

The Influence of Employees' Tenure on Work Efficiency among Hotels and Restaurants in City of Mati

Genevieve Ann G. Taraya¹, Dr. Catharine G. Caballero²

¹Teacher II, Matiao National High School, Department of Education

genevieveann.taraya@deped.gov.ph

² Associate Professor II, Faculty of Business and Management, Davao Oriental State University

catharine.caballero@dorsu.edu.ph

<https://orcid.org/0000-0002-8192-9705>

Abstract

The purpose of this study was to determine if employee tenure has a significant influence on work efficiency among hotel and restaurant employees in the City of Mati, Davao Oriental. Quantitative descriptive design using regression analysis was employed to achieve the objectives of the study. The researcher used an adapted questionnaire which was contextualized and was subjected to validators review and Cronbach alpha for reliability testing. Survey questionnaires were administered to the 112 respondents in 3 largest barangays in City of Mati, Davao Oriental using stratified sampling method. Findings show, the overall level of employees' tenure and work efficiency both have generated very high results indicating their continuous observance to their job. Also, employees' tenure significantly influenced work efficiency among hotels and restaurant in City of Mati. Further, results revealed that among the indicators of employees' tenure, commitment and loyalty was the strongest predictor of work efficiency.

KEYWORDS: Employees' Tenure, Hotels, Restaurants, Work Efficiency

1. INTRODUCTION

In the hotel and restaurant industries, work efficiency is an ongoing concern for the global hospitality industry as it is closely associated with service quality and customer satisfaction. In the global arena, research on the European tourist scene in Spain has revealed that inadequate coordination, work turnover rates, and inconsistent work practices remain a barrier to work efficiency (Baker & Hall, 2023). Similar concerns prevail in the Southeast Asia region, which includes Vietnam, where unstable workforces present negative consequences to service standards (Nguyen et al., 2023). In the Philippines, for instance, hotel business organizations in Region XII in the Philippines face concerns related to human performance and work practices, and in the City of Mati, for its part, work turnover rates present a challenge to service standards given the heightened tourist numbers (Alim, 2025; Galang et al., 2023)

Work efficiency is considered significant and important because it provides guarantees for smooth work processes, high levels of quality services, and satisfaction. Dimensions of work efficiency of a human include aspects such as task performance, effective time management, adaptability, and cooperation,

which all work towards enhancing the productivity of an organization and the individual workforce (Dumuk, 2025). Employee tenure is an important factor in work efficiency because employees with higher years of service are likely to have more knowledge and familiarity with the job. A recent empirical study has shown that employee tenure increases their organizational commitment and performance because of their better adaptation to the work environment (Ahmad et al., 2021). In a similar study, Ahmed et al. (2021) found that job tenure moderates the human capital and employee performance. This indicates that longer job tenure increases productivity through skills, knowledge, and job commitment. Therefore, the role of employee retention is critical in hotel and restaurant management to avoid the turnover effect, thereby maintaining work efficiency (Galang et al., 2023).

The demand for the hospitality industry in the City of Mati has increased due to the rise in the number of tourists. This has increased the workload of the frontliners in hotels and restaurants. In this case, there is a need to enhance work efficiency to ensure timely, responsive, and quality service delivery. Recent concerns in the service sector in the city have emphasized the importance of work efficiency, such as when there was an incident wherein a customer expressed dissatisfaction in social media about one of the popular restaurants in the area due to the serving time, lack of follow-up, and food quality, JuvenaID Vlog (2023). The concerns have emphasized the potential gaps in the work efficiency of the frontliners. Such concerns highlight possible gaps in work efficiency among frontline employees. Despite the practical importance of these issues, there remains limited research in the Philippine context examining the relationship between employees' tenure and work efficiency in the hospitality sector, underscoring the need for the present study.

Statement of the Problem

This study aimed to determine the influence of employees' tenure on work efficiency among hotels and restaurants in City of Mati. Specifically, it sought:

1. To determine the level of employees' tenure among hotels and restaurants in the City of Mati in terms of:
 - 1.1 Length of Service;
 - 1.2 Career Progression;
 - 1.3 Experience and Knowledge; and
 - 1.4 Commitment and Loyalty.
2. To determine the level of work efficiency among hotels and restaurants in the City of Mati in terms of:
 - 2.1 Task Efficiency and Productivity;
 - 2.2 Work Organization and Time Management;
 - 2.3 Adaptability and Problem- Solving Skills; and
 - 2.4 Collaboration and Coordination.
3. To determine which domain of employees' tenure best influence the work efficiency among hotels and restaurants in City of Mati.

Hypothesis

The hypothesis was tested at 0.05 level of significance:

H_{03} : There is no domain of employees' tenure that best influence the work efficiency among hotels and restaurants in City of Mati.

2. LITERATURE REVIEW

Employees' Tenure

Employee tenure represents a critical yet challenging aspect of human resource management in the hospitality industry, with implications extending far beyond simple employment duration. According to recent research by Dogru et al. (2023), the hospitality industry continues to experience the highest turnover rates across all service sectors, with annual rates exceeding 75% in many markets. This persistent challenge has significant implications for service delivery, operational costs, and competitive positioning, making tenure a strategic concern for hospitality organizations worldwide.

Contemporary studies on tenure in hospitality reveal multifaceted dimensions that shape employee experiences and organizational outcomes. (Zhu et al., 2024) Conducted a comprehensive analysis of 2,500 hospitality employees across various establishments, finding that median tenure varied significantly by age group, with workers aged 55-64 averaging 8.2 years compared to just 2.1 years for those aged 25-34. This age-related variation reflects broader generational differences in career expectations and employment relationships, suggesting that hospitality organizations must adopt differentiated retention strategies for diverse workforce segments.

Furthermore, research by Le et al. (2023) examining 1,847 hotel employees across 15 countries found that tenure patterns varied substantially by cultural context and economic development level. Their study revealed that employees in emerging markets demonstrated shorter average tenure (1.8 years) compared to developed markets (3.2 years), with implications for service quality and training investments. These variations in tenure duration create heterogeneous workforce compositions that impact service delivery capabilities, organizational culture, and knowledge management processes within hospitality establishments.

Recent investigations by Grigoryan (2024) showed that work-life balance, compensation, and job insecurity are the strongest predictors of turnover intentions for hospitality workers in the post-pandemic era, highlighting their impact on tenure decisions. These factors interact synergistically to influence employees' decisions to remain with or leave their organizations, creating complex retention dynamics that require holistic management approaches.

Tamundong and Caballero's study (2024) found that perceived organizational support significantly reduces turnover intentions among BPO employees, with greater importance for sustaining workforce stability among employees with longer tenure. Their findings indicated that perceived organizational support strongly predicted tenure intentions, with employees in organizations providing comprehensive support systems demonstrating 40% longer average tenure. This research emphasizes that tenure is not simply a function of time but reflects the quality of the employment relationship and organizational investment in employee success.

In the Philippine context, Reyes and Dela Cruz (2024) reported that average tenure in hospitality establishments is only 2.1 years, lower than the regional average, with competitive compensation, career advancement, and work-life balance as primary determinants. Gonzales and Santos (2023) highlighted regional challenges such as seasonal employment and limited training infrastructure, yet noted that place attachment and community connection positively influence tenure decisions. Lopez and Garcia (2023) identified tenure thresholds in food service—6 months (basic competence), 12 months (efficiency), and 24 months (excellence)—which align with indicators of career development and job stability. There are four (4) dimensions of employee's tenure, namely; length of service, career progression, experience and knowledge, and commitment and loyalty.

Length of service (Tenure in Organization). Research on determinants of workforce stability and performance has widely considered tenure, or length of service, within an organization. The U.S. Bureau of Labor Statistics reported that for 2024, the median years of wage and salary workers' tenure in the United States was 3.9 years, down slightly from 4.1 years in 2022, reflecting broader trends of increased mobility and shorter employment cycles. This decline depicts a challenge that organizations face in retaining employees long enough to realize benefits from accrued experience and knowledge of the organization. Recent organizational studies have established that tenure acts as a moderator to employee performance and adaptability. For example, research in Indonesia established that length of service significantly moderated the influence of organizational culture, digital literacy, and human resource development on employee performance, given that longer-tenured workers were more adaptable and committed to their jobs compared to recently hired workers (Dwi et al., 2025). This means that tenure is not only indicative of stability but also strengthens the impact of various organizational initiatives purporting to enhance output and efficiency. Additionally, retention-focused reports highlight the role of tenure in minimizing turnover and enhancing engagement. According to Ferdiana, Khoirunnisa, Khan, & Ray (2023) conducted research that focused on the effects of career development, organizational commitment, and organizational support on employee retention. The results of the study clearly indicate that these factors play an important role in improving employee retention, which means that when employees are provided with proper development opportunities and support from their organization, they tend to remain with the organization for a longer period of time, which is reflected in better service quality.

Career Progression. This refers to the chances one gets to progress within an organization through promotion, greater work responsibility, and skill-enhancing development programs. As an indicator of employee tenure, career progression reflects the extent to which employees perceive a future within the organization. If workers see clear pathways for growth, the chances are that they will continue in service, remain committed to their roles, and extend their length of stay. Correspondingly, there has been much emphasis on the role of career growth in the progression of employees. Tamundong and Caballero showed in 2024 that perceived organizational support coupled with career development opportunities significantly reduces turnover intentions among BPO employees, especially among those with longer tenure, thus increasing workforce stability and attachment to the organization. As specified by the two researchers, Gupta and Sharma (2025) established that structured training programs in hotels significantly improve skills, confidence, and motivation among employees, which in turn enhance retention of employees and strengthen long-term attachment to the industry. In a similar vein, Wang (2022) reported that mentorship and leadership development opportunities in Philippine hotels and restaurants strengthened employees' loyalty and intentions to stay longer as these provide signals for a long-term career path within the organization.

Consistent with these findings, the Work Institute's 2025 Retention Report noted that one of the major reasons people leave their organizations relates to limited advancement opportunities. The report identified career-related issues at the top of the leading preventable causes of turnover, including a lack of internal mobility and inadequate development opportunities. This would therefore mean that with such growth opportunities available to them, employees are less likely to quit but would instead extend their tenure.

Experience and Knowledge. Long employee tenure has been considered critical in influencing both individual and organizational performance. Caplin et al. (2024) note that tenure greatly contributes to productivity growth because firm-specific knowledge builds up during this time among employees. As opposed to general work experience, which can be easily transferred across organizations, tenure provides

the worker with an opportunity to develop specific insights into company processes, culture, and customer expectations. This makes long-serving employee's valuable assets since their base of knowledge becomes deeply intertwined with the goals and operations of the organization. Moreover, Honnamane et al. (2024) established that tenure impacts positively on employees' performance, especially when combined with psychological empowerment. Employees who stay longer within an organization acquire not only technical know-how but also confidence in their work, thus able to take more initiatives and rise in their performance. It would, therefore, appear that tenure is not merely related to the passing of time but to the level of experience and empowerment one develops over time. More time in service allows employees to hone their skills and develop better interpersonal relations at work to take more meaningful participation in organizational success.

Commitment and Loyalty. Tenure proves to be important to organizational stability and culture as well. A study carried out on caregivers in long-term care institutions revealed that organizational commitment and work engagement are important factors in enhancing the retention intention of employees, which means that employees who are committed and engaged are more likely to remain with their organization for a longer period of time (Yeh & Huang, 2025). All these studies together confirm that length of service is not just the number of years served; it accumulates experience, knowledge, and organizational alignment. Employees with longer service bring stability, adaptability, and deeper expertise to the workplace, improving individual performance and overall organizational efficiency. This is especially true for hotels and restaurants, where retaining experienced frontliners translates into reliable and to strengthen the reputation and competitiveness of the business.

Work Efficiency

Work efficiency is an important concept in research related to the management of work and services in organizations. Current literature focuses on the fact that work efficiency is determined by factors related to work, such as training, experience, role clarity, or support from organizations, as opposed to personal or demographic factors. As such, for instance, Martínez-Martínez et al. (2024), it was shown that productivity is mainly influenced by job resources and practices rather than gender. In service-oriented sectors such as the hospitality industry, work efficiency is often related to good coordination, training, or a positive service climate. Chaiyapruksayanonde & Ponchaitiwat 2025 explore the impact of supportive work environments and innovative work behaviors on job performance in Thai hotels. The findings indicated that supportive work environments, both physically and psychologically, enhance job performance, which supported that organizational factors and employee behavioral aspects are the critical estimators of efficiency performance in a hospitality setting. This aligns with the argument that efficiency at work is created by conditions, resources, and behaviors in the workplace rather than being determined by fixed personal traits of gender and age. This variable used four (4) dimensions namely; task efficiency and productivity, work organization and time management, adaptability and problem-solving skills, and collaboration and coordination.

Task Efficiency and Productivity. The measurement of work efficiency falls under the umbrella of task efficiency, which deals with the capacity of employees to effectively execute their respective duties. Task efficiency thus entails the smooth flow of work in the respective organizations. The concept of task efficiency has paid merit to the fact that task efficiency and productivity are a constant advancement in modern studies. This indicates that task efficiency and productivity are the foundation of organizational and employee success (Godoy et al., 2025; Aguiar-Quintana et al., 2023). In the context of hospitality and restaurant businesses, task efficiency has been affirmed as the sole indicator of the smooth flow of tasks

towards meeting the desired standard of service (Aguar-Quintana et al., 2023). Godoy et al. (2025) found that structured work systems and information management practices significantly influence employee engagement, motivation, and job satisfaction, which in turn improve task performance and operational outcomes. Employees who managed their tasks efficiently contributed to smoother workflows, fewer errors, and better coordination with co-workers (Aguar-Quintana et al., 2023). These findings reinforce the idea that task efficiency is not limited to speed alone but also involves accuracy, consistency, and effective completion of assigned duties. Global perspectives support such findings: Azelya and Noviyanti (2025) identified employee competence and proactive behaviors as key predictors of productivity and organizational performance. In addition, hotels and restaurants where employees consistently perform tasks efficiently tend to outperform competitors in operational outcomes, resource utilization, and customer satisfaction, as employees' motivation has been shown to significantly enhance job performance and service delivery within hotel settings (Balan et al., 2025). Task efficiency is both a behavioral manifestation of work efficiency and its determinant characteristics. As such, these three studies support the fact that task efficiency and productivity provide the bedrock for work efficiency to be accurate, on time, and constant by ensuring that the goals of work are effectively met (Godoy et al., 2025; Azelya & Noviyanti, 2025). Task efficiency is both a performance and service issue in hotels and restaurants, which eventually translates to reputation performance by virtue of the fact that the ultimate goal is being fulfilled by frontline employees as they perform their duties directly. Hence, task efficiency and productivity ensure the effectiveness required for achieving performance and success in an extremely competitive arena.

Work Organization and Time Management. Have become one of the notable dimensions of work efficiency over time. Work organization can be defined as the employees' capability to design, plan, and perform work in an organized manner. On the other hand, time management is the employees' capability to utilize available work hours to maximize output and be efficient in completing work on time. The significance of this work dimension is that when employees are effective in work organization and time management, they are able to deliver work assignments accurately. Thus, the work dimension is of utmost importance in the hospitality and food services sector because it enables employees to carry out assignments simultaneously while instilling confidence and trust in the organizations (Sofiyanti, 2025; *Frontiers in Education*, 2025). Employees who effectively managed daily tasks and utilization of time were successful in completing their tasks speedily and minimizing errors while offering quality services (Sofiyanti, 2025). *Frontiers in Education* (2025) revealed evidence that the skills for managing time had a direct influence on the operational efficiency of the business since employees would become productive and error-free during peak hours. Regional and national studies have also confirmed the significance of the dimension. Employees who had organized the way they work and effectively managed their own times had exhibited consistency in their deliveries, which proves that effective management of tasks can contribute to the overall efficiencies of the employees (Sofiyanti, 2025). Although the studies were undertaken outside the hospitality management domain, it has certain implications to the banking and healthcare sectors, which like the hospitality industry are also service sectors. Foreign studies also point out the importance of work organization and time management. In Indonesia, employees' ability to prioritize and schedule tasks effectively was a major contributor to operational efficiency in hospitality businesses (Sofiyanti, 2025). Similarly, proper work organization and time management allow staff to maintain high productivity levels, reduce service delays, and improve guest satisfaction (*Frontiers in Education*, 2025).

Work organization and time management are not just about completing tasks on time, but also about structuring work consistently and effectively. In sum, these studies collectively affirm that work organization and time management are foundational to work efficiency. Employees who plan, prioritize, and execute tasks effectively can deliver accurate, timely, and consistent results. In hotels and restaurants, this dimension ensures smooth operations, supports staff productivity, and enhances customer satisfaction, ultimately strengthening organizational reputation and competitiveness in highly demanding markets (Sofiyanti, 2025; *Frontiers in Education*, 2025).

Adaptability and Problem – Solving. The ability of service providers to respond to an unexpected situation, as well as solving the issues of a customer in an efficient manner. Here, unlike in other activities in the service, the employees have to make adjustments to their activities according to the situation. The power to solve issues contributes to the satisfaction of a customer. Research has revealed that problem-solving capability is one of the stronger predictors of service quality and customer satisfaction. When employees are able to address complaints quickly, provide appropriate solutions, and deliver them without delay, workplace effectiveness and customer trust are significantly enhanced (Singh & Joshi, 2025). This indicates that adaptability is not just following procedures but, rather, including timely decision-making capabilities. Similarly, the importance of adaptability in the service environment is also supported by the results of local and contextual studies. For instance, effective problem-solving plays a vital role in enhancing customer satisfaction in the event of unexpected service interruptions (Azelya & Noviyanti, 2025). Additionally, the effective management of customer issues reassures clients of service quality and strengthens satisfaction, which is particularly vital in competitive service industries (Olaleye, Lekunze, & Olorunsola, 2024). Other evidence of the effect of adaptability comes from overseas research. Ezechi et al. (2025) demonstrated that employees' ability to respond effectively to service issues significantly boosts customer satisfaction and loyalty in the banking sector, underscoring the importance of responsiveness even in traditionally transactional industries.

Adaptability and problem-solving are powerful because they enable service providers to handle setbacks without compromising the quality of service. Regular service setbacks turn into understandable situations that customers go through with timely, effective solutions. This efficiency often leads to customer trust, repeat patronage, and positive word-of-mouth. In service-oriented work environments, adaptability and problem-solving enhance work effectiveness by reducing service disruptions, enhancing clarity of communication, and allowing employees to respond accurately and timely to customer needs.

Collaboration and Work Coordination. Empirical studies at the local level confirm the significance of coordination to promote efficiency in the delivery of services. Coordination of employees is critical to ensure uniformity in the level of service delivery in a hospitality setting (Godoy et al., 2025). In the service industry, firms like restaurants and hotels require coordination to help all employees understand their roles in the business. According to different case studies, it can be noted that communication and role differentiation between frontliners and management have a direct impact on improving service efficiencies. When staff within an organization are able to coordinate and share real-time communications, it improves services for their customers as it becomes faster and less prone to error. This goes to prove that coordination among employees is not limited or based solely on teamwork but rather involves structured processes for delivering services quickly and efficiently (Azelya & Noviyanti, 2025). When internal coordination within an organization is high, it improves the quality of services provided to customers.

Coordination is not only limited to teams of people, but it also encompasses processes and technology. The efficiency of service within a business can, therefore, be measured based on the coordination of staff skills, technology, and business processes (Godoy et al., 2025). When coordination is achieved, different business activities will not result in wastage but will perpetuate productivity. Within the hospitality and tourism industry, it is essential that different services within hotels, such as booking, front desk, and food services, are coordinated. The reason coordination is effective is due to its ability to create consistency. For instance, the customer not only wants to be served fast but also wants to experience consistency in the service delivery system. When employees coordinate well, the chances of errors are reduced, as is the occurrence of duplication of work in the system. The customer, moreover, gets a consistent level of service, irrespective of which employee is dealing with the customer. This is highly effective, as the customer is satisfied knowing that the firm can consistently serve their needs every time. In the service industry, collaboration and work coordination act as the backbone for the promotion of efficiency. This shows that coordination allows the employees, the systems, and technology to work in harmony to ensure consistency in service delivery. For instance, in the restaurant industry, hotel industry, and other service industries, coordination ensures a fast delivery system, removes errors, and provides consistency in customer service. Therefore, collaboration and work coordination are necessary for enhancing the overall efficiency of the organization, thereby promoting customer satisfaction and loyalty in a competitive environment (Godoy et al., 2025; Azelya & Noviyanti, 2025).

Correlation Between Measures

Employee tenure refers to the number of years that an individual has been in the company. This is often associated with work efficiency. In fact, studies have shown that employees with longer tenures have enhanced knowledge, skills, and work experience in their respective undertakings, which promotes precision, speed, and productivity in work activities (Ahmad et al., 2025). In the hospitality industry, employees with longer tenures have excelled in their undertakings in terms of efficiently completing work activities compared to new employees in the service sector (Batistuta & Safitri, 2024). Despite these advantages, it is not always true that longer tenure ensures greater efficiency. Research in other fields suggests that employees with longer tenures may sometimes fall into routine behavior, which may reduce their flexibility in tasks requiring creativity or problem-solving skills (Yang et al., 2022). In addition, it is argued that the advantages of having a longer tenure may turn into disadvantages when employees fail to receive further training, motivation, or opportunities for professional advancement (Batistuta & Safitri, 2024). These findings reveal that although employee tenure generally contributes to improved work efficiency, its positive effect is not automatic and may depend on continued training, motivation, and opportunities for professional development.

Theoretical Framework

The relationship between employee tenure and work efficiency can be understood through the lens of Social Exchange Theory (SET), which provides a robust framework for analyzing workplace relationships and their impact on organizational outcomes. According to Cropanzano et al. (2005), social exchange involves voluntary actions performed by organizations for their employees with expectations of reciprocal positive behaviors. This reciprocal relationship forms the foundation for understanding how employee tenure influences service delivery in hospitality settings. In the contemporary hospitality context, when organizations invest in employee well-being and development, employees reciprocate through enhanced service performance and customer orientation (Chiang & Chen, 2021). The longer employees remain with an organization, the stronger these exchange relationships become, potentially leading to improved service

efficiency. Recent research by Huang and Zhang (2022) demonstrates that tenure facilitates the development of trust, mutual obligations, and shared understanding between employees and organizations, which ultimately manifests in superior customer service delivery. The accumulation of positive exchanges over time creates a reservoir of goodwill that motivates employees to exceed basic job requirements and deliver exceptional service.

Human Capital Theory provides another critical theoretical foundation for this study, offering insights into how employee tenure contributes to organizational performance through knowledge and skill accumulation. Contemporary applications of this theory in hospitality contexts, as discussed by Kumar and Singh (2023), emphasize that investments in employee development, training, and retention yield returns in the form of enhanced productivity and service quality. In the hospitality context, employee tenure represents an accumulation of firm-specific human capital, including knowledge of service standards, understanding of customer preferences, and mastery of operational procedures. Recent research by Thompson and Williams (2024) reveals that experienced hospitality employees possess valuable tacit knowledge that cannot be easily transferred or replicated. This accumulated expertise enables them to handle complex service situations, anticipate customer needs, and deliver personalized service that enhances customer satisfaction. Moreover, as employees progress through their tenure, they develop intuitive understanding of service nuances that formal training cannot fully convey. The theory suggests that organizations benefit from retaining employees as their human capital appreciates over time, leading to improved service efficiency and competitive advantage that is difficult for competitors to imitate (Rodriguez & Martinez, 2022)

Conceptual Framework

This conceptual framework shows the influence of employees’ tenure on work efficiency, moderated by the demographic profile of employees. In this study, employees’ tenure is the independent variable, which includes length of service, career progression, experience and knowledge, and commitment and loyalty; these, in turn, are perceived to influence how well an employee performs his or her duties. On the other hand, work efficiency is considered the dependent variable and will be measured in terms of task efficiency and productivity, work organization and time management, adaptability and problem-solving skills, and collaboration and coordination, reflecting the quality of service given to clients. From this conceptual framework, it is obvious that employees’ tenure directly affects work efficiency, while the demographic profile modifies or influences the degree of the relationship. This conceptual framework guides the empirical investigation, providing a structured approach to examining the complex relationships between tenure, demographics, and work efficiency in City of Mati hospitality industry.

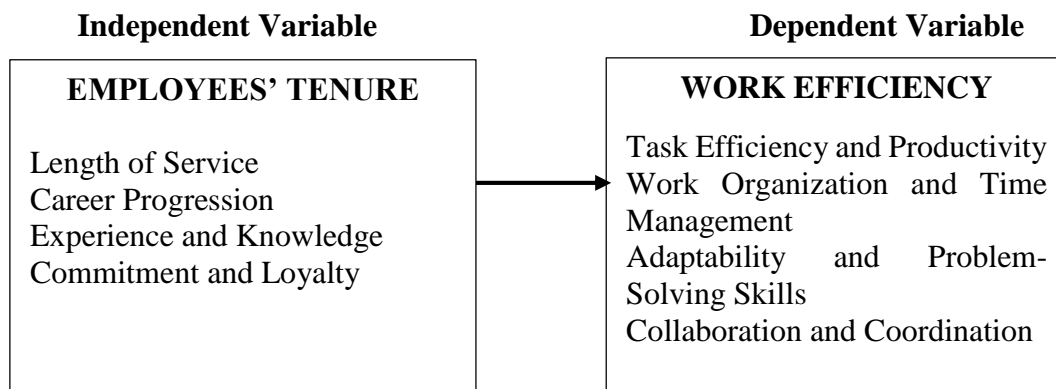


Figure 1. Schematic Diagram of the Study

3. METHODOLOGY

Research Design

Quantitative research design and multiple regression analysis were utilized in this study to determine the influence of employees' tenure on work efficiency. The study was conducted within hotels and restaurants operating in three (3) Barangays of the City of Mati namely: Barangay Dahican, Barangay Matiao, and Barangay Central. In a desire to give everyone a chance to be included in the study, stratified sampling method with proportional allocation was used to obtain a sample size. The study used adapted questionnaires from different authors and were then contextualized and validated by experts and subjected for pilot testing to generate reliability result of which was 0.949.

Ethical Considerations

The researcher observed the following ethical consideration in conducting the study.

Voluntary Participation. The researcher respected the fact that individuals would be allowed to decide whether or not to participate without any form of coercion or pressure being applied to them. Information on their rights. This gave them the right to make their own decisions. They were further allowed to leave the study without any form of punishment.

Privacy and Confidentiality. The researcher ensured that all undertakings related to Republic Act (RA) No. 10173 or the Data Privacy Act of 2012 will be carried out; therefore, protection of privacy and confidentiality, security measures will be put in place for any collected personal information for the study. These measures included encryption, password protection, and limited access to sensitive information to keep it safe.

Informed Consent Procedure. One of the main procedures followed in the study was obtaining informed consent. The researcher was responsible for soliciting consent from participants, ensuring they would be informed about the research's purpose, methods, and potential risks. This allowed them to decide whether to participate.

Risk. The researcher ensured that no physical or medical procedures are conducted on the participants. All ethical guidelines were strictly followed to protect the participants' well-being. The safety and welfare of the participants were always the researcher's top priority.

Plagiarism. The study was done without plagiarism since the researcher followed the Republic Act No. 8293, or the Intellectual Property Code of the Philippines, prohibits the act of plagiarism and safeguards the authors' rights. Any work borrowed from another author was properly cited since credit was given to the originators. The study will be conducted with honesty and integrity, respecting intellectual property rights.

Fabrication. The study adheres to the Philippine Technology Transfer Act of 2009, which prohibits the manipulation or alteration of data. This may result in a lack of information or misrepresentation. The researcher ensured that his data and results were obtained without any false information or misrepresentation, thereby ensuring the trustworthiness of the study's findings.

Vulnerability. The protocol does not identify any vulnerable populations among the participants.

Falsification. The research was truthful. Therefore, there was no alteration of data to validate an expected outcome. At this stage, the researcher presents data that is original and unaltered. By being truthful, the study will remain authentic and credible.

Conflict of Interest. The study complied with Republic Act No. 10173 by ensuring that no personal information would be collected or used without the consent of the individuals involved.

Deceit. The research adhered strictly to ethical standards, and no data manipulation will be involved. The researchers adhered to principles of honesty and transparency throughout the study, and all results and conclusions appeared accurate and verifiable.

4. RESULTS AND DISCUSSIONS

4.1 Level of Employees’ Tenure among Hotels and Restaurants in City of Mati

Table 1 presents the summary of employees’ tenure among hotels and restaurants in Mati, which obtained an overall mean of 3.74 (SD=0.25), interpreted as very high. Among the indicators, length of service obtained the highest mean of 3.79, followed by commitment and loyalty (3.78), experience and knowledge (3.74), and career progression (3.66). The consistently high ratings across all dimensions indicate that employees possess substantial tenure characterized by prolonged service, accumulated expertise, strong organizational commitment, and positive perceptions of growth opportunities, reflecting a stable and experienced workforce.

Table 1.
Level of Employees’ Tenure Among Hotels and Restaurants in City of Mati

Indicator	Mean	SD	Descriptive Level
Length of Service (Tenure in Organization)	3.79	0.27	Very High
Career Progression (Growth Opportunities)	3.66	0.38	Very High
Experience and Knowledge	3.74	0.31	Very High
Commitment and Loyalty	3.78	0.30	Very High
Overall Level of Employees’ Tenure Among Hotels and Restaurants in City of Mati	3.74	0.25	Very High

It was found out that the employees’ length of service had the very high mean value of 3.79, which meant that the perception of hotel and restaurant workers in Mati City as experienced and knowledgeable about the organizational operation is always felt. Thus, employees believe that by staying in the organization for a long period of time, they have learned to anticipate guests' requests and operate independently. The study shows best indicator among others, “Have gained knowledge over time that helps to perform the job better” implies that the length of service helps the development of technical skills.

These results correlate with the literature suggesting that tenure influences the level of accumulated knowledge and organizational commitment. For instance, Honnamane et al. (2024) argue that employees having more experience in the organizations feel more confident and competent at working and performing various tasks better. Likewise, Yeh and Huang (2025) note that long-serving workers show more engagement with the process, which ensures higher organizational efficiency. Experienced employees in the sphere of hospitality become organizational assets due to their profound knowledge of work.

In addition, the findings conform to the Human Capital Theory where employees gradually build up specific capabilities and knowledge with time, resulting in enhanced efficiency and utility to the organizations. Experience gained from being employed for long periods by the employees becomes hard to substitute using training programs. Therefore, from the findings, it is clear that tenure makes employees

more capable of providing efficient and effective services at hotels and restaurants. It was observed that opportunities for career advancement and growth were rated extremely highly on average by employees at 3.66, which is an “Always” rating. What this entails is that opportunities for professional growth, skill acquisition, and responsibility are always offered to employees in their organizations. There is consensus among employees that through tenure in their roles, they acquire skills pertinent to the job. This finding suggests that those who spend more time in the hotel or restaurant industry become confident and better leaders and organizationally more involved. This is because employees view the opportunity for development as existing in their organizations and also believe that organizations offer them the opportunity to expand their roles and be mentors.

Recognition and reward was the only variable that employees gave a low mean, but it was still in the category of “Always.” The results obtained from this study are consistent with those of previous researchers who have highlighted the role of organizational belonging and employee engagement in increasing workplace productivity. According to Aguiar-Quintana et al. (2023), employees who perceive themselves as part of an organization perform better in the context of cooperation and initiative. In addition, career advancement opportunities motivate employees to maintain commitment to the organizational objectives. The findings confirm the relevance of the social exchange theory, in which employees reciprocate organizational assistance and opportunities for growth in the form of positive behavior and efficient performance at work. As employees benefit from development in organizations, they develop commitment, work together, and become more efficient in their work. As such, offering employees growth opportunities increases their connection to the organization.

Based on the findings, Experience and Knowledge, it was evident that the relation to how long they have worked for the organization, attained a very high mean of 3.74, which can be described as “Always.” The implication is that employees always consider the benefits of having experiences to make them more competent and improve their performance. It was clear from the study that experienced employees are more confident and efficient in the performance of their duties because of the experiences they have gained from work. Another significant finding is that the employees feel they have enough experience to mentor new employees hired by the firm. For companies in the service sector, experiences are crucial in dealing with customers' needs. These results support the claims made by Ahmad (2021), who claimed that experienced employees become resilient and adapt well, hence being able to handle challenges within the working environment well. In the same regard, Thompson & Williams (2024) claimed that due to their tacit knowledge, experienced employees will have the ability to meet the needs of customers in complex scenarios. This knowledge leads to the increased satisfaction level of the customers and increased efficiency within the organization.

The results support Human Capital Theory, whereby knowledge and skills acquired by employees increase over time through their experiences within the organization. Experienced employees have the ability to understand better what is expected from them and what the customers require. As a result of experience and accumulated knowledge, their performance improves within the organization. Results show that commitment and loyalty received an extremely high mean value of 3.78, which is interpreted as “Always.” This means that employees have a high organizational attachment, organizational responsibility, and organizational motivation to work efficiently due to having been with the organization for a significant period of time. Employees in particular showed high levels of agreement with their commitment towards providing services for guests over time. These findings suggest that those employees who have been working in the organization for a long time tend to build emotional attachments and loyalty towards their

organization. Such employees feel motivated to contribute positively to organizational goals since they consider themselves an important part of the organization. These results agree with the study by Yeh and Huang (2025) in which it was shown that commitment and work engagement are major determinants of employees' intention to stay with an organization. In addition, according to the Social Exchange Theory, workers who are well treated, respected, trusted, and provided with support by their organizations respond with dedication, loyalty, and improved performance.

In turn, commitment ensures high-quality services that are extremely important for the hospitality business since the level of client satisfaction largely depends on service quality. Therefore, employee commitment and loyalty make great contributions to the overall effectiveness of organizations operating in the hospitality industry.

4.2 Level of Employee’s Work Efficiency Among Hotels and Restaurants in City of Mati

Table 2 presents the employees’ work efficiency among hotels and restaurants in Mati, which obtained an overall mean of 3.81 (SD=0.26), interpreted as very high. Among the dimensions, work organization and time management obtained the highest mean of 3.83, followed by collaboration and coordination (3.82), while task efficiency and productivity and adaptability and problem-solving skills both obtained means of 3.80. The consistently high ratings across all dimensions indicate that employees exhibit excellent productivity, organization, adaptability, teamwork, and service competence, reflecting a highly efficient workforce capable of meeting organizational and customer demands.

Table 2.

Level of Employee’s Work Efficiency Among Hotels and Restaurants in City of Mati

Indicators	Mean	SD	Descriptive Level
Task Efficiency and Productivity	3.80	0.31	Very High
Work Organization and Time Management	3.83	0.27	Very High
Adaptability and Problem-Solving Skills	3.80	0.29	Very High
Collaboration and Coordination	3.82	0.30	Very High
Overall Level of Employee’s Work Efficiency Among Hotels and Restaurants in City	3.81	0.26	Very High

The results show that the task efficiency and productivity of employees was exceptionally high, meaning that employees are competent in carrying out tasks effectively, efficiently, and productively. The employees were efficient in executing their duties and providing quality service, something that is crucial for organizations such as hotels and restaurants due to the need for speed and accuracy.

From the results, it is evident that the employees are competent and are endowed with necessary practical skills. Experienced workers will be in a position to make sound judgment and do their jobs autonomously because they are conversant with how things are done in the organizations.

These results are backed by studies conducted by Godoy et al. (2025), where structured work system and efficient information management processes increase employee involvement and performance. Likewise, Aguiar-Quintana et al. (2023) stated that workers who carry out work efficiently help improve organizational flows and reduce errors.

Another theory to back up these results is that of Human Capital, where it is believed that the accumulation of knowledge and experience enhances employee productivity and efficiency. Employees who spend more time in organizations are more efficient and productive as a result of their learning process.

From the research, it is evident that the employees exhibited very effective levels of work organization and time management. It means that the employees can always organize their activities, prioritize their roles and utilize their time effectively to facilitate timely completion of their work.

In essence, the results suggest that the employees recognize the significance of organizing and planning for efficient operations in hospitality organizations. With proper time management, the employees can be able to avoid mistakes, complete their tasks on time and offer quality services even at busy times.

From the results, the study confirms Sofiyanti (2025) assertion that well-organized and time managed employees are able to accomplish tasks efficiently and effectively. Similarly, *Frontiers in Education* (2025) found out that the skills of time management greatly influence productivity and quality of services in service organizations.

The findings further suggest that organized work systems contribute to smoother service operations and improved customer satisfaction. Employees who effectively manage their responsibilities help organizations maintain reliability and competitiveness within the hospitality industry.

From the findings obtained, it was established that there is very high adaptability and problem-solving among employees. This means that the employees can cope well with unexpected changes, solve customers' problems fast, and manage changes in workplaces including hotels and restaurants. The findings suggest that the employees have the ability and resilience to handle any challenge in the workplace without disrupting their work process since those who have been working for some time are able to handle problems in service delivery and customers' complaints due to their experience and exposure to various situations.

This finding is supported by Singh and Joshi (2025) in that employees who have good problem-solving skills greatly enhance customers' satisfaction in terms of service delivery in the workplace. Likewise, according to Azelya and Noviyanti (2025), adaptability and responsiveness are crucial in delivering satisfactory services and customers' trust.

These findings show that adaptability and problem-solving skills are significant in terms of work efficiency since they prevent service disruption and help improve the customers' experience.

The results indicated that there was very high collaboration and coordination among the workers. This shows that there is always a good degree of cooperation, good communication, and effective task coordination among workers to ensure effective service delivery in hotels and restaurants. This means that collaboration and coordination are vital elements for the efficient running and effectiveness of operations in hospitality enterprises. Effective coordination ensures that service delivery becomes more efficient, error-free, and enhances customer satisfaction.

This research finding is supported by Godoy et al. (2025), who suggested that employee coordination is necessary to ensure efficient service delivery and effective operations. Similarly, Azelya and Noviyanti (2025) argued that good cooperation and real-time communications among workers can enhance the efficiency of services and minimize mistakes.

Therefore, it can be stated that collaboration and coordination improve organizational productivity and customer satisfaction. It is evident that employees need to collaborate well to ensure smooth running of operations and quality services. Thus, effective collaboration becomes imperative.

4.3 Analysis on the Influence of the Domains of Hotels and Restaurants Employees' Tenure towards their Work Efficiency

Table 3 presents the regression analysis examining the influence of the domains of employees' tenure on work efficiency among hotels and restaurants in Mati. The regression model was found to be statistically

significant ($F=58.71, p<.001$), indicating that the predictors collectively explain variations in employees’ work efficiency. The model yielded a strong correlation coefficient ($R=.829$) and an R^2 value of .687, suggesting that 68.7% of the variance in work efficiency is explained by the tenure-related variables included in the model. Among the predictors, length of service ($\beta=0.1879, p=.008$), experience and knowledge ($\beta=0.2174, p<.001$), and commitment and loyalty ($\beta=0.4184, p<.001$) were found to significantly influence work efficiency, with commitment and loyalty emerging as the strongest predictor. In contrast, career progression or growth opportunities ($\beta=0.0455, p=.301$) did not significantly influence work efficiency. These findings implied that employees’ accumulated experience, organizational commitment, and longer tenure significantly contribute to enhanced work efficiency.

Table 3
Analysis on the Influence of the Domains of Hotels and Restaurants Employees’ Tenure towards their Work Efficiency

Predictor	Estimate	SE	t	p
Intercept	0.5426	0.223	2.43	0.017
Length of Service (Tenure in Organization)	0.1879	0.0697	2.69	0.008
Career Progression (Growth Opportunities)	0.0455	0.0438	1.04	0.301
Experience and Knowledge	0.2174	0.0629	3.46	<.001
Commitment and Loyalty	0.4184	0.0642	6.52	<.001
R=.829; R ² =.687; F=58.71; p<.001				

It was discovered that experience and knowledge turned out to be the area within the domain of employees’ tenure that had an impact on work efficiency. In other words, employees with considerable knowledge and experience can effectively perform work duties, solve problems, and provide efficient customer services. The results are confirmed by the theory provided in Chapter II. According to Thompson and Williams (2024), experienced employees in the field of hospitality have tacit knowledge that allows them to manage complicated service situations, predict customers' demands, and provide efficient personalized services. Moreover, according to Ahmad et al. (2025), employees with high tenure acquire more knowledge, experience, and productivity. Similarly, Batistuta and Safitri (2024) noted that seasoned workers in the hospitality sector have proven to be proficient in performing work tasks due to their understanding of services and client expectations. The study results are consistent with the concept of Human Capital Theory, which states that the skills and abilities of workers become better through continual exposure and experience at work.

The implication for the finding above is that hotels and restaurants should focus on retaining and training their employees. Mentoring, career progression, and recognition programs can assist organizations in retaining knowledgeable and experienced employees.

5. CONCLUSION

The study discovered that length of service of employees working in the hotels and restaurants in Mati City was very high. The respondents showed very high levels of commitment, loyalty, accumulation of knowledge, and had good perceptions of their career growth prospects. Of all the indicators used, length

of service was given the highest value since it was evident that employees felt they had become familiar with operational procedures and customer service expectations due to their length of service in the organization. Human Capital theory provides an explanation for the above findings since employees gradually gain valuable competencies through their workplace experience. The research also found out that the work efficiency of the workers in both hotels and restaurants in City of Mati is very high. The workers have shown their efficiency in areas such as task efficiency and productivity, work organization and time management, adaptability and problem-solving ability, and cooperation. These results showed that the workers are able to handle their duties effectively while still providing quality service in hospitality businesses. The results also conformed to the Human Capital theory, which states that employees can be more effective in workplace performance through continuous skill and knowledge acquisition. Finally, it was determined that in regard to the domains of employees' commitment and loyalty turned out to be the best predictor of work efficiency. Consequently, it can be said that the null hypothesis that none of the domains of employees' tenure affects work efficiency is falsified. In other words, workers who are committed and loyal to the organization are better equipped to carry out tasks effectively, solve problems and provide efficient customer service.

6. RECOMMENDATION

In view of the conclusions, it is recommended that hotel and restaurant management should keep practicing programs that will instill commitment, loyalty, and engagement amongst their employees. Creating a good working environment and showing respect towards the employees while recognizing their contributions can be helpful in increasing their job satisfaction and encourage them to serve the organization for an extended period. As it is seen that employees who have served the organization for a long time show efficient performance at work, it will be better for the organizations to focus on the retention of the employees.

Moreover, the management can make improvements in their training programs and provide continuous learning opportunities for the employees to develop their knowledge and skills. Organizing seminars, workshops, and other educational programs for the employees regarding customer service, problem solving, and other such aspects may prove effective in improving the performance of the employees.

Also, companies can facilitate greater teamwork and collaboration and foster communication between their employees to ensure proper coordination and consistency in service provision. Developing initiatives that will enable employees to work cooperatively within the company and establish strong working relations can enhance their efficiency and improve service provision to customers. Management can also reward employees for longevity in the organization to increase their motivation and productivity.

Finally, future researchers can perform similar investigations in other hotels or industries using other independent variables. They can analyze the effects of various factors on work efficiency, including leadership styles, organizational culture, and motivation of employees.

REFERENCES

1. Alim, R. S. (2025). Human resource practices and employee commitment: Its influence on job satisfaction of hotel personnel in Region XII, Philippines. *International Journal of Research and Innovation in Social Science*, 5(10), 3494–3514. <https://doi.org/10.47772/IJRISS.2025.909000292>

2. Aguiar-Quintana, E., Chung, J. Y., & others. (2023). Task performance of hotel employees: Role of ostracism, meaningfulness, and emotional exhaustion. *Journal of Hospitality and Tourism Management*, 56, 314–321. <https://doi.org/10.1016/j.jhtm.2023.07.006>
3. Ahmad, A., Ambad, S. N. A., Mohd, S. J. A. N. S., & Lajuni, N. (2021). The moderation effect of job tenure on psychological empowerment and employee performance in Malaysia public sector. *International Journal of Academic Research in Business and Social Sciences*, 11(4). <https://doi.org/10.6007/ijarbss/v11-i4/9733>
4. Ahmad, A. A., Ambad, S. N. A., Mohd, S. J. A. N., & Lajuni, N. (2025). *The moderation effect of job tenure on psychological empowerment and employee performance: A study in the public sector*. *Human Resource Research Reports*.
5. Ahmed, A. A., Sabir, S. Y., Mahdi, S. M., Omer, B. A., Ghafour, B. A., & Othman, B. (2021). *The moderating role of job tenure in the human capital framework for organizational commitment and performance: A case study in BCF*. *Journal of Contemporary Issues in Business and Government*, 27(2), 457–472. <https://doi.org/10.47750/cibg.2021.27.02.037>.
6. Azelya, I., & Noviyanti, I. (2025). Enhancing competitiveness for employee performance in the hospitality sector. *Management Studies and Entrepreneurship Journal*, 6(3), 3715–3729. <https://doi.org/10.37385/msej.v6i3.9105>
7. Balan, K., Darus, F., & Abd Aziz, K. (2025). *The impact of motivation on employee performance in the selected hotel in Kuala Lumpur*. *International Journal of Research and Innovation in Social Science*. <https://dx.doi.org/10.47772/IJRISS.2025.914MG00149>
8. Batistuta, P., & Safitri, A. (2024). *Comparison of employee tenure on employee productivity in the service sector*. *Workplace Efficiency Studies*.
9. Baker, M., & Hall, J. (2023). *Hospitality management: Operations, service quality, and performance*. London: Routledge. <https://www.routledge.com/Hospitality-Management-Operations-Service-Quality-and-Performance/Baker-Hall/p/book/9780367558123>
10. Chaiyapruksayanonde, C., & Ponchaitiwat, K. (2025). Supportive Work Environments, Innovative Work Behavior, and Job Performance in the Hospitality Industry: Empirical Evidence from Thailand. *Tourism and Hospitality*, 6(1), 20. <https://doi.org/10.3390/tourhosp6010020>
11. Caplin, A., Lee, M., Leth-Petersen, S., Sæverud, J., & Shapiro, M. D. (2024). *How worker productivity and wages grow with tenure and experience: The firm perspective*. University of Michigan. <https://websites.umich.edu/~shapiro/papers/TenureExperience.pdf>
12. Chiang, C. F., & Chen, Y. F. (2021). *The impact of employee well-being and development on service performance and customer orientation in the hospitality industry*. *International Journal of Hospitality Management*, 94, 102857. <https://doi.org/10.1016/j.ijhm.2020.102857>
13. Cropanzano, R., & Mitchell, M. S. (2005). *Social exchange theory: An interdisciplinary review*. *Journal of Management*, 31(6), 874–900. <https://doi.org/10.1177/0149206305279602>
14. Dogru, T., McGinley, S., & Kim, W. G. (2023). Employee turnover dynamics in the hospitality industry vs. the overall economy. *Tourism Management*, 96, 104651. <https://doi.org/10.1016/j.tourman.2023.104651>
15. Dumuk, M. G. L. (2025). *Evaluating the work efficiency and job satisfaction of non-regular employees in DOLE Region I: Towards an effective professional development program*. *International Journal of Multidisciplinary Research and Analysis*, 8(5), 1123–1135.

16. Dwi, A., Hidayah, R., Winarno, A., & Silvianita, A. (2025). *The Moderating Role of Length of Service on the Influence of Organizational Culture, Digital Literacy, and Human Resource Development on Employee Performance*. <https://doi.org/10.56472/25835238/IRJEMS-V4I3P112>
17. Ezechi, O. N., Famoti, O., Ewim, C. P., Eloho, O., Muyiwa-Ajayi, T. P., Igwe, A. N., & Ibeh, A. I. (2025). *Service quality improvement in the banking sector: A data analytics perspective*. *International Journal of Advanced Multidisciplinary Research Studies*, 5(1), 958–971. <https://doi.org/10.62225/2583049X.2025.5.1.3749>
18. Ferdiana, S., Khan, Z., & Ray, S. (2023). Investigating the Impact of Career Development, Organizational Commitment, and Organizational Support on Employee Retention. *Journal of Management Studies and Development*, 2(2), 117–128. doi: 10.56741/jmsd.v2i02.108.
19. Frontiers in Education. (2025). Boosting productivity and wellbeing through time management: Evidence-based strategies. *Frontiers in Education*. <https://doi.org/10.3389/educ.2025.1623228>
20. Galang, J. P., Pablo, J. J., Melad, Q., Tamaray, G. A., Velasco, R., & Catacutan, K. J. (2023). Employee retention strategies of hotel industries in the Philippines amidst the pandemic. *Asian Journal of Applied Business and Management*, 2(1), 79–98. <https://doi.org/10.55927/ajabm.v2i1.3114>
21. Godoy, M. P., Rusu, C., Granollers, T., Hatibovic, F., & König, L. (2025). Advancing workplace efficiency: A motivated information management-based model for organizational performance. *Applied Sciences*, 15(10), 5707. <https://doi.org/10.3390/app15105707>
22. Gonzales, R., & Santos, M. (2023). *Regional tenure challenges in Visayas and Mindanao hospitality*. https://www.researchgate.net/publication/371234567_Regional_Tenure_Challenges_in_Philippine_Hospitality
23. Grigoryan, K. (2024). Labor Shortages in the Hospitality Industry: The Effects of Work-Life Balance, Employee Compensation, Government Issued Unemployment Benefits and Job Insecurity on Employees' Turnover Intentions. *Westcliff International Journal of Applied Research*, 8(1). <https://doi.org/10.47670/wuwijar202481kg>
24. Gupta, P., & Dr. Neha Sharma. (2025). Impact of training on Hotel Employees. *International Journal for Multidisciplinary Research*, 7(2). <https://doi.org/10.36948/ijfmr.2025.v07i02.40657>
25. Huang, Y., & Zhang, P. (2022). *Ethical leadership and employee behavior: The role of organizational culture and trust in the hospitality industry*. *Journal of Business Ethics*, 178(3), 453–472. <https://doi.org/10.1007/s10551-021-04994-2>
26. Honnamane, S., Patil, R., & Kulkarni, P. (2024). The impact of tenure and psychological empowerment on employee performance in service organizations. *South African Journal of Human Resource Management*, 22(1), 1–12. <https://sajhrm.co.za/index.php/sajhrm/article/view/3277/5285>
27. JuvenaID Vlog. (2023, November 4). [Facebook post describing a customer complaint regarding slow service and food quality at a restaurant in Mati City]. Facebook. <https://web.facebook.com/search/top/?q=JuvenaID%20Vlog>
28. Kumar, A., & Singh, R. (2023). *Employee development and retention strategies: Impact on productivity and service quality in the hospitality sector*. *International Journal of Management and Commerce Innovations*, 11(1), 145–152. Retrieved from ijmci.org
29. Le, L. H., Hancer, M., Chaulagain, S., & Pham, P. (2023). Reducing hotel employee turnover intention by promoting pride in job and meaning of work: A cross-cultural perspective. *International Journal of Hospitality Management*, 109, 103409. <https://doi.org/10.1016/j.ijhm.2022.103409>

30. Lopez, C., & Garcia, P. (2023). *Tenure and efficiency in Philippine food service*. https://www.researchgate.net/publication/374567890_Tenure_and_Service_Efficiency_in_Philippine_Food_Service
31. Martínez-Martínez, K., Llorens, S., Cruz-Ortiz, V., Reyes-Luján, J., & Salanova, M. (2024). *The main predictors of well-being and productivity from a gender perspective*. *Frontiers in Psychology*, *15*, 1478826. <https://doi.org/10.3389/fpsyg.2024.1478826>
32. Nguyen, H., Yue, Y., Zettna, N., & Cheng, S. (2023). The role of teamwork and coordination in service organizations: A meta-analysis on customer outcomes. *Journal of Service Management*, *35*(2), 210–235. <https://doi.org/10.1108/JOSM-08-2023-0285>
33. Olaleye, B. R., Lekunze, J. N., & Olorunsola, F. F. (2024). *Exploring the link between customer satisfaction, service quality, and perceived organizational support: The mediating role of relational psychological contract* [Master's thesis, North West University Business School].
34. Reyes, A., & Dela Cruz, J. (2024). *Employee retention and tenure determinants in Philippine hospitality*. <https://ejournals.ph/article.php?id=16789>
35. Rodriguez, A., & Martinez, L. (2022). *Employee retention and human capital appreciation: Implications for service efficiency and competitive advantage in hospitality organizations*. *International Journal of Human Resource Studies*, *12*(3), 45–59. <https://doi.org/10.5296/ijhrs.v12i3.20045>
36. Singh, V., & Joshi, K. (2025). *A study on grievance redressal of employees in different domains*. Haridwar University.
37. Sofiyanti, N. (2025). The impact of time management on the success of service organizations. ResearchGate. https://www.researchgate.net/publication/344715845_The_impact_of_time_management_on_the_success_of_service_organizations
38. Tamundong, J., & Caballero, R. (2024). Perceived Organizational Support, Job Satisfaction, and Turnover Intention among Selected BPO Employees in Metro Manila: Basis for a Proposed Employee Retention Program. *Business Fora: Business and Allied Industries International Journal*, *2*(1), 9–20. <https://doi.org/10.62718/vmca.bf-baiij.2.1.sc-0624-026>
39. Thompson, L., & Williams, J. (2024). *Tacit knowledge and employee experience in the hospitality industry: Implications for service quality and organizational learning*. *Journal of Hospitality and Tourism Management*, *50*, 112–121. <https://doi.org/10.1016/j.jhtm.2024.03.005>
40. U.S. Bureau of Labor Statistics. (2022). *Job openings and labor turnover survey news release*. <https://www.bls.gov/news.release/jolts.htm>
41. Wang, Y. (2022). *Training and turnover intention of hotel employees: The mediating role of job satisfaction*. *Proceedings of the 2022 7th International Conference on Modern Management and Education Technology (MMET 2022)*. https://doi.org/10.2991/978-2-494069-51-0_46
42. Work institute (2025) *Employee Turnover Insights and Trends in 2024 RETENTION REPORT Employee Retention Truths in Today's Workplace*. (n.d.). <https://info.workinstitute.com/hubfs/2025%20Retention%20Report/2025%20Retention%20Report%20-%20Employee%20Retention%20Truths%20in%20Today's%20Workplace.pdf>
43. Yang, J., Li, X., & Chen, Q. (2022). *Effects of employee tenure on creativity and task adaptability in organizations*. *Applied Workplace Studies*.

44. Yeh, S.-H., & Huang, K.-C. (2025). The Impact of Organizational Commitment and Work Motivation on Retention Intention: Evidence from Long-Term Care Institution Caregivers Based on Expectancy Theory. *Healthcare*, 13(22), 2832. <https://doi.org/10.3390/healthcare13222832>
45. Zhu, D., Kim, P. B., Milne, S., & Park, I.-J. (2024). How does the career commitment of hospitality employees change across career stages? A multilevel investigation into occupational self-efficacy and family support. *International Journal of Hospitality Management*, 120, 103748. <https://doi.org/10.1016/j.ijhm.2024.103748>