A Descriptive-Correlational Study on Human Resource Management Practices and Employee Commitment Among BPO Companies in Dumaguete City

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Abstract. The Philippines' Business Process Outsourcing (BPO) industry plays a vital role in employment generation and economic growth, particularly in urban hubs like Dumaguete City. However, sustaining employee commitment remains a significant challenge amid high attrition rates and demanding work environments. This study assessed the level of implementation of Human Resource Management (HRM) practices and the level of organizational commitment among employees in selected BPO companies in Dumaguete City. It also examined the relationship between HRM practices and employee commitment. Utilizing a quantitative research design, specifically a descriptive-correlational approach, the study surveyed 137 regular customer service representatives through convenience sampling. Findings revealed that HRM practices were vigorously implemented across recruitment, training, performance appraisal, compensation, communication, empowerment, and supervisory leadership. Correspondingly, employees demonstrated high affective, continuance, and normative commitment levels. A significant positive correlation was found between HRM practices and employee organizational commitment. These results highlight the crucial role of effective HRM strategies in enhancing employee retention and loyalty, offering valuable insights for BPO companies aiming to strengthen workforce engagement and organizational performance.

Keywords: HRM practices; Organizational commitment; BPO; Customer service representatives; Dumaguete City.

1.0 Introduction

BPOs leverage the global labor market by establishing delivery centers in various countries to access local expertise and language skills. This practice highlights economic globalization, enabling companies to outsource functions like customer service, IT, and back-office tasks to cost-effective locations. (Ladaran, 2023). The industry has created millions of job opportunities for a large population, including young professionals and graduates (SourceFit, 2023). The Philippines has emerged as one of the top destinations for BPO services, offering cost advantages, a vast skilled workforce, and strong government support, attracting many multinational companies to set up in the country (Danieles, 2024). Customer service representatives are a substantial portion of the BPO workforce, which drives sector growth. However, despite its growth, fostering employee organizational commitment remains challenging for management in BPO companies in the Philippines (Delos Santos, 2024).

Research underscores the importance of tailored human resource management (HRM) strategies to address these challenges in enhancing employee retention and loyalty. The paper of Yadav and Joshiva (2021) states that employee retention strategies focus on effective communication to enhance commitment and workforce support for key corporate initiatives. Essential factors for successful talent retention include meaningful work, work-life balance, respect, job security, and flexible work design. This study examines BPO companies' retention strategies to retain top talent. Furthermore, maintaining high levels of employee organizational commitment is essential. It can be achieved by prioritizing human resource management within the company (Herrera & De Las Heras-Rosas, 2021). Human Resource Management (HRM) practices can help businesses and employees develop strong working relationships based on shared responsibility and trust (Cherif, 2020). However, O'Riordan's analysis in 2017 highlights the limitations of excellent HRM practices managed and governed solely by human resource departments, which are inadequate in increasing productivity levels or boosting employee commitment. Similarly, Bula et al. (2023) highlight that digital workplace transformation in Philippine BPO companies boosts employee retention and improves motivation and productivity, primarily through supervisor support and skills development opportunities. Consequently, a study conducted in China revealed that a positive work environment, including supervisor support, can improve employee organizational commitment (Liao et al., 2021, as cited in Regoso et al., 2023).

With the rapid expansion of BPO operations in the Philippines and the crucial role of employee commitment, it is vital to identify and evaluate the relationship between HRM practices. This research aims to provide BPO organizations with insights into the practices that most significantly influence employee commitment, enabling them to make informed decisions and optimize their HR strategies. The current lack of research in this area, particularly in the BPO industry, presents an opportunity for significant contributions. The findings of this study will not only fill this gap but also pave the way for a proposal for an enhancement program, promising a brighter future for the BPO sector.

Organizational Commitment
Paper of Aziz et al. (2021) Employee commitment is positively influenced by job satisfaction. Employees who are satisfied with their work tend to demonstrate greater organizational commitment. Our findings indicate that job satisfaction significantly enhances employee dedication. Committed employees exhibit positive behavior, stay in their positions longer (Wainwright, 2022), and perform at higher levels (Reza, 2019). Meyer and Allen created a three-factor model that separates organizational commitment into three commitment models: affective, normative, and continuing commitment, according to Van der Werf (2023). Affective commitment is the desire to stick with a company because of an emotional bond. Individuals with high affective commitment levels enjoy working for the company and choose to stay because they want to. Feelings of duty to stay with an organization are known as normative commitment. Normatively committed people stick with a company because it seems like the correct thing to do. After weighing the potential advantages and disadvantages of leaving, the necessity to remain in the company is known as continuance commitment. High continuance commitment individuals decide to stick with a company because they feel obligated to. These factors are determined by an individual's reasoning for remaining in the organization.

Human Resource Management Practices
Employee morale, productivity, and customer interactions have been considerably enhanced by innovative HR practices such as ongoing training and development, recognition and incentive programs, and cultivating a pleasant workplace culture. These practices include transparent recruitment and selection, training and development opportunities, performance-based rewards, and compensation. The recruitment and selection process is vital for choosing suitable candidates and fostering organizational growth and development (Aliyu, 2021). Additionally, Organizational commitment is a mediator in the strong relationship between training and development and career advancement for hotel staff. In order to improve workers' work performance and organizational commitment, owners and managers should be aware of the policies that are required and consider proper behavior (Hosen et al., 2024), and higher compensation levels and employee recognition for their excellent work contribute to increased performance and job satisfaction resulting from continuing their job in the same organization (Sidabutar et al., 2020; Islam et al., 2020).

Line Supervisors

Effective communication, empowerment, and supervisory leadership within BPO companies are vital for creating a comfortable work environment, enhancing organizational performance, and driving employee engagement (Gozali, 2022; Cabaluna & Mbaw, 2021). Supervisory leadership cannot be overstated in providing a sense of confidence and security among employees. Empowering employees by granting autonomy, decision-making authority, and skill development opportunities further enhances organizational performance, motivation, and innovation.

2.0 Methodology

2.1 Research Design

This study employed a quantitative research design, specifically a descriptive-correlational approach, to assess the implementation of Human Resource Management (HRM) practices and the level of employee organizational commitment among BPO companies in Dumaguete City. The descriptive component focused on measuring the extent to which HRM practices and employee commitment are evident, while the correlational component aimed to determine the statistical relationship between these two key variables.

2.2 Research Participants

The target population of this study consisted of regular customer service representatives employed in selected BPO companies operating in Dumaguete City, Negros Oriental. A convenience sampling technique was used to gather data from participants who were readily accessible and willing to participate. A total of 137 respondents took part in the study. Participants were selected based on their regular employment status to ensure sufficient exposure to their organization's HRM practices.

2.3 Research Instruments

Data were collected using a structured survey questionnaire consisting of three major parts. The first part, adapted from Tabouli et al. (2016), focused on assessing the implementation of various human resource management (HRM) practices such as recruitment and selection, training and development, performance management, and compensation and rewards. Based on standard industry practices and relevant literature, the second part contained self-developed items designed to measure specific HRM dimensions, including communication, empowerment, and supervisory leadership. The third part was adapted from Allen and Meyer's (1990) Organizational Commitment Questionnaire (OCQ) to measure the three components of employee commitment: affective, continuance, and normative commitment. All items were rated using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Before distribution, the questionnaire underwent expert validation to ensure the content's relevance and clarity.

2.4 Data Gathering Procedure

Before data collection, formal permission was sought from the management of the selected BPO companies. After approval, the researchers personally distributed printed copies of the questionnaire to the participants during their scheduled break times to minimize disruption to work operations. Each participant was informed about the purpose of the study and assured of the confidentiality of their responses. Completed questionnaires were collected on the same day or within a week, depending on the agreement with company representatives.

2.5 Data Analysis

The collected data were encoded and analyzed using Statistical Package for the Social Sciences (SPSS) software version 25. Descriptive statistics, including mean and standard deviation, were used to determine the levels of implementation of HRM practices and employee commitment. Multiple regression analysis was applied to examine the relationship between HRM practices and the components of employee commitment (affective, continuance, and normative). The significance level was set at $p < 0.05$.

2.6 Ethical Considerations

Ethical protocols were strictly followed throughout the study. Participation was voluntary, and informed consent was obtained from all respondents. Respondents were assured of the confidentiality and anonymity of their responses, and no personally identifiable information was collected. The data gathered was used exclusively for

academic and research purposes. The study adhered to institutional ethical standards and followed the ethical guidelines for conducting research involving human participants.

3.0 Results and Discussion
3.1 Level of Implementation of the HRM Practices
In terms of Recruitment and Selection

Table 1 presents the implementation of Human Resource Management (HRM) practices in terms of recruitment and selection among BPO companies in Dumaguete City. It shows generally positive outcomes with indications of areas for improvement. Key indicators such as having competitive hiring methods (weighted mean of 4.22) and a fair screening process (4.21) are categorized as "Strongly Implemented" (Excellent), suggesting that these companies apply rigorous and consistent recruitment strategies.

Table 1. *Level of Implementation of the HRM Practices in terms of Recruitment and Selection of BPO Companies*

Indicator	Mean	SD	Interpretation
The company has competitive hiring methods that bring in qualified people.	4.22	1.01	Strongly Implemented
This company recruits fairly.	4.20	0.89	Implemented
This company has a fair screening process.	4.21	0.94	Strongly Implemented
Every appointment in this company is based on merit.	4.08	1.07	Implemented
Aggregate Mean:	**4.18**	**0.97**	**Implemented**

On the other hand, indicators such as fair recruitment (4.20) and merit-based appointments (4.08) fall under the "Implemented" (Very Satisfactory) category, indicating that while these practices are in place, there remains room for further refinement. The aggregate mean of 4.18 further supports this interpretation, categorizing the overall implementation as "Implemented" (Very Satisfactory), reflecting a sound but not yet exemplary execution of recruitment and selection practices. The study found that recruitment and selection processes have a significant positive impact on organizational performance. It is recommended that organizations prioritize merit-based hiring rather than relying on personal relationships or favoritism, as this approach is more likely to attract competent employees and improve overall performance (Oyadiran et al., 2023).

The results suggest that while BPO companies in Dumaguete City demonstrate a strong foundation in their recruitment strategies, efforts must be intensified to elevate all components to a "Strongly Implemented" level. Fuad et al. (2024) explored the impact of recruitment and selection on performance in the BPO industry. The findings emphasize the significance of implementing strategic recruitment approaches to attract highly skilled individuals with various abilities. Organizations that successfully identify and hire talent that is aligned with their goals tend to see enhanced productivity and performance. Additionally, well-organized selection processes play a vital role in selecting candidates who have the required expertise and integrate well into the organization's culture.

In terms of Training and Development

Table 2 illustrates the implementation of Human Resource Management (HRM) practices in terms of training and development among BPO companies in Dumaguete City, revealing a generally high execution level. Key indicators such as promoting learning (4.32), promoting knowledge application (4.22), continuous training throughout employees' careers (4.30), and involving all staff in training (4.28) are rated as "Strongly Implemented" (Excellent). These findings suggest that BPO companies in the city demonstrate a robust commitment to fostering a learning-oriented culture. Whitehead's (2022) study indicates that assessment helps organizations determine whether their investment in training has been beneficial. Furthermore, evaluating the effectiveness of training after its completion provides valuable insights that can guide the organization in refining, enhancing, or developing new training programs for the future.

Conversely, indicators such as evaluating training by participants (4.19), having excellent training programs (4.17), and excellent development programs (4.16) are rated as "Implemented" (Very Satisfactory), indicating that although these areas are being addressed, opportunities exist for further enhancement. With an aggregate mean of 4.23, the overall implementation is categorized as "Strongly Implemented" (Excellent), underscoring the strategic value BPO companies place on training and development. The study by Solanki and Raj (2024) examines the critical role of employee feedback in shaping and enhancing training programs within organizations. The

study emphasizes the importance of continuous assessment and adaptation by analyzing how feedback mechanisms contribute to the perceived effectiveness of training. Employee feedback is a valuable tool in identifying strengths and weaknesses in training modules, allowing organizations to refine their approaches to better meet workforce needs.

Table 2. *Level of Implementation of the HRM Practices in terms of Training and Development of BPO Companies*

Indicator	Mean	SD	Interpretation
Participants evaluate the company training.	4.19	0.96	Implemented
The company promotes learning.	4.32	0.89	Strongly Implemented
The company promotes knowledge application.	4.22	0.91	Strongly Implemented
Employees receive ongoing training throughout their careers.	4.30	0.90	Strongly Implemented
The company has excellent training programs.	4.17	0.94	Implemented
The company has excellent development programs.	4.16	0.97	Implemented
Employee training involves every staff of the company.	4.28	0.92	Strongly Implemented
Employee development policies apply to all staff in the company.	4.21	0.93	Strongly Implemented
Aggregate Mean:	**4.23**	**0.93**	**Strongly Implemented**

In terms of Performance Appraisal
Table 3 presents the level of implementation of Human Resource Management (HRM) practices in terms of performance appraisal among BPO companies in Dumaguete City, revealing a generally favorable outcome. Notably, indicators such as informing employees of competency-based performance evaluation results (4.27) and basing company promotions on competency-based performance appraisals (4.25) are rated as "Strongly Implemented" (Excellent). These results suggest high consistency and effectiveness in applying performance appraisal practices, particularly competency-driven ones. Other indicators, such as enabling employee growth through competency-based appraisals (4.13), aligning appraisal methods with company goals (4.12), enhancing employee expertise through performance management (4.08), and linking company competency to individual competence (4.18), are rated as "Implemented" (Very Satisfactory). These suggest that performance appraisal processes are generally well-executed but can benefit from further refinement. The study of Solanki and Raj (2024) explores how incorporating feedback influences skill development, ensuring employees acquire relevant competencies that align with organizational goals. Beyond individual learning outcomes, the research highlights the broader organizational impact of responsive training programs, including improved performance, increased employee engagement, and overall business efficiency.

Table 3. *Level of Implementation of the HRM Practices in terms of Performance Appraisal of BPO Companies*

Indicator	Mean	SD	Interpretation
Employees are informed of competency-based performance evaluation results.	4.27	0.93	Strongly Implemented
The company's competency-based performance appraisal enables employee growth.	4.13	0.97	Implemented
Company promotions are based on competency-based performance appraisals.	4.25	0.93	Strongly Implemented
Performance appraisal methods ensure everyone is meeting company goals.	4.12	0.99	Implemented
Performance management enhances employee expertise.	4.08	1.02	Implemented
Company competency depends on individual competence.	4.18	0.88	Implemented
Aggregate Mean:	**4.17**	**0.95**	**Implemented**

The aggregate mean of 4.17 categorizes the overall implementation as "Implemented" (Very Satisfactory), reflecting that while BPO companies in Dumaguete City show a strong commitment to performance appraisal, there is still a gap before reaching exemplary execution. The findings affirm that BPO companies in Dumaguete City prioritize competency-based performance appraisals as a core HRM practice. However, to further enhance effectiveness, there is a need to strengthen the developmental aspects of performance management, such as coaching, goal-setting, and career pathing, to fully leverage employee potential and align individual performance with long-term organizational success.

In terms of Compensation and Rewards
Table 4 presents the level of implementation of Human Resource Management (HRM) practices in terms of compensation and rewards among BPO companies in Dumaguete City, indicating a generally high level of implementation. Key indicators such as the provision of bonuses, rewards, commissions, and promotions (4.31), alignment of compensation with education, skillset, and training (4.22), and transparency in employee incentives and penalties (4.24) are rated as "Strongly Implemented" (Excellent). These findings suggest that compensation

strategies are well-structured and strategically implemented to drive motivation and performance. Compensating employees for their contributions is vital in shaping the employment relationship. From a broader societal perspective, fair and structured compensation policies significantly impact national productivity and living standards. Research suggests that offering competitive pay can lower employee turnover rates, reinforcing workforce stability and organizational efficiency (Fulmer, 2023).

Table 4. *Level of Implementation of the HRM Practices in terms of Compensation and Rewards of BPO Companies*

Indicator	Mean	SD	Interpretation
I receive bonuses, rewards, commissions, promotions, etc.	4.31	0.86	Strongly Implemented
My compensation aligns with my level of education, skillset, and training.	4.22	0.88	Strongly Implemented
The company compensates me by following compensation levels proposed by the private sector.	4.20	0.88	Implemented
Employee incentives and penalties are transparent.	4.24	0.80	Strongly Implemented
Salary increases motivate employees to contribute to quality improvement.	4.18	0.96	Implemented
Aggregate Mean:	**4.23**	**0.88**	**Strongly Implemented**

Meanwhile, indicators such as adherence to private sector compensation levels (4.20) and the role of salary increases in motivating employees to improve their quality of work (4.18) are rated as "Implemented" (Very Satisfactory). Although these are viewed positively, the slightly lower ratings suggest that companies still have opportunities to further align their compensation structures with competitive market trends and individual employee aspirations. The aggregate mean of 4.23 categorizes the overall implementation as "Strongly Implemented" (Excellent), reflecting that BPO companies in Dumaguete City are committed to maintaining well-defined, motivating, and transparent compensation systems.

Organizations that benchmark and adjust compensation based on market standards are more likely to attract and retain top talent. Shaw (2021) further supports this notion, highlighting that firms that consistently refine compensation strategies tend to experience increased workforce engagement and lower attrition rates. The results highlight that compensation and reward practices in the local BPO industry are compliant with best practices and are implemented in a way that supports both employee well-being and organizational performance. Continuous benchmarking and employee feedback mechanisms will be essential to sustaining this high level of effectiveness.

In terms of Communication
Table 5 presents the level of implementation of Human Resource Management (HRM) practices in terms of communication among BPO companies in Dumaguete City, revealing a high level of implementation. Indicators such as the clear communication of performance expectations (4.29), effective dissemination of necessary information (4.24), and the communication of changes to company policies or benefits (4.29) are all rated as "Strongly Implemented" (Excellent). These results suggest that BPO companies consistently prioritize open and timely communication across organizational levels, essential in fostering transparency and employee trust. Meanwhile, the indicator regarding managers explaining how the organization's plans affect employees (4.18) is rated as "Implemented" (Very Satisfactory), suggesting that while this aspect of communication is generally practical, it could benefit from greater emphasis. Research by Welch (2020) supports this finding, noting that strategic communication concerning organizational direction and its implications for employees is often underutilized. However, it is critical to promote a sense of ownership and long-term commitment among staff.

Table 5. *Level of Implementation of the HRM Practices in terms of Communication of BPO Companies*

Indicator	Mean	SD	Interpretation
The Management communicates performance expectations.	4.29	0.85	Strongly Implemented
The manager effectively communicates the information you need to understand.	4.24	0.86	Strongly Implemented
The manager explains how the organization's plans affect me.	4.18	0.81	Implemented
My manager communicates changes to company policies or benefits.	4.29	0.83	Strongly Implemented
Aggregate Mean:	**4.25**	**0.84**	**Strongly Implemented**

The aggregate mean of 4.25 places the overall implementation under "Strongly Implemented" (Excellent), which reflects a commendable execution of communication strategies in the BPO industry in Dumaguete City. These findings reinforce the role of internal communication as a core HRM function that goes beyond information sharing—it also supports the creation of a collaborative and aligned workforce. Overall, the study highlights that

BPO companies in Dumaguete City are strongly committed to effective communication, particularly in setting performance expectations and disseminating operational updates. However, to elevate these practices further, greater focus should be placed on strategic and forward-looking communication, ensuring that employees clearly understand how organizational plans and transformations may impact them personally and professionally.

In terms of Empowerment
Table 6 presents the level of implementation of Human Resource Management (HRM) practices in terms of empowerment among BPO companies in Dumaguete City, revealing a highly favorable implementation. Indicators such as providing enough freedom and flexibility to perform tasks (4.24), access to learning and development tools (4.27), the freedom to be creative in problem-solving (4.24), opportunities for career growth (4.29), and access to necessary tools and resources (4.27) are all rated as "Strongly Implemented" (Excellent). These results demonstrate that empowerment practices in BPO companies are not only present but are consistently and effectively applied, fostering an enabling work environment.

Table 6. *Level of Implementation of the HRM Practices in terms of Empowerment of BPO Companies*

Indicator	Mean	SD	Interpretation
I have enough freedom and flexibility to do my assigned tasks.	4.24	0.86	Strongly Implemented
I have access to learning and development tools to improve my skills at work	4.27	0.82	Strongly Implemented
I have the freedom to be creative while solving problems in my project.	4.24	0.86	Strongly Implemented
The organization provides me with enough opportunities to grow in my career.	4.29	0.84	Strongly Implemented
I have all the tools/resources needed to do my job.	4.27	0.83	Strongly Implemented
Aggregate Mean:	**4.26**	**0.84**	**Strongly Implemented**

The aggregate mean of 4.26, categorized as "Strongly Implemented" (Excellent), reflects a commendable overall execution of empowerment practices. These findings suggest that BPO companies in Dumaguete City actively foster an empowering environment, providing the autonomy and support necessary for employees to perform at their best. This is crucial in enhancing job performance, intrinsic motivation, and commitment, as supported by the self-determination theory (Ryan & Deci, 2000), which posits that autonomy and competence are fundamental to sustained engagement and satisfaction. In conclusion, the study affirms that empowerment is a well-integrated HRM practice in the BPO industry in Dumaguete City. Companies firmly commit to supporting their employees through autonomy, developmental opportunities, and resource accessibility. To sustain this momentum, it is recommended that firms continue to invest in empowerment initiatives and align them with strategic HR goals to enhance organizational effectiveness and employee well-being further.

In terms of Supervisory Leadership
Table 7 reveals that the level of implementation of HRM practices in supervisory leadership among BPO companies in Dumaguete City is highly favorable. Key indicators such as providing clear goals for the group (4.31), allowing employees freedom to perform tasks (4.30), making consistently effective decisions (4.90), giving opportunities for growth (4.28), offering regular feedback (4.27), and promptly sharing important information (4.25) are all rated as "Strongly Implemented" (Excellent). These results reflect a consistent and practical application of supervisory leadership practices. Meanwhile, indicators such as possessing the necessary technical ability to lead (4.10) and being perceived as highly effective leaders (4.14) are categorized as "Implemented" (Very Satisfactory), suggesting these areas, while effective, could still benefit from targeted development efforts.

Table 7. *Level of Implementation of the HRM Practices in terms of Supervisory Leadership of BPO Companies*

Indicator	Mean	SD	Interpretation
My manager provides clear goals for our group.	4.31	0.81	Strongly Implemented
My manager allows me the freedom to do my job as I feel best.	4.3	0.85	Strongly Implemented
My manager has the necessary technical ability to lead our group.	4.1	0.94	Implemented
My manager makes consistently effective decisions.	4.9	0.94	Strongly Implemented
My manager is a highly effective leader.	4.14	0.90	Implemented
My manager gives me opportunities to develop and grow.	4.28	0.85	Strongly Implemented
My manager offers useful feedback regularly.	4.27	0.91	Strongly Implemented
My manager seeks to share important information with me promptly.	4.25	0.89	Strongly Implemented
Aggregate Mean:	**4.32**	**0.89**	**Strongly Implemented**

The aggregate mean of 4.32, rated as "Strongly Implemented" (Excellent), further reinforces the positive evaluation of supervisory leadership in BPO companies in Dumaguete City. The data suggest that employees perceive their supervisors as capable leaders who support growth, ensure clear communication, and uphold effective decision-making processes. This is particularly important in the BPO sector, where fast-paced work and client-facing roles require strong supervisory presence and responsiveness. The study demonstrates that supervisory leadership is a well-implemented HRM practice among BPO firms in Dumaguete City. Continuous leadership development programs—particularly in enhancing technical competencies and adaptive leadership styles—are recommended to maintain and improve these outcomes. Strengthening these areas will improve leader effectiveness and contribute to sustained employee performance and retention.

3.2 Level of Commitment

Affective Commitment

Table 8 presents the level of affective commitment among employees in BPO companies in Dumaguete City, revealing a generally high level of emotional attachment and loyalty to their organizations. Notably, employees reported being excited to continue their careers with their current companies (M = 4.30) and feeling a familial bond with the organization (M = 4.17), rated as "Strongly Agree" and "Agree," respectively. Other indicators, such as sense of belonging (M = 4.20) and identifying company issues as personal concerns (M = 4.08), further support the existence of strong affective ties. However, the indicator on emotional attachment (M = 3.56) was relatively lower, suggesting a need for enhancement in building deeper emotional bonds. The aggregate mean of 4.03 falls under the interpretation of "Agree" (High), which reflects a substantial emotional commitment among employees—a key driver of retention and job satisfaction.

Table 8. *Level of Affective Commitment of the Employees of BPO Companies*

Indicator	Mean	SD	Interpretation
I am excited to continue my career with this company.	4.30	0.87	Very High
I feel as though the company's issues are mine.	4.08	0.87	High
I have a sense of belonging at my company.	4.20	0.85	High
I have an emotional attachment to this company.	3.56	1.27	High
I feel like a member of the family at my company.	4.17	0.88	High
I have a strong sense of obligation to the company.	3.89	1.01	High
Aggregate Mean:	**4.03**	**0.95**	**High**

The study by Pimenta et al. (2024) explores how socially responsible human resource management (SR-HRM) fosters work engagement by emphasizing perceived organizational support (POS) and affective commitment (AC). Their research highlights that when organizations implement employee-focused HR practices, workers develop stronger emotional bonds with their employers, leading to higher engagement, dedication, and retention. The high level of affective commitment observed affirms the effectiveness of HRM practices in establishing emotional loyalty among BPO employees. However, the findings also highlight an opportunity for enhancing emotional attachment through targeted initiatives, such as mentoring programs, team-building activities, and more personalized recognition systems.

Continuance Commitment

Table 9 presents the level of continuance commitment among employees in BPO companies in Dumaguete City, revealing a generally high level of employee attachment. The highest-rated indicator, "perceiving the company as essential and desirable" (4.24), is categorized as "Strongly Agree" (Very High), reflecting that employees recognize the value and importance of staying with their current organization. Other indicators such as "emotional attachment to the company" (4.17), "limited options for quitting" (4.06), and "the disruption caused by leaving the company" (3.95) are all rated as "Agree" (High), suggesting that both emotional ties and practical considerations influence employees' decisions to stay. The overall aggregate mean of 4.01 classifies the level of continuance commitment as "Agree" (High), which implies that employees are motivated to remain in the organization due to perceived costs of leaving or lack of better alternatives.

Table 9. *Level of Continuance Commitment of the Employees of BPO Companies*

Indicator	Mean	SD	Interpretation
My company is essential and desirable right now.	4.24	0.87	Very High
Even if I wanted to, I could not leave my company.	3.71	1.03	High
Leaving my company would disrupt my life.	3.95	0.98	High
I have limited options for quitting this company.	4.06	0.89	High
This company has my heart.	4.17	0.90	High
Due to a lack of options, I work in this company.	3.94	1.09	High
Aggregate Mean:	**4.01**	**0.96**	**High**

The study of Kasogela (2019) on continuance commitment and job performance examines how economic constraints shape employee retention, particularly in developing economies. The research suggests that employees often remain in their current roles due to financial security concerns, rather than intrinsic motivation or job satisfaction. This is highly relevant to BPO companies, where employees may perceive limited alternative job opportunities, reinforcing their commitment to their current employer. Overall, the findings indicate that BPO employees in Dumaguete City generally exhibit a strong continuance commitment, influenced by practical and emotional considerations. Companies may leverage this commitment by enhancing retention strategies, including career development programs and employee engagement initiatives, while addressing the risk of stagnation or disengagement when employees stay solely due to limited alternatives.

Normative Commitment
Table 10 presents the level of normative commitment among employees in BPO companies in Dumaguete City, which reveals a generally high degree of organizational loyalty driven by a sense of moral obligation. The indicators "feeling obligated to stay with their current job" (4.21) and "believing it is right to remain with the company even if better opportunities arise" (4.29) were rated as "Strongly Agree" (Very High), indicating that employees strongly identify with a sense of duty and commitment to their current organization. Other indicators such as "being happy to stay with the company" (4.12), "perceiving the company as deserving of loyalty" (4.13), "staying out of obligation to colleagues" (3.77), and "feeling indebted to the company" (3.86) were all rated as "Agree" (High), which supports the notion of a strong normative base for remaining in the organization. The aggregate mean of 4.06 categorizes the overall normative commitment as "Agree" (High), reflecting that employees feel a personal and ethical responsibility to stay, even beyond the practical or emotional factors.

Table 10. *Level of Normative Commitment of the Employees of BPO Companies*

Indicator	Mean	SD	Interpretation
I feel like I have to stay with my current job.	4.21	0.93	Very High
Even if it would be better for me, I think staying at my company for now would be right.	4.29	0.84	Very High
I would be happy if I stayed at my company for now.	4.12	0.92	High
This company is worth my loyalty.	4.13	0.96	High
I would stay at my company because I feel I owe it to those working there.	3.77	1.16	High
I owe a lot to my company.	3.86	1.03	High
Aggregate Mean:	**4.06**	**0.97**	**High**

Li et al. (2020) suggest that team cohesion moderates the relationship between collective efficacy and team performance, meaning that when employees work in well-integrated teams, their commitment to the organization will likely be more substantial. In BPO companies, where teamwork and collaboration are essential, employees who experience high levels of collective efficacy and team cohesion are more likely to develop normative commitment, feeling responsible for contributing to the organization's success. The results indicate that BPO employees in Dumaguete City demonstrate a high level of normative commitment, grounded in values of loyalty, ethical duty, and reciprocity. Companies can build on this strength by continuously fostering a culture of fairness, gratitude, and development, reinforcing employees' intrinsic motivation to remain with the organization despite external opportunities.

3.3 Correlation Between HRM Practices and Employee Commitment
Table 11 presents the correlation between Human Resource Management (HRM) practices and employees' organizational commitment across its three dimensions: affective, continuance, and normative commitment. The results reveal statistically significant relationships, with p-values less than 0.05, providing sufficient evidence to reject the null hypotheses. This implies that the HRM practices implemented in BPO companies in Dumaguete City significantly influence employee commitment.

Table 11. *Correlation between HRM Practices and Employee Commitment*

HRM Practices	Affective Commitment		Continuance Commitment		Normative Commitment	
	p-Value	Decision	p-value	Decision	p-value	Decision
Recruitment and Selection	<.001	Reject H_o	<.001	Reject H_o	<.001	Reject H_o
Training and Development	<.001	Reject H_o	<.001	Reject H_o	<.001	Reject H_o
Performance Management	<.001	Reject H_o	<.001	Reject H_o	<.001	Reject H_o
Compensation and Reward Management	<.001	Reject H_o	<.001	Reject H_o	<.001	Reject H_o
Communication	<.001	Reject H_o	<.001	Reject H_o	<.001	Reject H_o
Empowerment	<.001	Reject H_o	<.001	Reject H_o	<.001	Reject H_o
Supervisory Leadership	<.001	Reject H_o	<.001	Reject H_o	<.001	Reject H_o
R	.948		.960		.904	
R^2	.889		.921		.818	
Adjusted R^2	.883		.909		.789	
F-value	57.307		75.103		28.809	

The correlation coefficients (R values) show very strong positive relationships between HRM practices and all commitment dimensions: affective commitment (R = 0.948), continuance commitment (R = 0.960), and normative commitment (R = 0.904). The adjusted R^2 values, ranging from 0.883 to 0.921, suggest that HRM practices explain 88.3% to 92.1% of the variance in employee commitment levels. This underscores the crucial role HRM plays in cultivating a dedicated workforce. These findings on the study of Wojtczuk-Turek (2024) explore the relationship between human resource management (HRM) practices and organizational commitment, emphasizing the mediating role of job crafting. In addition, it also shows that HRM practices are positively related to organizational commitment. Statistical analysis confirmed that job crafting mediates relationships between HRM practices and organizational commitment. In conclusion, the present study validates a growing body of international and local research that positions HRM as a central pillar in building and sustaining employee commitment. The very strong correlation between HRM practices and all commitment dimensions affirms the strategic necessity of maintaining robust, employee-centered HR systems in BPO companies, not only to retain talent but also to foster a resilient, high-performing workforce.

4.0 Conclusion

This study has established a very strong positive correlation between the effective implementation of Human Resource Management (HRM) practices within an organization and the likelihood of employee commitment. Employees exhibit a strong commitment to their current roles when they perceive their company as indispensable and appealing. They have a compelling need to stay with their present employment and prioritize staying with the company even when potentially advantageous opportunities arise.

This heightened commitment is attributed to several key HRM practices within the organization. Core HRM practices—encompassing rigorous recruitment protocols, comprehensive training initiatives, equitable employee development programs, precise performance evaluation systems, transparent communication strategies, empowerment mechanisms, and effective leadership practices—collectively contribute to fostering loyalty and engagement among employees. The analysis is corroborated by existing literature. Herlina et al. (2022) highlight the integral role of advanced HRM practices, such as continuous training and motivational strategies, in improving workforce retention and organizational efficacy. Kumari and Dubey (2018) further emphasize the critical function of performance appraisal systems and employee development in achieving sustained organizational success. These findings affirm the indispensable role of HRM practices as pivotal drivers of employee commitment and organizational performance.

To enhance organizational commitment, companies must consistently implement and clearly communicate HRM practices across all levels of the organization. Furthermore, efforts should be directed toward reinforcing and implementing practices that may not be robustly executed. Recognizing the nuanced relationship between HRM practices and continuance commitment, organizations should thoroughly explore underlying factors. This involves identifying specific HRM practices that might adversely affect continuance commitment and devising strategies to rectify these issues.

Organizations are advised to tailor their strategies accordingly because different HRM practices can influence various forms of commitment differently. For instance, fostering emotional connections and shared values is recommended for affective and normative commitment, while addressing concerns related to job security is crucial for continuance commitment. Furthermore, it is vital to establish a systematic feedback mechanism for employees to express their views on HRM practices. This not only facilitates continuous improvement but also ensures that organizational strategies align with the evolving needs and perceptions of the workforce.

5.0 Contributions of Authors

The authors contribute to the conceptualization, formal analysis, original draft, supervision, data curation, validation, writing-review and editing, visualization, funding acquisition, investigation, methodology, and project administration of this study.

6.0 Funding

This work received no specific grant from any funding agency.

7.0 Conflict of Interests

No conflict of interest.

8.0 Acknowledgment

9.0 References

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