

HR Practices and Employees' Well-Being: Implications on Their Organizational Commitment

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ABSTRACT

Understanding the dynamics between HR practices and employees' well-being and their organizational commitment is crucial for fostering a productive work environment. This study examines the impact of HR practices and employee well-being on the organizational commitment in the food service sector. It hypothesizes that various facets of HR practices -- compensation and benefits, rewards and recognition, training and development, and leadership characteristics -- and employee well-being significantly influence employees' organizational commitments, including affective, normative, and continuance commitment. Employing a descriptive correlational research design, quantitative analyses were conducted to gather insights from 111 employees across food service establishments in Bukidnon. Utilizing a survey questionnaire specifically designed for food sector employees, the study incorporated ten indicators within each dimension of HR practices, well-being and organizational commitment. This questionnaire drew inspiration from studies conducted by Tan and Nasurdin (2011), Chahar and Hatwal (2018), Hahm (2010), and Giga (2013). The data were subjected to regression analysis to assess the influence of HR practices and employees well-being on organizational commitment. The comprehensive analysis revealed a predominantly positive perception among employees towards HR practices. Leadership qualities, training, and employee well-being emerged as notable contributors to organizational commitment, while rewards and recognition, compensation, and benefits exhibited limited influence. Consequently, the study advocates for strategic interventions to enhance reward and recognition, promote robust training and development initiatives, and foster a supportive work environment. By implementing these recommendations, organizations can cultivate a culture of engagement and loyalty among food service employees in Bukidnon, strengthening their competitive position within the industry.

Keywords: Employees Well Being, Food Service, HR Practices, Organizational Commitment

Introduction

In the contemporary and ever-evolving work landscape, the sustained success of a company is intricately tied to the synergy among its Human Resource (HR) practices, employees' well-being, and their organizational commitment. Recognizing that HR practices and employees' well-being significantly influence not only on operational efficiency but also employees' commitment, companies have become increasingly mindful of the crucial role played by HR practices and well-being in shaping the workforce. Despite playing a vital part in the growth of the food and beverage industry, HR professionals in the food service sector encounter numerous challenges. The 2022 pandemic-related labor shortage made already

high employee turnover rates even higher, especially in the Philippines, where unfavorable working conditions account for the highest annual employee turnover rate globally (McKee, 2022; Morthlock, 2021). This turnover is caused by a number of factors, including poor compensation, inadequate benefits, and stress at work. Many employees look for new employment within a year. According to Ana et al. (2019), the implementation of efficient human resource strategies, such as equitable remuneration, incentives, training, and encouraging leadership, is crucial for augmenting organizational dedication, maximizing employee capabilities, and motivating employees to accomplish firm objectives.

Amidst this dramatic increase in turnover rates in the food service industry, research highlights the critical role of employee well-being on fostering organizational commitment. Fantozzi (2022) and Garcia (2023) in their studies show the significant influence that well-being has on employees' commitment in the foodservice industry. Garcia has put emphasis on the importance of having a positive work environment, encompassing such characteristics as: supportive leadership and recognition that enhance employees' morale and promoting deeper sense of organizational commitment. Their findings highlight the critical necessity for the food service industry to provide employee well-being top priority to boost organizational commitment and guarantee long-term success.

Although previous studies have looked at the influence of HR practices and employees' well-being on organizational commitment, none have specifically looked at this relationship in the context of food service. Hence, a focused investigation is required to address the urgent problems causing employee turnover, which include small compensation, insufficient benefits, extended time, and management-related concerns (Fantozzi, 2022). Thus, the main goal of the study is to assess HR practices and well-being and their impact on employees' organizational commitment. By doing so, this study hoped to develop targeted interventions and guidelines that will foster a conducive workplace, ultimately strengthening the over-all HR practices and employees' well-being and long-term success of food service businesses in the province of Bukidnon.

Framework

This study presupposed that food service sectors with well-designed HR practices, encompassing compensation and benefits, rewards and recognition, training and development, and leadership characteristics; along with a focus on high employee well-being, are more likely to experience heightened organizational commitment among their employees. Moreover, this study hypothesized that as employees regard HR practices more positively, their level of organizational commitment is also expected to increase. In today's competitive food sectors, cognizance of the strategies to enhance employees' organizational commitment is crucial. Social Exchange Theory (SET), serves as a foundational strength through which to understand the intricate dynamics between HR practices, employees well-being, and organizational commitment. According to SET (Blau, 1964), social interactions are governed by the principle of reciprocity, wherein individuals engage in exchanges of resources with the expectation of mutual benefit. Within the organizational context, employees perceive HR practices as manifestations of organizational investments in their well-being and development (De Winne, 2019), through the provision of compensations and benefits, rewards and recognition, training and development, and leadership characteristics. Organizations extend valuable resources to employees, thereby fostering feelings of obligation and reciprocity (Mahfouz et. al., 2021). Employees, in turn, reciprocate these investments by demonstrating higher levels of organizational commitment. Moreover, SET elucidates the role of

perceived organizational support as a key mechanism through which HR practices and well-being influence employees' affective, normative and continuance commitment to the organization.

There are several HR practices that have a substantial impact on organizational commitment, such as: compensation and benefits, rewards and recognition, training and development, and leadership characteristics. Compensation is a major driver of employee performance (Peráček, 2020), and in the food business, flexible benefits like healthcare and support for education boost commitment (Liu & Wang, 2023). Additionally, performance-based incentives increase productivity and motivation even more (Johnson & Garcia, 2022). Employees' emotional connection to the company and their devotion to its goals are strengthened when they receive recognition, such as: spoken praise, awards, or other kinds of acknowledgment that highlight and celebrate individual or team accomplishments; and rewards typically involving more material incentives like monetary bonuses, promotions, or presents (Armstrong, 2019). Training and development represent another essential HR practice that strengthens organizational commitment. Dickson (2019) underscores the significance of prioritizing staff development—including job training, soft skills, and leadership development. These efforts provide benefits to both the company and the individual, which will bring about increased employee productivity and equipping them with competitive skill sets. Finally, another critical HR practice that is assumed to impact employees' organizational commitment is leadership characteristics. Fostering healthy relationships and putting employee welfare first are critical leadership traits. In the contemporary global business environment, leadership characteristics that prioritize the welfare and concerns of employees, cultivate robust employee commitment, and exhibit respect, recognition, and backing for them (Khuong, 2016).

Employee well-being is another dynamic variable influencing organizational commitment. According to Lee and Kim (2023) and Muñoz et al. (2023), well-being initiatives that promote health, mental health assistance, and work-life balance greatly increase organizational commitment. According to Perkins (2022), putting employee well-being first results in a more engaged workforce, better job satisfaction, and fewer plans to leave. Encouraging a committed and healthy work environment requires integrating well-being activities into HR strategy.

The dependent variable focuses on Organizational commitment, which is deemed another vital factor in effective food service operations. Promoting organizational commitment has become a trend among organizations, considering the benefits of increasing employee performance and decreasing employee turnover according to factorial article of Symonds (2022). Organizational commitment has been defined by Rathi (2022) as the psychological link that connects the individual to the organization, significantly affecting employees' behavior, performance, and retention. In the food service industry, where increasing turnover rates are prevalent, examining the determinants or factors of organizational commitment is essential. In this study, organizational commitment include: affective, normative, and continuance commitments.

According to Bouraoui et al. (2020), affective commitment is an emotional connection that influences employees' decision to voluntarily remain with their company. When workers are motivated, perceive personal fulfillment in their work, this feeling of connection to the company builds strong relationships. Normative commitment, which is impacted by both organizational socialization and more general life events, is a sense of responsibility and moral obligation to stick with the company (Tripathi, 2023). According to Smith et al. (2023), this dedication is fostered by moral behavior and community involvement through initiatives like charitable giving and sustainable projects. When workers stay because

leaving would be too expensive, usually as a result of large investments in company-specific skills or few career options, this is known as continuity commitment (Kasogela, 2019; Garcia-Gabrera & Garcia-Soto, 2019).

The interrelation of the study’s variables is depicted in Figure 1. The independent variable consists of HR Practices encompassing compensation and benefits, rewards and recognition, training and development, leadership characteristics and the second independent variable is employee well-being. On the other hand, the dependent variable comprises organizational commitment, which encompasses affective commitment, normative commitment, and continuance commitment.

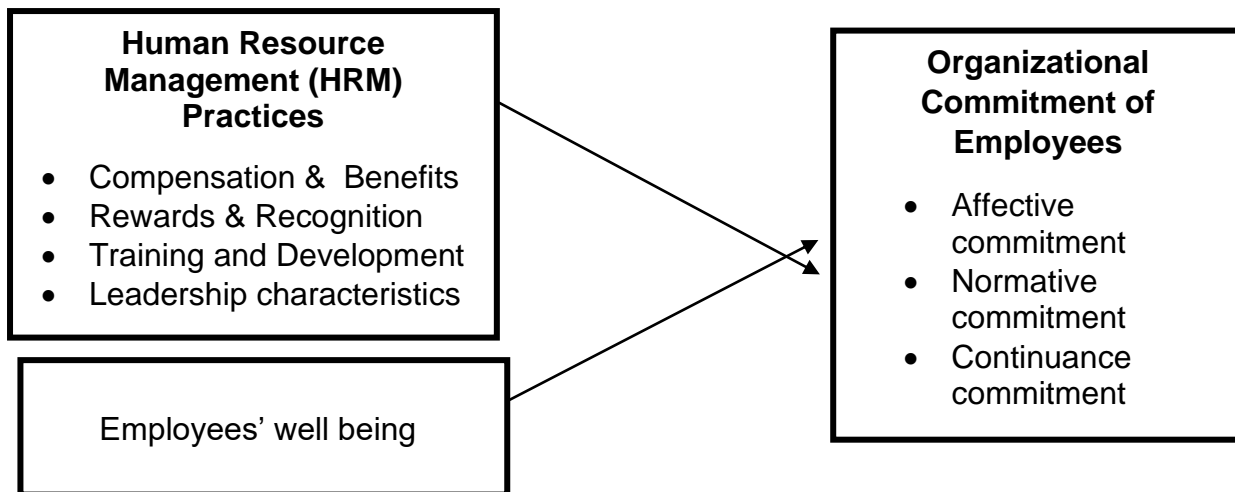


Figure 1. Schematic Diagram of the Study

Objective of the Study

This study aimed to unravel the HR Practices and employees’ well-being in the selected Food service sector in Bukidnon and their implications to their organizational commitment

Methods

Participants in this study were employees in food service establishments who were at least eighteen years old. All employees, regardless of contract, with a minimum of one year of experience were deemed eligible to participate. It is worth noting that many of the employees in these establishments were embarking on their first job experiences, adding a layer of significance to their participation in the study. Accessible population was utilized by the researcher due to practical considerations and the accessibility of potential participants. The feasibility of data collection within the limitations of time and resources is improved by this approach, which enables the inclusion of participants who are willing and able to participate in the study. Based on practical considerations and resource limitations, the researcher was able to get one hundred eleven (111) participants. Because participants were chosen based on their availability and willingness to participate, it is important to note that the use of accessible sampling may introduce some level of selection bias. However, gathering information from people who work in the food industry can be done quickly and affordably with this method. This sampling technique aims to gather insightful information from a wide range of food industry workers, even though it might not guarantee a completely representative sample of the total population.

Results and Discussion

Table 1 presents the summary assessment of HR practices in selected food service establishments. The data show that HR practices are generally assessed as “Very Good” with an overall mean rating of 3.79. This reveals that participants have a positive opinion of the HR practices used by these organizations. The average ratings for a variety of HR practices, such as compensation and benefits (M=3.75), leadership characteristics (M=3.78), rewards and recognition (M=3.79) and training and development (M=3.81), reveal a generally positive perception of these HR practices among the participants. These results are consistent with the research conducted by Wright et al. (2019), which highlighted the significance of initiatives for efficient reward and recognition programs, continuous training, effective leadership, and equitable compensation in raising organizational performance, employee satisfaction, and commitment. The observed discrepancies in evaluations emphasize the necessity of ongoing review and modification of HR practices to accommodate the various requirements and preferences of employees in the food service sector.

Table 1. Summary Table of Assessment of HR Practices in Food Service Establishments

HR Practices in Food Service Establishments	Mean	Interpretation	SD
Compensation and Benefits	3.75	Very Good	0.77
Rewards and Recognition	3.79	Very Good	0.86
Training and Development	3.81	Very Good	0.79
Leadership Characteristics	3.78	Very Good	0.84
Overall Assessment of HR Practices in Food Service Establishments	3.79	Very Good	0.71

As demonstrated in the table, the largely positive response may have been impacted by the traits of fresh graduate employees, who make up a significant portion of the workforce and are likely starting their first jobs. Despite the study’s emphasis on issues such as high turnover rates and challenging work conditions in the food service sector, all HR practice areas in this study were assessed as very good. Limited exposure of these employees to a variety of work environments and HR practices may lead to higher satisfaction ratings because of the absence of comparable standards. According to published research, young employees typically hold high standards for frequent feedback, opportunities for professional growth, and immediate rewards and recognition (Twenge, 2017; Schroth, 2019). Even when there are documented problems with the work environment, these preferences can result in more positive ratings when such components are present. Therefore, the high assessments may represent the alignment of these employees’ aspirations and expectations on the current HR practices rather than representing an objective comparison across various sectors or more seasoned viewpoints.

As can be gleaned further from the data, training and development emerges as the highest-rated HR practice with a mean rating of 3.81. This finding is consistent with the study of Jehanzeb and Bashir, (2013), which underscores that the food service industry’s perceived developmental prospects positively correlate with staff engagement, which in turn improves customer satisfaction, service quality, and organizational commitment. However, the somewhat lower ranking for compensation and benefits (M=3.75), although rated still as very good, points to possible areas for improvement, such as making sure that compensation is competitive, that benefits are distributed fairly, and that compensation structures are

clear. Given the context of these employees, who place a high importance on just compensation and extensive benefits, they are likely to react favorably to open communication and equitable compensation, and they anticipate transparent and fair compensation schemes. Therefore, although the assessment as a whole indicates that HR practices are well-received, there is still room to improve satisfaction with work, employee commitment and organizational success in the food service industry by concentrating on improving compensation and benefits to match their expectations.

Table 2 presents the frequency, percentage, and mean distribution of employees' level of well being by food service establishments, The data show that the employees gave a generally very good rating on employees' well-being, with an overall mean of 3.82. This data indicates a very high level of perceived effectiveness of the food service organizations in responding to employees' well-being in terms of the provision of flexible work schedule, contentment and satisfaction in work environment, accessibility to resources, strong support for mental health and well-being, and healthy work-life balance. This overall assessment is supported by the frequency and percentage distribution as indicated in the table, where the majority of employees well-being as "Very Good" (40.54%) the prevalence of this result indicates a significant level of satisfaction and perceived effectiveness of employee's well-being.

Table 2. Frequency, Percentage and Mean Distribution of Employees' level of Well- Being

Range	Description	Frequency	Percentage
4.51-5.00	Outstanding	24	21.62
3.51-4.50	Very Good	45	40.54
2.51-3.50	Good	33	29.73
1.51-2.50	Fair	9	8.11
1.00-1.50	Poor	0	0.0
	Total	111	100.0
	Overall Mean	3.82	
	Interpretation	Very Good	
	SD	0.82	

However, it is also noteworthy that 29.73% of the participants rated "Good" in this aspect while this designation still reflects a positive assessment of employees' well-being initiatives, it suggests that there can be areas where the organization could further enhance their efforts and refinement that the needs and preferences of all employees are adequately met. Demonstrating a favorable opinion of the workplace and support programs within their companies. Although this designation still represents a favorable evaluation, it suggests organizations should improve their efforts even more to ensure that the requirements and preferences of every employee—especially those of Generation Z—are suitably satisfied. This emphasizes how crucial it is to tailor well-being programs and keep them updated in order to meet the needs of the diverse workforce in the food service industry. Overall, the results show that employees, have a high opinion of their workplaces and the support programs offered by these organizations, indicating a commitment to creating a healthy work environment that promotes employee well-being.

Table 3 presents a summary of the extent of organizational commitment among foodservice employees, showing significant variations across three dimensions: affective, normative, and continuance commitment, with an overall mean of 3.86, with a "Very High" interpretation, emphasizes robust demonstration of employees' organizational commitment. This overarching finding indicates the food

service employees' profound sense of duty and commitment to the values and goals held by the organizations (normative), a deep emotional connection and sense of belonging to the organization (affective), and perception and awareness of the benefits and investments they poured into their careers within the food service industry, thereby fostering their commitment. Overall, these results highlight the high level of commitment demonstrated by food service personnel in various aspects of organizational involvement.

Table 3. Summary Table of Extent of Organizational Commitment

Organizational Commitment	Mean	Interpretation	SD
Affective Commitment	3.87	Very High	0.82
Normative Commitment	3.90	Very High	0.84
Continuance Commitment	3.82	Very High	0.78
Overall	3.86	Very high	0.69

Among the three dimensions, normative commitment shows the highest mean score of $M=3.90$, revealing that foodservice employees demonstrate a very high sense of duty and commitment to adhering to the organizations' values and goals. This data imply that employees profoundly identify themselves with the culture and mission of the organization, promoting workplace stability and consistency. In the food service industry, where employee engagement and alignment with company values play a critical role in the customer experience, a strong normative commitment is especially noteworthy (Meyer and Morin, 2016).

On the other hand, continuance commitment indicates the lowest mean rating of $M=3.82$, despite still falling within the "Very High" rating. This dimension indicates employees' deeper understanding of the costs and benefits related to their careers in the food service industry by reflecting on their perception of the costs of leaving the company. Notably, these employees, who generally began their careers in the foodservice industry, demonstrate a greater level of commitment. Their appreciation of the value of tenure and the opportunity for professional growth in their current organizations is the foundation of this commitment (Meyer and Morin, 2016).

These findings offer deeper insights into the complex dynamics of organizational commitment among employees in the food service industry. Although they demonstrate a high level of normative commitment, indicating a profound connection with the core values of the organization, further research is needed to determine the elements that impact continuation commitment. Gaining insight into the attitudes and incentives that drive employee commitment can help organizations succeed in this fast-paced market by helping to develop focused engagement and retention initiatives.

The regression analysis presented in Table 4 provides valuable insights into the effect of HR practices on organizational commitment and well being among participants in the foodservice industry. The findings indicate that the overall model is significant ($F=42.11$, $p=.000$), suggesting that participants' assessment of HR practices significantly influences their organizational commitment. Thus, the null hypothesis is rejected. Participants who gave a high rating on the HR practices also tend to have high commitment in the organization. This result aligns with previous research, such as the study by Boom and Kalshoven (2014), which found a positive correlation between high-performance HR practices and organizational commitment.

Table 4. Regression Analysis of the Influence of Participants’ Assessment of HR Practices on their Organizational Commitment

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.06	.217		4.89	.000
Compensation and Benefits	-.037	.077	-.041	-.486	.628
Reward and Recognition	.057	.084	.071	.681	.498
Training and Development	.233	.097	.268	2.41*	.018
Leadership Characteristics	.216	.084	.265	2.58*	.011
Employee’s Well-being	.267	.088	.317	3.04**	.003
Model Summary					
R = .817 R ² = .667 Adjusted R ² = .651 F = 42.11 p = .000					

**significant at 0.01 level *significant at 0.05 level

The regression analysis also reveals that 66.7% of the variability in organizational commitment can be accounted for by the combination of HR practice components (R² = .667). This finding highlights the importance of HR practices in shaping employees' commitment to their organization. However, it is important to note that the remaining 33.3% of variability may be attributed to other factors not covered in this study, such as personal characteristics, work-life balance, perceived organizational support, job satisfaction, leadership style, and organizational culture (Meyer et al., 2018; Herscovitch, 2019; O'Reilly et al., 2014).

The unstandardized coefficients in the regression analysis provide information on the magnitude and direction of the relationship between each HR practice factor, well-being and organizational commitment, while the standardized coefficients (Beta) indicate the relative importance of each factor in predicting organizational commitment.

Interestingly, the results show that Compensation and Benefits and Rewards and recognition do not have statistically significant effects on organizational commitment, as evidenced by their non-significant p-values (> .05). This finding is consistent with research by Jawaad et al. (2019), suggesting that changes in these specific HR practices may not substantially affect employees' levels of organizational commitment. The findings indicate that these three variables lack statistically significant effects on organizational commitment among employees in the food service sector, particularly that the participants were fresh graduates when they applied and this is their first job offer insightful implications. It suggests a potential disparity between the perceived importance of traditional HR practices and their actual impact on organizational commitment within this demographic. Despite the initial expectation of first job landers regarding compensation benefits, rewards and recognition, the finding underscore the significance on non-monetary factors such as job satisfaction, work life balance and opportunity for skill growth.

On the other hand, training and development, employee well-being and leadership characteristics significantly and positively affected organizational commitment, with p-values of .003 and .011, respectively. These findings underscore the importance of prioritizing employee well-being initiatives and fostering effective leadership behaviors to enhance organizational commitment. Organizations that invest in their employees' well-being and develop leaders who exhibit empathy, transparency, and integrity are more likely to cultivate a highly committed workforce (Kundi et al., 2020; Setyaningrum et al., 2020).

In sum, the regression analysis offers robust evidence affirming the profound influence of HR practices and employee well-being on organizational commitment among food service employees. Specifically, it highlights the critical role of initiatives aimed at nurturing employee well-being and cultivating strong leadership characteristic. These findings not only underscore the importance of strategic HR practices but also illuminate pathways for fostering a culture of dedication commitment of employees. It can be also beneficial for organizations to implement policies and initiatives that promote employee well-being and develop effective leadership to foster a dedicated and engaged workforce, ultimately leading to improved performance, productivity, and overall organizational success (Lundqvist & Wallo, 2023).

Conclusion and Recommendation

This study has revealed valuable insights into the effect of employees' assessments of HR practices and employees well-being on their organizational commitment in the foodservice sector. The findings support the assumption that food service organizations with well-designed HR practices and high well-being are more likely to have heightened organizational commitment among their employees.

Additionally, the findings confirms and provide empirical evidence for the application of Social Exchange Theory (SET) in the context of this study. SET posits that when foodservice employees receive positive treatment, support, and well-being from the organization, they are more likely to exhibit high levels of affective, normative, and continuance commitment. In the case of this study, this positive treatment is demonstrated through the provision of generally favorable competitive compensation programs, recognition of employees' contributions, opportunities for career advancement, strong leadership, and a focus on employee well-being within the organization.

Further analysis of the findings emphasizes that employee well-being, leadership characteristics, and training and development have the strongest positive influence on organizational commitment. This indicates that for food service organizations to increase organizational commitment among employees, programs that support employee well-being, offer sufficient opportunities for training and development, and foster strong leadership qualities are essential. Although compensation and benefits, and reward and recognition are important factors in overall job satisfaction, in this study, they may not be perceived by food service employees as primary drivers of their commitment to the organization. This suggests that the provision of competitive compensation and rewards alone may not be enough to promote a deep sense of commitment to the organization.

Consequently, the study advocates for strategic interventions to enhance reward and recognition, promote robust training and development initiatives, and foster a supportive work environment. By implementing these recommendations, organizations can cultivate a culture of engagement and loyalty among food service employees in Bukidnon, strengthening their competitive position within the industry.

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