

Employer Branding and Employee Retention Strategies in Hotels in Muntinlupa City: Inputs to a Human Resource Development Framework

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ABSTRACT

The hospitality industry faces persistent challenges in attracting and retaining qualified employees, making employer branding an important strategic approach to sustaining workforce stability. This study examined the relationship between employer branding and employee retention strategies among selected hotels in Muntinlupa City as the basis for developing a Human Resource Development Framework. A descriptive-correlational research design was employed, involving 124 respondents comprising recruitment officers, department heads, and hotel staff from five selected hotels. Data were collected using a validated researcher-developed questionnaire and analyzed using weighted mean, one-way analysis of variance, Pearson product-moment correlation, and Tukey's HSD test. The findings revealed that employer branding was **Highly Evident**, whereas employee retention strategies were **Evident**. Significant positive relationships were found between employer branding and employee retention strategies, indicating that stronger employer branding contributes to higher employee commitment and retention. Communication and Reputation Management demonstrated the strongest association with Job Security and Stability. Respondents also identified challenges related to leadership consistency, workload management, career advancement opportunities, employee recognition, and communication practices. Based on these findings, a Human Resource Development Framework was developed to strengthen employer branding, enhance employee retention, and support sustainable organizational performance in the hospitality industry. The study highlights the strategic role of employer branding in improving workforce stability and provides evidence-based guidance for hospitality organizations seeking to strengthen human resource management practices.

Keywords: employer branding, employee retention, hospitality industry, human resource development, hotels, organizational commitment, hotels in Muntinlupa City, Philippines

INTRODUCTION

The hospitality industry depends heavily on human resources to deliver high-quality service and maintain organizational competitiveness. As employee turnover remains a persistent challenge, hotels increasingly recognize that attracting talented employees is insufficient without creating organizational conditions that encourage long-term commitment and retention. Employer branding has therefore emerged as a strategic human resource approach that enhances organizational attractiveness through a positive work environment, supportive leadership, career development opportunities, and ethical organizational practices.

Employee retention likewise remains essential because experienced employees contribute to service quality, operational efficiency, customer satisfaction, and organizational sustainability. Contemporary human resource management emphasizes that retention is influenced not only by compensation but also by organizational culture, leadership, communication, professional development, and employee engagement. Organizations capable of integrating these practices are better positioned to sustain workforce stability in highly competitive labor markets.

Although employer branding and employee retention have received increasing scholarly attention, studies within the Philippine hospitality industry remain limited. Existing research frequently examines these variables independently and provides limited evidence regarding their combined influence within local hotel organizations. This gap is particularly evident in Muntinlupa City, where hotels continue to compete for qualified hospitality professionals.

Accordingly, this study examined employer branding and employee retention strategies among selected hotels in Muntinlupa City. Specifically, it assessed employer branding and employee retention, determined significant differences among respondent groups, examined the relationship between the two variables, identified organizational challenges, and developed a Human Resource Development Framework to strengthen workforce stability and organizational competitiveness.

1.1 Research Gap

Despite growing interest in employer branding and employee retention, empirical studies focusing on Philippine hotels remain limited. Previous investigations commonly examined these variables separately or emphasized selected organizational factors such as leadership, compensation, or organizational culture. Consequently, limited evidence exists regarding how multiple dimensions of employer branding collectively influence employee retention strategies in hotels operating within the competitive hospitality environment of Muntinlupa City. This study addresses this gap by providing an integrated analysis that supports evidence-based human resource development initiatives.

1.2 Objectives of the Study

This study aimed to examine employer branding and employee retention strategies among selected hotels in Muntinlupa City as the basis for developing a Human Resource Development Framework. Specifically, it sought to:

1. Assess employer branding across six organizational dimensions;
2. Determine whether significant differences exist among the assessments of recruitment officers, department heads, and hotel staff;
3. Assess employee retention strategies across six organizational dimensions;
4. Determine the relationship between employer branding and employee retention strategies;
5. Identify the challenges encountered relative to employer branding and employee retention; and
6. Develop and evaluate the acceptability of a Human Resource Development Framework.

1.3 Theoretical Foundation

This study is anchored on **Social Exchange Theory** (Blau, 1964), which posits that employees reciprocate favorable organizational treatment with greater commitment and loyalty. Employer branding initiatives—including supportive leadership, positive organizational culture, career development, and ethical practices—encourage employees to strengthen their organizational commitment and intention to remain.

The study is further supported by **Self-Determination Theory** (Deci & Ryan), which explains that organizations enhance employee motivation by satisfying the psychological needs for autonomy, competence, and relatedness. Collectively, these theories explain how effective employer branding strengthens employee retention through both reciprocal organizational relationships and intrinsic motivation.

METHODOLOGY

Research Design

This study employed a descriptive-correlational research design to examine employer branding and employee retention strategies among selected hotels in Muntinlupa City. The descriptive component assessed employer branding, employee retention, organizational challenges, and the proposed Human Resource Development Framework, while the correlational component determined significant relationships and differences among respondent groups. This design was appropriate because it enabled the investigation of naturally occurring organizational practices without manipulating the study variables.

Research Setting

The study was conducted among **five selected hotels in Muntinlupa City, one of the major business and commercial centers in southern** Metro Manila. Muntinlupa has experienced continuous growth in its hospitality industry due to increasing commercial investments, business tourism, conventions, and leisure travel. Hotels operating within the city compete not only for guests but also for highly qualified employees capable of delivering quality hospitality services.

The participating hotels represent medium- to large-scale hospitality establishments that maintain structured human resource management systems and employ personnel across various operational and managerial levels. These organizations were purposively selected because they actively implement employer branding initiatives and employee retention programs, making them appropriate settings for examining the relationship between these organizational practices. Since hospitality organizations rely extensively on employee performance to achieve customer satisfaction and organizational competitiveness, the selected hotels provided an appropriate environment for investigating workforce management strategies and developing a Human Resource Development Framework applicable to the local hospitality sector.

Respondents and Sampling Procedure

The study involved **124 respondents** selected through purposive sampling from five participating hotels in Muntinlupa City. The respondents comprised **10 recruitment officers, 13 department heads, and 101 hotel staff**, all of whom possessed direct knowledge of employer branding and employee retention practices. Purposive sampling ensured that data were gathered from individuals with relevant organizational experience, thereby enhancing the credibility and relevance of the findings.

Research Instrument

Data were collected using a **researcher-developed structured questionnaire** based on an extensive review of contemporary literature on employer branding, employee retention, and human resource development. The instrument was designed to measure respondents' perceptions regarding employer branding, employee retention strategies, organizational challenges, and the acceptability of the proposed Human Resource Development Framework.

Validity and Reliability of the Instrument

Prior to data collection, the questionnaire underwent **content validation** by experts specializing in human resource management, hospitality management, and business research. Their comments and recommendations were incorporated to improve the clarity, relevance, and comprehensiveness of the survey items.

Subsequently, the revised instrument was pilot-tested with respondents who possessed characteristics comparable to those included in the actual study but were excluded from the final sample. Reliability analysis confirmed satisfactory internal consistency of the instrument, indicating that the questionnaire was appropriate for measuring employer branding and employee retention constructs consistently across different respondent groups.

Data Collection Procedure

Following approval from the Graduate School and the management of the participating hotels, the researcher coordinated with hotel administrators and human resources offices to administer the survey questionnaires. Respondents were informed of the objectives, significance, and voluntary nature of the study prior to participation.

Survey questionnaires were administered via an online platform to facilitate efficient data collection and minimize operational disruptions at participating hotels. Respondents were provided sufficient time to complete the questionnaires independently, ensuring that responses reflected their actual perceptions and workplace experiences.

Upon completion of data collection, all responses were screened for completeness before being encoded and subjected to statistical analysis. Throughout the entire data collection process, confidentiality and anonymity were strictly maintained.

Ethical Considerations

The study adhered to accepted ethical principles governing research involving human participants. Participation was entirely voluntary, and informed consent was obtained from every respondent before survey administration. Participants were informed of the purpose of the research, the confidentiality of their responses, and their right to withdraw from participation at any stage without penalty.

To ensure anonymity, respondents were not required to disclose personally identifiable information, and all findings were presented only in aggregated form. Information obtained during the study was used exclusively for academic purposes and was securely stored to prevent unauthorized access. The researcher likewise observed the principles of integrity, beneficence, respect for persons, confidentiality, and responsible research conduct throughout the investigation.

Statistical Treatment of Data

The collected data were analyzed using both descriptive and inferential statistical techniques appropriate to the study's objectives.

Percentage and Frequency Distribution were utilized to describe the demographic characteristics of the respondents.

Weighted Mean was employed to determine the respondents' assessments of employer branding, employee retention strategies, challenges encountered, and the acceptability of the Human Resource Development Framework.

One-Way Analysis of Variance (ANOVA) was used to determine whether significant differences existed among the assessments of recruitment officers, department heads, and hotel staff regarding employer branding.

Whenever ANOVA yielded statistically significant results, **Tukey's Honestly Significant Difference (HSD) Test** was performed to identify which respondent groups significantly differed from one another.

Finally, the **Pearson Product-Moment Correlation Coefficient (Pearson r)** was employed to determine the magnitude and direction of the relationships between employer branding dimensions and employee retention strategies.

The methodology employed provides a rigorous empirical basis for examining employer branding and employee retention in the hospitality industry, ensuring that the resulting Human Resource Development Framework is grounded in valid, reliable, and context-specific evidence.

RESULTS AND DISCUSSION

3.1 Employer Branding in Selected Hotels in Muntinlupa City

Employer branding has evolved beyond recruitment marketing into a strategic human resource management practice that shapes employees' perceptions of organizational identity, culture, leadership, and career opportunities. In the hospitality industry, where service quality depends heavily on employee commitment and organizational citizenship behaviors, a strong employer brand helps attract competent personnel while strengthening employee satisfaction and long-term retention. The present study evaluated employer branding across six dimensions to determine the extent to which selected hotels in Muntinlupa City have established organizational practices that position them as attractive employers.

Overall Employer Branding

Employer branding was assessed as **Highly Evident**, indicating that the participating hotels have established organizational practices that promote a positive employer image and strengthen employee commitment. Corporate Social Responsibility and Career Growth and Development Opportunities received the highest evaluations, while Employee Value Proposition obtained the lowest rating but remained positively assessed. Overall, the findings suggest that supportive organizational culture, ethical practices, effective communication, and employee development collectively strengthen employer attractiveness and workforce stability. These results support Social Exchange Theory and Self-Determination Theory, which emphasize that organizational support fosters employee commitment and long-term retention.

3.1.1 Employee Value Proposition

Employee Value Proposition received the lowest assessment among the employer branding dimensions but remained **Evident**, indicating generally positive employee perceptions of organizational rewards and opportunities. The findings suggest that while employees recognize existing organizational support, they continue to expect improvements in compensation, recognition, flexibility, and career opportunities. Strengthening the employee value proposition can further enhance organizational attractiveness, employee trust, and long-term retention.

3.1.2 Organizational Culture and Work Environment

Organizational Culture and Work Environment was rated **Highly Evident**, reflecting a collaborative and supportive workplace characterized by teamwork, mutual respect, and positive working relationships. Such organizational conditions strengthen employee engagement, organizational commitment, and service quality. Maintaining a positive workplace culture through inclusive leadership and employee participation remains essential to sustaining a strong employer brand.

3.1.3 Leadership and Management Image

Leadership and Management Image was assessed as **Evident**, indicating generally favorable perceptions of organizational leadership. However, its comparatively lower ranking suggests opportunities to strengthen managerial consistency, transparency, employee recognition, and participative leadership. Consistent with Transformational Leadership Theory, supportive leadership enhances employee commitment, organizational trust, and workforce stability.

3.1.4 Career Growth and Development Opportunities

Career Growth and Development Opportunities received a **Highly Evident** assessment, indicating that employees generally recognize organizational investments in training and professional development. Nevertheless, differences among respondent groups suggest that employees may experience career advancement opportunities differently. Strengthening transparent promotion systems, mentoring, and competency-based development can further reinforce employer branding and employee retention.

3.1.5 Corporate Social Responsibility

Corporate Social Responsibility emerged as the highest-rated employer branding dimension, indicating that respondents perceive their organizations as socially responsible and ethically managed. Active involvement in community development, environmental sustainability, and employee welfare strengthens organizational pride, employer attractiveness, and employee commitment. These findings reinforce the strategic role of CSR in supporting both organizational reputation and workforce retention.

3.1.6 Communication and Reputation Management

Communication and Reputation Management was assessed as **Highly Evident**, demonstrating that respondents generally perceived effective communication systems and a positive organizational reputation. Transparent communication strengthens trust, organizational credibility, and employee confidence, while a favorable reputation enhances organizational pride and commitment. Although communication practices were positively evaluated, improving responsiveness to employee concerns may further strengthen employer branding and long-term employee retention.

3.2 Significant Difference in the Assessment of Employer Branding

The one-way ANOVA revealed **no statistically significant differences** among recruitment officers, department heads, and hotel staff in five of the six employer branding dimensions, indicating that respondents shared similar perceptions of the participating hotels' employer branding practices. This finding suggests that organizational initiatives related to employee value proposition, organizational culture, leadership, corporate social responsibility, and communication are implemented consistently across organizational levels.

However, **Career Growth and Development Opportunities** showed a statistically significant difference, indicating that perceptions of career advancement vary among respondent groups. Recruitment officers generally viewed career development more favorably than hotel staff, suggesting differences between formal organizational policies and employees' actual workplace experiences. These findings highlight the need for more transparent, accessible, and consistently implemented career development systems to further strengthen employer branding.

3.3 Employee Retention Strategies in Selected Hotels in Muntinlupa City

Employee retention strategies were generally assessed as **Evident**, indicating that the participating hotels have established organizational practices that encourage workforce stability. Respondents positively evaluated initiatives related to employee engagement, career development, recognition, work-life balance, compensation, and job security. Although these practices contribute to employee commitment, opportunities remain to strengthen selected organizational programs in response to changing employee expectations and labor market conditions.

Overall Employee Retention Strategies

The overall findings indicate that employee retention strategies are effectively implemented across the participating hotels. Employee Engagement Activities received the highest rating, reflecting the importance of fostering employee participation and organizational belonging, while Compensation and Benefits and Work-Life Balance Programs received comparatively lower ratings but were still positively evaluated. These results suggest that successful retention depends on integrating financial, professional, and psychosocial support systems that strengthen employee commitment and organizational stability.

3.3.1 Compensation and Benefits

Compensation and Benefits received the lowest assessment among the retention dimensions, but remained **Evident**, indicating generally positive employee perceptions of organizational compensation practices. The findings suggest that employees recognize existing salary and benefit systems while expecting greater

competitiveness and flexibility. Strengthening compensation packages together with broader employee development initiatives may further improve employee commitment and retention.

3.3.2 Work-Life Balance Program

Work-Life Balance Programs were assessed as **Evident**, indicating that the participating hotels provide organizational support for balancing professional and personal responsibilities. Given the operational demands of the hospitality industry, continued improvements in scheduling flexibility, employee wellness initiatives, and supervisory support may further enhance employee well-being, organizational commitment, and workforce retention.

3.3.3 Recognition and Reward System

The Recognition and Reward System received a favorable evaluation, indicating that respondents generally perceived employees as appropriately acknowledged for their contributions. Recognition remains an important non-financial motivator that strengthens employee morale and organizational commitment. Establishing more consistent, transparent, and inclusive recognition programs may further improve employee engagement and long-term retention.

3.3.4 Training and Career Advancement

Training and Career Advancement was positively assessed, indicating that the participating hotels invest in employee learning and professional development. Continuous training, mentoring, and transparent promotion opportunities strengthen employees' confidence in their long-term careers within the organization. Sustaining competency-based development initiatives will further reinforce employer branding and employee retention.

3.3.5 Job Security and Stability

Job Security and Stability received an **Evident** assessment, reflecting respondents' confidence in the participating hotels' ability to provide stable employment. The findings suggest that transparent communication and organizational credibility strengthen employees' perceptions of employment security and organizational commitment. Maintaining fair employment practices and organizational resilience remains essential for sustaining workforce stability.

3.3.6 Employee Engagement Activities

Employee Engagement Activities emerged as the highest-rated employee retention strategy, indicating that respondents highly value organizational initiatives promoting participation, teamwork, and employee involvement. These activities strengthen organizational culture, interpersonal relationships, and employee commitment, demonstrating that engagement extends beyond job satisfaction to foster stronger organizational identification and long-term retention.

3.4 Relationship Between Employer Branding and Employee Retention Strategies

The Pearson Product-Moment Correlation analysis revealed **statistically significant positive relationships** between all employer branding dimensions and employee retention strategies, confirming that stronger employer branding contributes to higher employee commitment and retention. These findings demonstrate that employer branding extends beyond recruitment by shaping employees' workplace experiences through supportive leadership, organizational culture, career development, communication, and corporate social responsibility.

Among the employer branding dimensions, **Communication and Reputation Management** exhibited the strongest relationship with **Job Security and Stability**, highlighting the importance of transparent communication and organizational credibility in strengthening employees' confidence and long-term commitment. The findings support **Social Exchange Theory** and **Self-Determination Theory**, both of which explain that organizational support encourages reciprocal commitment and intrinsic motivation. Overall, the

results emphasize that integrating employer branding with comprehensive employee retention strategies strengthens workforce stability and organizational competitiveness within the hospitality industry.

Relationship Between Specific Employer Branding and Employee Retention Dimensions

Although all correlation coefficients were statistically significant, the strength of the relationships varied across organizational dimensions, suggesting that certain employer branding practices exert greater influence on particular retention strategies.

Employee Value Proposition and Employee Retention

Employee Value Proposition demonstrated statistically significant positive relationships with all six employee retention dimensions. This finding indicates that organizations offering attractive employment experiences characterized by competitive rewards, meaningful work, supportive environments, and professional development opportunities are more likely to retain competent employees.

Employees evaluate employer value propositions holistically rather than focusing exclusively on compensation. When organizations successfully combine financial rewards with career opportunities, organizational culture, flexibility, and employee recognition, employees develop stronger organizational attachment and perceive fewer reasons to seek alternative employment. Consequently, strengthening the employee value proposition contributes simultaneously to improvements in compensation satisfaction, work-life balance, recognition, career advancement, job security, and employee engagement.

Organizational Culture and Work Environment and Employee Retention

Organizational Culture and Work Environment likewise exhibited significant positive relationships with every employee retention dimension. The findings demonstrate that supportive workplace environments characterized by collaboration, respect, fairness, and teamwork contribute substantially to employee commitment and workforce stability.

Positive organizational cultures strengthen interpersonal relationships while reducing workplace conflict and psychological stress. Employees who experience inclusive work environments generally report higher organizational satisfaction, stronger engagement, and lower turnover intentions because they perceive that the organization values both professional performance and employee well-being.

Within hospitality organizations, organizational culture becomes particularly influential because employees interact continuously with both customers and colleagues. Consequently, maintaining supportive work environments enhances not only employee retention but also the quality of customer service and organizational performance.

Leadership and Management Image and Employee Retention

Leadership and Management Image was also significantly associated with every employee retention strategy. These findings reinforce the important role of organizational leaders in shaping employees' workplace experiences and organizational commitment.

Employees develop greater confidence in organizations led by competent, ethical, transparent, and supportive managers. Leadership influences employees' perceptions of fairness, communication, recognition, professional development, and organizational stability. Therefore, improving managerial competence contributes to multiple employee retention outcomes simultaneously.

The findings further suggest that leadership credibility functions as a central mechanism linking employer branding with employee retention. Employees are generally more willing to remain with organizations whose leaders demonstrate integrity, consistency, empathy, and effective communication.

Career Growth and Development Opportunities and Employee Retention

Career Growth and Development Opportunities likewise demonstrated statistically significant positive relationships with all employee retention dimensions. These findings emphasize the importance of continuous learning, mentoring, competency development, and promotion opportunities in strengthening organizational commitment.

Employees increasingly seek organizations that support long-term professional growth rather than merely provide immediate employment. Hotels investing in structured learning opportunities, succession planning, leadership development, and transparent promotion systems therefore strengthen both employer branding and workforce stability.

The findings further explain why career development was the only employer branding dimension that exhibited significant differences among respondent groups. Employees' actual experiences with career opportunities strongly influence their organizational commitment, making the consistent implementation of career development programs essential to sustaining employee retention.

Corporate Social Responsibility and Employee Retention

Corporate Social Responsibility also exhibited significant positive relationships with every employee retention strategy. Employees working for socially responsible organizations frequently develop stronger organizational pride because they perceive that their employers contribute positively to society while maintaining ethical organizational practices.

CSR strengthens employees' emotional attachment by allowing them to identify with organizational values extending beyond financial performance. Organizations actively engaging in community development, environmental sustainability, employee welfare, and ethical business practices therefore strengthen both their external reputation and their internal employee commitment.

Communication and Reputation Management and Employee Retention

Among all employer branding dimensions, **Communication and Reputation Management demonstrated the strongest overall relationships with employee retention strategies.** Transparent communication strengthens employee trust by reducing uncertainty regarding organizational policies, future plans, and employment conditions. Likewise, positive organizational reputation enhances employees' pride in organizational membership and reinforces long-term commitment.

Notably, **Communication and Reputation Management exhibited the strongest individual correlation with Job Security and Stability ($r = 0.906$, $p < .05$), representing a very strong positive relationship.**

This exceptionally high correlation indicates that employees' perceptions of employment security are closely associated with how effectively organizations communicate and manage their reputations. Employees who receive timely, transparent, and consistent organizational communication develop greater confidence regarding organizational stability and future employment. Similarly, organizations maintaining strong public reputations reinforce employees' belief that they belong to stable and competitive institutions capable of sustaining long-term employment.

From a managerial perspective, this finding highlights communication as one of the most influential strategic investments available to hospitality organizations. Improving internal communication systems, strengthening organizational transparency, encouraging employee feedback, and maintaining a positive corporate reputation may substantially improve employees' perceptions of organizational security while simultaneously strengthening overall retention.

INTEGRATED DISCUSSION

Overall, the correlation analysis confirms that **employer branding is a strategic driver of employee retention in the hospitality industry**. Rather than influencing isolated aspects of employee behavior, employer branding simultaneously strengthens satisfaction with compensation, work-life balance, recognition, career development, job security, and employee engagement. The strongest relationship observed between Communication and Reputation Management and Job Security and Stability further demonstrates that organizational transparency and credibility are fundamental to sustaining employee confidence and long-term organizational commitment.

These findings suggest that hotel administrators should adopt integrated human resource strategies that align employer branding initiatives with employee retention programs. Investments in leadership development, organizational communication, career advancement, employee recognition, corporate social responsibility, and supportive workplace cultures should not be viewed as independent organizational activities but as complementary components of a comprehensive human resource development strategy. By strengthening these interconnected organizational practices, hotels can improve workforce stability, enhance service quality, and maintain sustainable competitive advantage in an increasingly competitive hospitality industry.

3.5 Problems Encountered Relative to Employer Branding and Employee Retention Strategies

The findings revealed that the identified organizational challenges were **Moderately Encountered**, indicating that the participating hotels have generally established effective employer branding and employee retention practices yet continue to experience operational concerns that require continuous improvement. The most frequently identified issues involved leadership consistency, workload management, career advancement opportunities, employee recognition, and communication effectiveness.

Although these concerns were not perceived as severe, they may gradually influence employee satisfaction, organizational commitment, and retention if left unaddressed. The findings suggest that strengthening leadership capability, improving workforce planning, expanding career development opportunities, institutionalizing equitable recognition systems, and enhancing two-way communication can further reinforce employer branding and workforce stability.

These results support **Social Exchange Theory**, which explains that employees develop stronger organizational commitment when they consistently perceive organizational support, fairness, and responsiveness. Likewise, **Self-Determination Theory** emphasizes that organizations promoting employee competence, autonomy, and positive workplace relationships foster greater intrinsic motivation and long-term commitment. Collectively, the findings highlight that sustaining effective employer branding and employee retention requires continuous investment in integrated human resource management practices that address both organizational performance and employee well-being.

3.6 Acceptability of the Proposed Human Resource Development Framework

The proposed Human Resource Development Framework was assessed as **Highly Acceptable**, indicating that respondents considered it relevant, practical, feasible, and responsive to the organizational needs identified in the study. The consistently favorable evaluations suggest that the framework effectively integrates employer branding and employee retention strategies into a comprehensive approach for strengthening workforce capability and organizational performance within the participating hotels.

The framework's high acceptability reflects its evidence-based design, as it was developed directly from the study's empirical findings. By emphasizing improvements in employee value proposition, organizational culture, leadership, career development, corporate social responsibility, communication, and employee retention initiatives, the framework addresses both organizational strengths and areas requiring continuous improvement. Its integration with existing human resource management practices also enhances its feasibility for implementation in hospitality organizations.

The findings support **Social Exchange Theory** and **Self-Determination Theory**, suggesting that organizational investments in employee development, supportive leadership, effective communication, and career growth foster stronger commitment, motivation, and long-term retention. Overall, the proposed Human Resource Development Framework provides a practical guide for hotel administrators seeking to strengthen employer branding, improve employee retention, and sustain organizational competitiveness in the hospitality industry.

3.7 Integrated Discussion of Findings

The findings demonstrate that the selected hotels in Muntinlupa City have generally established effective employer branding and employee retention practices that contribute to workforce stability and organizational competitiveness. Employer branding was assessed as **Highly Evident**, while employee retention strategies were rated **Evident**, indicating that employees positively perceive the organization's efforts to provide supportive leadership, positive workplace culture, career development opportunities, corporate social responsibility initiatives, and effective communication. Although several operational concerns—including leadership consistency, workload management, career advancement, employee recognition, and communication responsiveness—were identified, these challenges were only **Moderately Encountered**, suggesting opportunities for continuous organizational improvement rather than major deficiencies.

The study further confirmed a **significant positive relationship** between employer branding and employee retention strategies, demonstrating that stronger employer branding is consistently associated with higher employee commitment and retention. Among the employer branding dimensions, **Communication and Reputation Management** exhibited the strongest relationship with **Job Security and Stability**, highlighting the importance of organizational transparency and credibility in strengthening employee confidence and long-term organizational commitment. The significant difference observed only in **Career Growth and Development Opportunities** likewise suggests that improving the accessibility and consistency of career development initiatives remains an important organizational priority.

Collectively, the findings support **Social Exchange Theory** and **Self-Determination Theory**, indicating that employees respond positively when organizations invest in supportive leadership, meaningful career opportunities, ethical practices, effective communication, and employee well-being. These organizational investments strengthen employees' sense of competence, belonging, and trust in the organization, thereby enhancing motivation and retention. Guided by these findings, the proposed **Human Resource Development Framework** provides an evidence-based strategy to strengthen employer branding, improve employee retention, and sustain organizational performance in the hospitality industry.

CONCLUSION

Based on the findings of the study, the following conclusions are drawn:

1. Employer branding in the selected hotels in Muntinlupa City was generally **Highly Evident**, indicating that the participating organizations have established effective human resource practices that strengthen their attractiveness as employers. Corporate Social Responsibility and Career Growth and Development Opportunities emerged as the strongest dimensions, reflecting employees' positive perceptions of ethical organizational practices and professional development.
2. No significant differences were found among recruitment officers, department heads, and hotel staff in most employer branding dimensions, indicating consistent implementation of employer branding practices across organizational levels. However, Career Growth and Development Opportunities showed a significant difference, suggesting the need to improve the accessibility and consistency of career development initiatives.
3. Employee retention strategies were generally **Evident**, demonstrating that the participating hotels have implemented organizational practices that support workforce stability. Employee Engagement Activities received the highest assessment, while Compensation and Benefits and Work-Life Balance Programs presented opportunities for further enhancement.

4. Employer branding was found to have a significant positive relationship with employee retention strategies, confirming that stronger employer branding contributes to greater employee commitment and retention. Communication and Reputation Management exhibited the strongest association with Job Security and Stability, emphasizing the importance of transparent communication and organizational credibility.
5. The identified organizational challenges were **Moderately Encountered**, indicating that although employer branding and retention practices are generally effective, improvements are still needed in leadership consistency, workload management, career development, employee recognition, and communication to further strengthen employee commitment and organizational performance.
6. The proposed Human Resource Development Framework was evaluated as **Highly Acceptable**, demonstrating its relevance, practicality, and applicability in addressing the identified organizational needs. As an evidence-based framework, it provides a strategic guide for strengthening employer branding, enhancing employee retention, and improving human resource management practices within the hospitality industry.

RECOMMENDATIONS

Based on the findings and conclusions of the study, the following recommendations are proposed:

1. Hotel administrators should sustain existing employer branding initiatives while strengthening career development programs, leadership capability, communication practices, and employee recognition systems to enhance organizational commitment and employee retention.
2. Human resource managers should review compensation and benefits, expand work-life balance initiatives, implement transparent career advancement systems, and regularly assess employee satisfaction to improve long-term retention.
3. Department heads and supervisors should strengthen participative leadership, maintain open communication, provide timely recognition, and promote supportive work environments that encourage employee engagement and trust.
4. Employees are encouraged to actively participate in organizational development programs, training activities, and employee engagement initiatives while providing constructive feedback to support continuous improvement in workplace practices.
5. The proposed Human Resource Development Framework may be adopted and periodically evaluated by hotel organizations to strengthen employer branding, improve employee retention strategies, and support sustainable organizational performance.
6. Corporate Social Responsibility initiatives should be sustained and expanded through greater employee participation. As Corporate Social Responsibility emerged as the highest-rated employer branding dimension, hotels should continue implementing community outreach programs, environmental sustainability initiatives, employee volunteer activities, and responsible business practices. Increasing employee involvement in CSR activities will further strengthen organizational pride, employer branding, and employee commitment.
7. The proposed Human Resource Development Framework should be formally adopted and integrated into the hotels' strategic human resource management plans. Human Resources Departments should use the framework to guide the development of policies, programs, and interventions related to employer branding, employee engagement, leadership development, communication, recognition, and career management. Regular monitoring and evaluation should be conducted to measure implementation effectiveness and ensure continuous organizational improvement.
8. Future studies may validate the proposed framework in different hospitality settings, including additional organizational variables such as employee engagement, organizational commitment, leadership styles, and job

satisfaction, and employ longitudinal or mixed-method research designs to provide broader evidence on employer branding and employee retention.

9. Future investigations may include hotels from different regions of the Philippines, compare various hotel classifications, employ **longitudinal or mixed-methods research designs**, and incorporate additional variables such as organizational commitment, employee engagement, psychological contract fulfillment, organizational justice, digital human resource management, and leadership styles. Such studies will provide a more comprehensive understanding of employer branding and employee retention within the hospitality sector.

Practical Implications

This study demonstrates that employer branding is an important strategic mechanism for strengthening employee retention in the hospitality industry. The findings suggest that investments in career development, supportive leadership, corporate social responsibility, effective communication, and employee engagement contribute to stronger organizational commitment and workforce stability. Hotel administrators may utilize the proposed Human Resource Development Framework to align employer branding initiatives with retention strategies, thereby improving employee satisfaction, reducing turnover intentions, and enhancing organizational competitiveness. The study also provides human resource practitioners with an evidence-based reference for designing integrated talent management programs that respond to the evolving expectations of hospitality employees.

Limitations of the Study

This study provides valuable insights into the relationship between employer branding and employee retention strategies among hotels in Muntinlupa City; however, several limitations should be acknowledged. First, the study was limited to selected hotels within Muntinlupa City, which may restrict the generalizability of the findings to hotels operating in other geographic locations or belonging to different market segments and service categories. Variations in organizational size, hotel classification, ownership structure, and regional labor market conditions may influence employer branding initiatives and employee retention practices. Second, the study employed a cross-sectional quantitative research design, capturing respondents' perceptions at a single point in time. Consequently, the findings do not establish causal relationships or determine how employer branding practices influence employee retention over the long term. Third, the investigation focused primarily on employer branding and employee retention strategies without incorporating other organizational and individual factors that may significantly affect employees' decisions to remain with or leave an organization, such as compensation and benefits, workplace culture, leadership style, employee engagement, job satisfaction, career advancement opportunities, and work-life balance. Finally, the exclusive use of survey questionnaires may not have fully captured the depth and complexity of employees' experiences and motivations regarding organizational commitment and retention. These limitations should be considered when interpreting the findings and provide opportunities for further investigation.

Future Research Directions

Future researchers are encouraged to broaden the scope of investigation by including hotels from different cities, provinces, and regions of the Philippines, as well as establishments representing various hotel classifications, ownership structures, and market segments. Comparative studies involving luxury hotels, boutique hotels, business hotels, resort hotels, and international hotel chains may provide a more comprehensive understanding of how employer branding practices influence employee retention across diverse organizational contexts.

Future studies should also employ **longitudinal research designs** to examine whether improvements in employer branding initiatives produce sustained increases in employee retention over time. Tracking employees across multiple periods would enable researchers to better understand the long-term effects of employer branding strategies on organizational commitment, turnover intentions, and actual retention outcomes.

Moreover, future investigations are encouraged to incorporate additional organizational and behavioral variables that may provide a more comprehensive explanation of employee retention behavior. Variables such as

compensation and benefits, workplace culture, leadership style, employee satisfaction, employee engagement, career development opportunities, organizational support, psychological well-being, and work-life balance may be examined either as independent, mediating, or moderating variables to develop more robust explanatory models of employee retention.

Finally, future researchers should consider adopting **mixed-methods** or qualitative research approaches by conducting in-depth interviews or focus group discussions with both current employees and former employees. Such approaches would provide richer insights into the underlying reasons employees choose to remain with or leave an organization, allowing researchers to capture experiences and perspectives that may not be fully reflected through structured survey questionnaires. Integrating quantitative and qualitative evidence would contribute to a more comprehensive understanding of employer branding and employee retention, while providing hotel managers with stronger empirical bases for developing effective human resource development strategies.

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