.

The respondents of the study consisted of 100 employees from various departments of hotels in Isulan, including front office, housekeeping, food and beverage, and administration. Participants were selected based on specific criteria, including being between 21 and 60 years old and having active Social Security System (SSS) and PAG-IBIG memberships to ensure a diverse representation of work experiences. For the statistical treatment, the researcher utilized mean, percentage, frequency, and standard deviation to describe the levels of HRMP and OCB, while correlational analysis (specifically looking at the r-value and p-value) was employed to determine the significance of the relationship between the two variables.

Results and Discussion

No.	Statement	Mean	Interpretation
1.	Recruitment and selection	4.65	Very Highly Practiced
2.	Training and development	4.64	Very Highly Practiced
3.	Compensation and benefits	4.66	Very Highly Practiced
4.	Performance appraisal	4.69	Very Highly Practiced
5.	Involvement	4.70	Very Highly Practiced
6.	Work Condition	4.76	Very Highly Practiced
Overall mean		4.68	Very Highly Practiced

Table 1. Human Resource Management Practices among Hotel Employees in Isulan, Sultan Kudarat in Terms of its Indicators

Table 1 present the level of Human Resource Management Practices among hotel employees in Isulan, Sultan Kudarat, across its key indicators, and all are interpreted as "Very Highly Practiced." Work conditions received the highest mean score of 4.76, followed by employee involvement at 4.70 and performance appraisal at 4.69. Compensation and benefits scored 4.66, while recruitment and selection scored 4.65. Training and development had a mean of 4.64. The overall mean of 4.68 indicates that, in general, Human Resource Management Practices are very highly practiced within the hotel.

No.	Statement	Mean	Interpretation
1.	Altruism	4.72	Very Highly Observed
2.	Conscientiousness	4.54	Very Highly Observed
3.	Sportsmanship	4.64	Very Highly Observed
4.	Courtesy	4.70	Very Highly Observed
5.	Civic virtue	4.68	Very Highly Observed
Overall Mean		4.66	Very Highly Observed

Table 2. Organizational Citizenship Behavior among Hotel Employees in Isulan, Sultan Kudarat in terms of its indicators

Table 2 shows the level of Organizational Citizenship Behavior (OCB) among hotel employees in Isulan, Sultan Kudarat, across its indicators, with all being interpreted as "Very Highly Observed." Altruism received the highest mean score of 4.72, followed by Courtesy at 4.70 and Civic virtue at 4.68. Sportsmanship scored 4.64, while Conscientiousness had a mean of 4.54. The overall mean of 4.66 indicates that, in general, Organizational Citizenship Behaviors are very highly observed within the hotel. This consistent high observation across all OCB indicators suggests a strong culture of employee engagement and proactive positive behavior within the hotels in Isulan, Sultan Kudarat. Furthermore, the particularly high scores for Altruism, Courtesy, and Civic Virtue highlight a prevailing orientation toward helping colleagues and customers, maintaining positive interactions, and participating constructively in the organizational community.

Variables	r	P value	Interpretation
Human Resource Management Practices and Organizational Citizenship Behaviour	.817	.000	High correlation
Correlation is significant at the 0.01 level (2-tailed)			

Table 3. Correlation between Human Resource Management Practices and Organizational Citizenship Behavior

Table 3 shows the correlation result on the relationship between Human Resource Management practices and Organizational Citizenship Behavior among hotel employees in Isulan, Sultan Kudarat. The computed correlation coefficient ($r = .817$) indicates a very high positive correlation between the two variables. The p-value of .000, which is lower than the 0.05 level of significance, confirms that this relationship is statistically significant, thus, the null hypothesis is rejected.

Conclusion and Implications

The study concludes that the implementation of Human Resource Management Practices (HRMP) among hotel employees in Isulan, Sultan Kudarat, is highly effective and serves as a critical driver for fostering Organizational Citizenship Behavior (OCB). By establishing a statistically significant and very high positive correlation ($r = .817$) between these variables, the research confirms that when hotels prioritize supportive practices—such as excellent work conditions, employee involvement, and fair reward systems—staff are much more likely to reciprocate with voluntary, extra-role efforts that exceed their formal duties. Ultimately, the study highlights that strategic HRMP is not just an administrative function but a vital tool for creating a positive organizational climate and achieving service excellence in the competitive hospitality industry.

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Competing Interests Statement

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this article.

Data Availability Statement

Data can be requested by sending a formal request to the authors of the study.

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Appendices

No appendices attached to this article