



Impact of Minimum Wage Policy on Job Satisfaction and Productivity In the Philippine Hospitality Sector

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Abstract

Increasing the minimum wage primarily aims to reduce poverty, combat social inequality, boost employee productivity, and improve the overall economic condition. This research aimed to understand the impact of minimum wage policy on employee job satisfaction and productivity in the Philippine hospitality sector. Using a quantitative descriptive research approach, the data were gathered from the 43 minimum wage earners performing various roles in a select hotel and resort in the Philippines. These respondents are a subpopulation of the 77 total employees in the company who have experienced the wage increase in September 2024. Using a researcher-structured questionnaire, responses were collected through a combination of face-to-face onsite surveys and Google Forms. Statistical tests such as frequency, percentage, weighted mean, and ANOVA were employed in the data analysis. The findings revealed that the minimum wage increases positively influenced employees' job satisfaction and productivity, with agreement across all areas. While the study confirmed the overall positive impact of the wage increase on the employees, most demographic factors were found not to affect their job satisfaction or productivity levels. Among demographic variables, educational attainment emerged as the only factor significantly influencing job satisfaction. Based on the findings, the researchers proposed a strategy roadmap to enhance the employees' job satisfaction and productivity. This study can serve as a reference for stakeholders in the hospitality sector, including human resource managers of hotels, resorts, and similar establishments who are seeking to improve employee satisfaction and drive overall productivity of the tourism industry.

Keywords: *Hotel And Resort Industry, Job Productivity, Job Satisfaction, Maslow's Hierarchy Of Needs Theory, Minimum Wage Increase*

INTRODUCTION

The implementation of a minimum wage increase is a complex economic policy with far-reaching implications for both workers and businesses, a concern echoed globally beyond the Philippines. According to [Martinez and Martinez \(2021\)](#), minimum wage is often used as a public policy tool to reduce income inequality and poverty. While the Philippines, through Republic Act 6727 or the Wage Rationalization Act, mandates regular wage reviews ([Labor Law PH, 2023](#)), similar debates and policies exist in countries like the United States of America ([Congressional Budget Office, 2024](#)) and across Europe ([Yanatma, 2025](#)). Recent Wage Order No. IV-A-21, issued by the Regional Tripartite Wages and Productivity Boards of Region IV-A, has increased minimum wage rates in the region effective September 30, 2024, including the province where the subject hotel and resort is located. The increase ranges from Php 21.00 to Php 75.00 per day. Specifically, the minimum wage for non-agricultural workers in the second and third-class municipalities increased from Php 425.00 to Php 450.00 ([PMAP, 2024](#)). This policy on minimum wage

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adjustments aims to improve workers' living standards. Consequently, assessing its potential impact on job satisfaction and productivity within the Philippine hospitality sector is crucial.

Various international studies present mixed findings on the relationship between minimum wage increases and employment productivity. Several studies suggested positive outcomes, with higher wages potentially improving worker morale, reducing turnover, and boosting productivity (Aras, 2015; Dobija, 2011; Heemskerk et al., 2018; Ku, 2020; Maharani & Woyanti, 2023). Conversely, other studies indicated potential negative employment effects from minimum wage increases across different sectors and economic contexts (Cengiz et al., 2019; Clemens, 2021; Del Carpio & Pabon, 2017; Del Carpio et al., 2012; Doh et al., 2022; International Labour Organization, 2024; Mărginean & Chenic, 2013; Nguyen, 2023; Paun et al., 2021).

Local studies in the Philippines also reveal potential negative consequences of minimum wage increases on employment, aligning with some international findings. Converging evidence regarding reduced work opportunities emerges from research by the Philippine Institute for Development Studies (Paqueo et al., 2016) and Canales (2014). Additionally, a policy brief by the Congressional Policy and Budget Research Department (Yap Jr. et al., 2024) warns of potential job losses for low-skilled workers and hindered skills development, indicating a potential gap in companies' policies and strategies in addressing these negative employment effects alongside wage increases.

Findings from both global and local research suggest a complex relationship between minimum wage increases and productivity across diverse sectors and economies. In the Philippine context, where minimum wages are regularly adjusted (Mangaluz, 2024), a significant portion of the workforce in various industries, including the hospitality sector, is generally affected. This sector is particularly insightful due to its labor-intensive nature and heavy reliance on tourism, making it sensitive to labor costs and employee morale. While prior research, including studies in the United States of America (Ku, 2020), Vietnam (International Labour Organization, 2024; Nguyen, 2023), Europe (Dobija, 2011; Cengiz et al., 2019; Paun et al., 2021), and the Philippines (Paqueo et al., 2016; Canales, 2014), have explored minimum wage impacts in other industry sectors, a specific gap exists in understanding its nuanced effects on job satisfaction and productivity within this crucial industry. These metrics are ideal as they directly influence service quality and operational efficiency, which are considered vital for the sector's competitiveness.

While existing studies have largely concentrated on the broad economic consequences of minimum wage hikes or firm-level productivity, this research offers a theoretical contribution by specifically examining their impact on individual employee job satisfaction and productivity within the Philippine hospitality sector. This sector's current context, marked by a significant labor shortage due to overseas opportunities and competition (Pascual, 2024), underscores the urgency of understanding factors affecting employee retention and performance. The study addresses a gap in the literature by providing sector-specific insights into how minimum wage adjustments influence the well-being and output of frontline and support staff in a tourism-dependent economy. To the researchers' knowledge, no prior studies have offered this focused analysis within the unique dynamics of the Philippine hospitality industry.

Therefore, this study aimed to examine the impact of minimum wage policy on job satisfaction and productivity among frontline and support staff in a Philippine hotel and resort, where many workers earn minimum wage, and informed employee engagement strategies within the sector by assessing job satisfaction across four dimensions, emotional fulfillment, affordability of needs, perception of fairness, and retention and turnover, and productivity through motivation levels, work quality, attendance at work, teamwork, and output rates. The proposed strategy roadmap, based on empirical findings, will offer actionable insights for employers to enhance employee well-being and performance, ultimately contributing to improved service quality and

reduced labor turnover. By understanding these dynamics, employers can also gain valuable information to promote worker welfare and the sustainability of this vital sector. The link between job satisfaction and productivity lies in the principle that satisfied employees are generally more motivated, engaged, and therefore, more productive in their roles.

LITERATURE REVIEW

The researchers conducted a comprehensive review of related literature obtained from various sources to provide a clear understanding of the topic at hand. This review explores the following: the underpinning theory of this study; the relationship between job satisfaction and productivity; and issues and challenges in job satisfaction, productivity, and wages.

Maslow's Hierarchy of Needs Theory

Maslow's Hierarchy of Needs theory, introduced by Abraham Maslow in 1943, offers a structured framework to understand human motivation by organizing needs into five levels (Figure 1): physiological, safety, belongingness and love, esteem, and self-actualization ([Tunkar, 2023](#)). This hierarchy has been widely applied in workplace settings to assess and address employee motivation and satisfaction. Research suggests that meeting these needs leads to improved job satisfaction, increased employee engagement, and enhanced productivity ([Alkema, 2024](#); [Wong & Low, 2018](#)).

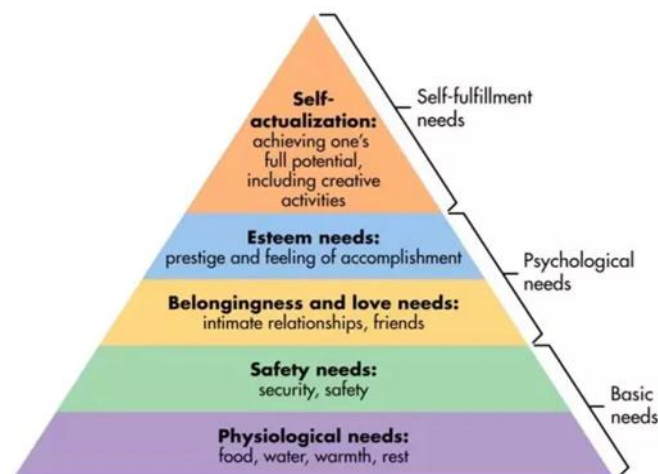


Figure 1. Maslow's Hierarchy of Needs

In the context of minimum wage increases, Maslow's theory is particularly relevant for understanding how addressing employees' basic physiological and safety needs, such as adequate compensation and job security- can significantly improve their well-being. This study presumed that the minimum wage increase helped employees meet their basic physiological needs, such as purchasing healthier food, and contributed to safety needs by improving financial security and job stability. Employees may feel more committed to staying with the organization, which can relate to how addressing safety needs contributes to long-term organizational stability. According to [Harkins \(2024\)](#), when organizations provide their employees with financial stability through wage increases, it not only meets these foundational needs but also boosts employee morale and productivity.

Maslow's theory aligns with the study, which emphasizes that satisfied employees are more likely to progress in their careers, ultimately contributing to a more motivated and high-performing organization.

Relationship of Job Satisfaction and Productivity

Job satisfaction reflects the overall sense of fulfillment and well-being employees experience in their roles, influenced by factors such as the work environment, interpersonal relationships, compensation, benefits, and career growth opportunities (Nekvinda, 2024). Satisfied employees tend to excel in their roles, driven by recognition, rewards, and intrinsic motivation that enhance their enthusiasm and performance, fostering career advancement and personal goal achievement (Aziri, 2011). Furthermore, work-life balance significantly impacts job satisfaction (Alonzo et al., 2023; Butarbutar et al., 2022; Concepcion et al., 2024).

On the other hand, productivity measures the output of goods or services generated by each worker within a specific timeframe and serves as a key indicator of organizational efficiency and profitability (Hanaysha, 2016; Saleh, 2024). While higher wages are often linked to improved productivity, many employees are equally motivated by non-monetary rewards, such as recognition and meaningful gestures of appreciation, emphasizing the need for a multifaceted approach to motivation (Saleh, 2024).

Researches consistently demonstrate a positive correlation between job satisfaction and productivity. Satisfied employees show greater commitment, dedication, and enhanced performance (Buntaran et al., 2019; Mubarak et al., 2022). Buntaran et al. (2019) highlighted the reciprocal nature of this relationship, where high performance encourages further effort through perceived expectancy, leading to greater satisfaction and sustained productivity. Conversely, employees with low satisfaction are more likely to exhibit high turnover rates, poor discipline, and reduced efficiency. Several studies (Gazzoli et al., 2010; Inayat & Jahanzeb Khan, 2021; Wu, 2024) have provided evidence that fulfilled employees significantly contribute to organizational profitability, operational efficiency, product quality, and service delivery.

In light of these previous findings, this study hypothesizes that the recent increase in minimum wage may impact employee satisfaction and productivity. Investigating this relationship is crucial for understanding its broader implications on organizational growth and performance. In reference to this study, the researchers considered the following stated null hypothesis:

Ho: There is no significant difference in job satisfaction and productivity of employees in a hotel and resort before and after the minimum wage increase.

Issues and Challenges: Job Satisfaction, Productivity, and Wage

Many businesses continue to struggle with identifying and implementing strategies to enhance performance in alignment with organizational goals while exceeding expectations (Dumaguing, 2022). Globally, workplace disengagement remains a critical issue. Gallup data cited by Montuori et al. (2022) shows that only 15% of the world's 1 billion full-time workers are reported to be both happy and productive, while 47% are psychologically detached from their work. In the United States of America, Mahajan (2024) reported that 48% of employees are productive less than 75% of their working hours, with disengagement costing an estimated \$1.9 trillion in lost productivity in 2023.

In the Philippines, labor productivity grew by 28.9% over a decade, rising from Php330,035 per worker in 2012 to Php425,511 in 2022 (constant 2018 prices). However, wage growth lagged significantly behind, with the average daily basic pay (ADBP) increasing by less than 21% during the same period, from Php391 to Php472. Inflation further widened this gap, as the consumer price index rose by 35.3%, from 85 in 2012 to 115 in 2022. The nominal ADBP of Php544 in 2022 represented only 49% of the family living wage of Php1,103, leaving a substantial wage gap of Php559 (IBON Foundation, 2023). These statistics underscore significant challenges in addressing wage disparities and their impact on job satisfaction and productivity.

RESEARCH METHOD

This research investigated the impact of the minimum wage policy on the employees' job satisfaction and productivity in a resort and hotel in a certain province in the Philippines. The study employed a quantitative approach with a descriptive method of research. This method is chosen because it allows for observing how certain events affect a specific group of people (Duckett, 2021). At the time of the study, the subject hotel and resort employs a total of 77 employees, of whom 43 are minimum wage earners as identified by its Human Resource Department. Using a stratified sampling technique, the researchers have included all 43 minimum wage employees who have experienced the wage increase in September 2024 as respondents to the study. This subpopulation is considered for this study, considering the specific characteristics shared by the employees (Ahmed, 2024).

A researcher-structured questionnaire was prepared to evaluate the respondents' perspectives on the nine dimensions of job satisfaction and productivity. There are three to four questions allocated to each dimension. The questions were based on common daily workplace scenarios and the basic needs of employees, ensuring relevance and practicality. Responses were measured using a six-point Likert scale, where 1 = 1.00–1.49 (Strongly Disagree), 2 = 1.50–2.49 (Disagree), 3 = 2.50–3.49 (Somewhat Disagree), 4 = 3.50–4.49 (Somewhat Agree), 5 = 4.50–5.49 (Agree), and 6 = 5.50–6.00 (Strongly Agree). To ensure content validity and relevance, the questionnaire underwent validation from two industry professionals. After the questionnaire was finalized, it was pilot tested on the 10 employees who were not included in the survey proper, which determined Cronbach's alpha score of 0.981 (Table 1), demonstrating excellent internal consistency and reliability (Hussey et al., 2025).

Table 1. Reliability Statistics

Dimensions	Cronbach's Alpha	No. of Items
1. Emotional Fulfillment	0.980	3
2. Affordability of Needs	0.981	3
3. Perception of Fairness	0.980	3
4. Retention and Turnover	0.981	4
5. Motivation Levels	0.980	3
6. Work Quality	0.981	3
7. Attendance at Work	0.982	4
8. Teamwork	0.980	3
9. Output Rates	0.980	4

The questionnaires were administered either face-to-face or online through Google Forms to ensure flexibility and convenience for the respondents. Data collection lasted for 12 days from November 9, 2024, to November 20, 2024. Respondents' personal information was kept confidential to ensure anonymity and protect their data. The statistical tools used in the analysis included the weighted mean, which helped determine the central tendency and varying levels of agreement among responses of the respondents on the effect of minimum wage increases on the various dimensions of job satisfaction and productivity, and ANOVA, which assessed how the demographic factors impact their job satisfaction and productivity levels. Other statistical tools employed were frequency and percentage to determine the demographic profile of respondents.

FINDINGS AND DISCUSSION

This section provides an interpretation of the data collected from the minimum wage employees of the hotel and resort. The tabulated responses were thoroughly discussed, analyzed, and interpreted in alignment with the study's objectives.

Profile of Respondents

The 43 respondents shared their personal and work-related details. Table 2 summarizes their profile, including age, gender, educational attainment, civil status, number of dependents, job role, length of employment, employment status, and weekly work hours.

Table 2. Profile of the Study Respondents

Indicator	Frequency	Percentage
Age		
18-25 years old	8	18
26-35 years old	18	42
36-45 years old	12	28
46 years old and above	5	12
Total	43	100
Gender		
Male	20	46
Female	23	54
Total	43	100
Educational Attainment		
Vocational/High School	29	67
College Level	14	33
Total	43	100
Civil Status		
Single	20	47
Married	22	52
Widowed	1	1
Total	43	100
Number of Dependents		
1	8	19
2-3	21	49
4 and above	1	1
None	13	31
Total	43	100
Job Role		
Food and Beverage	13	30
Guest Services	9	21
Housekeeping/Maintenance	13	26
HR/Administrative	3	7
Others	5	12
Total	43	100
Length of Employment		
Less than 1 year	9	21

Indicator	Frequency	Percentage
1-3 years	19	44
4-6 years	7	16
7 years and above	8	19
Total	43	100
Employment Status		
Contractual	10	23
Regular	33	77
Total	43	100
Work Hours per Week		
Less than 20 hours	2	5
20-40 hours	2	5
Over 40 hours	39	90
Total	43	100

The majority of respondents are adults, aligning with the findings of [Statista \(2024\)](#) that the 25-34 age group dominates the travel and tourism sector. The majority have vocational or high school education, are married, and support less than 3 dependents. Common roles include Food and Beverage and Housekeeping/Maintenance, with the majority of them working over 40 hours weekly. These findings emphasize the importance of targeted workforce policies and training for young, skilled workers in key roles.

Level of Job Satisfaction

Job satisfaction refers to employees' fulfillment and well-being in performing their job roles ([Nekvinda, 2024](#)). It was evaluated across four dimensions: emotional fulfillment, affordability of needs, perception of fairness, and retention and turnover.

Emotional Fulfillment

Fulfillment is often described as a state of happiness and contentment, where individuals feel a sense of purpose and accomplishment ([Tranter, 2021](#)). Table 3 highlights how the recent minimum wage increase has impacted the emotional fulfillment and job satisfaction of employees.

Table 3. Emotional Fulfillment

Statement	Mean	Interpretation
1. The minimum wage increase has made me feel more appreciated as an employee of a Hotel and Resort	5.26	Agree
2. I feel more valued by the company after receiving a wage increase	5.19	Agree
3. The minimum wage increase has improved my emotional engagement in my work and responsibilities	5.19	Agree
Average Weighted Mean	5.21	Agree

The results indicate that the minimum wage increase has significantly enhanced employees' emotional fulfillment in their roles, as they feel more appreciated after the wage increase. This positive relationship between improved compensation and employee recognition aligns with [Tajuddin et al. \(2023\)](#), who emphasized that wage increases can boost employees' productivity. Furthermore, the wage increase positively influenced employees' perceptions of

being valued by the organization, reinforcing their emotional connection to their work and responsibilities. This implies how wage increases not only improve financial well-being but also foster a deeper emotional engagement and a sense of belonging within the organization.

Affordability of Needs

The gap between wages and the rising costs of basic living expenses continues to expand each year, as highlighted by [Drexel University \(2021\)](#). Table 4 illustrates how job satisfaction relates to employees' ability to meet both essential and discretionary financial needs after wage increases.

Table 4. Affordability of Needs

Statement	Mean	Interpretation
1. Since the minimum wage increase, I have been able to buy groceries, pay my bills on time, and save money each month.	4.42	Somewhat Agree
2. I can now afford to buy healthy foods and vitamins since the minimum wage increase.	4.60	Agree
3. The wage increase allowed me to afford to take a vacation and pay off some debt.	4.53	Agree
Average Weighted Mean	4.52	Agree

The findings indicate that although the wage increase has enabled employees to afford healthier food and discretionary expenses, some still struggle with achieving broader financial stability, including consistent savings and timely bill payments. This highlights the need for additional financial support or wellness programs to enhance employees' long-term financial security. This will be realized if proper budget planning is made by the organization ([Pranajaya et al., 2024](#)). Additionally, during the data collection, it was observed that certain contractual workers experienced a reduction in their hours due to the wage increase which aligns with what [Del Carpio and Pabon \(2017\)](#) suggest that workers with fewer qualifications, such as women, younger employees, and those with less experience, are more vulnerable to job loss or reduced working hours during wage increases.

Perception of Fairness

Workplace fairness ensures employees are treated justly, with managers making decisions based on behavior and work environment. According to [Adekanmbi and Ukpere \(2022\)](#) employees who are treated equitably are inspired to increase their ethical behaviors. Table 5 examines the level of job satisfaction in terms of employees' perception of fairness after wage increases.

Table 5. Perception of Fairness

Statement	Mean	Interpretation
1. The minimum wage increase is fair compared to the amount of work I perform.	4.42	Somewhat Agree
2. The minimum wage increase has been distributed fairly across all job roles and departments	4.63	Agree
3. The minimum wage increase has improved the overall fairness of compensation of the company.	4.65	Agree
Average Weighted Mean	4.57	Agree

The findings suggest that the minimum wage increase has positively impacted employees' perception of fairness, especially in terms of equitable distribution across roles and departments, and overall improvements in compensation fairness. Wangsa and SeTin (2024) emphasized that procedural fairness employed by an organization is positively related to employee performance. However, the data in the table also shows the potential to better align employees' workload with their compensation, addressing mixed perceptions in this area. As highlighted by Compport (2024), companies face challenges in compensation management, such as ensuring competitive pay packages, maintaining pay equity across roles and locations, linking pay to performance, staying updated with regulations, and effectively communicating compensation policies

Retention and Turnover

According to Holliday (2021), employee retention refers to a company's ability to retain its workforce over time. Employee turnover, in contrast, measures the rate at which employees leave the company, either voluntarily or involuntarily. Table 6 explores job satisfaction levels related to retention and turnover following wage increases, highlighting how compensation adjustments impact employee loyalty and turnover intentions.

Table 6. Retention and Turnover

Statement	Mean	Interpretation
1. The new wage structure makes me feel more secure in my job	4.47	Somewhat Agree
2. I am more likely to stay in the company due to the recent wage increase, and it has made me reconsider any previous thoughts of leaving the company.	4.79	Agree
3. I believe that other employees feel more satisfied and are less likely to leave after the wage increase	4.79	Agree
4. I feel more loyal to the company as a result of the minimum wage increase.	4.86	Agree
Average Weighted Mean	4.73	Agree

The findings suggest that the minimum wage increase has had a positive effect on employee retention and turnover, promoting greater loyalty and commitment. While some employees report a moderate sense of job security, the wage increase has significantly influenced their decision to stay with the company, resulting in reduced turnover intentions and heightened job satisfaction. This reinforces the crucial role that wage policies play in improving retention rates and contributing to organizational stability over the long term. Coviello et al. (2021) supported this by indicating that higher minimum wages foster stronger employee attachment, which in turn boosts retention and reduces turnover. This enhanced "stickiness" underscores how wage increases can lead to a more loyal and stable workforce.

Level of Job Productivity

Employee productivity is a key performance indicator that measures how efficiently and effectively a worker contributes to achieving organizational goals. It was evaluated across five dimensions: motivation levels, work quality, absenteeism, teamwork, and output rates.

Motivation Levels

The motivation level of employees reflects how much effort and commitment an employee is willing to put into their work, resulting in a more productive, efficient, and profitable organization. Table 7 illustrates how the minimum wage increase has influenced the employees' motivation levels.

Table 7. Motivation Levels

Statement	Mean	Interpretation
1. The wage increase has significantly increased my motivation to excel in my job.	5.12	Agree
2. I feel more enthusiastic about my daily tasks at the company following the minimum wage increase.	4.91	Agree
3. Since the minimum wage increase, I am more eager to take on additional responsibilities for the company.	4.53	Agree
Average Weighted Mean	4.85	Agree

The findings reveal that the minimum wage increase has positively influenced employees' motivation. It has enhanced their commitment to performing well, increased enthusiasm for daily tasks, and encouraged readiness to take on additional responsibilities. However, the willingness to assume more duties is slightly less pronounced, suggesting that additional support or incentives might further boost this aspect of motivation. This aligns with Maslow's motivational theory, which suggests that higher wages fulfill employees' basic needs, leading to enhanced motivation and dedication ([Alkema, 2024](#)). Motivated employees are more likely to work harder, demonstrate greater commitment to their roles, and contribute to higher productivity levels.

Work Quality

Work quality is a term that can be used to measure how effective, efficient, and accurate work is. Table 8 presents the level of job productivity in terms of work quality, highlighting that the recent minimum wage increase has positively impacted the work quality of employees.

Table 8. Work Quality

Statement	Mean	Interpretation
1. Since the minimum wage increase, my ability to focus on tasks has improved.	4.72	Agree
2. The increase in minimum wage motivates us to continue delivering exceptional service and ensuring our customers have a truly satisfying experience.	4.81	Agree
3. The increase in minimum wage is an opportunity for me to continuously improve my work quality	4.93	Agree
Average Weighted Mean	4.82	Agree

The findings reveal that the recent wage increase has improved focus, boosted service standards, and inspired better performance, highlighting the role of competitive pay in driving productivity and excellence. This aligns with [Coviello et al. \(2021\)](#), who found that productivity gains are more significant among employees whose earnings are closely tied to the minimum wage.

Attendance at Work

Attendance refers to the frequency and consistency with which employees show up to fulfill their commitment at work. Table 9 shows the level of job productivity in terms of employees' attendance behaviors.

Table 9. Attendance at Work

Statement	Mean	Interpretation
1. I am more motivated to attend work regularly since the minimum wage increase	4.72	Agree
2. I have become more punctual since the minimum wage increased.	4.84	Agree
3. I have fewer absences since receiving the increase in minimum wage.	4.18	Somewhat Agree
4. Since the wage increase, I am less likely to take unplanned leave.	4.70	Agree
Average Weighted Mean	4.61	Agree

The findings suggest that the minimum wage increase has positively influenced employees' attendance behaviors, including regularity and punctuality, while reducing unplanned leaves. This observation aligns with prior studies (El Din Radi, 2020; Pfeifer, 2010), indicating that workers are less likely to be absent when they receive a higher absolute wage, a higher relative wage, or are employed at a higher hierarchical level. However, the effect on reducing overall absences appears less pronounced, suggesting that other factors may contribute to attendance challenges. These findings emphasize the importance of complementing wage increases with additional initiatives to comprehensively address absenteeism.

Teamwork

Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task effectively and efficiently. Table 10 represents the level of job productivity in terms of Teamwork, highlighting the positive effect of the wage increase on teamwork.

Table 10. Teamwork

Statement	Mean	Interpretation
1. I believe that a higher wage has fostered a more positive work environment, enhancing teamwork.	5.00	Agree
2. I feel that the wage increase has led to a noticeable improvement in our team's output.	5.12	Agree
3. Since the wage increase, I have noticed a reduction in conflicts and misunderstandings within my team, leading to better productivity.	4.72	Agree
Average Weighted Mean	4.95	Agree

The minimum wage increase has fostered a more positive work environment, enhanced team output, and reduced conflicts, leading to better overall productivity. This implies the importance of competitive compensation in promoting cooperation, performance, and harmonious

working relationships within teams. This aligns with the findings of [Sitorus and Hidayat \(2023\)](#), stating that changes in compensation policies can significantly affect employee productivity through teamwork. [Almendras et al. \(2025\)](#) also pointed out that teamwork recognizes the value of collaboration in enhancing project outcomes.

Output Rates

Output rates refer to the quantity and quality of work completed within a period. Table 11 illustrates how the minimum wage increases improved employees' task efficiency, focus, and daily output.

Table 11. Output Rates

Statement	Mean	Interpretation
1. I can complete my tasks more efficiently after receiving the wage increase.	4.74	Agree
2. Since the wage increase, my ability to focus on tasks has improved.	4.72	Agree
3. I experience fewer delays or setbacks in completing my tasks since the wage increase.	4.39	Somewhat Agree
4. I have noticed an increase in my daily output of work since the wage increase.	4.70	Agree
Average Weighted Mean	4.64	Agree

The data indicate that the wage increase has enhanced task efficiency, focus, and performance, aligning with [Adari and Satyanarayana's \(2018\)](#) findings that a competitive compensation package is essential for motivating employees and boosting organizational productivity. However, its effect on task speed varied among individuals. This variability suggests that complementing wage increases with tailored training programs or role-specific incentives could further optimize productivity and improve service delivery.

Impact of Demographic Factors on Job Satisfaction and Productivity Levels

Table 12 displays the analysis of how demographic factors impact job satisfaction and productivity levels. The researchers proposed a null hypothesis stating that factors like age, gender, education, marital status, number of dependents, job position, length of employment, employment status, and weekly work hours do not affect job satisfaction and productivity levels significantly.

Table 12. ANOVA Test on the Impact of Demographic Factors on Job Satisfaction and Productivity Levels

Demographic Factor	Dependent Variable	f-Value	p-Value	Decision
Age	Job Satisfaction	1.034	.442	Not Significant
	Productivity	.734	.708	Not Significant
Gender	Job Satisfaction	1.511	.178	Not Significant
	Productivity	.713	.728	Not Significant
Educational Attainment	Job Satisfaction	2.263	.036	Significant
	Productivity	1.230	.309	Not Significant
Civil Status	Job Satisfaction	1.017	.455	Not Significant

Demographic Factor	Dependent Variable	f-Value	p-Value	Decision
Number of Dependents	Productivity	1.289	.277	Not Significant
	Job Satisfaction	.673	.753	Not Significant
	Productivity	.853	.599	Not Significant
Job Role	Job Satisfaction	1.638	.137	Not Significant
	Productivity	1.109	.389	Not Significant
Length of Employment	Job Satisfaction	.978	.486	Not Significant
	Productivity	.315	.981	Not Significant
Employment Status	Job Satisfaction	.546	.850	Not Significant
	Productivity	1.497	.180	Not Significant
Work Hours Per Week	Job Satisfaction	.978	.486	Not Significant
	Productivity	.409	.948	Not Significant

Note: If the p-value is less than or equal to the level of significance (0.05), reject H_0 , otherwise, fail to reject H_0

The results indicate that most demographic factors do not significantly influence job satisfaction or productivity. Specifically, employment status had minimal impact on job satisfaction, contrary to the findings of [Mohamed et al. \(2023\)](#), who reported a positive relationship. Likewise, length of employment showed little effect on productivity, which challenges the conclusions of [Gagliardi et al. \(2022\)](#), who confirmed that tenure generally enhances productivity, although with diminishing returns over time. In contrast, educational attainment was found to significantly affect job satisfaction, aligning with [Belo and Nasiru \(2021\)](#), who linked higher qualifications to improved compensation and incentives. However, no significant relationship emerged between educational attainment and productivity. As such, the null hypothesis was only rejected for the impact of educational attainment on job satisfaction.

Given that most hypotheses were rejected, a more nuanced interpretation is necessary. In the context of the hospitality industry, these findings suggest that demographic variables alone may not adequately predict job satisfaction or productivity due to the industry's dynamic and operationally intensive nature. Practical implications point to the importance of on-the-job skills, customer service competence, and emotional labor, factors that may outweigh static demographics like tenure or employment status.

Methodological and contextual factors may also explain the lack of expected relationships. For instance, the cross-sectional nature of the study may not capture long-term effects of tenure, and variations in job roles (e.g., front desk vs. housekeeping) may dilute the perceived impact of education or employment status. Additionally, cultural and organizational differences, such as management style or training practices, could moderate these relationships.

Despite the rejection of several hypotheses, the study remains valuable by highlighting that employee development strategies should move beyond demographic profiling. Instead, hospitality organizations should focus on tailored interventions such as continuous training, performance-based rewards, and clear career pathways to enhance both satisfaction and productivity. This insight emphasizes the need for a more holistic approach to workforce management that integrates practical skills with motivational and environmental factors.

Proposed Strategy Roadmap for Human Resource Managers to Enhance Job Satisfaction and Productivity

The researchers emphasize effective human resource strategies as essential for enhancing employee job satisfaction and productivity. This aligns with [Arokiasamy et al. \(2024\)](#), who highlighted the critical role of human resource management practices in fostering employee commitment, boosting productivity, and maintaining a high-quality workplace environment. The proposed strategies relate to the concept of continuous training, performance monitoring, and exploring opportunities for improvement ([De Ramos & Briones, 2024](#); [Rivera et al., 2023](#)). When appropriately implemented, the employees will always feel valued by the organization, thus sustaining their commitment to providing quality services to its stakeholders.

Table 13. Proposed Strategy Roadmap

Dimension of Job Satisfaction	Areas that Need Improvements	Proposed Strategies
Perception of Fairness	Equitable Alignment of Workload and Compensation	Regularly evaluate workload distribution to ensure fair compensation alignment and maintain salary dispersion to prevent the minimum wage increase from exceeding those above the minimum.
Dimension of Productivity	Areas that Need Improvements	Proposed Strategies
Motivation Levels	Employees' willingness to take on more duties	Implement performance-based incentives and recognition programs to motivate employees to take on additional responsibilities. By directly linking rewards to performance, this strategy encourages increased engagement, productivity, and a stronger sense of ownership in their roles.
Attendance at Work	Reducing absences	Introduce holistic wellness programs that promote physical and mental well-being, recognizing their direct impact on employee attendance. Coupled with open communication channels, this strategy aims to proactively identify and address factors contributing to absenteeism.
Output Rates	Enhancing Task Efficiency	Implement clear workflow processes and minimize unnecessary tasks or interruptions during peak hours.

Dimension of Job Satisfaction	Areas that Need Improvements	Proposed Strategies
		Provide role-specific incentives, such as performance-based bonuses for team members who excel in their specific tasks or responsibilities. Ensure proper resource allocation, such as adequate staffing or necessary equipment, to support efficiency and productivity.

CONCLUSIONS

The findings of the study highlighted that the minimum wage increase in a hotel and resort in the Philippines positively impacted employee job satisfaction, leading to several key outcomes. Employees reported feeling more valued, which enhanced their emotional engagement, focus, and motivation. This boost in morale contributed to better attendance, stronger teamwork, and higher service standards, all of which are critical for the hospitality sector. The wage increases also enabled employees to meet basic financial needs, although challenges in achieving broader financial stability remained evident. Furthermore, employees experienced heightened job security and loyalty, leading to a reduction in turnover rates, a crucial benefit for industries reliant on consistent service quality and experienced staff. In terms of productivity, the wage increase was found to have a positive effect, reflected in improved task performance, higher daily output, and fewer delays in service delivery. However, the reduction in absenteeism was moderate, suggesting that other factors beyond wage increases may influence attendance behavior, such as work-life balance, health issues, or workplace culture.

While the study confirmed the overall positive impact of the wage increase on the employees, most demographic factors were found not to affect their job satisfaction or productivity levels. This finding suggests that while wage adjustments are important, they may not be sufficient on their own to drive substantial changes in performance or satisfaction. Among demographic variables, educational attainment emerged as the only factor significantly influencing job satisfaction. This finding implies that employees with higher education levels may have different expectations or experiences in the workplace, which could shape their response to wage increases. These findings provide valuable baseline information for human resource managers in the hotel and resort sector to design comprehensive strategies for enhancing employee job satisfaction and productivity. To further improve satisfaction and productivity, organizations should align wages with workloads, provide financial support, and invest in employee development. Open communication, equitable pay practices, and recognition programs will help create a motivated workforce and ensure long-term success.

LIMITATIONS & FURTHER RESEARCH

This study's limitations include its cross-sectional design, hindering the analysis of long-term effects and causal relationships, and its limited sample size, restricting generalizability to the broader Philippine hospitality sector. Self-reported survey data introduces potential bias. Future research should address these limitations through longitudinal studies with diverse samples across several hospitality establishments, incorporating mixed methods (e.g., interviews, observations) to gain richer insights and mitigate bias. Further research should investigate additional factors,

including work-life balance and workplace culture, explore interaction effects between demographic and other variables, particularly training and management practices, and utilize multi-level analysis and mediation/moderation analyses to fully understand the complex relationship between minimum wage and employee outcomes.

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