

# Employee Job Satisfaction in Beach Resorts in Iba, Zambales: Basis for Organizational Development

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## Abstract

This study examined the level of employee job satisfaction in a beach resort setting in Iba, Zambales, using a quantitative research design with a descriptive approach involving 100 respondents. Findings revealed that the majority of employees were female, young adults, high school graduates, with 1–2 years of service, and held permanent positions. Respondents strongly agreed on the positive aspects of Work Environment, Work-Life Balance, Management and Supervision, Career Development Opportunities, and Salary and Benefits. Significant differences were observed in Work Environment (by sex), Salary and Benefits and Career Development Opportunities (by highest educational attainment), Work-Life Balance (by length of service), and Management and Supervision (by sex and educational attainment). Based on the findings, an intervention program was proposed to enhance job satisfaction, and recommendations were provided, including ensuring accessible tools and resources, regularly reviewing compensation, offering continuous training, balancing workloads, and promoting fairness and consistency in management practices.

**Keywords:** Job Satisfaction; Beach Resort, Employee

## INTRODUCTION

Understanding and recognizing the human element in an organization is crucial. Employees are generally considered the primary source of quality and productivity gains by successful organizations. Job satisfaction is an essential factor affecting organizational success across industries worldwide. In the hospitality and tourism sector, satisfied employees highly contribute to better customer service, higher retention rates, and improved operational efficiency. Countries like Thailand, Indonesia, and the Maldives have demonstrated that investing in the welfare of resort staff leads to enhanced tourist experiences and long-term business sustainability [1].

In the Philippine context, job satisfaction bears even greater significance because the country's tourism and service industries are heavily people-driven. Filipino employees are known for their hospitality, resilience, and strong interpersonal skills—traits that are consistently highlighted in global tourism reports as key competitive advantages [2]. However, challenges like low wages, high workloads, limited career advancement, and demanding customer-facing roles can significantly affect employee morale and performance [3]. As a result, understanding job satisfaction among Filipino workers is essential not only

for improving organizational outcomes but also for ensuring sustainable growth in the hospitality, tourism, and service sectors.

Although many studies conducted globally have emphasized the significance of employee job satisfaction in improving service quality and operational success in the hospitality and tourism industry, there is still a noticeable gap in localized research on the Philippine beach resort sector, especially in provincial settings such as Zambales. Existing literature generalizes employee experiences in a broader tourism context while overlooking the challenges faced by resort employees. Additionally, improving organizational outcomes requires an understanding of how employees view their work environment, salary and benefits, career development opportunities, work-life balance, and management and supervision support. This gap highlights the need for this research, which emphasizes the lived experiences of resort employees in Iba, Zambales, to inform sustainable organizational development strategies tailored to local realities.

Given these challenges and research gaps, this study, titled “Employee Job Satisfaction in Beach Resorts in Iba, Zambales: Basis for Organizational Development,” aimed to assess the satisfaction levels of resort employees in Iba, Zambales. It examined how various workplace factors influence job satisfaction and identified areas where interventions can be proposed to improve employee well-being and organizational effectiveness.

## **OBJECTIVE**

This study focused on assessing the level of employee job satisfaction in beach resorts located in Iba, Zambales. The researcher gathered information about the profile of the respondents as to sex, age, highest educational attainment, length of service, and employment type to have an in-depth understanding of this study. The study specifically examined the five key areas of employee job satisfaction: work environment, salary and benefits, career development opportunities, work-life balance, and management and supervision. It aimed to determine how these factors contributed to employee satisfaction and how they could serve as a basis for organizational development in beach resorts.

The researcher used a quota sampling method employed in selecting the respondents. It utilized a quantitative research design, specifically employing the descriptive method, to assess employee job satisfaction in beach resorts in Iba, Zambales. Data were collected through a survey questionnaire, which was subjected to a pilot study and analyzed using Cronbach’s Alpha to ensure reliability and validity.

However, the study was limited in several aspects. Other tourism-related businesses outside of the beach resort context, like hotels, restaurants, and travel agents, were not covered. The only subjects of this research were individuals employed in beach resorts, regardless of employment status: permanent/regular, contractual, or on-call. Their insights were considered valuable in understanding the overall work experience within the resort setting. Additionally, it only included the perspectives of the staff and managers, and excluded the opinions of resort owners and guests. The study was also confined to beach resorts in Iba, Zambales, and thus its findings may not fully represent the experiences of resort employees in other provinces or regions of the Philippines.

## **MATERIAL AND METHODS**

### **Research Design**

This study utilized descriptive statistics to determine the level of employee job satisfaction in selected beach resorts in Iba, Zambales. The descriptive method was used to describe, interpret, and analyze the current status of employees in terms of their satisfaction with various aspects of their job, including work

environment, salary and benefits, career development opportunities, work-life balance, and management and supervision. Furthermore, a descriptive study involves collecting data to test hypotheses or answer questions regarding the current status of the subject. It aims to obtain in-depth and detailed information about the object of the study [4].

### **Respondents and Location**

This study focused on employees working in selected beach resorts in Iba, Zambales, with the primary objective of assessing their level of job satisfaction and identifying key organizational factors influencing their work attitudes. The respondents consisted of employees from various departments. These individuals were selected based on their active employment status and willingness to participate in the research. The quota sampling technique was employed in selecting the respondents. Given the varying number of employees and differing work schedules, quota sampling allowed the researcher to gather data from respondents proportionally distributed across different functional areas.

### **Research Instrument**

The primary tool used in this study was a structured survey questionnaire designed to gather quantitative data on the level of employee job satisfaction in selected beach resorts in Iba, Zambales.

The questionnaire was composed of two parts. Part I focused on the profile of the respondents, which included their sex, age, highest educational attainment, length of service, and employment type. This section aimed to describe the background of the respondents and determine whether these variables influenced their job satisfaction. Part II measured the level of employee job satisfaction and consisted of statements grouped into five major dimensions: work environment, salary and benefits, career development opportunities, work-life balance, and management and supervision. To ensure the reliability and validity of the instrument, a pilot test was conducted among a small group of resort employees who were not included in the actual study. The results were evaluated using Cronbach's Alpha.

### **Data Collection and Analysis**

The researcher first sought permission to conduct the study from the Municipal Government of Iba, Zambales, through a formal request letter, to ensure that the research would be conducted in accordance with local regulations and ethical standards. Upon approval, the researcher proceeded to secure consent from the management of selected beach resorts within Iba, Zambales, to allow the distribution and retrieval of survey questionnaires among their employees. A formal request letter was sent to the resort managers or human resource officers of the identified establishments to obtain permission and support in facilitating the conduct of the study. After gaining approval, the researcher coordinated with designated supervisors or department heads to schedule the administration of the survey at a convenient time for the respondents to avoid disruption of work operations.

The researcher personally distributed the survey questionnaires to the respondents during their available hours, such as before or after their shifts, or during scheduled breaks. Each respondent was informed of the study's purpose and was assured of the confidentiality and anonymity of their responses. The questionnaires were collected immediately after completion to ensure a high retrieval rate and to maintain the integrity of the responses.

After all responses were gathered, the researcher carefully checked, organized, and tabulated the data. The collected data were then encoded, summarized, and subjected to statistical analysis, particularly the computation of weighted mean and other relevant statistical tools, to determine the level of employee job satisfaction and serve as the basis for organizational development recommendations.

**Table 1**  
**Likert Scale on the Level of Employee Job Satisfaction Working in Beach Resorts in Iba, Zambales**

Point	Point Scale	Verbal Interpretation	Symbols
4	3.26 - 4.00	Strongly Agree	SA
3	2.51 - 3.25	Agree	A
2	1.76 - 2.50	Disagree	D
1	1.00 – 1.75	Strongly Disagree	SD

For the Analysis of Variance (ANOVA). In testing the significant difference of the respondents when respondents were grouped according to profile variables, the one-way analysis of variance (ANOVA) was used. Analysis of variance was used to test the hypothesis that the mean of three or more independent samples is the same against the alternative hypothesis that is least one sample mean differs. It is called analysis of variance because the test is used to establish the variation (sources of difference) between samples and within samples. The ANOVA makes use of the F ratio or variance ratio. The various groups being compared are assumed to belong to a population with a normal distribution, each group randomly selected and independent from the other groups.

### 3. Results and discussion

#### 3.1. Profile of the respondents

**3.1.1 For Sex** - Out of One Hundred (100) respondents, the majority of 63, or equivalent to 63.00% were females, and 37, or equivalent to 37.00% were males.

**3.1.2 For Age** - Out of One Hundred (100) respondents, majority of 36 or equivalent to 36.00% were 18 to 25 years old, 19 or equivalent to 19.00% were 26 to 33 years old and 42 to 49 years old respectively, 12 or equivalent to 12.00% were 34 to 41 years old, 9 or equivalent to 9.00% were 50 to 57 years old and 5 or equivalent to 5.00% were 58 years old and above.

**3.1.3 For Highest Educational Attainment** -Out of One Hundred (100) respondents, the majority of 90 or equivalent to 90.00% were high school graduates, 9 or equivalent to 9.00% have a BS Degree, and 1 or equivalent to 1.00% have a Master’s Degree.

**3.1.4 For Length of Service** - Out of One Hundred (100) respondents, majority of 39 or equivalent to 39.00% were in the service for 1 to 2 years, 23 or equivalent to 23.00% were in the service for 9 years and above, 17 or equivalent to 17.00% were in the service for 3 to 4 years, 13 or equivalent to 13.00% were in the service for 5 to 6 years and 8 or equivalent to 8.00% were in the service for 9 years and above.

**3.1.5 For Employment Type** - Out of One Hundred (100) respondents, the majority of 50, or equivalent to 50.00% were permanent/regular, 33, or equivalent to 33.00% were contractual, and 17, or equivalent to 17.00% were on-call.

#### 3.2. Perception of the respondents in the level of employee job satisfaction working in beach resorts in Iba, Zambales.

Table 3 shows the Summary of Responses towards dimensions on Financial Literacy.

**Table 2**  
**Summary of the perception in the level of employee job satisfaction**

	Dimensions	Overall Weighted Mean	Qualitative Interpretation	Rank
1	Work Environment	3.49	Strongly Agree	1
2	Salary and Benefits	3.25	Strongly Agree	5
3	Career Development Opportunities	3.29	Strongly Agree	4
4	Work-life Balance	3.41	Strongly Agree	2
5	Management and Supervision	3.32	Strongly Agree	3
	<b>Grand Mean</b>	<b>3.35</b>	<b>Strongly Agree</b>	

The respondents assessed “Strongly Agree” on Work Environment with a weighted mean of 3.49 and ranked 1, Work-life Balance with a weighted mean of 3.41 and ranked 2, Management and Supervision with a weighted mean of 3.32 and ranked 3, Career Development Opportunities with a weighted mean of 3.29, and Salary and Benefits with a weighted mean of 3.25 and ranked 5. The computed grand mean on the Summary of the perception in the level of employee job satisfaction was 3.35 with a qualitative interpretation of “Strongly Agree”. The finding that the work environment ranked first and received a strongly agree rating indicates that employees perceive their workplace as highly supportive, safe, and conducive to productivity.

When workers strongly agree that their work environment is favorable, it signals that they experience minimal conflict and receive adequate support from peers and supervisors. This kind of culture not only reduces stress but also encourages teamwork, which leads to higher morale and better performance outcomes [5]. Feeling included and appreciated motivates employees to stay engaged and committed to their roles. This sense of belonging is crucial in preventing burnout and reducing turnover intentions, as employees tend to remain with organizations that make them feel recognized and respected [6].

### 3.3 Test of difference on the Perceptions of the Customer-respondents on the different services of Resto Bar when grouped according to profile variables.

**3.3.1 Work Environment.** The computed value of 0.088 for age, 0.129 for Highest Educational Attainment, 0.185 for length of service, and 0.081 for employment type were greater than  $> 0.05$  Alpha level of significance; therefore, the null hypothesis was accepted, hence, there is no significant difference in the level of employee job satisfaction in terms of Work Environment when grouped according to profile variables. On the other hand, the computed value of 0.033 for sex was less than  $>$  the 0.05 Alpha level of significance; therefore, the null hypothesis was rejected, hence, there is a significant difference in the level of employee job satisfaction in terms of Work Environment when grouped according to profile variables. The presence of a significant difference in job satisfaction related to the work environment between male and female employees implies that gender plays an important role in how workplace conditions are perceived and experienced.

If one group reports higher satisfaction than the other, it points to potential gaps in workplace policies, facilities, or interactions that may unintentionally favor one gender. Such discrepancies highlight the need for management to evaluate whether organizational practices promote inclusiveness and fairness [7]. In addition, for instance, specific roles, workloads, safety concerns, or expectations may affect one gender

more strongly. Understanding these differences can help organizations identify hidden sources of stress or dissatisfaction that are often overlooked in general assessments [8].

**3.3.2 Salary and Benefits.** The computed value of 0.091 for sex, 0.052 for age, 0.240 for length of service, and 0.865 for employment type were greater than  $>$  the 0.05 Alpha level of significance; therefore, the null hypothesis was accepted, hence, there is no significant difference in the level of employee job satisfaction in terms of Salary and Benefits when grouped according to profile variables. On the other hand, the computed value of 0.005 for Highest Educational Attainment was less than  $>$  the 0.05 Alpha level of significance; therefore, the null hypothesis was rejected, hence, there is a significant difference in the level of employee job satisfaction in terms of Salary and Benefits when grouped according to profile variables. The significant difference in job satisfaction related to salary and benefits across educational positions suggests that employees with different educational attainments have varying expectations about compensation.

HS graduates, BS graduates, and Master's degree holders naturally anticipate different levels of financial reward based on their qualifications, responsibilities, and career trajectories. This finding signals that salary structures may not be equally aligned with the perceived value and expectations of each group [9]. Master's graduates, for example, often expect competitive pay, professional incentives, and career growth opportunities that match their advanced training. Meanwhile, HS or BS graduates may prioritize stable benefits and base salary more heavily. Recognizing these differing priorities is essential for designing compensation systems that meet the diverse needs of the workforce [10].

**3.3.3 Career Development Opportunities.** The computed value of 0.076 for sex, 0.123 for age, 0.798 for length of service, and 0.545 for employment rate were greater than  $>$  the 0.05 Alpha level of significance; therefore, the null hypothesis was accepted, hence, there is no significant difference in the level of employee job satisfaction in terms of Career Development Opportunities when grouped according to profile variables. On the other hand, the computed value of 0.004 for Highest Educational Attainment was less than  $>$  the 0.05 Alpha level of significance; therefore, the null hypothesis was rejected, hence there is a significant difference in the level of employee job satisfaction in terms of Career Development Opportunities when grouped according to profile variables. The significant difference in job satisfaction regarding career development opportunities across educational levels suggests that employees' perceptions of growth and advancement vary depending on their qualifications.

Master's degree holders, BS graduates, and HS graduates often have different expectations for promotions, skill enhancement, and professional development. This finding indicates that career development initiatives may not be uniformly meeting the aspirations of all educational groups [11]. BS and Master's graduates may actively seek opportunities that enhance their competencies and career trajectory, while HS graduates might prioritize practical skill acquisition or stability over advancement. Understanding these differences helps organizations design career programs that cater to the unique aspirations of each group [12].

**3.3.4 Work-life Balance.** The computed value of 0.198 for sex, 0.225 for age, 0.058 for Highest Educational Attainment, and 0.385 for employment type were greater than  $>$  the 0.005 Alpha level of significance; therefore, the null hypothesis was accepted, hence there is no significant difference in the level of employee job satisfaction in terms of Work-life Balance when grouped according to profile variables. On the other hand, the computed value of 0.009 for length of service was less than  $>$  the 0.05 Alpha level of significance; therefore, the null hypothesis was rejected, hence, there is a significant difference in the level of employee job satisfaction in terms of Work-life Balance when grouped according

to profile variables. The significant difference in job satisfaction regarding work-life balance across varying lengths of service suggests that employees' perceptions of balance between professional and personal life change over time.

Newer employees may have different expectations and challenges compared to those with longer tenure, reflecting the evolving nature of work responsibilities and personal commitments. This finding indicates that work-life balance is experienced differently depending on how long an employee has been with the organization [1]. Employees at different stages of their careers often require tailored strategies to manage stress, workload, and personal commitments effectively. Recognizing these differences is crucial for maintaining consistent job satisfaction across all employee groups [13].

**3.3.5 Management and Supervision.** The computed value of 0.536 for age, 0.296 for length of service, and 0.286 for employment type was greater than  $>$  the 0.05 Alpha level of significance; therefore, the null hypothesis was accepted, hence, there is no significant difference in the level of employee job satisfaction in terms of Management and Supervision when grouped according to profile variables. On the other hand, the computed value of 0.037 for sex and 0.008 for Highest Educational Attainment were less than  $>$  the 0.05 Alpha level of significance; therefore, the null hypothesis was rejected, hence, there is a significant difference in the level of employee job satisfaction in terms of Management and Supervision when grouped according to profile variables. The significant difference in job satisfaction regarding management and supervision based on sex and position implies that employees perceive leadership practices differently depending on their gender and professional level.

Male and female employees, as well as employees at different positions, may experience management styles, communication, and decision-making processes in varying ways. Such differences can influence how supported, valued, and guided employees feel within the organization [14]. Higher-ranking employees or those with advanced qualifications may perceive supervisory support differently than lower-ranking staff. Similarly, gender-based perceptions could reflect differences in how male and female employees respond to leadership styles, feedback, and authority, affecting their overall satisfaction with management [15].

## CONCLUSION

Based on the summary of the investigation conducted, the researcher concluded that the majority of the respondents were female, young adults, high school graduates, had been in service for one to two years, and were permanent or regular employees. This indicates that the workforce in the selected beach resorts in Iba, Zambales is generally composed of relatively young and stable employees who are already formally connected with their respective establishments.

The respondents strongly agreed that work environment, work-life balance, management and supervision, career development opportunities, and salary and benefits contribute to their level of employee job satisfaction. This implies that employees generally perceive their working conditions positively and recognize the importance of both organizational support and personal welfare in sustaining job satisfaction.

The study also found significant differences in selected dimensions of employee job satisfaction when grouped according to profile variables. Specifically, significant differences were found in work environment when grouped according to sex; salary and benefits and career development opportunities when grouped according to highest educational attainment; work-life balance when grouped according to length of service; and management and supervision when grouped according to sex and highest

educational attainment. These findings suggest that employees' perceptions of job satisfaction may vary depending on their demographic and employment characteristics.

## **RECOMMENDATIONS**

Based on the findings and conclusions of the study, it is recommended that beach resort management ensure that all necessary tools, equipment, and resources are readily available, functional, and properly maintained. Providing employees with adequate and updated resources may help them perform their duties more efficiently and confidently, thereby improving productivity and overall job satisfaction.

Beach resort management may also conduct regular reviews and adjustments of employee compensation packages to ensure that salaries and benefits remain fair, competitive, and responsive to employee needs. A well-structured compensation system can help improve employee motivation, satisfaction, and retention, particularly in a labor-intensive industry such as hospitality.

In addition, management may continue to provide regular training, seminars, and skills development programs that support employee growth and career advancement. These opportunities can improve employee competence, build confidence, and encourage long-term commitment to the organization. Career development initiatives may also help employees feel valued and motivated to perform better in their assigned roles.

It is further recommended that beach resort management monitor employee workloads and assign tasks fairly to prevent stress, fatigue, and burnout. Maintaining a balanced workload can help employees manage their responsibilities effectively while sustaining a healthy work-life balance. This may contribute to higher morale, better performance, and improved job satisfaction.

Lastly, management may uphold transparency, fairness, and consistency in all decision-making processes. Employees are more likely to trust and support the organization when policies, supervision, and workplace decisions are implemented objectively and respectfully. Strengthening fairness and open communication can improve employee morale, workplace harmony, and overall satisfaction among beach resort employees.

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