

Human Resource Management Practices, Job Satisfaction and Performance Among Selected Employees of Okada Manila: Basis for Employee Training and Development Program

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Abstract

Human resource management comprises not only hiring employees but training them as well ensuring that employees perform their job efficiently and effectively. On the other hand, mere training does not ensure job performance, but job satisfaction does. This study aimed to describe the respondents' human resource practices, their job satisfaction, and their job performance. Also, this is aimed at determining the possible relationship among variables to propose a training and development program to enhance the employees' job satisfaction and performance. Employing Raosoft sample size calculator, this correlational study employed 363 employees as samples taken from 6,564 total employees of Okada Manila. The researcher utilized a modified adapted questionnaire to determine the respondents' human resource management practices, level of job satisfaction, and job performance. After treating the data using appropriate statistical tools, results revealed that the respondents' human resource practices are high across all dimensions – ability, motivation, and opportunity. Likewise, respondents have high levels of job satisfaction in terms of physiological needs, safety, social, esteem, and self-actualization while they have also excellent level of job performance. There is a significant relationship between respondents' human resource practices and job satisfaction as well as a significant relationship between respondents' HRM practices and job performance. Lastly, a significant relationship exists between respondents' job satisfaction and job performance. This implies the importance of prioritizing employee satisfaction to enhance overall organizational performance. A training and development program was proposed.

Keywords: human resource management, job satisfaction, job performance, training and development plan



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INTRODUCTION

Human resource management comprises not only hiring employees but training them as well and the purpose of training is to ensure employees perform their job efficiently and effectively. On the other hand, mere training does not ensure job performance, but job satisfaction does. Therefore, a well-treated, motivated and satisfied employee performs satisfactorily thus, contributes to the achievement of the organization goal.

Rachman (2021) conducted a study on job satisfaction involving 43 government employees working in the Appointment and Retirement Division at the BKN Regional Office II in Surabaya, Indonesia, focused on factors like reassurance, enjoyment of one's work, and

operating environment. It was revealed that excessive workload, stress-related issues, and an unsupportive work atmosphere prevent them from finishing their tasks. Managers simply give up, but they think they can persevere and get the job done. Numerous other establishments encountered the same issue.

A company's success in today's competitive landscape largely depends on how well its employees perform and how satisfied they are with their work. Job satisfaction is often an unseen yet vital factor in an organization's success. Alongside employee performance, it plays a key role in driving continuous growth and improving overall organizational performance to achieve strategic goals. The

general productivity of any given industry depends heavily on the employees' job satisfaction. For both the employer and the employee, job satisfaction is crucial. Studies show that firms gain much from satisfied and contented workers since they are more productive. Optimizing staff performance to meet objectives is one of a company's top priorities.

Considering the studies conducted correlating job satisfaction and performance and the challenges that human resource management faces, it is evident how human resource managers and staff contribute greatly to the process of recruiting, hiring, employee relations, training and development, and their contribution to the success of an organization. Okada Manila, a renowned 5-star integrated resort, is committed to creating a vibrant workplace that prioritizes the encouragement, engagement, and well-being of its staff first. Being one of the top hospitality establishments, the resort understands that its success depends on the commitment and enthusiasm of its workers. In addition to attracting and keeping top talent, Okada Manila aims to provide a work environment that enables staff to provide outstanding customer service by putting a comprehensive approach to HRM into practice.

Grasping how Human Resource (HR) management practices, job satisfaction, and employee performance connect is key to Okada Manila's success. When employees are satisfied and perform well, it naturally leads to better service, happier customers, and a stronger competitive edge, especially important in the fast-paced world of hospitality and gaming. As a premier resort and gaming establishment, Okada Manila operates in a highly dynamic and competitive environment. Identifying gaps in job satisfaction and performance among employees is essential for addressing underlying issues such as high turnover, low morale, or underperformance. By examining how HRM practices influence job satisfaction and performance, the study provides a concrete basis for designing targeted training and development programs. Such initiatives can be

customized to address employees' specific development needs, promoting their career advancement while supporting the organization's long-term goals.

This study aimed to explore the relationship between human resource (HR) management practices, job satisfaction, and job performance among selected employees of Okada Manila. The HRM practices examined in the study focused on three key areas: ability, motivation, and opportunity, along with employee participation. Job satisfaction was assessed based on Maslow's five levels of needs: physiological, safety, social, esteem, and self-actualization.

LITERATURES

Human Resource (HR) Management Practices. Human Resource (HR) Management involves the recruitment, selection, placement, and management of employees within an organization. Commonly known as Human Resources (HR), this function is tasked with developing, executing, and overseeing policies that regulate the workforce and the dynamics between employees and the organization. The term "human resources" was first used in the early 1900s to describe all employees within a company, gaining widespread popularity in the 1960s (Barney, 2023).

According to HR Vision Events (2024), the adoption and application of key HR practices enhance employee productivity and motivate them to develop their best work, ultimately driving the success of the organization.

According to Ellis (2024), the goal of human resource management (HRM) is to advance a firm's mission, vision, and objectives by organizing, managing, and coordinating its current personnel. Key operations, including hiring, training, remuneration, retention, and employee motivation, fall under the purview of HRM. In addition, Sharma (2023) argues that for every corporation to be successful, human resources (HR) are crucial; hence, having effective HR management procedures in place is crucial. A business can draw in and keep top

people by being well-versed in HR best practices.

Good HR management can also lower attrition and raise morale among staff members. Similarly, Wongelu (2024) explains that since human resource management entails efficiently administrating an organization's human capital, comprising its workforce or employees, it is essential for organizations.

Employees serve as the cornerstone of every thriving organization, making efficient human resource (HR) management a critical component of success. More than just managing routine tasks, the HR department plays a vital role in cultivating a workplace where individuals feel valued, protected, and supported. According to Imm (2021), well-executed HR practices contribute to seamless organizational operations and sustained development within the HR field. Bonifacio (2024) adds that HRM covers a wide range of functions, including recruitment, onboarding, employee development, performance evaluation, compensation, workplace relations, and adherence to labor regulations. Rather than being a purely administrative role, HRM acts as a strategic force that significantly influences the overall effectiveness and progress of an organization. Therefore, human resource management involves taking care of the employees who are considered the human capital of an organization.

Ability, Motivation, and Opportunity (AMO). An organization's success is deeply rooted in the strength of its workforce, positioning employees as essential contributors to its overall performance. To better understand what drives employee effectiveness, HR practitioners frequently apply the Ability, Motivation, and Opportunity (AMO) framework. The complex relationship between employees and their performance outcomes. This model helps us understand how the right combination of skills, motivation, and opportunities can drive employee success and, in turn, benefit the organization. It can be easier for organizations to adopt this strategy to increase employee success (Indeed Editorial Team, 2024). Kellner

et al. (2019) explain that AMO theory, various practices can be grouped into three distinct dimensions that influence performance. The interaction between these factors helps predict a variety of performance outcomes.

Moreover, Bos-Nehles et al. (2023) highlight that the AMO framework remains highly valuable for understanding and modeling the relationship between HRM and performance. It also helps define how employee behaviors and attitudes connect with HRM activities that enhance the AMO factors. While the AMO framework may seem simple at first glance, the complexity arises when researchers examine multiple levels of analysis and explore how AMO variables interact and influence one another reciprocally, because of these complexities, as well as variations in how AMO is understood, measured, and reported, it becomes very challenging for researchers to draw consistent conclusions and compile findings related to AMO in HRM.

Furthermore, Al-tit (2020) conducted a study examining the influence of AMO-based Human Resource (HR) systems on proactive employee behavior within Jordan's service sector. Drawing on data collected from 230 employees across 13 different organizations, the research identified nine specific HR practices that strongly contributed to fostering proactive behavior in the workplace. Notably, the study highlighted that the effectiveness of these practices was moderated by the quality of interpersonal dynamics, specifically, the interactions between leaders and their subordinates, as well as among team members. The findings emphasize that employee proactivity is largely driven by three categories of HR practices: those that build employee capabilities (ability-enhancing), those that boost motivation (motivation-enhancing), and those that provide supportive conditions and resources (opportunity-enhancing). These insights reinforce the importance of a well-rounded HR strategy in shaping positive employee behavior.

While the Ability, Motivation, and Opportunity (AMO) framework has gained widespread

traction in the field of human resource (HR) management, its theoretical and practical advancement continues to encounter significant obstacles. As noted by Bos-Nehles et al. (2023), several critical issues hinder its effective application: (a) ambiguity persists in the way AMO constructs are defined and measured; (b) many studies do not clearly distinguish between general AMO principles.

The specific HRM practices designed to enhance them, nor do they successfully integrate these components; (c) there remains a limited grasp of how AMO elements interact across both individual and organizational levels to influence performance outcomes; and (d) the role of underlying mechanisms—such as mediating and moderating variables—in shaping these relationships is often overlooked. These gaps point to the need for more refined models and empirical approaches to fully harness the potential of the AMO framework in driving organizational effectiveness.

Tay and Tan (2024) highlighted that the AMO framework represents the three core pillars of HRM enhancement—ability, motivation, and opportunity—and encompasses the full range of HR practices aimed at improving employee effectiveness. Together, these studies underscore the importance of aligning HR strategies with AMO principles to foster long-term employee commitment and performance.

Goal difficulty and challenge. Setting challenging goals can have a powerful effect on employee performance, provided they are realistic and attainable. The appropriate level of difficulty encourages team members to step outside their comfort zones, fostering skill development and growth. Successfully meeting these ambitious goals also provides a deeper sense of achievement and satisfaction.

The difficulty of a goal is closely tied to how effective goal setting can be. When a goal is challenging, it sparks motivation, increasing the chances of success. In short, tough goals often lead to better results (Debara, 2022). Goals should stretch our abilities but still be within reach. When goals are challenging yet realistic,

they can improve performance by boosting our confidence and encouraging us to find creative ways to succeed. These kinds of goals push us to grow and tap into our full potential.

However, when goals feel impossible, they can lead to frustration and disappointment. We're most motivated when we believe a goal is tough but achievable, because both the sense of accomplishment and the hope of reaching it fuel our drive (Zimmerman et al., as cited in Houston, 2019).

Goal achievement and feedback. For employees to effectively reach their goals, consistent and constructive feedback is essential. This includes recognizing what they're doing well, pointing out areas that need improvement, and providing guidance on how to keep moving forward (Debara, 2022).

Regular feedback helps employees understand how they're progressing toward bigger objectives and highlights areas where they can grow. It also opens the door for clarification and course correction, helping them stay aligned with their goals. Tools like Conversations—a performance management platform—make it easier to maintain a culture of ongoing feedback by supporting frequent, meaningful check-ins that empower and engage employees. Clear, timely feedback is critical. It allows people to adjust their approach when performance falls short, encouraging self-reflection and the setting of more achievable goals. On the flip side, when feedback is delayed or vague, it becomes harder for employees to assess their efforts, which can stall both their progress and motivation (Zimmerman, as cited in Houston, 2019).

Maslow's Hierarchy of Needs and Job Satisfaction. Maslow's Hierarchy of Needs outlines five levels of human desires that must be fulfilled for individuals to experience a sense of satisfaction. This model is frequently applied in workplace settings to identify effective strategies for motivating employees and addressing their essential needs (Herrity, 2024). Each level in the hierarchy represents distinct needs that contribute to an individual's sense of

fulfillment. Often depicted as a pyramid, the hierarchy illustrates the necessity of satisfying lower-level needs before progressing to higher levels. Without meeting these foundational needs, an individual's growth and motivation are hindered, making it impossible for them to achieve their full potential.

As noted by Harkins (2022), Maslow's Hierarchy of Needs is often depicted as a five-tier pyramid, with fundamental needs such as food, sleep, and basic healthcare at the base, and progressively more complex needs at higher levels. Maslow proposed that once an individual's basic needs are met, they become motivated to pursue more advanced desires. He also acknowledged that individuals could strive to fulfill needs at multiple levels simultaneously, depending on their circumstances.

Channell (2024) posits that Maslow explained that it is not necessary to meet all requirements at a given level before addressing higher-level wants. It is nearly impossible to meet everyone's needs all the time. According to Maslow, the majority of a person's human needs are frequently addressed, at least in part, simultaneously. People tend to satisfy their lower demands the most. To assist employees in meeting their esteem and self-actualization needs, leaders and managers should strive to meet the most pressing demands at each level.

METHODOLOGY

Research Design. This study employed a descriptive-correlational design to explore the significant relationships between Human Resource Management Practices, Job Satisfaction, and Job Performance among selected employees at Okada Manila. A correlational research design helps examine the connections between variables without the researcher controlling or manipulating them (Devi et al., 2023).

Population, Samples, Sampling Technique. The study comprised 363 participants selected from a total of 6,564 employees at Okada Manila. The sample size was calculated using the Raosoft

sample size calculator (Al Eid & Shoukri, 2019), with a 95% confidence interval and a 5% margin of error. Random sampling was employed to ensure that the selection was representative of the employee population.

Instrumentation. The researcher employed a modified and adapted questionnaire to evaluate the respondents' perceptions of human resource management practices, job satisfaction, and job performance. The questionnaire was structured into three sections: the first section addressed HR practices, the second focused on job satisfaction, and the third evaluated job performance.

To ensure the accuracy and relevance of the instrument, the questionnaire underwent validation by experts in the fields of management, statistics, and research methodology. Additionally, a pilot test was conducted with 15 participants from the study's sample group. The feedback obtained from the pilot test was carefully reviewed by the validators and research advisors, leading to the refinement of the questionnaire.

For the purpose of assessing the instrument's validity and reliability, the collected data were analyzed using Cronbach's Alpha. The results revealed high reliability coefficients: 0.91 for HR practices, 0.86 for job satisfaction, and 0.92 for job performance. These high values confirm that the research instrument is both reliable and valid.

Data Gathering Procedures. For this research study, the researcher adopted a quantitative research design, using a survey questionnaire as the main tool for data collection. To maintain ethical standards, a consent form was included in the questionnaire, which clearly stated the study's objectives, how the data would be used, and the rights of the participants. The survey was distributed electronically via Google Forms, making the data collection process both efficient and convenient.

Once the data were gathered, they were carefully recorded, organized, and transferred

into an Excel spreadsheet for analysis. A statistician applied the appropriate statistical methods to analyze the data, allowing the researcher to derive meaningful insights and conclusions from the results. Additionally, this study received approval from the Human Resources Senior Vice President.

To evaluate the respondents' human resource management practices, job satisfaction levels, and job performance, the researcher adopted a numerical rating system. This system included a defined numerical range, categorical responses, and corresponding verbal interpretations and descriptions to ensure consistent and clear assessment.

Statistical Treatment. The study employed the following statistical tools for analysis:

1. *Weighted Mean and Ranking.* These methods were used to analyze and describe the respondents' human resource management practices, job satisfaction levels, and job performance.
2. *Pearson's r Moment Correlation Coefficient.* This statistical technique was applied to assess the relationships between the respondents' human resource management practices, job satisfaction, and job performance.

RESULTS AND DISCUSSION

Level of effectiveness of human resource management practices as rated by the employees of Okada Manila. Table 1 presents a summary of the effectiveness of Human Resource Management (HRM) practices, focusing on three key indicators: Ability, Motivation, and Opportunity. Each indicator is assessed using a weighted mean, verbally interpreted, and ranked.

Summarizing, employees of Okada Manila rated all three areas of Human Resource Management practices, ability, motivation, and opportunity as Very Effective, with general assessment ranging from 3.60 to 3.61. Motivation and opportunity both received the

highest general assessment of 3.61, ranking them jointly as the most effective HRM practices. Ability followed closely with a weighted mean of 3.60, still within the "Very Effective" range. These results suggest that employees perceive Okada Manila's HRM practices as consistently strong across all dimensions, with a slightly greater effectiveness in motivating and empowering employees.

Table 1
Mean Distribution on the Effectiveness of Human Resource Management Practice

Indicators	WM	Verbal Interpretation
Ability	3.60	Very Effective
Motivation	3.61	Very Effective
Opportunity	3.58	Very Effective
General Assessment	3.61	Very Effective

The overall average weighted mean for all three indicators is 3.61, reinforcing the consistent "Very Effective " general assessment. The overall average weighted mean of 3.61, verbally interpreted as Very Effective indicates that the organization has implemented effective HRM strategies that contribute positively to its overall performance.

According to Tay and Tan (2024) revealed in their study that AMO are the three dimensions of human resource management enhancement and covers the practices of HRM employees. In addition, Wongelu (2024) explains that since human resource management entails efficiently administering an organization's human capital, comprising its workforce or employees, it is essential for organizations.

Additionally, Al-tit (2020) investigated how AMO-based HR systems influence proactive behavior among employees in Jordan's service sector. Surveying 230 employees from 13 different companies, the study identified nine HR practices that had a strong impact on encouraging proactive actions at work. The findings highlighted that this influence was further shaped by the quality of relationships between leaders and team members.

Ultimately, the research emphasized that proactive employee behavior is driven by three main categories of HR practices: those that enhance ability, boost motivation, and provide opportunities for growth and involvement.

Table 2
Mean Summary of Effectiveness of Job Satisfaction

Indicators	WM	Verbal Interpretation
Safety Needs	3.57	Very Satisfied
Social Needs	3.56	Very Satisfied
Esteem Needs	3.59	Very Satisfied
Self-actualization	3.53	Very Satisfied
General Assessment	3.56	Very Satisfied

Table 2 presents a summary of job satisfaction across Maslow's hierarchy of needs. Esteem needs ranked highest with a weighted mean of 3.59, indicating that employees feel a strong sense of accomplishment, recognition, and confidence within the organization. Self-actualization ranked lowest with a weighted mean of 3.53, still within the "Very Satisfied" range, suggesting there is room for improvement in fostering personal growth and helping employees reach their full potential.

Summarizing, the overall job satisfaction level, with a general assessment of 3.56, indicates that the organization effectively addresses various aspects of job satisfaction, ensuring employees feel satisfied with their work environment, relationships, and growth opportunities.

The consistently high scores across all needs highlight the organization's commitment to employee well-being and creating a positive work environment. The findings support Markus' claims as cited in Nini (2020) that when workers perform contextually, they surpass expectations.

Job satisfaction serves as an indicator of how much employees enjoy their work. When employees are happy and content with their roles, they are more likely to remain with the organization and contribute to greater productivity (Rumage, 2023). According to the Centre (2024), job satisfaction can be

understood through three key dimensions: evaluation, which reflects how employees generally perceive their work experiences; cognitive, which relates to how mentally stimulating and challenging they find their tasks; and behavioral, which involves their interactions and working relationships with colleagues.

Improving employee satisfaction goes beyond merely offering financial rewards; it involves addressing the broader dimensions of well-being, motivation, and engagement. Organizations should adopt a holistic approach that fosters a work environment where employees feel appreciated, supported, and motivated. This includes promoting work-life balance, providing opportunities for professional growth, recognizing achievements, and cultivating a positive, inclusive organizational culture (Alig, 2023).

Contextual performance plays a significant role in enhancing an organization's overall health. Personality traits, which are linked to contextual performance, can also influence hiring decisions. Experienced managers tend to prioritize contextual performance more than less experienced ones.

Organizations can incorporate contextual performance into their job analysis efforts to further improve organizational outcomes. Masionis and Masionis (2024) describe employee satisfaction as a multifaceted process, reflecting an individual's sense of fulfillment and contentment in their role. Job satisfaction serves as a key indicator of whether employees are genuinely enjoying their work. Satisfied employees are more likely to remain with an organization, which, in turn, boosts productivity (Rumage, 2023).

Table 3 presents the summary of job performance among selected employees of Okada Manila. The data indicate an overall Excellent level of performance, with a general assessment of 3.61. Goal Clarity ranked highest at 3.62, reflecting that employees have a strong understanding of their objectives an essential factor for effective performance. While still

rated as Excellent, Goal Commitment 3.58 and Goal Difficulty and Challenge 3.56 ranked fourth and fifth, respectively, suggesting opportunities for enhancing employee motivation through increased engagement and stretch goals.

Table 3
Mean Summary of Job Performance

Indicators	WM	Verbal Interpretation
Goal Clarity	3.62	Excellent
Goal Difficulty and Challenge	3.56	Excellent
Goal Commitment	3.58	Excellent
Goal Achievement and Feedback	3.60	Excellent
Support and Resources	3.59	Excellent
General Assessment	3.61	Excellent

Summarizing, the general assessment of 3.61 confirms that the organization effectively supports and promotes high levels of job performance across key performance dimensions. This indicates that while commitment is high, opportunities may exist to further enhance employee dedication to organizational goals, and that employees may perceive a slightly lower level of challenge in their current roles. Nonetheless, the consistent "Excellent" verbal interpretations across all indicators confirm a robustly positive work environment, where clarity, achievement, support, and resource availability contribute significantly to overall job satisfaction.

The results support Adhikari and Shresta (2022) who claim that when employees are well-managed and treated, they can contribute to increased productivity by giving their all and making the company competitive in both local and international markets. Thus, one of the most important components of managing and coordinating work and personnel in a business is human resource management.

The study of Chong et al (2020) implies that HRM practices are successful in preserving worker productivity, which suggests that the business makes investments in employee training, opportunities for advancement, positive feedback, clarity regarding the role to which the

worker reports, and the chance for workers to take ownership of the caliber of their work. The fundamental idea behind human resource management (HRM) is the belief that employees are an important resource for businesses (Shrestha & Prajapati, 2023). In addition, Brower (2024) emphasizes that several key factors—such as motivation, effort, job satisfaction, and having a meaningful work experience—play a crucial role in shaping employee performance. When these elements are present, they contribute to positive outcomes and help drive the overall success of an organization.

Table 4
Pearson r Test between Human Resource Practice and the Job Satisfaction

	Pearson r value	p value	Interpretation
Ability	0.8829	0.0000	Significant
Motivation	0.9012	0.0000	Significant
Opportunity	0.9222	0.0000	Significant

****Significant@0.01**

Table 6 shows the test of relationship between three key Human Resource (HR) practices—Ability, Motivation, and Opportunity—and Job Satisfaction. The results reveal strong, positive, and statistically significant correlations between each HR practice and job satisfaction. Specifically, the relationship between Ability and Job Satisfaction shows a Pearson r value of 0.8829, indicating a very strong positive association. The relationship between Motivation and Job Satisfaction is even stronger, with a Pearson r value of 0.9012. Finally, Opportunity exhibits the strongest correlation with Job Satisfaction, with a Pearson r value of 0.9222. All three correlations have p-values of 0.0000, which indicates that they are highly significant at the 0.01 level. This means that there is a very low probability that these strong correlations occurred by chance.

The high Pearson r values suggest that effective HR practices relating to ability, motivation, and opportunity are strongly associated with higher levels of job satisfaction. In practical terms, this means that when organizations focus on hiring and developing employees with the right

abilities, fostering a motivating work environment, and providing ample opportunities for growth and advancement, they are likely to see a significant increase in employee job satisfaction. Notably, the slightly higher correlation for Opportunity suggests that providing employees with opportunities for development and advancement may have the most substantial impact on job satisfaction within this specific context, followed closely by motivation then ability. However, all three factors demonstrate a powerful influence. The statistical significance of these results reinforces confidence in these findings, indicating that these correlations are robust and meaningful.

The results support the study by Rachman (2021) that revealed that work stress and work environment are factors that positively increase the employees' work performance. It was also shown that an increased job performance is based on job satisfaction, which plays a crucial role in the success of an organization. According to the study of Elazegui (2022) if employees are motivated and content in their job, they tend to improve their work performance. Meanwhile, the study of Rodrigo et al (2022) shows a significant relationship between employees' job satisfaction and job performance. It was also revealed that fairness in giving compensation and relationship with the management plays a significant role in the employee's job performance.

Table 5
Pearson r Test between Human Resource Practice and Job Performance

	Pearson r value	p value	Interpretation
Ability	0.9524	0.0000	Significant
Motivation	0.9589	0.0000	Significant
Opportunity	0.9212	0.0000	Significant

****Significant@0.01**

The data in Table 5 reveals the test of relationship between three crucial Human Resource (HR) practices—Ability, Motivation, and Opportunity—and Job Performance. The results demonstrate exceptionally strong, positive, and statistically significant

correlations between each HR practice and job performance. Specifically, the relationship between Ability and Job Performance shows a Pearson r value of 0.9524, indicating a near-perfect positive association. The relationship between Motivation and Job Performance is even stronger, with a Pearson r value of 0.9589. Finally, Opportunity also exhibits a very strong correlation with Job Performance, with a Pearson r value of 0.9212.

All three correlations have p-values of 0.0000, which signifies that they are highly significant at the 0.01 level, meaning these results are extremely unlikely to be due to random chance. The remarkably high Pearson r values suggest that effective HR practices focused on developing employee ability, fostering motivation, and providing ample opportunities are exceptionally strongly associated with higher levels of job performance. In practical terms, this means that organizations that prioritize hiring and developing skilled employees, creating a motivating work environment, and offering opportunities for growth are likely to witness substantial improvements in employee job performance. Motivation appears to have the strongest correlation, followed very closely by ability, with opportunity also demonstrating a very high correlation. This indicates that while all three factors are crucial, fostering a motivated workforce may have a slightly greater impact on job performance in this specific context. The statistical significance of these results reinforces the confidence in these findings, indicating that these correlations are robust and meaningful, and that these HR practices are highly predictive of job performance.

The results support the study of Rodrigo et al (2022), claiming that the training needs of the employees must be taken into consideration to increase employee performance. In addition, Buntaran, Andika, and Alfiyana (2019) argue that performance is susceptible to a wide range of circumstances. Workplace dissatisfaction is a major factor in many employee turnovers. Workplace employee satisfaction has a significant impact on employee performance. The performance of the organization is

significantly impacted by the implementation of employee rights. According to the study of Elazegui (2022) if employees are motivated and content in their job, they tend to improve their work performance.

Table 6
Pearson r Test between Job Satisfaction and Job Performance

	Pearson r value	p value	Interpretation
Safety Needs	0.9628	0.0000	Significant
Social Needs	0.9702	0.0000	Significant
Esteem Needs	0.9677	0.0000	Significant
Self-actualization	0.9688	0.0000	Significant

****Significant@0.01**

In Table 6, the test of relationship between various facets of job satisfaction, as defined by Maslow's hierarchy of needs (Safety, Social, Esteem, and Self- actualization), and Job Performance is presented. The results reveal exceptionally strong, positive, and statistically significant correlations between each of these satisfaction needs and job performance. Specifically, Safety Needs show a Pearson r value of 0.9628, Social Needs a value of 0.9702, Esteem Needs a value of 0.9677, and Self-actualization a value of 0.9688. All correlations have p-values of 0.0000, indicating high significance at the 0.01 level.

The extremely high Pearson r values across all four categories indicate a near- perfect positive linear relationship. This means that as an employee's satisfaction of each of these need increases, their job performance also increases proportionally. The p-values, essentially zero, confirm that these correlations are not due to chance, providing very strong statistical evidence.

Notably, Social Needs exhibit the strongest correlation, suggesting that fulfilling employees' social needs within the workplace has the most substantial impact on job performance in this context.

However, the correlations for Safety, Esteem, and Self-actualization are also remarkably high, demonstrating that all levels of Maslow's

hierarchy are strongly linked to job performance. This suggests that a holistic approach to job satisfaction, addressing all levels of employee needs, is essential for maximizing job performance.

In practical terms, this data implies that organizations should prioritize creating a work environment that addresses employees' basic safety needs, fosters positive social interactions, provides opportunities for recognition and esteem, and supports personal growth and self-actualization. By doing so, organizations can expect to see significant improvements in employee job performance. The consistency and strength of these correlations underscore the critical role of job satisfaction, as defined by Maslow's hierarchy, in driving employee performance.

The results agree with study of Tala and Malak (2021) about the impact and relationship between job performance and job satisfaction. It was also revealed that employees from both private and public organizations are satisfied with their jobs with encouragement, compensation, administration, and work efficiency as the essential factors of job satisfaction.

Moreover, the results also align with study of Sindi and Javed (2021) that revealed that there is a positive correlation between employee satisfaction and job performance among selected employees in Saudi Arabia. Work performance was driven by factors that made employees satisfied thus improved their work performance. The study by Rachman (2021) revealed that work stress and work environment are factors that positively increase the employees' work performance. It was also shown that an increased job performance is based on job satisfaction which plays a crucial role in the success of an organization.

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