

Effect of Workplace Environment on Employees' Performance in the Accommodation Sector

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Abstract. The hospitality industry, specifically the accommodation sector, recognizes the significance of the workplace environment in shaping employee performance. The decline in performance among housekeeping employees has been a challenge for hotel and accommodation businesses, affecting organizational stability. Therefore, this study assessed the factors that affects employee performance among the selected accommodations in Iligan City and aims to better understand which among the factors significantly explains employee performance. Survey questionnaires were collected from 53 housekeeping department respondents and employee ratings were obtained from supervisors. Using an Ordinary Least Square multiple linear regression to analyze the relationship between employee performance and identified explanatory variables, the results showed that income, hours spent on personal care, hours of sleep, and frequency of overtime per week are among the significant factors that explain housekeepers' performance. Higher hours of sleep and personal care positively affected their performance, while income and frequent overtime work negatively impacted their performance. The information from this study provides vital information to local accommodation management in guiding them on how to effectively manage their employees, particularly the housekeepers. This study has demonstrated the usefulness of multiple linear regression to explain job performance in the hospitality industry which eventually showed feasible results. It has provided empirical evidence in the hospitality research applied in the local context which has contributed to the existing pool of knowledge.

Keywords: Employee performance; Workplace environment; Accredited accommodations; Housekeeping; Work-life balance.

1.0 Introduction

In today's dynamic and competitive business landscape, organizations and business establishments strive to optimize their performance and achieve success. One of the fastest-growing sectors attempting to accomplish this endeavor is the Philippine Tourism. It provided working opportunities to 5.7 million people in 2019 and was ranked as the world's fourth fastest-growing economy in 2021 (Caynila et al., 2022) (Mordor Intelligence, 2023). One of its sectors, accounting for 9.8% of the Philippines' total employment in 2019, is the accommodation sector,

with an employment rate of 33.8% (Caynila et al., 2022). This shows how the Philippines is a domain to various accommodation establishments across its three significant islands as it holds a high employment rate.

The accommodation facility is a large unit comprising several departments that work together to ensure guests' comfort during their stay. Among these departments, housekeeping plays a crucial role. Responsible for maintaining cleanliness, decor, and overall upkeep of the entire establishment, the housekeeping department is integral to the hotel's or accommodation's smooth operation (Bhatnagar & Dheeraj, 2019). They are also responsible for daily operational tasks such as changing the bed linens, making the bed, cleaning bathrooms, disposing of garbage, cleaning floors, restocking personal care amenities, and sanitizing public areas (Indeed, 2022). Therefore, the quality of service the housekeeping department and its staff provide significantly shapes the guest experience and satisfaction within the hotel or lodging establishment (Mishra & Ohja, 2014; Bhatnagar & Dheeraj, 2019).

The workplace environment plays a crucial role in the employees' quality of service. It encompasses the surroundings in which employees carry out their job responsibilities. An effective workplace enables employees to achieve desired outcomes as management expects (Dardeer et al., 2017). The work environment comprises various factors surrounding employees and can influence their job performance. According to Omari and Okashesh (2017), the working environment encompasses external and internal conditions that can impact motivation and lead to efficient task completion. It is a crucial factor that determines the quality of work produced by employees and their level of productivity (Satyendra, 2019).

The work environment encompasses all the forces and influential factors affecting employees' activities and performance. According to Chandrasekar (2011), as cited by Alemu (2022), key factors such as the physical workspace, management style, rewards, training, and work-life balance significantly impact motivation and performance. A study by Hailemariam & Yang (2019) on workers at Bole Lemi Industrial Park in Ethiopia found a notable correlation between the physical work environment, rewards, training, and employee performance. Furthermore, Alemu's (2022) study, "Effect of Workplace Environment Factors on Performance of Employees: Empirical Study on Wollo University Staff," emphasized the strong linear relationship between employees' work-life balance, rewards, and workplace performance.

Tourism is crucial in boosting the economy and creating numerous job opportunities, particularly in the accommodation or lodging sector. However, the industry encounters a distinct workforce dilemma despite its continuous growth. Employers need help attracting, retaining, and motivating their employees. These workers face various challenges within their work environment, resulting in demotivation, reduced productivity, and difficulty completing tasks. The poor workplace conditions contribute to these issues (Luintel, 2023). Research conducted by Castillo et al. (2013) reveals that hotel or accommodation employees face various challenges in their workplace. These challenges include the inadequate provision of equipment and facilities by the management, lack of incentives for additional work, and the absence of benefits such as the 13th-month pay.

As the department that constantly faces the challenge of keeping track and maintaining all of the hotel facilities and public areas (Mishra, 2022), the decline of performance among housekeeping employees has also been a challenge for hotel and accommodation businesses as it dramatically affects its stability (Kartiwi, 2018). Therefore, employee performance is essential in achieving organizational success in the accommodation sector. Studies show that the performance of employees is influenced by a myriad of factors, including the environment in which they work. Understanding the relationship between these factors is vital for organizations to design a work environment that enables employees to reach their full potential while maintaining the standards expected by the company, which, in return, sets the satisfaction of guests and provides quality services for the employees.

With all the challenges faced by housekeeping employees, the primary goal of this study was to thoroughly assess how various factors in the workplace environment affect the overall performance of employees in specific DOT-accredited Mabuhay and homestay accommodation sectors in Iligan City. In addition to gaining a deeper understanding of the factors that contribute to employee performance and how they interact within the accommodation industry, this research focused on the locality of Iligan City, Philippines, due to insufficient literature within the scope. The study examined the relationship between the Socio-Demographic and Economic

Profile of the Respondents, Physical Workplace Environment, Employee Rewards, Training and Development, and Work-Life Balance on Employee Performance.

2.0 Methodology

2.1 Research Design

The study utilized quantitative research design since it uses numerical data, specifically survey questionnaires, to examine the relationship between the dependent and independent variables. To be specific, the correlational research design was applied in the study to explore the correlation between the independent variables, which are Socio-Demographic and Economic Profile, Physical Workplace Environment, Rewards for Employee, Employee Training and Development, and Work-Life Balance towards the dependent variable, which is the Employee Performance.

2.2 Research Locale

The research was carried out in Iligan City, Philippines. The city has a total of nineteen (19) accommodation establishments, which are accredited by the Department of Tourism in 2023–2025. However, one (1) establishment in the city was not included: GoHotels, a known local establishment that is not established nor owned locally. It was the only establishment classified as a Hotel, and the rest were classified as Mabuhay accommodation and homestay. The study specifically focused on the eighteen (18) DOT-accredited accommodation sectors in Iligan City.

2.3 Research Participants

The study gathered fifty-three (53) responses from face-to-face surveys using a purposive sampling method. The responses were collected from fourteen (14) out of eighteen (18) DOT-accredited accommodation establishments whose management allowed employees to participate in the study. The inclusion criteria of the respondents were based on the following: (a) housekeeping employees in the DOT-accredited accommodation establishments; (b) employment status are Permanent/Regular, Probationary and Casual Employees; (c) whose job positions are Laundry Attendant, Public Area Attendant, Linen Attendant, Uniform Attendant, Room Attendant and Pool Attendant; currently residing in Iligan City and lastly (e) respondents who have willingness to participate in the research study through completing the consent forms regarding the respondents' voluntary participation.

2.4 Research Instrument

A survey questionnaire was employed to gather data as the basis of the study. The statements in the research instrument were contextualized based on the housekeeping employee's workplace setting or environment. The survey questionnaire had 46-item statements and was divided into five sections: the first section collected the Socio-Demographic and Economic information of the respondents. The second section focused on the Physical Workplace Environment, the third section was on the Reward for Employees, followed by Employee Training and Development, and the last section was on Work-Life Balance. The questions from the first section until the fifth section were structured to produce numerical or numbered answers.

The survey questionnaire underwent pilot testing before being distributed to the research respondents for higher reliability. Moreover, results were also submitted to a reliable professor for validation. Corrections and suggestions were accepted for the questionnaire's minor revisions, in which only a few pieces of information and questions were changed, removed, and added.

Furthermore, a performance evaluation form was also used as part of the study's research instrument. The instrument was adapted from the performance evaluation forms used by the Department of Hospitality and Tourism Management to evaluate students' performance in their on-the-job training. The forms were explicitly used to distribute a uniform format of evaluation forms to measure the performance of each participating housekeeping employee. The performance evaluation form has a total of 35-item statements and was subdivided by six performance criteria, which were Professionalism (7 items), Productivity (7 items), Initiative (4 items), Attitude (9 items), Reliability (4 items) and Cooperation (4 items).

The employee's performance was rated through a 5-scale rating. Five (5) as outstanding, four (4) as Very satisfactory, three (3) as Satisfactory, two (2) as fairly satisfactory, one (1) as needs improvement, and zero (0) as

not applicable. With an evaluation form with a total of 35 items and five as the highest rating, the overall performance evaluation form has a total score of 175. Both of these research instruments were essential to the study as the numerical results of both instruments were used to test the relationship between the independent variables towards Employee Performance through multiple linear regression.

2.5 Data Gathering Procedure

This research study gathered fifty-three (53) responses within three (3) weeks of utilizing physical questionnaires distributed to the participating accommodation establishments. Out of seventy-one (71) questionnaires distributed to the fourteen (14) accommodation establishments that participated in the study, eighteen (18) were either not returned or answered. The three (3) weeks duration involved asking permission from the management to conduct the research study on their premises and to their employees. Before distributing the questionnaires to participating accommodation establishments, the researchers secured an endorsement letter from the Department of Tourism of Iligan City. The letter was then distributed to management regarding the following gathering procedure. The letter served as a communication bridge between the researchers and the accommodation establishments, further formalizing the data gathering. In addition to the questionnaires distributed to the respondents, a performance evaluation form was also distributed to the supervisors or persons in charge of evaluating the performance of the employees who answered the questionnaires.

2.6 Data Analysis

An ordinary least square (OLS) multiple linear regression was used to analyze and identify the variables that can statistically explain the relationship to the dependent variable. As seen in equation 1,

$$\text{Job Performance} = \beta_0 + \beta_1 Y + \beta_2 \text{HR} + \beta_3 \text{HS} + \beta_4 \text{FO} + \varepsilon \quad (\text{Eq. 1})$$

Where:

Y = income

HR = hours on personal recreation

HS = hours of sleep

FO = frequency of overtime in a week

β_0 = constant

β_n = coefficients (n=1,2,3 and 4)

ε = error term

This study uses four variables to explain the dependent variable, employee performance: hours on personal recreation, hours of sleep, and frequency of overtime in a week.

Test for Multicollinearity

Variance Inflation Factor was used to check the data for multicollinearity. A VIF of 1 means that the data has no correlation among the identified explanatory variables. Accordingly, VIF values of 10 and greater show signs of serious multicollinearity. This study followed the general rule which is VIF value of 4 and lesser is accepted which shows very little correlation among the variables.

Test for Heteroskedasticity

The Breusch-Pagan Test was used to detect any linear form of heteroskedasticity in the model. A large chi-square would indicate that the model suffers from heteroskedasticity while a small chi-square would mean that heteroskedasticity was not a problem. In this study, robust standard errors was used to deal with problems of heteroskedasticity.

2.7 Ethical Considerations

Letter of Intent and Consent Form

The study's survey questionnaire included a letter of intent and a consent form to encourage respondents to answer truthfully and honestly. Respondents were also informed about the study's nature and purpose to help them decide whether to participate.

Confidentiality and Data Privacy

Respondents were informed that all their answers would be treated with the utmost confidentiality per the Data Privacy Act of 2012, as some of the questionnaires were personal, particularly the socio-economic profile. They were also given the option of providing their names and other personal information in the questionnaire or not.

Voluntary Participation

Regarding the content of the study's questionnaire, respondents were asked if they were willing to participate. They could also withdraw from the survey at any time, as voluntary participation is required.

3.0 Results and Discussion

3.1 Profile of the Respondents

The socio-demographic and economic profile of the respondents is shown in Table 1. The results revealed that most respondents were female, with 27 (51%) respondents. Males come in second with 25 (47%) respondents and LGBTQ with 1 (2%) respondent. This shows that there are more female employees when it comes to Mabuhay and homestay accommodations in Iligan City. Based on a survey report conducted by Croes et al. (2021), in the hospitality sector, female employees make up the majority of laborers (71% of all workers), followed by men (27%) and LGBTQ workers (3%). However, according to a study by Canoja et al. (2022) among housekeeping employees, most respondents were male employees, followed by female employees. Based on the records of the Philippine Statistics Authority (2019), the number of laborers, including those in the lodging sector, is much higher in males than in females. Hence, this explains why there is not much difference in the number ratio between males and females compared to LGBTQ, as observed in the data.

Next, the age of the respondents was indicated in most of the respondents age 21-30 years old with 26 (49%) of the respondents, followed by 31-40 years old with 10 (19%) of the respondents, 41-50 years old with 7 (13%) of the respondents, 18-20 years old with 5 (9%) of the respondents, 51-60 years old with 4 (8%) of the respondents. Lastly, 1 (2%) out of all the respondents belong to the age bracket of 60 years old and above. According to a survey report by Croes et al. (2021), most employees employed in the hospitality industry are between the ages of 25-34. Furthermore, in a study conducted by Canoja et al. (2022), their results showed that their respondents were 21-30 years old, and the least number of their respondents were those who were older, ranging from 41-50 years old. In 2020, the employment rate of the Philippines was 94.7%, and among the employed people, most were 25-34 years old. More than half of the people employed in 2020 are working in the service sector, which includes the housekeeping department in accommodation establishments (Philippine Statistics Authority, 2020).

Then, the civil status of the respondents was revealed. With 32 (60%) responses, it is evident that most respondents are single. Married respondents comprise 18 (34%), while widowed respondents comprise 3 (6%). The results show more single employees in Mabuhay and homestay accommodations in Iligan City. Research conducted in 2018 by Abao et al. revealed that among employees in lodging facilities, including the housekeeping department, 32 (80%) of respondents were single, making up the majority of respondents. Meanwhile, married workers represented just 8 (20%) of the total population. Moreover, based on a survey report by Croes et al. (2021), in the hospitality industry, Single employees dominated the labor workforce by 38%, Married employees at 33%, and widowed employees at 4% of the labor workforce population. Therefore, this shows that single employees are more prominent among accommodation establishments than married and widowed employees.

Meanwhile, the educational attainment of the respondents was shown the majority of the respondents, with 13 (25%) educational attainment are at most Junior High School level, followed by the College level with 11 (21%) of the respondents, Senior High School graduates with 8 (15%), vocational graduate with 6 (11%) of the respondents, college graduates with 5 (9%) of the respondents, junior high school graduate with 4 (8%) of the respondents, senior high school level with 3 (6%) of the respondents, elementary graduate with 2 (4%) of the respondents. The lowest number of respondents for educational attainment, with only 1 (2%) among the total respondents, is elementary level. Croes et al. (2021) asserted in their survey report that the educational attainment of most employees employed in the hospitality industry is high school graduates, which is 45% of the total population. However, in a study conducted by Canoja et al. (2022), the results show that the majority of the housekeeping

employees' educational attainment is college graduates, which is 77.08% of the population of housekeeping employees in selected accommodation establishments in Tagaytay City.

Furthermore, the estimated monthly income of the respondents was stated wherein the majority, a total of 33 (62%), have the range of estimated monthly income of Php 9,001- Php 12,000, followed by Php 3,001- Php 6,000 with 9 (17%) respondents, and Php 6,001- Php 9,000 and Php 12,001 - Php 15,000 where both have a total of 4 (8%) respondents. The estimated monthly income of Php 15,000 - above has the lowest number of respondents, representing 2 (4%) of the total number of respondents. Only a few employees working at DOT-accredited establishments in Iligan City are compensated a lot monthly. The majority have been compensated at a low amount based on the results. Based on a survey conducted by the Philippine Statistics Authority (2022), the average monthly income for housekeepers is Php 10,906. Similarly, a study conducted by De Castro (2017) has shown that most Hospitality and Restaurant Management graduates earn Php 5,000 to less than Php 10,000 a month, comprising 29% of the total respondents. Only a few earn Php 15,000 and above every month, comprising 14% of those earning Php 15,000 to less than Php 20,000, 3% for those earning Php 25,000 above, and 1% for those earning Php 20,000 to less than Php 25,000. According to the technical report of Rutkowski (2016), Mindanao is known to be a low-wage region. On average, wages in Mindanao are 20% lower than Luzon but closely the same in Visayas. One worker in three has a low-paid job in Mindanao, compared with one in five in Luzon. This explains why more employees in Mindanao, particularly housekeepers, have low wages compared to those with high salaries.

Correspondingly, the employment status of the respondents was asserted. It revealed that most respondents are Regular/Permanent employees, with 44 (83%) respondents. Meanwhile, casual employees only represented the population with 9 (17%) respondents. The results showed that regular or permanent employment is more prominent than casual employment. According to a survey report conducted by the Philippines Statistics Authority called "Integrated Survey on Labor and Employment (ISLE) Employment of Specific Group of Workers"(2020), regular employees had the highest number of persons under the accommodation category in Northern Mindanao, than non-regular workers including casual employees.

Moreover, a high number of regular employees in the accommodation sector compared to non-regular workers was maintained from 2016 to 2020 based on the ISLE open stat data. Furthermore, a study by De Castro (2016) found that among hotel and restaurant management graduates in Zamboanga City, Philippines, they were employed in the hospitality sector, including the housekeeping department. 51% of the respondents were regularly employed, followed by 24% who were contractual, 10% were temporary, and 3% were self-employed, meaning most respondents held regular positions within their respective companies. This provides evidence that lodging facilities in the Philippines, particularly in Mindanao. When hiring and retaining employees, management or human resources prefer regular or permanent employment over casual or non-regular employment.

Finally, the respondents' years of work experience was included. The result indicated that most of the respondents worked in their respective establishments for less than a year and 3-5 years, with both having 13 (25%) of the respondents, succeeded by 11 (21%) of the respondents with 6-8 years of work experience, then 10 (19%) of the respondents who worked for 1-2 years, and 3 (6%) of the respondents who worked for more than ten years. Lastly, only 2 (4%) of the respondents have a work experience of 9-10 years. The result shows that most employees working in establishments in Iligan City have less than a year of experience, and only a few have worked for more than nine years and above. Marasigan et al. (2021) revealed that most employees working in a hotel have a work experience of 1-5 years, with 41.6% out of the total respondents, followed by 11 months and below, which comprised 22.5% out of the total respondents and only 8.8% worked for 11-15 years. Consequently, Calicdan et al. (2022) noted that 66.3% of the respondents worked for 1-3 years, and only 2% worked for ten years and above. In the hospitality industry, particularly in the Philippines, employees worked in their respective jobs for only a few years to look for better opportunities. As per British-American multinational financial services, Aon PLC (2023), the Philippines has one of the highest attrition rates in 2022 among Southeast Asian countries at 18%, second to Singapore at 19.6%, while leading in 2023 at 17.5%. Among the factors that cause job dissatisfaction and employee turnover is limited career progression (Inquiro, 2023).

Table 1. Socio-demographic and economic profile of the respondents

Item	Option	Frequency	%
Gender	Female	27	51
	Male	25	47
	LGBTQ	1	2
Age	21-30 years old	26	49
	31-40 years old	10	19
	41-50 years old	7	13
	18-20 years old	5	9
	51-60 years old	4	8
	60 and above years old	1	2
Civil Status	Single	32	60
	Married	18	34
	Widowed	3	6
Educational Attainment	Junior High School Level	13	25
	College Level	11	21
	Senior High School Graduate	8	15
	Vocational Graduate	6	11
	Junior High School Graduate	4	8
	Senior High School Level	3	6
	Elementary Graduate	2	4
	Elementary Level	1	2
Monthly Income	Php 9,001- Php 12,000	33	62
	Php 3,001- Php 6,000	9	17
	Php 6,001- Php 9,000	4	8
	Php 12,001- Php 15,000	4	8
	Php 15,000 and above	2	4
Employment Status	Regular/Permanent	44	83
	Casual	9	17
Years of Work Experience	Less than a year	13	25
	3-5 years	13	25
	6-8 years	11	21
	1-2 years	10	19
	More than 10 years	3	6
	9-10 years	2	4

3.2 Results of the Multiple Linear Regression

The results of multiple linear regression underwent a series of models to check the multicollinearity, normality, and heteroskedasticity and correct the heteroskedasticity of variables such as the Socio-Demographic and Economic Profile, Physical Workplace Environment, Rewards for Employees, Training and Development, and Work-Life Balance and its correlation with Employee Performance.

The final model shows how employee rating is a function of the variables showing significance in the previous two models, such as income, hours spent on personal care, hours of sleep, and frequency of overtime. The value of R-squared is 0.3825. Since the value is between 0 and 1, the regression model allows for the partial prediction of employee performance. This means that 38% of the variance in employee performance is affected by their income, hours of personal recreation, hours of sleep, and frequency of overtime in a week; meanwhile, 62% of the variance in employee performance is unexplained by the regression model. Consequently, employees' income, hours of personal recreation, hours of sleep, and frequency of overtime significantly affect their performance at work. Furthermore, $\text{prob} > f$ is 0.0000. This p-value of the regression model indicates the Reliability of employees' income, hours of personal recreation, hours of sleep, and frequency of overtime to predict employee performance. In checking multicollinearity, the mean VIF is less than five at 1.13, which is widely accepted. As a result, there is no multicollinearity present among all the variables. Next, normality has been checked through the test of the probability of skewness, kurtosis, and chi-square. Residuals show normal distribution since the p-value of skewness > 0.05 at 0.1108 and the p-value of kurtosis > 0.05 at 0.2320. In addition, the chi-square is greater than 0.05 at 0.1268, implying its confidence level of 5%, and the null hypothesis is not rejected. The Breusch-Pagan test was used to check heteroscedasticity. The value of $\text{prob} > \text{chi-square}$ is 0.9654, thus, greater than $p = 0.05$. This

means there is no heteroskedasticity present and the variances are close to each other, hence, homoskedastic. Finally, robust regression has been utilized. The result shows that four variables are significant in this study: income is significant at $p = 0.000$, hours spent on personal care is significant at $p = 0.053$, hours of sleep is significant at $p = 0.011$, and frequency of overtime per week is significant at $p = 0.006$.

The significant variables in relationship with employee performance rating was shown in table 2 wherein, $p = 0.01$, $p = 0.05$, and $p = 0.10$ level of significance, which is accepted in this study. There are significant variables that are significant to explain employee performance ratings such as income, hours spent on personal recreation, hours of sleep, and the frequency of overtime in a week.

Based on the final model, income has a negative relationship with the employee performance rating with $p = 0.000$ and is acceptable at $p < 0.01$ significance level. This implies that the higher the income given to the employees, the lower the employee's productivity. Therefore, a (1) one peso increase in an employee's salary is a decrease of 0.016632% in the employee performance rating.

Bansal (2022) supported the results and relationship between income and employee performance. As indicated in the study, hotel managers in luxury hotels face challenges and difficulties in effectively managing employees with a strong sense of entitlement. This could result in less work satisfaction, dishonesty, and engagement with unethical practices among employees (Harvey & Martinko, 2009; Chen et al., 2013; Thomason & Brownlee, 2018; Brownlee et al., 2015, as cited by Bansal, 2022).

Demographic variables such as high levels of education, job experience, and work exposure to the workplace are the potential determinants of employee entitled behavior (Lerner & Mikula 2013; Major 1994, as cited by Bansal 2022). Moreover, entitlement is different from the psychological contract. People's willingness to contribute to the success of their organization is far from their expectations of treatment, rewards, and benefits that they could receive from their organization. Hence, the perceptions of entitlement reside in an individual's unbalanced sense of reciprocity (Naumann et al., 2002, as cited by Bansal, 2022).

In the hospitality industry, employees' entitlement could arise from long work hours and lower wages, eliminating the fear of turnover. However, it opposes Sherman (2005), as cited by Bansal (2022), that in luxury hotel establishments, employee entitlement could arise from higher pay, pride, association with a great organization, or knowledge acquired to deal with elite customers.

As outlined in the previous study, demographic factors such as job experience and work exposure are one of the possible determinants of entitled behavior among employees; this coincided with the results of the study, given that it was evident that housekeeping employees that have significantly low performance are those who have been working in the DOT accredited establishments for around 3 to 20 years. Referring to the related literature, luxury hotel establishments, entitlement can stem from attributes such as higher pay. This also coincided with the study's results, as it was evident that housekeeping employees earning Php 10,000 and above have significantly low-performance ratings compared to employees earning less than Php 10,000. This could imply that these employees have become complacent and develop entitlement, possibly stemming from their years of service and high income, leading to decreased efficiency and effort in their performance.

According to the Peter Principle, employees often get promoted because of their performance in their current position. However, if the promoted individual needs the necessary skills for the new role, they might need help and show incompetence, reducing their chances of further promotions. This could decrease productivity in higher-paying positions, especially if they still need proper training or support. This could explain why employees with higher salaries (presumably due to promotions or more years of employment in the establishment) show lower productivity. Employees in such situations may become overwhelmed or overly reliant on newer colleagues, leading to uneven workload distribution and, ultimately, lower overall team productivity.

Moreover, according to Saleh (2024), the income effect suggests that an increase in salary or wages will cause employees to spend more money and time on leisure activities and reduce hours worked. The demand for leisure will increase, which will mean a reduced quantity of labor supplied (Duberstein and Mason, 1991). This means

that when a higher salary is given to employees, there is a change in consumer purchasing power, which will enable the consumer to spend more on expensive goods and services.

In examining Adam's Theory of Inequity by Goodman and Friedman (1971), an employee experiences inequity when the ratio of their outcomes to inputs differs from other employees. Outcomes are what an employee receives from the management after performing his responsibilities at work, which include pay and job status. At the same time, inputs are his contributions at work, such as age, education, and effort. The theory suggests that overpaid employees justify their higher pay by increasing their input, leading to longer work hours and exhaustion (*Why Does Equity Theory Matter at Work?*, 2022). Aboagye et al. (2019) found that severely exhausted employees have the highest level of impaired work performance compared to those with no or moderate levels of exhaustion.

Another theory supporting the results of income and employee performance is the Deci-Ryan Theory of Cognitive Evaluation (1985); it suggests that there are two motivation systems: intrinsic and extrinsic motivators. Intrinsic motivators are achievement, responsibility, and competence. That stems from labor itself, which is the innate interest of the work. Meanwhile, extrinsic motivators are pay, promotion, feedback, working conditions, and workplace aspects controlled by others. The Theory of Cognitive Evaluation by Deci and Ryan (1985), as cited by Fang et al. (2013), posits that the impact of extrinsic rewards on employees' intrinsic motivation depends on their interpretation of these two. Intrinsic motivation increases when employees perceive extrinsic rewards as enhancing their competence and self-control.

Conversely, if extrinsic rewards are seen as controlling, intrinsic motivation decreases. The theory also emphasized that the different types of rewards vary in terms of their effects on employees' intrinsic motivation. Task-noncontingent rewards (e.g., benefits) do not affect intrinsic motivation, while task-contingent rewards (e.g., higher income) and performance-contingent rewards (e.g., monetary benefits) negatively affect intrinsic motivation. This further supports the result of the study, which found that housekeeping employees' performance decreases when their income increases. Furthermore, the influence of social context, such as interpersonal pressure and controlling verbal rewards, reduces intrinsic motivation, whereas informational verbal rewards that provide positive feedback enhance motivation and self-esteem.

Furthermore, Rosemberg and Li (2018) discovered a significant adverse connection between income and employee performance, as evidenced by their study on hotel housekeepers, a demographic akin to the current research. Their findings revealed that more than half of the participants with high Effort-Reward Imbalance (ERI) suffered from reduced productivity, often leading to lost work hours or impaired performance. This echoes the study results, indicating a direct relationship between elevated ERI and decreased work productivity. Both investigations underscore the damaging effects of an imbalance between effort and reward on employee performance within the hospitality sector.

However, the study conducted by Inanda et al. (2017) highlights a positive correlation between productivity and wages. In other words, increased productivity often leads to higher salaries, which aligns with traditional productivity theory (Blocher, 2000). Another study by Nugraha et al. (2023) states that salary has a notable positive impact on employee performance. The literature appeared to contradict the results of income and employee performance.

Moreover, the hours spent on personal recreation have a positive relationship with employee performance rating at $p = 0.053$ and is acceptable at $p < 0.10$ level of significance, which means that when the employees spend more hours doing recreational activities, their performance rating will increase. Therefore, a one (1) hour additional to the number of hours the employee spends in their recreation, there is an increase of 1.546867% in their performance rating.

According to the study conducted by Mercanoglu and Simsek (2023), employee recreation can be appropriately used to increase employee productivity, which then leads to better performance. Recreational activities can have a positive effect on an individual's physical health, mental health, social skills, and personal development. In a study conducted by Suwal and Uprety (2023), their research findings indicate a moderate positive correlation

between each independent variable examined, including physical fitness, mental health, entertainment, and employees' productivity.

The organization and its employees recognize and endorse the importance of workplace recreational activities. When implemented effectively, these activities are expected to directly enhance employee performance (Mokaya & Gitari 2012, as cited by Mokaya 2023; Mbaabu 2013, as cited by Suwal and Uprety 2023). The research demonstrated a positive correlation between physical fitness activities and employee productivity. This suggests that employees who participate in recreational physical activities, such as sports, tend to exhibit higher levels of productivity and performance (Suwal and Uprety, 2023; Gupta, 2019).

The hours of sleep by the employees has a positive relationship with employee performance rating at $p = 0.011$ and is acceptable at $p < 0.05$ significance level. This indicates that employee performance rating will increase by 1.472025% for every 1-hour of additional sleep they get. Consequently, the more hours of sleep the employees get, the more they become efficient, which increases their performance rating.

As the study of Niwemushabire (2022) observed, sleep quality is significantly related to work performance. The higher the employees' sleep quality, the more productive they become at work. Quality sleep improves learning, memory, and retention capabilities while reducing the likelihood of illness or injury. Moreover, it fosters a sense of relaxation and reduces anxiety among employees in the workplace, leading to increased engagement and creativity in their job duties (Fisher et al., 2019). In addition to sleep duration, sleep quality and regularity are equally important factors to consider. To fully benefit from sleep, employees should aim for consistent, natural sleep patterns without the influence of drugs or alcohol, ideally totaling seven to nine hours per night (Phillips et al., 2017).

On the other hand, the study of Peng et al. (2023) has explored the connection between sleep quality and employees' occupational well-being. The findings indicated a negative correlation between poor sleep quality and occupational well-being, suggesting that employees experiencing lower sleep quality report lower job satisfaction. Additionally, they experience fewer positive effects and more negative effects in the workplace. Moreover, sleep plays a significant role in psychological capital, with low sleep quality leading to a deficit in employees' psychological capital. Consequently, insufficient psychological capital due to job demands results in a decline in occupational well-being (Sarwar et al., 2021).

In the United Kingdom, workers in the hospitality sector are reported to experience the highest levels of sleep deprivation compared to other professions, such as banking, construction, retail, and transport. According to findings from bed manufacturer Sealy, 14% of surveyed hospitality employees, out of 830, admitted to recent workplace accidents stemming from fatigue. Additionally, a significant portion, 63%, acknowledged losing their temper due to tiredness. In comparison, 28% reported decreased productivity, and 86% believed their work performance would improve with better sleep quality (Pathiaki, 2017).

Lastly, results also showed that the frequency of overtime in a week has a negative relationship with the employee performance rating at $p = 0.006$ and is acceptable at $p < 0.01$ level of significance. This implies that the more days of overtime are increased in a week, the more the employee's performance rating significantly decreases. Therefore, a (1) day increase of overtime in a week will reduce their performance rating by 1.756558%.

The findings in the study by Li et al. (2023) show results that a higher frequency of overtime work plays a negative role in promoting employees' motivation to work further tasks and their willingness to actively work overtime due to the existence of overtime culture in the workplace and higher work challenges or workload. According to Guga (2021), among Greek and Dutch employees in the hospitality industry, there is a positive relationship between prolonged working hours or overtime in a week and exhaustion. As described by Anarta et al. (2008), as cited in the work of Harjanti & Todani (2018), exhaustion may result in reduced job effectiveness, a heightened inclination to leave one's employment, increased absenteeism, familial challenges, diminished self-confidence, impaired focus, and withdrawal from social interactions.

However, as referenced in the study of Mashau and Vallo (2020) among employees in South Africa, there was a positive correlation between working long hours a week and productivity. 60.2% of employees work overtime more than four times per month, compared to 83% of the total staff, which indicates that workers will work overtime and produce more output.

Given that the first two literatures coincided with the result for the frequency of overtime, it further proved that the increase or prolongation of overtime per week significantly decreases the performance of the employees. This could potentially imply that several factors contribute to the decrease in performance. As claimed by these previous findings of related literature, work challenges and the workload of the job, particularly if the workload itself is rigorous or extensive, result in exhaustion or burnout among employees and affect their productivity and performance.

Meanwhile, the third study contradicts this study's result regarding the frequency of overtime. The literature findings indicated that an increase in overtime or weekly working hours also increases employee output. This suggests that variances in results may be attributed to differences in the literature's geographical scope and work environment.

Table 2. OLS regression of employee performance rating and significant variables

Variables	Coefficient	Robust Std. Err	t	P> t
Income	-0.0016632	.0004175	-3.89	0.000***
Hours on Personal Recreation	1.546867	.7787329	1.99	0.053*
Hours of Sleep	1.472025	.556579	2.64	0.011**
Frequency of Overtime in a week	-1.756558	.614119	-2.86	0.006***
Constant	91.26498	7.51832	12.14	0.000
Number of Observations	F (4, 48)	Prob > F	R-squared	
53	14.54	0.0000	0.3825	

Significance level at ***p<0.01, **p<0.05, *p<0.10 is accepted.

4.0 Conclusion

When assessing the impact of various variables such as Socio-Demographic and Economic factors, physical workplace environment, training and development, and rewards for employees on the performance of housekeeping staff, it appears that factors associated with work-life balance—specifically, a higher frequency of overtime in a week, increased hours spent on personal recreation, and sufficient hours of sleep—are assumed to have a notable influence. Additionally, a higher income, falling within the socio-demographic and economic factors, is also deemed to affect employee performance significantly. Conversely, other variables, including rewards, training and development, and the physical workplace environment, are found to lack substantial influence on the performance of housekeeping employees in the selected DOT-accredited Mabuhay and homestay accommodations. The information from this study provides vital information to local accommodation management in guiding them on how to manage their employees, particularly the housekeepers, effectively.

This study demonstrated the usefulness of multiple linear regression in explaining job performance in the hospitality industry, which eventually showed feasible results. It has provided empirical evidence in hospitality research applied in the local context, which has contributed to the existing pool of knowledge. Overall, the study successfully applied statistical methodology to test scientifically the possible factors that could explain employee performance. Moving forward, it is suggested that all fields in the hospitality industry should be studied because there is a need for the local hospitality industry to be examined. Moreover, it is highly encouraged to utilize an interdisciplinary methodology that adapts from the fields of economics, sociology, psychology, and statistics to achieve holistic research in the field of hospitality.

5.0 Contributions of Authors

Conceptualization of the Study- AA Arcadio, KA Cantoja, MEJ Lugatiman, ER Salvo

Literature Review- AA Arcadio, KA Cantoja, MEJ Lugatiman, ER Salvo

Methods of the Study- AA Arcadio, KA Cantoja, GA Babanto, MEJ Lugatiman,

Development of Research Questionnaire- AA Arcadio, KA Cantoja, GA Babanto, MEJ Lugatiman, ER Salvo

Gathering of Data- AA Arcadio, KA Cantoja, MEJ Lugatiman, ER Salvo

Data Interpretation- AA Arcadio, KA Cantoja GA Babanto, MEJ Lugatiman, ER Salvo

Writing and Editing- AA Arcadio, KA Cantoja, G Dingding, MEJ Lugatiman, L Ozarraga, ER Salvo

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7.0 Conflict of Interests

The authors affirm that there is no conflict of interest

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