

# **The Mediating Effects of Human Resources Management Practices on the Relationship of Employee's Job Satisfaction and Intention to Stay: Evidence from Business Process Outsourcing Companies in Makati City**

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**ABSTRACT:** The research explored the mediating effect of Human Resources Management (HRM) practices between job satisfaction and employee retention among BPO firms in Makati City. It sought to determine what HRM practices drive job satisfaction and how they affect employees' desire to remain. A questionnaire was completed by agents, team leaders, and managers on a structured instrument with a Likert scale for quantitative analysis. Results showed that employees tended to see the HRM practices of their company in a favorable light, concurring with the view that recruitment, feedback, and work policies were being implemented properly. Statistical analysis verified that there was a robust positive correlation between job satisfaction and retention. HRM practices had a significant effect on both job satisfaction and employees' desire to remain. The outcome showed that Human Resources Management practices fully mediates between the relationship of employee's job satisfaction and intention to stay. Moreover, firms should improve career development programs, enhance managerial communication, and introduce targeted retention policies. Future studies can investigate other variables like workplace culture and leadership styles. The findings are useful for HR professionals and policymakers to enhance employee involvement and minimize turnover in the BPO sector.

**Keywords** – BPO Companies, Human Resources Management Practices, Intention to Stay Job Satisfaction, Mediation Analysis

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## **1. INTRODUCTION**

In modern business, retaining workers is the key to staying competitive, as it has been experienced that people-intensive industries rely heavily on people. As the trust factor and support are engendered, talented employees are retained in the organization. When the need of employees is taken care of and a good workplace is maintained, then business success is ensured (Conroy, 2022). BPO companies are ones that also involve a large number of workers, and they are plagued by high employee turnover. When employees keep leaving, not only does it hamper the business but also costs more in terms of hiring and training staff. Factors responsible for low employee retention can be classified into: Push factors, pull factors, monetary, and non-monetary factors (Yadav, 2021). Therefore, in recent times, it has been even more crucial for BPO companies to determine what

keeps their employees.

Job satisfaction has been one of the most proven factors to retain employees. The chance of an employee staying with the company is significantly depicted by those who are satisfied about their jobs; hence, it increases low turnover. Employee turnover has the effect of profitability in a company. The most observable ingredient of having enough individuals with the right skills to implement business plans and objectives (Luther, 2023).

However, job satisfaction is only one aspect that can be used in accounting for why employees choose to remain with an organization. Practices in HRM can relate to shaping the organizational culture and the value of the workplace by employees. The imperative for effective use of these practices in HRM can help staff retain the organization. For example, using compensation and benefits is fundamental to motivating employees and building long-term commitment by staff in jobs (Armstrong & Taylor, 2020). Training and development also increase the employee skills, and it depicts that the organization is concerned for employees, which can increase retention (Noe et al., 2017). The actual contribution of HRM practices in linking job satisfaction to employee retention within the BPO industry is an understudied area.

Although many have carried out studies on how job satisfaction determines retention, there is an inadequate study on how HRM practices act as a middle factor between the two, particularly in the BPO industry. Most of the studies focus on job satisfaction and retention as two independent constructs; the literature rarely takes into consideration any kinds of consequences that HRM practices, such as recruitment, training, performance management, or employee engagement, have on job satisfaction and retention (Abid et al., 2023). As is known, HRM practices can keep the employees. However, the role that HRM practices have in linking job satisfaction to retention is barely discussed (Armstrong & Taylor, 2020). Besides, there is very minimal research on the interaction of these factors in a BPO company in Makati City. Companies have specific issues, such as high employee turnover and job dissatisfaction, which make the study important and timely (Smith et al., 2018). Turnover remains a big issue in BPOs, particularly in Makati City. Thus, the study of how HRM affects both job satisfaction and retention is pertinent. Noe et al. (2017) filled this gap by establishing how HRM practices mediate the relationship between job satisfaction and employee retention in BPO companies in Makati City, which also gives insights into how the retention plan of the employees could be modified.

Many studies have been conducted this type of mediation but it did not include the same variables in the present study. Countries such as: Malaysia, Thailand, Pakistan, etc. have established a similar research, but there are limited studies that had been published in the Philippines. Lastly, the studies used same theories like AMO, RBV, SET theory.

## 2. RESEARCH METHODOLOGY

### Research Design

The primary objective of this study is to determine the mediating effect of HRM practices on the relationship of the independent and dependent variable.

**Convenience** and **Snowball** sampling technique are employed by this research study that takes participants based on their availability and willingness to participate. BPO employees will be approached directly, and those willing to participate in the survey will be permitted to do so. This method allows for accessible data gathering without the problems associated with non-probability sampling. Team leaders and agents at various ranks within the organization will also be part of the sample since their experiences would be very relevant in determining what influences employee's job satisfaction and intention to stay.

### Statistical Treatment of Data

To estimate the direct and indirect effect of the structural model, the study used a Jamovi as a statistical software to determine the quantitative results. In accordance Şahin M. & Aybek E. (2019), its study proposes the basic principles of using Jamovi software in academic field which also help the present research for complex mediational analysis. This literature supports the statistical software used from this study in order to identify the

supposed calculation of the quantitative analysis. Pearson Correlation was also used to examine relationships within hypothesis of the study. The statistical technique used in this paper is what we called a “Path Analysis”, a most effective strategy to use especially in mediating analysis like the present study to better visualize the direct effects of the three variables, HRM practices as the mediating variable, Employee's Job Satisfaction as the independent variable, and Intention to Stay as the dependent variable. Moreover, this study also examined the assessment of BPO employees through the company's HRM practices and how they evaluate job satisfaction and employee retention.

### 3. PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

This chapter of the paper will disclose, assess, and explain all the deciphered data from the survey questionnaire. Furthermore, this will also evaluate all the information received from the outcome of the statistics based on the problem statements and hypothesis of the study.

**Table 1: Respondents’ Mean Agreement on their Company’s Human Resources Management Practices**

Indicators	Mean	Interpretation
1. My organization plans to place the right people in the right roles in such a way that the strategic goals are achieved effectively.	4.22	Strongly Agree
2. In the organization where I work, the employer brand attracts qualified candidates during the recruitment process.	3.98	Agree
3. My organization provides me with regular and constructive feedback, which enables me to constantly improve my skills and competencies.	3.98	Agree
4. My organization offers me proper learning and development opportunities to allow me the opportunity to get the necessary skills required for the future role.	4.00	Agree
5. I believe that my organization provides transparent and effective career development planning along with the opportunities that match my personal career goals.	3.90	Agree
6. I believe that the organization of my job does function evaluations very well to ensure that jobs which are alike in nature get fairly rewarded depending on the commitment and responsibilities involved.	3.94	Agree
7. Within the organization, employees are given equal and satisfactory benefits.	3.92	Agree
8. Engagement with other employees is often practiced within the organization.	3.95	Agree
9. My opinions are well-heard in the company I work in.	3.85	Agree
10. The physical condition of employees is well-observed within the company.	3.99	Agree
11. When things don't go as planned in the workplace, individuals are taken good care of by using right procedures.	3.98	Agree
12. Rules and regulations in the company are followed by the employees respectively.	4.03	Agree
<b>General Weighted Mean</b>	<b>3.98</b>	<b>Agree</b>

Legend: 1.00 – 1.80 = Disagree, 1.81 – 2.60 = Slightly Agree, 2.61 – 3.40 = Moderately Agree, 3.41 – 4.2 = Agree, 4.21 – 5.00 = Strongly Agree

This part of the research provides the respondents' view of their company's Human Resources Management Practices (HRMP). It seeks to establish whether the HRMP of the company can affect employee's in job satisfaction and employee's intention to stay. The results indicate that employees tend to view HRMP in a positively, as evidenced by the overall weighted mean of 3.98 (Agree). Participants strongly agree that their firm

ensures employee-job strategic fit (4.22). In addition, selection procedures attract competent candidates (3.98), and firms give feedback on a regular basis (3.98) and learning opportunities (4.00) to develop employee competencies. Employees also concur that their organization provides equitable performance appraisals (3.94) and equal treatment (3.92). In addition, interaction with colleagues (3.95) and following rules (4.03) are recognized as positive areas of HRMP.

The results of this study align with previous research, which highlights the importance of HRMP in fostering job satisfaction and employee performance. Nguyen et al. (2020) emphasize that HRMP plays a crucial role in enhancing employees' ability, opportunity, and motivation. Similarly, Khan (2010) and Quresh et al. (2010) identified that effective HRMP leads to job commitment and productivity. The results of this research substantiate these findings since the staff views HRMP in a positive light as an aspect of increasing engagement, satisfaction, and career growth. Moreover, the earlier research conducted by Alsafadi, Y., & Altahat, S. (2021) revealed that HRMP has a positive effect on employee performance, job satisfaction, and motivation conformity to the current findings whereby respondents recognize the contribution of HRMP towards their career growth and job satisfaction. The findings confirm that HRMP is effectively practiced in the respondents' organization and results in a positive perception by employees. Agreement levels reveal that employees acknowledge HRMP as a critical component to achieve strategic alignment, career progression, equitable evaluations, and staff engagement. With employees feeling listened to, aided, and endowed with required opportunities, HRMP leads to a general positive organizational environment.

The results point to the significance of preserving and enhancing HRMP to maintain sustained employee satisfaction and engagement. Organizations need to continue developing HRMP strategies to create career development, open feedback channels, and fair treatment of employees. Since employees appreciate strategic workforce planning and just evaluations, HR professionals need to prioritize constantly enhancing these elements to enhance productivity and job commitment. Future HR policies must also focus on frequent employee input, learning, and engagement activities to ensure a highly motivated and high performance workforce.

**Table 2: Respondents' Mean Level of Job Satisfaction**

Indicators	Mean	Interpretation
1. I like my current job position.	4.13	Agree
2. I am quite satisfied with my organization in general.	4.02	Agree
3. My present job makes full use of my skills and strengths.	3.89	Agree
4. My performance and achievements are recognized.	3.98	Agree
5. The workplace has granted sufficient authority for decision making in my job.	3.91	Agree
6. I am content with my present working hours.	3.89	Agree
7. My workload is acceptable.	3.87	Agree
8. It is uncommon for me to work outside of core work hours.	3.89	Agree
9. It is often possible to be absent when necessary.	3.94	Agree
10. My coworkers are honest, kind, and deferent.	3.97	Agree
11. The expectations of the manager are realistic.	3.84	Agree
12. My direct supervisor allows the employee freedom in determining how to do his or her work.	3.98	Agree
13. My opinions are considered in decisions made by the team.	3.95	Agree
14. I receive a fair recompense relative to employees of comparable jobs in other organizations.	3.95	Agree
15. The benefits of the employees are adequate as compared with the organization.	3.88	Agree

16. The careers in my group and job that can help me advance clearly exist.	3.98	Agree
17. The policies of the organization regarding pay and evaluations of its employees are adequate.	3.94	Agree
18. I will stay and continue working for this organization next year.	3.89	Agree
19. I consider this organization a very good work place.	3.94	Agree
20. I would improve any aspect of my overall satisfaction if I had one choice about the organization.	3.99	Agree
<b>General Weighted Mean</b>	<b>3.94</b>	<b>Agree</b>

Legend: 1.00 – 1.80 = Disagree, 1.81 – 2.60 = Slightly Agree, 2.61 – 3.40 = Moderately Agree, 3.41 – 4.2 = Agree, 4.21 – 5.00 = Strongly Agree

This portion of the paper measured how respondents evaluated their job satisfaction in their company. It analyzes all aspects that can be examined to identify the level of satisfaction by the employees. The results that are interpreted were all “agree”. Only two indicators reached the highest mean among all of them. With the data provided, employees liked their job positions with the “mean” of (4.13) which explains that BPO companies have a higher percentage when it comes to their employment position. Whilst, the other one with a (4.02) mean that answered the question in general whether the employees are satisfied with the organization they are in.

Based on the study of Octaviannand, R., Pandjaitan, N. K., & Kuswanto, S. (2017), the present study was supported by this literature where a positive result was found that job satisfaction were driven by the motivation of employees resulting to a better performance at work. Likewise, in the context of Makassar City, using 105 respondents with purposive random sampling. Indicating that it is more motivating when it comes to the financial aspect of work. This factor highly affects the job satisfaction of an employee (Basalamah, S. A., 2021). This analysis showed that a high percentage of being satisfied with their job were assessed. A lot of employees were satisfied in their jobs. All indicators received any number that is higher than (3.41-4.2) that is equivalent to “agree”. The problem acquired a general weighted mean of (3.94) that indicates a positive effect on employees about their satisfaction on jobs that they have.

Results showed that an employee is more satisfied when they are well-heard and well-seen inside their workplace. Employers may find ways to develop more, their organizational goals to keep the employees from feeling the fulfillment at work. Great work-life balance and a positive work culture may also be established further. Since this already had a favorable result, it only needs a few improvements on the factors that it lacks a little.

**Table 3: Respondents’ Mean Agreement on their Intention to Stay**

Indicators	Mean	Interpretation
1. I like the organizational goals in my company.	4.22	Strongly Agree
2. I will be more than happy to retire from this organization.	3.49	Moderately Agree
3. I have a deep sense of allegiance to this company.	3.68	Agree
4. I plan to stay in this organization for at least five more years.	3.66	Agree
5. The level of stress I experience in my job would make me consider leaving this company.	3.65	Agree
6. My coworkers prevent me from quitting my job.	3.71	Agree
7. I am actively seeking other opportunities from other company.	3.72	Agree
8. The mission/purpose of this company gives me an impression that my job matters.	3.81	Agree

9. I feel that my skills and knowledge is are undervalued in this organization.	3.63	Agree
10. I am likely to quit my current job.	3.34	Moderately Agree
<b>General Weighted Mean</b>	<b>3.69</b>	<b>Agree</b>

Legend: 1.00 – 1.80 = Disagree, 1.81 – 2.60 = Slightly Agree, 2.61 – 3.40 = Moderately Agree, 3.41 – 4.2 = Agree, 4.21 – 5.00 = Strongly Agree

This section of the research reveals the respondent's measurement of how committed they are to stay at work. This assesses factors that determine the employees' willingness to stay within their organization, such as organizational goals, job satisfaction, stress levels, and perceived value of the job. The results show that the respondents tend to have a moderate to strong intention to remain, with an overall weighted mean of 3.69 (Agree). The employees strongly agree that they enjoy their organization's objectives (4.22), and they believe their job is meaningful (3.81). Moderate agreement (3.49) was found in terms of retiring from the organization, indicating some ambiguity in long-term commitment. Moreover, aspects like job stress (3.65) and being undervalued (3.63) have a moderate tendency to quit (3.34). Although most employees recognize loyalty to the firm (3.68) and intend to remain for a minimum of five years (3.66), others are also on the lookout for alternative opportunities (3.72), reflecting mixed feelings towards job retention.

The findings of this research concur with existing research, which emphasizes the connection between HRMP, job satisfaction, and employee's intention to stay. Isaac et al. (2020) point out that employee's intention to stay is driven by both HRMP and job satisfaction, with employees staying in an organization until they are forced to do so for particular reasons. In addition to this, Isaac et al. (2020) also indicate that job satisfaction is more important than HRMP in determining whether employees want to remain, which is what has been found in this study that job-related stress and being undervalued cause employees to look for other jobs. The previous research on Pesen Kopi Plus staff established that HRMP has a positive influence on job satisfaction and intention to remain, with job satisfaction as a mediator. This is consistent with the current findings, whereby factors of job satisfaction such as purpose, recognition, and stress levels shape employees' commitment to their organization. The research indicates that although employees tend to be in concurrence with their company's objectives and perceive a sense of loyalty, there are also some factors that might affect long-term retention. Moderate level of agreement in retiring from the firm, in conjunction with current job-seeking behavior, suggests that although HRMP might have a positive impact on employees' intention to remain, other components like job satisfaction, stress, and perceived organizational value also take part in playing a pivotal role. Workers are more likely to stay if they feel appreciated, have tolerable levels of stress, and perceive long- term career prospects in the firm.

In order to enhance employee's intention to remain, organizations must emphasize enhancing factors of job satisfaction, including recognition, career development, and stress management initiatives. HR departments must introduce initiatives to minimize work-related stress and make employees feel appreciated through open career progress prospects and equitable compensation schemes. Organizations must also develop a culture that promotes long-term commitment by synchronizing organizational goals with workers' career goals. Strengthening HRMP and improving job satisfaction will lead to increased retention rates and overall company stability.

**Table 4: Pearson Correlation: Relationship Between Respondents Job Satisfaction and their Intention to Stay**

Variables	Rho-value	Degree of Relationship	p-value	Decision	Remarks
Job Satisfaction VS Intention to Stay	0.667	Strong	<.001	Reject Ho	Significant

*Note: If p-value is less than 0.05 level of significance, the null hypothesis is rejected. Otherwise, failed to reject.*

*Legend for rho-value:  $\pm 0.00 - 0.19$  = Very weak,  $\pm 0.20 - 0.39$  = weak,  $\pm 0.40 - 0.59$  = Moderate,  $\pm 0.60 - 0.79$  = Strong,  $\pm 0.80 - 1.00$  = Very Strong*

This section of the study presents the test of relationship between employee's job satisfaction and intention to stay among BPO companies in Makati City. It indicates that the more that an employee is satisfied by doing their job, the more that they want to stay within their company. It can be presumed that in these circumstances, both variables have a relationship between each other with a rho-value of (0.667), p-value of  $<.001$ , and a significant remark.

As the result were positively recognized, these studies interpreted a different outcome. The relationship between job satisfaction and turnover intention has a negative correlation with each other, gathering data from nurses in Karachi (Alam & Asim, 2019). Additionally, a study from Nepal stated that job satisfaction has a strong effect on turnover intention as job stress and affective commitment came after, which the data were gathered from bank employee's in Kathmandu (Yukongdi & Shrestha, 2020). The results disclosed that employee's job satisfaction has a strong relationship with intention to stay, denoting that a satisfied employee is mostly likely to remain working in their company.

The outcome of the study manifested that the independent variable is firmly related to the dependent variable. Concluding that one must be satisfied with their job, for them not to leave their workplace. Companies may use different kinds of tactics for their employees in order to make them stay and not leave their workplace.

**Table 5: Pearson Correlation: Relationship Between Respondents Job Satisfaction and their HR practices**

Variables	Rho-value	Degree of Relationship	p-value	Decision	Remarks
Job Satisfaction VS HR Practices	0.838	Very Strong	$<.001$	Reject Ho	Significant

*Note: If p-value is less than 0.05 level of significance, the null hypothesis is rejected. Otherwise, failed to reject.*

*Legend for rho-value:  $\pm 0.00 - 0.19$  = Very weak,  $\pm 0.20 - 0.39$  = weak,  $\pm 0.40 - 0.59$  = Moderate,  $\pm 0.60 - 0.79$  = Strong,  $\pm 0.80 - 1.00$  = Very Strong*

This section of the research analyzes how Human Resource Management Practices (HRMP) act as a mediator between Job Satisfaction and Intention to Stay. It specifically explores whether HRMP has a significant impact on job satisfaction and, in turn, employees' intention to stay in their organizations. The results reflect a very positive correlation between HRMP and Job Satisfaction as can be seen through the Rho-value of 0.838 and the p-value of  $<.001$ . Since there was statistical significance, the null hypothesis was rejected to conclude that HRMP has an important influence in determining the job satisfaction of employees.

The findings of the present study corroborate with the previous studies identifying the significance of HRMP to enhance employee job satisfaction and performance. Mohammad et al. (2017) reiterated that job satisfaction is an important determinant in an individual's performance in a firm. Astuti et al. (2020) and Pradhan et al. (2017) also argue that HRMP improves employee confidence, motivation, and job satisfaction by engaging in extra activities and zeal in the organization. The results of this research also support these findings, showing that when HRMP is well executed, workers enjoy more job stability and enrichment. Nevertheless, while earlier research as concerned with HRMP's influence on employees' general performance, this research sheds more light by indicating its direct mediating role on job satisfaction and intention to stay. The research implies that HRMP is not just a facilitating factor but a robust mediator between intention to stay and job satisfaction. Workers who view HRMP as supportive via training, performance appraisal, and involvement are more likely to be job satisfied, which, consequently, raises their commitment to remain with the organization. The high Rho-value implies that as HRMP increases, job satisfaction rises significantly, resulting in more robust retention tendencies.



The research emphasizes the importance of an investment by organizations in strong HRMP initiatives to develop job satisfaction and decrease employee turnover. By emphasizing performance appraisal, training, and employee involvement, companies can build a work environment where workers feel respected and encouraged to remain. HR departments should also regularly review employee needs and enforce policies that increase job satisfaction, leading to long-term workforce stability and organizational success.

**Table 6: Pearson Correlation: Relationship Between Respondent's HR Practices and their Intention to Stay**

Variables	Rho-value	Degree of Relationship	p-value	Decision	Remarks
HR Practices VS Intention to Stay	0.678	Strong	<.001	Reject Ho	Significant

*Note: If p-value is less than 0.05 level of significance, the null hypothesis is rejected. Otherwise, failed to reject.*

*Legend for rho-value:  $\pm 0.00 - 0.19$  = Very weak,  $\pm 0.20 - 0.39$  = weak,  $\pm 0.40 - 0.59$  = Moderate,  $\pm 0.60 - 0.79$  = Strong,  $\pm 0.80 - 1.00$  = Very Strong*

This section of the study considers the mediating effect of Human Resource Management Practices (HRMP) on the impact of employees Intention to Stay. It precisely determines if HRMP plays an essential role in shaping employees choices to stay with their company. The results indicate a strong correlation between HRMP and Intention to Stay, as supported by the Rho-value of 0.678 and a p-value of <.001. As the relationship is significant statistically, the null hypothesis was rejected, validating that HRMP is a significant factor in boosting employees' retention in the company.

This research support previous findings that excellent HRMP plays a role in retaining staff by ensuring job satisfaction. It was established in a study of Generation Z workers within Sri Lanka's telecommunication industry that HRMP has a notable effect on employees' Intention to Stay through mediating their job satisfaction. Similar to the Buhler and Evans (2018) study, organizations should rethink their strategies in HR functions to retain the Generation Z workers by providing opportunities for career progression and job satisfaction. Moreover, Vivier (2017) emphasized that generation Z employees who are technologically savvy and highly interactive through internet-based platforms are different from their predecessors in expectations from their employer. These findings are in concordance with the current research, illustrating that effective implementation of HRMP improves employees' commitment to organizations. The findings of this study indicate that HRMP is a strong predictor of employees' Intention to Stay. As companies apply formalized HR practices like career planning initiatives, equitable compensation, and employee motivation policies they can raise job satisfaction levels, leading to higher retention. The strong correlation suggests that enhancing HRMP will have the consequence of employee higher commitment and less turnover.

The research highlights the need to maximize HRMP to maintain employees effectively. Organizations must make efforts to introduce policies that are in line with the career aspirations of employees, especially among Generation Z, who are looking for flexibility and opportunities for professional development. By creating a good working environment, organizations can enhance job satisfaction and employee retention, thereby contributing to organizational stability and success in the long term.

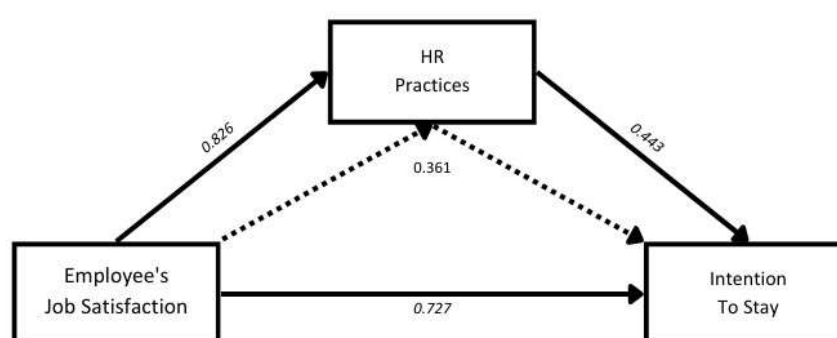
This analysis shows how the three variables are interconnected with each other. One study indicates that brand satisfaction and perceived quality as the mediators in the relationship between CSR on brand loyalty (Lacap, 2021). whereas, this study also approaches the mediating effect of a HRM on two variables. This paper will show how the respondents perceived their company's Human Resources Management practices and how they assess their employee's job satisfaction (independent variable) and intention to stay at work (dependent variable). To identify the direct effect of the third variable in the relationship of job satisfaction (independent variable) and intention to stay (dependent variable), HRM practices will serve as the mediator in order to determine if it will



have an impactful effect within the other two variables of the study.

**Table 7: Mediation Analysis: The Role of HR Practices in the Relationship Between Job Satisfaction and Intention to Stay Fig. 1**

Hypothesis	Path	Path Coefficients	Standard Error	t-value	p-value	Interpretation
H1	EJS $\longrightarrow$ ITS	0.727	0.0461	15.76	<0.001	Significant (supported)
H2	EJS $\longrightarrow$ HRMP	0.826	0.0305	27.07	<0.001	Significant (supported)
H3	HRMP $\longrightarrow$ ITS	0.443	0.0822	5.39	<0.001	Significant (supported)
H4	EJS $\rightarrow$ HRMP $\rightarrow$ ITS	0.361	0.0810	4.46	<0.001	Significant (full mediation)



This part of the study represents the path analysis of how the practices of Human Resources Management interconnects the relationship of employee's Job satisfaction and intention to stay. It reveals that HRM Practices fully act as an intermediary on the relationship of Employee's Job Satisfaction and Intention to Stay. In this circumstance, employee's job satisfaction proposed that it has a relationship with intention to stay with a path coefficient of (0.727) indicating that employees tend to stay within their company when they are fulfilled. Moreover, the satisfaction of an employee significantly affects HRMP having a coefficient of (0.826). On the other hand, the HRMP has supported a result of (0.443) affecting the intention to stay of employees. Lastly, the practices of HRM has a direct effect (0.361) of employee's job satisfaction and intention to stay which demonstrates that HRMP is a huge element that affects an employee from being satisfied with their job and that keeps them from wanting to leave the company.

The results were confirmed by Al Kurdi, B. et al. (2021) discovering that HRMP and job satisfaction have a significant effect on employee's intention to leave which pertains to the education sector of UAE context by using a cluster sampling method by gathering their data. Otherwise, it was contradicted by Zamanan, M. et al. (2020) as it only mediates partially with the relationship between HRM practices and intention to leave. The negative effects were gathered from the four private universities in Kuwait that assessed 261 members of their faculty. Many related studies showed that mediation between the different variables can either affect each other in a positive or negative way. The analysis presented the outcome of the study which showed that HRM practices is a huge influence on how an employee from BPO companies are satisfied in their job and makes them want to stay in their respective workplace.

The aftermath of this study unveiled that when an employee is satisfied with their jobs, one big factor that affects them is the Human Resources Management practices inside their workplace. Moreover, the fulfillment that BPO employees receive from their job connects to their intent to stay within the company. By practicing the functions of HRM, this can serve as guidance to employees and their employers as well so they could come up with other

ways to make their workers satisfied at their job. Employers may also imply a lot of continuous learning opportunities which can increase their organizational commitment.

#### **4. CONCLUSION**

##### **1. Respondents' Mean Agreement on their Company's Human Resources Management Practices**

The results show that employees tend to view their company's Human Resource Management (HRM) practices in a favorable light, as indicated by the overall weighted mean of 3.98 and interpreted as "Agree." The respondents totally agree that the organization is capable of putting the right people on the right jobs, which makes a contribution towards strategic objectives. Employees also concur that recruitment, feedback, learning opportunities, career development, and workplace participation are well conducted. The organization also ensures equitable assessments, equal rewards, rule compliance, and addressing employee grievances. Overall, the findings indicate that the organization's HRM practices adequately contribute to employee development, well-being, and organizational success.

##### **2. Respondents' Mean Level of Job Satisfaction**

The study concludes that the respondents are generally positive to their job satisfaction with the general weighted mean standing at 3.94, translated to "Agree." Value for the job position, fair pay, and career opportunity increases their level of satisfaction. However, managerial expectations were rated the lowest, which might call for the need to do something about it. Overall, the findings suggest that while employees are satisfied with their jobs, enhancing communication and clarity in managerial expectations may further improve job satisfaction.

##### **3. Respondents' Mean Agreement on their Intention to Stay**

With a general weighted mean of 3.69, the results show that most respondents agree with their plan to remain at work. The 3.72 mean score for seeking new chances indicates that although employees value the company's mission and work environment, some are receptive to considering other career options. Concerns about stress and feeling underappreciated may have an impact on an employee's choice to quit, but overall job happiness and alignment with corporate goals help retain employees.

##### **4. Pearson Correlation: Relationship Between Respondents Job Satisfaction and their Intention to Stay**

The results demonstrate that a strong positive correlation exists between job satisfaction and intention to remain in the organization ( $Rho = 0.667$ ,  $p < .001$ ): Higher job satisfaction correlates with a higher likelihood that an employee stays with the organization. The null hypothesis is disproved and thus it is established that job satisfaction significantly affects retention decisions. The implications of these findings, therefore, are that organizations should strive at creating an enabling environment for the employees to improve their commitment and reduce turnover.

##### **5. Pearson Correlation: Relationship Between Respondents Job Satisfaction and their HR practices**

To summarize the significant effect of Employee's Job Satisfaction to the practices of Human Resource Management, the null hypothesis was turned down by the study, that the satisfaction of an employee is dependable on the practices of HRM within their company inside the BPO industry.

##### **6. Pearson Correlation: Relationship Between Respondent's HR practices and their Intention to Stay**

In conclusion, employee's intention to stay is remarkably dependent on the Human Resource Management Practices. This means that with HRMP, workers are most likely to remain in their company.

##### **7. Mediation Analysis: The Role of HR Practices in the Relationship Between Job Satisfaction and Intention to Stay**

Human Resource Management Practices fully mediates on the relationship between employee's job satisfaction

and intention to stay. The mediating effect of HRMP determines the willingness of an employee whether they feel fulfilled at their jobs and it helps them to stay at the company. This means that with the help of HRMP, the perseverance of employees to continue working in the BPO industry has high numbers. This concludes the effect of this study, it is indeed that Human Resource Management Practices has a direct effect on the relationship between employee's job satisfaction and intention to stay.

## **5. ACKNOWLEDGEMENTS**

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## **6. RECOMMENDATIONS**

1. Future researchers may consider increasing the sample size to 400–500 respondents in order to better understand the relationship between job satisfaction and intention to stay. They may also examine the other aspect such as culture at the workplace, leadership philosophies, and motivation for employees toward working with the company. Documentation of employee experiences as well as individual views can add more value to the findings for qualitative research while being done in conjunction with quantitative analysis.
2. The results of this study can be used by BPO workers to evaluate how HRM practices affect their career choices and job satisfaction. They might think about speaking candidly with management about issues like career advancement prospects, workload balance, and job recognition. Employees who are aware of these elements may be better able to make decisions regarding their long-term loyalty to the organization and professional growth.
3. Because job satisfaction and intention to stay are strongly correlated, BPO companies may create targeted employee retention strategies. Enhancing work-life balance programs, career development, and reward programs can decrease turnover and enhance job satisfaction. Subsequent research can explore the impact of flexible work arrangements and mental health initiatives on employee retention in the BPO industry.
4. HRM Professionals may adapt this study using possible new information to improve the practices that help employees to have a better grasp in the field of Human Resources Management. With the data that has been gathered, practitioners may also explore a different study regarding this paper.
5. The Department of Labor and Employment may consider this study, as well as the government as a whole, to determine what keeps an employee from leaving or staying in a company. From the information provided, various sectors may determine the different factors that influence the satisfaction of employees.
6. Since the present study did not meet the desired number of participants, the next or upcoming students may consider surpassing the 312 responses, as this paper has only consumed that specific quantity. Hopefully, they might reach 385-400 respondents which were the supposedly target of the present research.
7. As this paper were conducted and only focused within the vicinity of Makati, the forthcoming researchers may adapt this study and consider conducting this kind of research within cities like Pasig, Mandaluyong, or Quezon City.

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