

## **Examining Organizational Support Practices and Job Characteristics in Fostering Employee Commitment: A Case Study**

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### **Abstract**

**Aim/Purpose:** This study investigated the influence of Human Resource Organizational Support (HROS) practices on employee commitment in a technology-driven business environment. Employee commitment is a strategic imperative for organizations navigating rapid innovation and digital transformation. Despite extensive research, there remains limited empirical evidence on how specific organizational support practices, such as recognition, communication, professional development, work-life balance, and employee involvement, impact employee commitment within tech-oriented workplaces in Southeast Asia. By focusing on Sun Asterisk Development Inc. in Cebu City, Philippines, this research aimed to contribute regional and industry-specific insights to the global discourse on human capital management.

**Introduction/Background:** This paper addresses the issue of a limited understanding of how HROS factors impact employee commitment within technology-driven and innovative environments. Drawing on Social Exchange Theory (SET) and Job Characteristics Theory (JCT), the study examined the relationships between recognition, communication, professional development, work-life balance, employee involvement, and their influence on commitment. Focusing on Sun Asterisk Development Inc., a dynamic and tech-oriented organization, the research highlights the importance of modern HR practices in enhancing employee engagement and loyalty. This study contributes valuable insights into strategies that can sustain commitment in rapidly evolving business contexts.

**Methodology:** A descriptive-correlational research design was employed in this study. Data were gathered from 50 purposively selected full-time employees of Sun Asterisk Development Inc., a software development company with a dynamic organizational culture. A structured survey instrument was utilized to capture employees' perceptions of HROS practices and their levels of commitment. The instrument included multiple items per construct and used a five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree." Descriptive statistics such as means and standard deviations were used to summarize employee perceptions. Pearson's correlation analysis was applied to examine the strength and direction of relationships between HROS indicators and employee commitment dimensions based on Job Characteristics Theory. Instrument validity was ensured through expert review, and internal consistency was established via Cronbach's alpha coefficients.

**Findings:** The findings revealed that employees perceived high levels of support across all five HROS domains, with average mean scores falling under the "Strongly Agree" category. Among these, work-life balance received the highest rating ( $M = 3.49$ ), followed by communication and employee involvement. Significant positive correlations were found between HROS practices and key job characteristics. Recognition and reward systems were strongly correlated with autonomy ( $r = .472, p < .001$ ) and feedback ( $r = .411, p = .002$ ). Communication mechanisms showed a high correlation with task significance ( $r = .597, p < .001$ ), while professional development and employee involvement were positively linked to skill variety and task identity. These results suggest that reinforcing HROS factors enhances both the perceived meaningfulness of work and employee commitment.

**Contribution/Impact on Society:** This research contributes to the theoretical and practical understanding of employee commitment in three significant ways. First, it operationalizes the relationship between HROS and job characteristics in a single, integrated framework grounded in Social Exchange Theory and Job Characteristics Theory, addressing the call for multidimensional models in HR literature. Second, it contextualizes this framework within a Southeast Asian tech enterprise, offering localized insights often absent in mainstream HR research. Third, it introduces the Enhanced Metrics Evaluation Plan, a proposed diagnostic tool for assessing organizational support practices in technology-driven firms. This model can serve as a basis for comparative studies across industries and regions.

**Recommendations:** Organizations should enhance Human Resource Organizational Support by implementing robust recognition systems, open communication channels, and continuous professional development programs. Emphasizing work-life balance and actively involving employees in decision-making are essential for fostering commitment. HR practitioners should regularly assess employee perceptions through surveys and feedback mechanisms to identify areas for improvement. Additionally, managers should tailor support practices to align with employees' needs and organizational goals. Integrating flexible work arrangements and fostering a culture of appreciation can further boost commitment and reduce turnover. Future initiatives should prioritize employee well-being to sustain productivity and job satisfaction within dynamic work environments.

**Research Limitations:** Despite its contributions, the study had limitations. The sample size, though representative of the company's workforce, was relatively small and drawn from a single firm, which limits the generalizability of findings. Its cross-sectional nature prevents assessment of changes over time, and reliance on self-reported data may have introduced response bias. Moreover, Objective 2, which explored the impact of job characteristics on commitment, requires further analytical depth in future iterations.

**Future Research:** Future studies should employ longitudinal or mixed method designs to capture evolving employee perceptions and deepen theoretical insights. Expanding the sample to include other tech firms or comparing findings with traditional industries could broaden the applicability of results. Researchers may also explore mediating or moderating effects (e.g., leadership style, organizational culture) between HROS and commitment. Finally, incorporating qualitative methods such as interviews or focus groups would enrich the interpretation of the nuanced interplay between HR practices and employee engagement.

**Keywords:** *Employee commitment, human resource organizational support*

## Introduction

Enhancing organizational employee commitment remains a fundamental challenge for businesses striving to achieve operational excellence and sustainable growth. In the contemporary business landscape, characterized by rapid technological advancements, evolving work paradigms, and intensified global competition, fostering employee commitment has transcended from being merely a policy concern to becoming a strategic imperative. As organizations navigate the complexities of post-pandemic business environments, maintaining high levels of employee loyalty and motivation has become increasingly crucial to sustaining productivity, fostering innovation, and driving overall performance (Rudi et al., 2024). Employee commitment, shaped by factors such as recognition systems, professional development opportunities, work-life balance, communication mechanisms, and employee involvement, plays a pivotal role in shaping an organization's ability to build a resilient and dedicated workforce.

This study was conducted in Guadalupe, Cebu City, a thriving urban hub known for its vibrant business community and dynamic labor market. As one of Cebu City's key business districts, Guadalupe hosts a wide range of enterprises, including both local and multinational companies. Notably, Sun Asterisk Development Inc., a prominent software development firm located in this area, represented

an ideal context for examining employee commitment due to its diverse workforce, dynamic organizational culture, and commitment to continuous professional development. Understanding how employee commitment is fostered within such an innovative environment can provide valuable insights for similar businesses aiming to enhance workforce engagement and productivity. This focus is especially relevant given that modern technology-driven organizations face unique challenges in sustaining employee loyalty amidst rapid digital transformation (Jesus et al., 2024).

This study drew on two primary theoretical frameworks to analyze organizational employee commitment: Social Exchange Theory (SET) and Job Characteristics Theory (JCT). Social Exchange Theory (SET) posits that employee commitment is cultivated through reciprocal relationships where employees feel valued and supported by their organization (Blau, 1986). Increased commitment and loyalty are the results of organizations that establish a sense of organizational support through the implementation of efficient recognition and reward systems, uphold communication and feedback mechanisms, and offer professional development opportunities (Cropanzano & Mitchell, 2005). According to recent research, praising and rewarding workers' accomplishments is essential for increasing loyalty, especially in creative settings (Rudi et al., 2024).

Job Characteristics Theory (JCT), developed by Hackman and Oldham (1976), highlights that job satisfaction and commitment are influenced by five core job dimensions: Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback. These constructs are essential for enhancing employee motivation and performance, as jobs that incorporate these dimensions tend to foster intrinsic motivation and a sense of meaningful contribution (Fried & Ferris, 1987). This theory aligns with the innovative work setting of Sun Asterisk Development Inc., where employees' tasks are diversified and meaningful, contributing to commitment and engagement. Furthermore, work-life balance is considered essential in contemporary organizational practices since it has a substantial impact on employees' dedication and well-being (Greenhaus & Allen, 2011). According to Cotton et al. (1988), the incorporation of employee involvement highlights the significance of participatory decision-making, which is associated with increased commitment and job satisfaction. Research shows that improved communication and feedback systems, among other contemporary HR practices, greatly increase company productivity (Newsham et al., 2022).

The Philippine Labor Code [Presidential Decree No. 442, as amended] (1974), which protects the rights of employees to equitable pay, professional growth, and work-life balance, serves as the study's legal cornerstone. Additionally, the Department of Labor and Employment created the Occupational Safety and Health Standards (1978), which emphasize the significance of preserving safe and comfortable work environments and are directly related to employee dedication and well-being. Respecting these legal standards fosters a positive and encouraging work atmosphere, which is essential to maintaining employee loyalty.

Despite extensive research on employee commitment, a gap remains in understanding how modern HR practices and job characteristics intersect to influence commitment within technology-driven organizations, particularly in the Philippine context. Although prior studies have explored individual constructs, few have comprehensively examined how these variables interact within an innovative firm like Sun Asterisk Development Inc. Furthermore, while previous meta-analyses have identified factors influencing employee loyalty (Rudi et al., 2024), there is limited empirical evidence from tech-focused environments, especially within Cebu City's dynamic business sector.

This study's integrative and context-specific approach combined SET and JCT while addressing the challenges faced by tech-driven enterprises. Quantitative methods were employed, specifically Pearson's correlation ( $r$ ), to propose an Enhanced Metrics Evaluation Plan designed to effectively assess organizational commitment. By examining the impact of digital transformation, particularly within the software development sector, the researchers sought to uncover how technological advancements influenced employee commitment (Jesus et al., 2024). Furthermore, a comprehensive bibliometric analysis of employee performance trends (Menhat et al., 2025) underscored the growing demand for innovative frameworks to assess organizational commitment. This study aimed to fill this gap by introducing a robust, data-driven approach to understanding and evaluating commitment in

the evolving digital landscape. By focusing on Sun Asterisk Development Inc. and leveraging robust theoretical foundations, this research contributes to the ongoing discourse on optimizing employee commitment, offering practical insights for dynamic business environments in Cebu City.

## **Literature Review**

Employee commitment plays a pivotal role in enhancing organizational efficiency, retention, and long-term sustainability. Numerous studies have explored how human resource strategies influence commitment, focusing on key themes such as recognition, communication, development, work-life balance, and job design. This literature review synthesizes prior findings under core categories relevant to Human Resource Organizational Support (HROS) and Job Characteristics Theory (JCT).

### ***Recognition and Reward System***

Recognition systems are foundational in fostering employee commitment by reinforcing valued behavior. Bahuguna et al. (2023) emphasized that when recognition aligns with both organizational and individual goals, it significantly boosts employee engagement. Similarly, Antony et al. (2023) found that readiness for organizational innovation (e.g., Quality 4.0) was enhanced by well-structured reward systems, which encourage employees to embrace change. In contrast, Mio et al. (2022) argued for the utility of performance measurement tools such as balanced scorecards, suggesting these indirectly enhance commitment through performance monitoring. Together, these studies suggest that recognition contributes both structural and motivational reinforcement toward commitment.

### ***Communication and Feedback Mechanisms***

Transparent communication and effective feedback are critical for fostering trust and commitment. Prasad et al. (2023) found that participatory communication enhanced lean readiness and engagement, while Gafni et al. (2024) showed that AI-driven feedback improved soft skills, enhancing perceived support. Conversely, Bader et al. (2024) warned that communication breakdowns were a key reason for process failure, underlining a need for continuous feedback loops. Collectively, these studies indicate that both traditional and technology-mediated communication channels are instrumental in building employee commitment.

### ***Professional Development Opportunities***

Providing structured career development is a recurring theme in sustaining loyalty. Obeng-Tuaah (2025) highlighted the direct link between training and organizational performance, while Lubis et al. (2024) noted that competency-based performance systems accelerated career progression and commitment. Complementarily, Saputra et al. (2024) emphasized capacity building as central to long-term success. These perspectives collectively reinforced that continuous development is a strategic tool for fostering employee investment in organizational goals.

### ***Work-Life Balance***

Work-life balance initiatives are increasingly recognized as strategic levers for organizational commitment. Akter et al. (2022) associated flexible HR policies with increased loyalty and reduced fatigue, while Lin et al. (2024) demonstrated that green HR management practices improved both retention and sustainability performance. Adah et al. (2025) further observed that balance is essential in high-stress industries, such as construction. Across contexts, a common thread has emerged: work-life harmony directly contributes to sustained commitment and employee well-being.

### ***Employee Involvement***

Involving employees in decision-making enhances their sense of ownership and alignment with the firm's goals. Abu Orabi et al. (2024) linked strategic participation with higher engagement, while Saini (2025) reported a reduction in turnover intentions among more involved employees. Supporting this, Andrić et al. (2023) showed that involvement was crucial in preserving morale during crisis

conditions like the pandemic. These findings collectively advocate for participatory HR frameworks to deepen commitment.

### ***Skill Variety***

Job roles that incorporate diverse skills tend to increase employee motivation and reduce monotony. Ria Andriany et al. (2025) emphasized that variety contributes to sustainable performance, while Fantozzi et al. (2024) underlined the importance of embedding soft skills within job design to improve satisfaction. Straub et al. (2023) added that evolving business models demand continuous upskilling, which in turn cultivates loyalty. These insights suggest that skill variety is both a driver of engagement and a response to dynamic industry needs.

### ***Task Identity***

Clarity and coherence in job roles enhance employees' connection to their work. Chen et al. (2023) found that when employees clearly understand their tasks, satisfaction and retention increase. Raut et al. (2022) expanded this by noting that task identity supports workforce agility, especially in response to a crisis. El-Masri et al. (2023) added a digital perspective, arguing that task-technology fit enhances user satisfaction, which in turn drives commitment. These findings affirm that meaningful task structures enhance employee focus and loyalty.

### ***Task Significance***

The perceived importance of a job role is another key determinant of commitment. López-Cabarcos et al. (2022) observed that leadership emphasizing task significance improved job performance, while Raut et al. (2022) associated it with deeper organizational attachment. Kumpulainen and Seppänen (2022) also found that aligning tasks with strategic goals boosted motivation. Together, these findings suggest that employees who perceive their work as impactful are more likely to remain committed.

### ***Autonomy***

Job autonomy enhances psychological ownership and intrinsic motivation. Idris et al. (2023) linked autonomy to improved engagement and satisfaction in healthcare settings. Similarly, Yang et al. (2022) emphasized that leadership support for autonomy strengthens participation in academic environments. Kovačić et al. (2022) added that autonomous roles in sustainable mobility projects reinforced both commitment and responsibility. These perspectives consistently show that autonomy fosters proactive and loyal employee behavior.

### ***Feedback***

Regular, constructive feedback shapes employee development and organizational alignment. Mößlang et al. (2024) emphasized feedback's role in sustaining a culture of continuous improvement. Xiao and Tian (2023) illustrated its importance in strategic operations, while Kaurav and Gupta (2022) tied feedback quality directly to organizational commitment. These studies collectively validated feedback as a central mechanism for performance and engagement management.

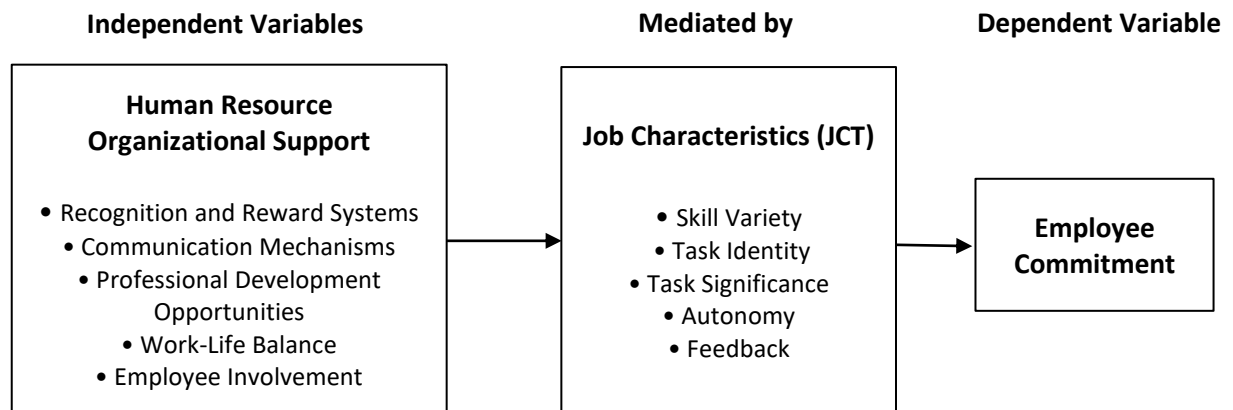
### **Research Objectives**

The study aimed to assess employee commitment at Sun Asterisk Development Inc. in Guadalupe, Cebu City, Philippines, by examining the influence of organizational support practices and job characteristics. Specifically, the following aspects were addressed:

1. Evaluate the level of employee commitment concerning key Human Resource Organizational Support (HROS) practices.
2. Examine the impact of job characteristics on employee commitment.
3. Analyze the relationship between organizational support practices and job characteristics in fostering employee commitment within a technology-driven business context.

The study's variables are shown in its conceptual framework below in Figure 1.

**Figure 1** *Conceptual Framework*



## Methodology

### Design

In this study, a descriptive-correlational research design was employed to evaluate the relationship between organizational support practices and employee commitment at Sun Asterisk Development Inc. The descriptive component explored how employees perceived support in terms of recognition, communication, professional development, work-life balance, and involvement. The correlational aspect assessed how these perceptions, along with core job characteristics (i.e., skill variety, task identity, task significance, autonomy, and feedback), influenced commitment levels. This design was appropriate for identifying both patterns of perception and the strength of inter-variable relationships without manipulating study conditions.

### Study Setting

The research was conducted at Sun Asterisk Development Inc.'s Cebu City branch, located in Guadalupe, Philippines. As the Philippine branch of a global tech firm originally founded in Japan (2012), the Cebu office provided a dynamic, innovation-driven environment. This location was selected due to its multidimensional organizational structure, agile HR practices, and cultural orientation toward employee-centered management, making it an ideal setting for evaluating organizational support frameworks and employee commitment.

### Respondents

Using purposive sampling, 50 regular, full-time employees from a total branch population of 52 were selected to participate. The inclusion criteria focused on employees with at least six months of tenure to ensure their familiarity with the company's HR systems and organizational structure. The small but representative sample ensured coverage of diverse job roles while controlling for transient or contractual employment biases. This approach allowed for in-depth insights into the commitment mechanisms within a technology-driven small business context.

### Instrumentation

A structured survey instrument was used to measure key constructs aligned with the study's objectives. The questionnaire consisted of 35 items across 10 subscales, using a 4-point Likert scale (1 = Strongly Disagree to 4 = Strongly Agree). Instrument reliability was verified using Cronbach's alpha coefficients, all of which met or exceeded the acceptable threshold of .70. The questionnaire was validated through expert panel review and pilot testing with five employees from a similar industry, leading to minor revisions for clarity and contextual accuracy.

**Table 1** *Constructs, Sample Items, Reliability Scores, and Sources for Employee Experience Measures*

Construct	Items	Sample Item	Cronbach's $\alpha$	Source
Recognition	4	"I receive acknowledgment for my work performance."	.83	Bahuguna et al. (2023)
Communication	4	"There is open communication between management and staff."	.79	Prasad et al. (2023)
Professional Development	3	"The company provides opportunities for career growth."	.81	Obeng-Tuaah (2025)
Work-Life Balance	3	"Flexible work policies help me manage personal and professional responsibilities."	.76	Akter et al. (2022)
Employee Involvement	3	"I am involved in important decisions affecting my work."	.85	Abu Orabi et al. (2024)
Skill Variety	3	"My job allows me to use a variety of skills."	.74	Ria Andriany et al. (2025)
Task Identity	3	"My role involves completing tasks from beginning to end."	.80	Chen et al. (2023)
Task Significance	3	"I believe my work has a meaningful impact on the organization."	.77	Kumpulainen & Seppänen (2022)
Autonomy	3	"I have control over how I perform my job tasks."	.82	Idris et al. (2023)
Feedback	3	"I receive regular feedback about my work performance."	.84	Mößlang et al. (2024)

### **Ethical Considerations**

Ethical standards were strictly observed. Informed consent was obtained from all participants. Confidentiality and anonymity were maintained through secure data handling and aggregate reporting. Ethical approval was granted by the Institutional Research Ethics Board of the university.

### **Data Analysis**

The data were analyzed using both descriptive and inferential statistics. Frequencies, percentages, and mean scores were used to evaluate the overall level of perceived organizational support and employee commitment (Objective 1). Pearson's correlation coefficient was applied to test the relationship between HROS factors and job characteristics (Objective 3). For Objective 2, the study specifically examined the impact of five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) on employee commitment. A multiple correlation analysis was conducted to determine which job characteristics were most predictive of commitment. Results included significance values ( $p$ -values), strength of relationships ( $r$ ), and interpretations based on theoretical alignment with JCT. This dual-layered statistical approach provided a robust analysis of both general trends and specific predictive patterns, aligned with the study's framework and research objectives.

### **Results**

Table 2 presents descriptive statistics reflecting employee perceptions of organizational support practices at Sun Asterisk Development Inc.

**Table 2** *Employee Perceptions based on Organizational Support Indicators*

Indicator	Mean	Std. Deviation	Interpretation
Recognition and Reward System	3.29	.43	Strongly Agree
Communication and Feedback Mechanisms	3.35	.43	Strongly Agree
Professional Development Opportunities	3.28	.46	Strongly Agree
Work-Life Balance	3.49	.36	Strongly Agree
Employee Involvement	3.33	.44	Strongly Agree
<b>Aggregate</b>	<b>3.35</b>	<b>.42</b>	<b>Strongly Agree</b>

*Note.* Strongly Disagree: 1.00–1.75; Disagree: 1.76–2.50; Agree: 2.51–3.25; Strongly Agree: 3.26–4.00

All five indicators—recognition and reward systems, communication and feedback mechanisms, professional development opportunities, work-life balance, and employee involvement—fell within the "Strongly Agree" category, with an overall mean of 3.35. Notably, work-life balance received the highest rating ( $M = 3.49$ ,  $SD = .36$ ), suggesting that employees particularly value flexibility and work-life integration within the company. In contrast, professional development opportunities received the lowest mean ( $M = 3.28$ ), indicating a slightly lower—but still positive—perception of upskilling and growth support. These findings implied that the organization has effectively cultivated a supportive work environment, particularly in balancing professional and personal responsibilities. This aligns with Tran et al. (2025), who emphasized that supportive policies—especially in communication and work-life balance—enhance employee engagement. Similarly, Boccoli et al. (2023) reported that recognition and development programs positively influenced commitment and morale. Moreover, Jose et al. (2024) linked strong perceptions of organizational support to lower turnover intentions and improved retention rates. This data supported the notion that fostering these HROS factors is instrumental in sustaining employee satisfaction and enhancing organizational performance.

Table 3 presents employee perceptions of job characteristics—a core element of Human Resource Organizational Support (HROS) as operationalized through the lens of Job Characteristics Theory (JCT).

**Table 3** *Human Resource Organizational Support in Business Operations*

Indicator	Mean	Std. Deviation	Interpretation
Skill Variety	3.47	.41	Strongly Agree
Task Identity	3.43	.38	Strongly Agree
Task Significance	3.42	.40	Strongly Agree
Autonomy	3.35	.41	Strongly Agree
Feedback	3.39	.46	Strongly Agree
<b>Aggregate</b>	<b>3.41</b>	<b>.41</b>	<b>Strongly Agree</b>

All five indicators—skill variety, task identity, task significance, autonomy, and feedback—received “Strongly Agree” ratings—the aggregate mean was 3.41—showing consistent perception of well-structured, meaningful, and motivating job roles. The highest-rated item was skill variety ( $M = 3.47$ ), suggesting that employees appreciated opportunities to use multiple skills in their roles—an important contributor to intrinsic motivation. This was followed by task identity and task significance, both of which reflect a sense of completeness and purpose in work, which according to JCT, are directly linked to engagement and satisfaction. Although autonomy received the lowest mean ( $M = 3.35$ ), it still reflected strong agreement, suggesting that decision-making power and self-direction were generally present in employees’ roles.

These findings underscore the importance of job design in shaping employee attitudes. As Abu Orabi et al. (2024) and Martins et al. (2024) have noted, elements such as skill variety and autonomy are critical in enhancing performance and satisfaction. Hasyim and Bakri (2024) further emphasized the motivational value of task clarity and alignment. Locally, Jesus (2024a, 2024b) has affirmed that HR strategies rooted in purposeful job structures have significantly improved commitment in Cebu-based firms. Supporting these insights, Saks (2022) argued that meaningful job characteristics stimulate employee engagement, key to long-term performance and reduced turnover. Overall, the data suggest that Sun Asterisk Development Inc. has successfully implemented job designs that promote not only technical productivity, but also psychological engagement, positioning it well for talent retention and sustained operational success.

Table 4 presents the correlation coefficients and  $p$ -values measuring the strength and significance of relationships between Human Resource Organizational Support practices and key dimensions of business operations as conceptualized by Job Characteristics Theory.



**Table 4** *Significant Correlations Between Human Resource Organizational Support and Business Operations*

Hypothesized Path	R-value	p-value	Decision
Recognition and Reward System->Skill Variety	.248	.076	Reject
Recognition and Reward System->Task Identity	.316*	.023	Accept
Recognition and Reward System->Significance	.297*	.032	Accept
Recognition and Reward System->Autonomy	.472**	.000	Accept
Recognition and Reward System->Feedback	.411**	.002	Accept
Communication and Feedback Mechanisms-> Skill Variety	.508**	.000	Accept
Communication and Feedback Mechanisms->Task Identity	.563**	.000	Accept
Communication and Feedback Mechanisms->Task Significance	.597**	.000	Accept
Communication and Feedback Mechanisms->Autonomy	.564**	.000	Accept
Communication and Feedback Mechanisms->Feedback	.460**	.000	Accept
Professional-> Skill Variety	.491**	.000	Accept
Professional->Task Identity	.369**	.007	Accept
Professional->Task Significance	.442**	.001	Accept
Professional-> Autonomy	.454**	.001	Accept
Professional-> Feedback	.400**	.003	Accept
Work-Life Balance-> Skill Variety	.288*	.038	Accept
Work-Life Balance-> Task Identity	.330*	.017	Accept
Work-Life Balance->Task Significance	.321*	.020	Accept
Work-Life Balance-> Autonomy	.551**	.000	Accept
Work-Life Balance->Feedback	.228	.104	Reject
Employee Involvement->Skill Variety	.455**	.001	Accept
Employee Involvement-> Task Identity	.525**	.000	Accept
Employee Involvement-> Task Significance	.504**	.000	Accept
Employee Involvement->Autonomy	.571**	.000	Accept
Employee Involvement->Feedback	.480**	.000	Accept

Note. \*Significant at the .05 level; \*\*Significant at the .01 level

The findings demonstrated that most HROS indicators—including recognition, communication, professional development, work-life balance, and employee involvement—exhibited significant positive correlations with operational characteristics such as skill variety, task identity, task significance, autonomy, and feedback. Among the most notable findings, communication mechanisms yielded the strongest correlations, particularly with task significance ( $r = .597, p < .001$ ), autonomy ( $r = .564, p < .001$ ), and task identity ( $r = .563, p < .001$ ). These results suggested that open and effective communication enhances employees' perceptions of role clarity and meaningfulness, which are directly tied to job engagement and motivation under JCT.

Similarly, recognition and reward systems were significantly correlated with autonomy ( $r = .472, p < .001$ ) and feedback ( $r = .411, p = .002$ ), implying that recognition not only boosts morale, but also supports a culture of self-directed performance and constructive evaluation (Karatepe et al., 2022). Professional development consistently showed strong associations across all dimensions, underscoring its integral role in reinforcing core job characteristics and long-term employee commitment (Ahmed et al., 2023). Interestingly, while work-life balance was positively correlated with four operational indicators, its relationship with feedback was not statistically significant ( $r = .228, p = .104$ ), suggesting a possible gap between perceived balance and the quality of performance evaluation. This warrants further exploration into whether flexible work structures unintentionally limit developmental feedback (Yadav et al., 2023).

These patterns align with Social Exchange Theory, which posits that supportive organizational practices encourage reciprocal commitment and effort from employees (Tahir et al., 2024). The results also echoed prior findings that HR systems reinforcing recognition, development, and feedback mechanisms elevated engagement and performance (Ahmed et al., 2023). Locally, organizational analyses emphasized the value of tailored training and structured communication in Cebu-based firms, reinforcing the need for context-specific HR planning (Jesus, 2024c). This data affirmed that robust

HROS practices significantly enhance job design dimensions associated with commitment, motivation, and performance. Organizations should prioritize reinforcing recognition, development, and communication systems to build a sustainable and engaged workforce, driving operational success (Tahir et al., 2024).

## Discussion

The findings revealed consistently high employee perceptions across all organizational support indicators; recognition and reward systems, communication mechanisms, professional development, work-life balance, and employee involvement, all fell under the “Strongly Agree” category. Among these, work-life balance received the highest mean score, suggesting that employees highly value flexibility and balance between personal and professional responsibilities. This strong endorsement of support mechanisms reflects a culture of care and attentiveness, which, in line with Social Exchange Theory (SET), fosters a reciprocal sense of obligation, trust, and commitment from employees.

The data further showed that employees perceived their roles as meaningful, skill-enriching, and autonomous, with high scores in skill variety, task identity, autonomy, and feedback. These dimensions, as posited by Job Characteristics Theory (JCT), directly contribute to intrinsic motivation and job satisfaction. For instance, when employees experienced control over their work (autonomy) and recognized the importance of their contributions (task significance), they were more likely to be committed and perform at higher levels. The synergy between well-designed job roles and supportive organizational practices created an environment where employees felt empowered, purposeful, and engaged.

Significant correlations between Human Resource Organizational Support factors and core job characteristics reinforced these patterns. Notably, recognition and reward systems showed strong positive correlations with autonomy ( $r = .472, p < .001$ ) and feedback ( $r = .411, p = .002$ ). This supported SET’s core principle of reciprocity—when employees feel acknowledged and trusted, they are more likely to invest in their roles with greater commitment. Similarly, communication mechanisms were strongly associated with task significance ( $r = .597, p < .001$ ), indicating that transparent and participatory communication not only informed but also validated the importance of employees’ roles. This aligns with JCT’s assertion that task significance enhances work meaning and motivation.

Professional development also emerged as a strong driver of employee engagement across all operational dimensions. Employees who received structured learning opportunities were more likely to report higher levels of skill variety, feedback, and task identity, reflecting the empowering role of growth pathways in maintaining commitment. However, the weak correlation between work-life balance and feedback ( $r = .228, p = .104$ ) suggested that while employees appreciated flexible policies, such arrangements may not always be paired with performance guidance. This indicated a need to balance autonomy with structured evaluation to ensure continuous improvement and accountability.

These findings were consistent with prior studies (e.g., Karatepe et al., 2022; Jesus, 2024c), which demonstrated that supportive HR systems, particularly in recognition, communication, and development, positively influence employee loyalty and operational efficiency. They also validated the theoretical propositions of SET, where perceived organizational support encourages emotional and behavioral investment, and JCT where job design fosters internal motivation.

This study confirmed that a dual emphasis on supportive HR practices and enriched job characteristics significantly strengthens employee commitment. Thus, organizations, particularly those in innovation-intensive environments like Sun Asterisk Development Inc., should institutionalize recognition systems, enhance professional growth opportunities, and structure communication channels that validate employee contributions. Doing so not only increases retention and performance but also ensures strategic alignment between workforce behavior and organizational goals.

## Conclusion and Recommendations

Organizations should prioritize enhancing recognition and reward systems to boost employee autonomy and feedback, fostering motivation and retention. Improving communication and feedback

mechanisms will strengthen employee engagement, while offering targeted professional development opportunities will align skills with organizational needs. A mixed-method approach, combining qualitative insights and quantitative Structural Equation Modeling, can provide a comprehensive understanding of the impact of these practices on employee commitment and organizational outcomes. Additionally, addressing work-life balance through flexible arrangements and wellness programs could further support employee satisfaction and reduce turnover. These strategies would cultivate a more committed workforce and drive long-term organizational success.

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