Assessing Employee Satisfaction with Human Capital Management Practices in the BPO Sector: A Cebu City Case Study

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Abstract
This study examines employee satisfaction with HRM (Human Capital Management) practices in the Cebu City, Philippines' business process outsourcing (BPO) industry. Employing a descriptive-correlational methodology, the study explores important domains such as organizational socialization, work-life balance, adoption of Human Resource Information Systems (HRIS), labor-management relations, observance of due process, employee morale, and talent management. Significant differences in employee satisfaction levels are observed depending on demographic factors such as age, gender, civil status, educational attainment, and length of service, according to data gathered from 370 employees, including both rank-and-file and management employees. The results show that compared to rank-and-file employees, who often report moderate levels of satisfaction, management employees show lower levels of satisfaction, especially regarding labor-management relations and work-life balance. The study emphasizes the necessity of customized HCM methods that consider demographic differences, implying that a one-size-fits-all approach might not be sufficient to meet the different demands of a contemporary workforce. It is advised that more research be done to investigate longitudinal viewpoints and qualitative insights into HCM satisfaction. By implementing focused HR initiatives, BPO companies may improve retention, increase employee satisfaction, and cultivate a more productive team.

Keywords: Human Capital Management, Business Process Outsourcing, Employee Satisfaction.

1. Introduction

Organizational performance is heavily influenced by Human Resource Management (HRM), particularly in the highly competitive and rapidly evolving Business Process Outsourcing (BPO) industry. The Philippines, known for its skilled and English-speaking workforce, has emerged as a dominant player in the global BPO sector. However, maintaining workforce stability and sustaining productivity remains a persistent challenge due to high employee turnover, skill shortages, and work-related burnout. Recent industry reports highlight these challenges, with Nearshore Americas (2023) identifying skill shortages as a pressing issue driven by the sector's transition toward knowledge-based services.

Meanwhile, Outsource Accelerator (2023) reports a positive trend in attrition reduction, with voluntary turnover rates in the Philippine BPO sector declining from 36% in 2021 to 31% in 2022. This indicates that while upskilling initiatives are essential, effective retention strategies, such as career development programs, engagement initiatives, and competitive compensation, play a crucial role in workforce sustainability. To mitigate these challenges, BPO companies are leveraging strategic HRM interventions, including work-life balance programs, competitive compensation structures, employee engagement initiatives, and career advancement opportunities (Philippine Call Center, 2023; Richest PH, 2023; SSRN, 2024). Studies suggest that cultivating a positive work environment and providing well-defined career growth opportunities significantly enhance employee retention and job satisfaction. Furthermore, attractive compensation packages remain a critical factor in workforce stability (SSRN, 2024). Jain (2022) emphasizes the necessity of adaptive HRM strategies, noting that high attrition rates and workforce-related difficulties require tailored HR approaches. These findings reinforce the need for customized HRM practices that cater to the diverse needs of BPO employees, ensuring both long-term employee satisfaction and organizational competitiveness in the global market.

This study examines the impact of key HRM practices on employee satisfaction within selected BPO firms in Cebu I.T. Park, focusing on workforce management, skill development, and retention strategies. The study evaluates Organizational Socialization, Work-Life Balance, Human Resource Information Systems (HRIS), Labor-Management Relations, Due Process, Employee Morale, and Talent Management. Each of these factors plays a crucial role in shaping workplace experiences and influencing long-term employee commitment.
Theoretical foundations, including Organizational Support Theory, Social Exchange Theory, and Human Capital Theory, underpin this study's conceptual framework. These theories emphasize the significance of HRM interventions in enhancing employee commitment, productivity, and overall job satisfaction. Understanding the dynamics between HRM practices and employee satisfaction is critical for developing evidence-based workforce management policies tailored to the evolving needs of the BPO sector. Additionally, this study captures the post-pandemic shifts in employment trends, particularly the increasing adoption of digital HR management tools and hybrid work arrangements.The COVID-19 crisis accelerated the transition toward technology-driven HRM solutions, highlighting the need for organizations to adopt modern workforce management techniques. By providing empirical insights into these emerging trends, this study aims to offer practical recommendations that will inform industry leaders and policymakers on optimizing HRM strategies for improved employee retention, job satisfaction, and sustainable business growth. By addressing these key workforce challenges, this research seeks to contribute to both academic literature and industry best practices, ensuring that Philippine BPO firms remain resilient, competitive, and adaptable to changing labor market dynamics.

2. Research Objective
The study aimed to assess employee satisfaction with Human Capital Management (HCM) practices in the Business Process Outsourcing (BPO) sector of Cebu City, Philippines. Specifically, the following aspects were addressed:
1. Evaluate the level of employee satisfaction concerning key HCM practices, including organizational socialization, work-life balance, HRIS adoption, labor-management relations, observance of due process, employee morale, and talent management.
2. Analyze the influence of demographic factors (age, gender, civil status, educational attainment, and length of service) on employee satisfaction levels.

3. Literature Review

-Organizational Socialization

Organizational socialization is essential for integrating newcomers by equipping them with the necessary knowledge, skills, and behaviors to thrive. Studies demonstrate its contribution to promoting workplace engagement, encouraging innovation, and strengthening employee voice behaviors, with servant leadership mitigating these impacts (Liao et al., 2022). Long-term commitment and newcomer adjustment are significantly influenced by social capital, which includes ties at work (Didion et al., 2024). According to Bauer et al. (2025), meta-analyses highlight the influence of planned onboarding on employee retention, satisfaction, and organizational cohesiveness. Adaptive and technology-driven socialization strategies continue to be essential for long-term organizational performance as workforce dynamics change.

-Work-Life Balance

The balance between work and personal responsibilities is known as work-life balance (WLB), and it is essential for employee satisfaction and productivity. It is essential, according to recent studies, especially in high-stress industries like business process outsourcing (BPO). Job satisfaction and mental health are improved by effective WLB procedures (Hariri et al., 2024). Strong WLB activities are required to reduce stress in the BPO sector due to its high workloads and performance demands (Acquire BPO, 2023). Although remote work provides flexibility, it also reduces the lines between work and life, necessitating organized interventions (Chen et al., 2024). In-depth evaluations give WLB policies strategic frameworks, highlighting their importance for employee retention and company performance (Singh et al., 2023).

-Adoption of Human Resource Information Systems (HRIS)

The use of Human Resource Information Systems (HRIS) has improved organizational efficiency through the integration of technology into performance management, payroll, and recruiting, revolutionizing HR management. HRIS helps businesses make data-driven decisions, which improves resource management and labor planning. However, organizational preparedness and technology infrastructure are critical to the effectiveness of implementation, especially in developing countries. The manufacturing sector has higher adoption rates than the service sector, according to recent studies that highlight important adoption criteria such as organizational, technological, environmental, and human factors (Menant et al., 2021). The usefulness of frameworks such as the Unified Theory of Adoption and Use of Technology (UTAUT) and the Technology Acceptance Model (TAM) is highlighted in research on HRIS user adoption, which also identifies organizational context and technological features as crucial factors (Udekwe et al., 2021). HRIS adoption in healthcare is further hampered by issues including financial and infrastructure constraints, which call for strategic implementation (Barišić et al., 2022). To maximize HRIS efficiency, a comprehensive strategy involving organizational, human, and technological factors is necessary.

-Labor-Management Relations

Employer-employee dynamics are shaped by labor-management relations, which prioritize collective bargaining and dispute resolution to promote peace and productivity in the workplace (Kochan, 2020). Due to a lack of union engagement, grievance resolution in business process outsourcing (BPO) frequently moves to an individual level, compromising collective bargaining and raising dissatisfaction (Ahlstrand & Gautié, 2021). While BPO studies emphasize open communication and shared goals for organizational performance, research underscores the need for labor-management collaboration across sectors. For example, good relationships in aerospace boost lean production efficiency (Hall, 2024). Additionally, adherence to labor rules guarantees fair treatment, strengthening the workforce's stability (UnityCommunications, 2024). These results highlight that labor-management collaboration is

important to employee satisfaction and company performance, especially in non-unionized settings.

-Observance of Due Process of Law

Due process in organizational processes protects individual rights, which guarantees justice, openness, and legal conformity. Following due process in disciplinary proceedings reduces the likelihood of litigation and strengthens accountability (The Blackwell Firm, 2024). This is particularly important in globally networked sectors like business process outsourcing (BPO), where equitable treatment and adherence to the law improve worker efficiency and stability (DeskCove, 2023). Due process, which is derived from the Fifth and Fourteenth Amendments, requires equitable procedures before any unfavorable employment proceedings in the field of employment law. In disciplinary cases, agencies are required to give warnings because failing to do so could result in removal decisions being reversed (MSPB, 2024). Due process observance in the BPO industry promotes a steady workforce, increases organizational effectiveness, and fortifies employer-employee ties. Strong procedural protections uphold corporate governance standards and ensure fair treatment.

-Employee Morale

An organization's employee morale, which is a reflection of job satisfaction, has a significant impact on retention and productivity. According to recent studies, fairness and acknowledgment are important factors that affect morale and greatly increase employee engagement and job satisfaction (Jo & Shin, 2025). A literature analysis also highlights the importance of leadership and the work environment in improving performance within an organization (Agarwal, 2023). Furthermore, a global survey shows that employees now place a higher priority on work-life balance than compensation, indicating a change in post-pandemic labor expectations (Malia, 2025). Because of the collaborative nature of the business process outsourcing (BPO) industry, creating a favorable work environment is particularly important for sustaining high morale and performance (Yadav et al., 2024). The important strategies for raising employee morale and organizational success include acknowledging employee contributions, maintaining equity, fostering a positive workplace culture, and encouraging work-life balance.

-Talent Management

A strategic method of finding, training, and keeping skilled employees is talent management, which ensures sustained economic performance (Ghosh, 2021). It promotes operational stability and leadership continuity by matching personnel competencies with organizational goals (Kaliannan et al., 2023). Strong talent management techniques are crucial in the growing BPO sector for drawing in and keeping a competitive, flexible workforce in the face of changing market demands.

Null Hypothesis

Ho1: There is no significant relationship between rank-and-file employees and management personnel's levels of satisfaction with human capital management practices in the selected Business Process Outsourcing (BPO).

Ho2: There is no significant relationship between respondents' demographic profile and their level of satisfaction on human capital management practices.

4. Methodology

Design

This study employs a descriptive-correlational research methodology to comprehensively examine and analyze the level of satisfaction with Human Capital Management (HCM) practices in business process outsourcing (BPO) firms. A structured survey questionnaire,

rigorously designed and validated, serves as the primary data collection instrument, ensuring a systematic assessment of key variables. The study's analytical framework integrates respondent demographic profiles with core HCM dimensions, enabling an in-depth exploration of interrelationships among various factors influencing employee satisfaction. The findings contribute to the empirical understanding of HCM effectiveness within the BPO sector, offering insights for evidence-based human resource interventions and strategic workforce management.

Study Setting

The study is conducted at Cebu I.T. Park, a bustling setting holding important BPO businesses, including JPMorgan Chase & Co., Accenture Inc., Concentrix, Qualfon Philippines Inc., and Teleperformance SE.

Respondents

The study's respondents consisted of employees from selected Business Process Outsourcing (BPO) companies, including management personnel, managers, supervisors, and rank-and-file employees, specifically customer service agents. The inclusion criteria required participants to be of legal age, employed regularly within the BPO sector, and willing to participate in the study. From a total population of 979 employees, a sample of 370 respondents was selected. The distribution of respondents is as follows: Accenture, Inc. (11 management personnel, 2.97%; 45 rank-and-file employees, 12.16%), Concentrix (17 management personnel, 4.59%; 115 rank-and-file employees, 31.08%), Qualfon Philippines, Inc. (5 management personnel, 1.35%; 20 rank-and-file employees, 5.41%), Teleperformance SE (6 management personnel, 1.62%; 45 rank-and-file employees, 12.16%), and JP Morgan Chase & Co. (16 management personnel, 4.32%; 90 rank-and-file employees, 24.32%). Table 1 provides a detailed breakdown of the respondent distribution.

Instrument

The survey questionnaire used in this study underwent a rigorous validation process to ensure its applicability for quantitative research. For content validity, the instrument was reviewed by a panel of subject matter experts in human resource management and quantitative research. These experts evaluated whether the items adequately represented the constructs of interest, such as Organizational Socialization, Work-Life Balance, Adoption of Human Resource Information Systems (HRIS), Labor-Management Relations, Observance of Due Process of Law, Employee Morale, and Talent Management", based on established frameworks and literature. Feedback from the panel was integrated to refine and ensure the instrument's alignment with the study objectives. A pilot study involving 30 participants from various BPO companies was conducted to test the practicality and clarity of the instrument. While Cronbach's Alpha (0.9652) confirmed high internal consistency, construct validity was ensured by correlating the questionnaire items with theoretical concepts and comparing them to established tools in prior validated research. These steps demonstrate that the instrument is both valid and reliable for measuring employee satisfaction in the BPO sector.

Data Analysis

The collected data were systematically analyzed through tallying, tabulation, and statistical processing. Descriptive statistics, including frequency distribution and percentage analysis, were utilized to profile respondents, while the weighted mean was computed to assess their evaluations of Human Capital Management (HCM) practices. To determine a statistically significant relationship between respondents' demographic characteristics and their perceptions of HCM practices, the Chi-square test of independence was applied, ensuring methodological rigor in examining relational patterns.

Ethical Considerations

The rights and welfare of study participants are guaranteed by ethical norms. Researchers are guided by beneficence, justice, and regard for human dignity. Confidentiality, debriefing, informed consent, and disclosure of conflicts of interest are among the procedures. Children and other vulnerable populations need to be given extra attention. Respecting these guidelines preserves the integrity of the research and safeguards participants.

5. Results

Table 1: Summary of Data on the Level of Satisfaction on Human Capital Management Practices

Indicators	Rank-and-File n = 315		Mgt. Personnel n = 55		Consolidated N = 370	
	$\overline{x}$	Int	$\overline{x}$	Int	$\overline{x}$	Int
A. Organizational Socialization	2.82	MS	2.51	MS	2.78	MS
B. Work-Life Balance	2.63	MS	2.07	LS	2.55	MS
C. Adoption of Human Resource Information System	2.89	MS	2.22	LS	2.79	MS
D. Labor-Management Relations	2.76	MS	2.07	LS	2.66	MS
E. Observance to Due Process of Law	2.77	MS	3.15	MS	2.83	MS
F. Employee Morale	2.75	MS	2.50	MS	2.71	MS
G. Talent Management	2.87	MS	2.74	MS	2.85	MS
Grand Mean	**2.78**	**MS**	**2.47**	**LS**	**2.74**	**MS**

The study effectively achieves its objectives by evaluating employee satisfaction with HRM methods; however, further investigation is required to determine the influence of demographic characteristics. Job level influences perceived fairness and workplace policies, according to the results, which show significant differences in satisfaction between rank-and-file employees and management personnel, especially in work-life balance (2.07), HRIS adoption (2.22), and labor-management relations (2.07). The objectives of the workforce are also changing due to generational changes; younger workers place more emphasis on work-life balance and purpose-driven professions, which is in line with worldwide employment trends that value flexibility and professional advancement. Furthermore, differences in job satisfaction between levels suggest that management employees may encounter more work, leadership difficulties, or ambiguous HR regulations, which calls for an in-depth examination of organizational support systems. The study also places its findings in the context of broader workforce dynamics, showing that labor-management interactions and the adoption of digital HR have a big impact on engagement. Notably, management personnel's poor adoption of satisfaction with HRIS indicates either inefficient implementation or resistance to technological advancements.

Organizations could improve work-life balance programs, prioritize demographic considerations in workforce planning, and enhance leadership development activities to address satisfaction gaps to mitigate these concerns. Long-term organizational success and employee morale will also be improved by fostering better labor-management interactions and ensuring a smooth technology integration process. The differences in job satisfaction between management and rank-and-file employees could result from different goals and expectations in their positions. Operational efficiencies, including deploying Human Resource Information Systems, which improve accessibility to HR services and streamline regular operations, seem to benefit rank-and-file more than other employees.

However, the growing demands and complexity of leadership jobs may be why management staff are discontent with labor-management relations and work-life balance. These results are consistent with the viewpoints expressed by Jing et al. (2024), who stress the need for customized HR procedures that cater to the unique requirements of various employee groups.Tailoring strategies to close these gaps could boost overall productivity and organizational morale.

Table 2: Test of Significant Relationship between the Respondents' Profile and their Level of Satisfaction on the Human Capital Management Practices

Paired Variables	Chi-Square	df	Critical Value	Significance	Result
A. Age & Assessment on					
Organizational Socialization	29.184	10	18.307	Significant	Ho Rejected
Work-Life Balance	332.368	15	24.996	Significant	Ho Rejected
Adoption of HRIS	195.414	15	24.996	Significant	Ho Rejected
Labour Management Relations	194.044	15	24.996	Significant	Ho Rejected
Observance to Due Process of Law	120.752	15	18.307	Significant	Ho Rejected
Employee Morale	96.159	15	18.307	Significant	Ho Rejected
Talent Management	168.001	15	18.307	Significant	Ho Rejected
Overall Level of Satisfaction	175.687	15	18.307	Significant	Ho Rejected
B. Sex & Assessment on					
Organizational Socialization	29.117	2	5.991	Significant	Ho Rejected
Work-Life Balance	26.543	3	7.815	Significant	Ho Rejected
Adoption of HRIS	52.633	3	7.815	Significant	Ho Rejected
Labour Management Relations	43.516	3	7.815	Significant	Ho Rejected
Observance to Due Process of Law	27.182	3	5.991	Significant	Ho Rejected
Employee Morale	94.673	3	5.991	Significant	Ho Rejected
Talent Management	56.136	3	5.991	Significant	Ho Rejected
Overall Level of Satisfaction	63.347	3	5.991	Significant	Ho Rejected
C. Civil Status & Assessment on					
Organizational Socialization	81.219	6	12.592	Significant	Ho Rejected
Work-Life Balance	34.821	9	16.919	Significant	Ho Rejected
Adoption of HRIS	50.641	9	16.919	Significant	Ho Rejected
Labour Management Relations	51.275	9	16.919	Significant	Ho Rejected
Observance to Due Process of Law	46.894	9	12.592	Significant	Ho Rejected
Employee Morale	45.686	9	12.592	Significant	Ho Rejected
Talent Management	103.262	9	12.592	Significant	Ho Rejected
Overall Level of Satisfaction	12.426	9	12.592	Significant	Ho Accepted
D. Highest Educational Attainment & Assessment on					
Organizational Socialization	22.838	6	12.592	Significant	Ho Rejected
Work-Life Balance	55.878	9	16.919	Significant	Ho Rejected
Adoption of HRIS	22.241	9	16.919	Significant	Ho Rejected
Labour Management Relations	55.126	9	16.919	Significant	Ho Rejected
Observance to Due Process of Law	13.298	9	12.592	Significant	Ho Rejected
Employee Morale	42.816	9	12.592	Significant	Ho Rejected
Talent Management	13.822	9	12.592	Significant	Ho Rejected
Overall Level of Satisfaction	16.676	9	12.592	Significant	Ho Rejected
E. Length of Service & Assessment on					
Organizational Socialization	39.048	6	12.592	Significant	Ho Rejected
Work-Life Balance	115.814	9	16.919	Significant	Ho Rejected
Adoption of HRIS	100.488	9	16.919	Significant	Ho Rejected
Labour Management Relations	113.576	9	16.919	Significant	Ho Rejected

Observance to Due Process of Law	62.837	9	12.592	Significant	Ho Rejected
Employee Morale	149.495	9	12.592	Significant	Ho Rejected
Talent Management	58.873	9	12.592	Significant	Ho Rejected
Overall Level of Satisfaction	158.352	9	12.592	Significant	Ho Rejected

The results highlight the importance of integrating workforce demographics into HR strategy by demonstrating an important relationship between demographic factors and employee satisfaction in HRM practices. The results of the chi-square test show that several satisfaction dimensions, such as organizational socialization, work-life balance, HRIS adoption, labor-management relations, due process, employee morale, and talent management, are significantly impacted by age, sex, civil status, educational attainment, and length of service. Further research into these discrepancies is necessary, as the rejection of the null hypothesis (Ho) across the majority of variables indicates that different demographic groups have different levels of satisfaction. Age-related differences stand out in particular since they exhibit significant relationships with every satisfaction measure. Employees of various ages probably have different expectations about leadership styles, technology integration, and work-life balance. While older employees may value employment security and stability, younger workers may place a higher priority on flexibility and professional advancement. Likewise, sex-based variations show differences in how HR regulations are seen and experienced, which may be impacted by workplace dynamics and gender-specific challenges.

The concept that individual circumstances influence employee satisfaction is further supported by the influence of civil status. For example, married employees can expect a different work-life balance than their unmarried counterparts. In the meantime, views of HRIS adoption and due process are influenced by educational attainment, indicating that employees with higher education levels can be more critical of workplace technologies and policy implementation. Another important consideration is the length of service, as employees with longer tenure report different levels of satisfaction in several areas. The observed pattern suggests that employee engagement with HR regulations, leadership expectations, and workplace dynamics is influenced by organizational longevity. To ensure inclusive and equitable policies that improve overall employee satisfaction, companies must customize their human capital management strategies based on demographic information, as indicated by the study's significant relationships. According to Aburumman et al. (2020), the focus is mainly on the employee's desire to leave, as determined by human resource management practices (pay, performance assessment, promotion, and training & development), as well as career satisfaction. HRM practices and career satisfaction significantly influence employee turnover intentions.

Furthermore, career satisfaction moderated the association between HRM practices (pay, performance assessment, promotion, and training and development) and employee turnover intention. Recruitment is one of the most critical HR procedures, along with work plan, pay structure, employee training, and reward, connected to successful performance training, empowerment, and education; on the other hand, they are essential. Based on a recent study, performance management, compensation, promotions, and training all contribute to better employee performance. Training is essential for increasing productivity, albeit its effects vary according to the business, and successful appraisals match incentives with performance. However, many businesses find it difficult to tie compensation to performance, and less than half believe their performance management systems accomplish performance and career development goals (Grensing-Pophal, 2023; WTW, 2022).

6. Discussion

This study examines the relationship between Human Capital Management (HCM) practices and employee satisfaction in Cebu City's Business Process Outsourcing (BPO) sector, emphasizing key HR dimensions such as organizational socialization, work-life balance, HRIS adoption, labor-management relations, due process observance, employee morale, and talent management. Findings indicate that while rank-and-file employees report moderate satisfaction levels, management personnel exhibit lower satisfaction, particularly regarding work-life balance, HRIS adoption, and labor-management relations. This disparity suggests that standardized HR policies may not effectively address the distinct challenges faced by different workforce segments.

Previous research underscores the significance of HR practices and organizational support in fostering employee commitment. Prior studies highlight how HR strategies, including recruitment, training, and organizational support, influence employee dedication and motivation. Additionally, research emphasizes the role of customized training programs in enhancing workplace performance and fostering a positive organizational environment (Jesus, 2024a; Jesus, 2024b). Furthermore, this study establishes a significant relationship between demographic factors such as age, gender, civil status, educational attainment, and length of service with employee satisfaction. Younger employees prioritize work-life balance and career development, whereas management personnel express concerns regarding leadership responsibilities and the efficiency of HR policies. These findings highlight the necessity of a differentiated HR approach that acknowledges workforce diversity and tailors interventions accordingly.

   a. *Work-Life Balance*: Younger employees prioritize flexible work arrangements and career development opportunities. However, management personnel express concerns over workload pressures and limited autonomy in decision-making. Organizations should consider implementing customized work-life balance strategies tailored to the needs of both employee groups.
   b. *HRIS Adoption*: The study highlights discrepancies in HRIS utilization across different levels of the organization. While frontline employees appreciate automation in administrative tasks, managerial staff report inefficiencies in system integration and usability. Enhancing HRIS training programs and user-friendly interfaces could mitigate these concerns.
   c. *Labor-Management Relations*: The findings emphasize the critical role of effective communication and conflict resolution mechanisms. Employees who perceive fair and transparent labor relations exhibit higher job satisfaction. Organizations should foster open dialogue and participatory decision-making to strengthen labor-management relations.
   d. *Implications for HRM*: Given the significant impact of demographic factors such as age, gender, and tenure on employee satisfaction, HR departments should adopt a differentiated HR approach. Tailored interventions, such as personalized training programs, mentorship initiatives, and leadership development workshops, can enhance job satisfaction across different employee groups.

7. Conclusion

This study highlights the necessity for an effective approach to human resource management that takes into account the various requirements of employees. Organizations may cultivate more engaged and satisfied employees, which will eventually improve overall productivity and retention rates, by improving HR practices and integrating employee feedback into decision-making.

8. Recommendations

This study provides empirical insights into employee satisfaction with Human Capital Management (HCM) practices in the Business Process Outsourcing (BPO) sector. The findings highlight critical areas requiring intervention, particularly in work-life balance, labor-management relations, adoption of Human Resource Information Systems (HRIS), and talent management. The following policy recommendations and research directions are proposed to enhance organizational strategies and contribute to the academic discourse on HCM.

1. *Work-Life Balance Enhancement*. Implementing structured hybrid work models can optimize both productivity and employee well-being by balancing remote and in-office work. Integrating wellness programs, such as mental health initiatives, ergonomic workspaces, and paid wellness leaves, further supports this approach by reducing stress and promoting work-life integration. By fostering a supportive and flexible work environment, organizations can enhance employee satisfaction, engagement, and overall performance.

2. *Strengthening Labor-Management Relations*. Fostering participatory management through regular consultation forums between employees and leadership encourages open communication, collaboration, and shared decision-making. Additionally, developing clear grievance-handling mechanisms with well-defined protocols and timely resolution frameworks enhances workplace trust and transparency. By prioritizing employee involvement and addressing concerns effectively, organizations can create a more inclusive, motivated, and cohesive work environment.

3. *Optimizing of HRIS Implementation and Utilization*. Conducting continuous training and capability-building programs ensures proficiency in HRIS adoption and utilization, enabling employees to maximize its benefits. Customizing HRIS functionalities to address industry-specific needs while leveraging data analytics enhances predictive workforce planning and informed decision-making. By investing in both skill development and system optimization, organizations can streamline HR processes, improve efficiency, and drive strategic growth.

4. *Ensuring Procedural Justice and Fair Workplace Policies*. Aligning disciplinary policies with international labor standards ensures procedural transparency and adherence to due process, promoting fairness and accountability in the workplace. Enhancing performance appraisal mechanisms by incorporating multi-rater feedback systems minimizes biases and fosters equitable career progression. By implementing these strategies, organizations can cultivate a just and inclusive work environment that upholds employee rights, encourages professional growth, and strengthens overall organizational integrity.

5. *Strategic Talent Management Frameworks*. Developing competency-based career pathways through structured mentorship programs, leadership succession planning, and continuous professional development ensures a clear and sustainable growth trajectory for employees. Implementing data-driven retention strategies, including AI-based analytics to identify attrition risks, enables organizations to proactively address workforce challenges. By integrating these initiatives, businesses can enhance employee engagement, reduce turnover, and build a resilient and future-ready workforce.

- *Limitations of this Study and Future Research*

This study has several limitations that should be considered when interpreting the findings. First, the research was conducted within a specific geographical context, focusing solely on BPO companies in Cebu City, Philippines. As a result, the generalizability of the findings may

be limited to other regions or industries with different workforce dynamics and HCM practices. Future research should expand its scope to include a broader, multi-regional, or cross-industry analysis to enhance external validity. Second, the study relies exclusively on quantitative self-reported survey data, which may introduce response bias or social desirability bias, potentially affecting the accuracy of responses. The integration of qualitative methodologies, such as in-depth interviews, focus group discussions, or case studies, would provide richer insights into employees' perceptions and the contextual factors influencing their satisfaction levels. A mixed-methods approach is recommended for future studies to capture both numerical trends and deeper experiential narratives. Third, while the study examines key demographic variables, it does not account for external macroeconomic factors such as industry disruptions, technological advancements, government regulations, or economic conditions, which could significantly influence HCM effectiveness. Incorporating these broader contextual factors in future research would provide a more comprehensive understanding of employee satisfaction trends. Additionally, the cross-sectional nature of this study limits its ability to capture temporal changes in employee satisfaction over time.

Future research should adopt a longitudinal approach to track shifts in employee perceptions, assess the long-term impact of HR interventions, and identify emerging workforce trends in the BPO sector. Lastly, the study identifies dissatisfaction with HRIS adoption among management personnel, but it does not explore the underlying reasons behind this finding. Further research should investigate technological readiness, digital literacy, usability concerns, and resistance to change to develop targeted solutions for optimizing HRIS implementation. Addressing these limitations in future studies will contribute to the development of more adaptive, data-driven, and employee-centered HCM strategies, ensuring improved workforce engagement, retention, and organizational sustainability in the evolving BPO industry.

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