
Human Resource Management Practices and Organizational Support as Antecedents to Commitment Among Employees in Visayan Surety and Insurance Corporation in Cebu City, Philippines

Jiomarie B. Jesus

College of Business and Accountancy, University of Cebu
Cebu City, Cebu, Philippines
jiomariej15@gmail.com

Abstract

This study looks at the relationship between organizational support, employee commitment, and human resource management (HRM) practices at Visayan Surety & Insurance Corporation in Cebu City, Philippines. This descriptive-correlational study used a survey questionnaire to gather data from 25 employees. The results show that although the company does a great job in areas like leadership development and talent management, employee development initiatives could need some work. The study also emphasizes the importance of organizational support in promoting employee commitment and the necessity of continual efforts to establish a supportive work environment. Additionally, demographic profiles have little bearing on HRM procedures and organizational support—except educational attainment, which affects several organizational commitment factors. These results highlight how crucial it is to develop tailored HRM strategies that both fit the varied demands of the workforce and the objectives of the company.

Keywords: *human resource management practices, organizational support, employee commitment, Visayan surety and insurance corporation, Cebu City, Philippines*

Introduction

Effective human resource management and the existence of organizational support are critical factors in determining employee engagement inside firms in the fast-paced commercial environment of today (Guest, 2017; Jiang et al., 2017). Conducted in the setting of Visayan Surety and Insurance Corporation, located in the vibrant Philippine city of Cebu, this study examines the relationship between organizational support, employee dedication, and human resources management (HRM) practices. By exploring these relationships, we want to provide insight on how organizational initiatives and support systems affect employees' levels of commitment.

Recruitment and selection, training, performance evaluation, and employee development are just a few of the many tactics and programs that make up human resource management techniques (Guest, 2017; Jiang et al., 2017). These procedures form the cornerstone of raising an engaged and productive workforce. Additionally, organizational support—which includes resources, help, and acknowledgment—is essential for promoting workers' job happiness and productivity (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Through an analysis of these variables in the particular context of Visayan Surety and Insurance Corporation, we can learn more about how particular procedures and systems of support influence employee dedication.

Understanding the complex relationship between HRM practices, organizational support, and employee commitment in the context of a non-life insurance company in Cebu City, Philippines, is a knowledge gap in the literature now under publication. Although these elements are significant separately in earlier research, more has to be done to examine their combined impact on employee commitment, particularly in the Philippines' insurance industry with a focus on a particular organizational setting. This study seeks to advance existing information by offering a thorough understanding of how organizational support and HRM practices function as precursors to employee commitment. Organizations can customize their approaches to improve employee engagement, contentment, and ultimately, the success of the firm, by clarifying these dynamics.

Furthermore, this study's importance goes beyond organizational lines to include wider ramifications for the Philippine insurance sector. Understanding the factors that influence employee commitment is critical for maintaining competitiveness and achieving long-term success as the insurance industry changes due to shifting consumer preferences and market dynamics (Gracia et al., 2020; Montoya-Weiss et al., 2003). This research aims to provide actionable insights that can inform strategic decision-making within Visayan Surety and Insurance Corporation and similar organizations operating in the sector by clarifying the relationships between HRM practices, organizational support, and employee commitment.

Cebu City's location as a thriving center of economic activity and cultural variety in the Philippines also lends a distinctive component to this study (Alfaro et al., 2019; Hartendorp, 2017). We can learn more about how organizational dynamics interact with regional factors to shape employee commitment by examining these dynamics in the context of Cebu City, which will provide insights specific to the city's socio-cultural and economic landscape (Maull et al., 2020). We hope to contribute to academic discourse as well as practical implications for organizational leaders and policymakers in Cebu City and beyond by offering a comprehensive view of the relationship between HRM practices, organizational support, and employee commitment through this multifaceted approach.

Related Literature

The strategic significance that HRM practices play in promoting employee engagement, productivity, and organizational efficiency is highlighted by Guest (2017) and Jiang et al. (2012). The significance of recruitment, training, performance evaluation, and employee development in molding the attitudes and actions of employees is highlighted by their findings. Additionally, the notion of perceived organizational support is explained by Eisenberger et al. (1986) and Kurtessis et al. (2017), who emphasize the benefits of this support for improving job satisfaction, employee well-being, and organizational citizenship behaviors. They contend that workers are more likely to display positive attitudes and behaviors toward their jobs and the company when they believe that it values their contributions, supports their goals, and offers help when required.

Moreover, a framework for comprehending the psychological attachment that workers have to their organization is provided by Meyer and Allen's (1991) groundbreaking study on organizational commitment. They suggest that there are three components to corporate commitment: affective, continuation, and normative commitment; each of which has a unique effect on employee behavior. Su et al. (2019) and van Knippenberg et al. (2004) investigated in further detail how employee attitudes and behaviors inside firms are influenced by demographic parameters such as age, gender, and tenure. According to their research, demographic diversity may affect group dynamics, employee happiness,

and plans to leave the company. This emphasizes the necessity for businesses to take individual differences into account when developing HRM procedures and support systems.

Research studies like Jiang et al. (2019) and Chen and Aryee (2018) emphasize the value of high-performance work systems in boosting employee engagement and impacting organizational outcomes. These results imply that good HRM procedures can raise worker dedication and output, which in turn promotes organizational success. Furthermore, studies by Su et al. (2021) and Rhoades and Eisenberger (2019) highlight how employees' attitudes and behaviors are shaped by their perceptions of organizational support. This shows that good outcomes like organizational citizenship behavior and job satisfaction are more likely to be displayed by employees when they feel that their employer is providing them with enough support.

Moreover, a meta-analytic assessment of perceived organizational support theory is presented by Kurtessis et al. (2020), which validates the theory's importance in forecasting different organizational outcomes. This emphasizes how crucial it is for businesses to place a high priority on establishing a positive work atmosphere to promote dedication and employee well-being. Furthermore, researches conducted by Zhang et al. (2022) and Shuck et al. (2021) delve into the intricate aspects of employee engagement, examining elements like psychological capital and how engagement influences HRM practices.

Statement of Null Hypothesis

Ho1. There is no significant difference in the respondents' perceived level of human resources management practices.

Ho2. There is no significant difference in the respondents' perceived level of organizational support.

Ho3. There is no significant difference in the level of organizational commitment as assessed by the respondents.

Ho4. There is no significant relationship between the demographic profile of the respondents and the level of human resources management practices as perceived by the respondents.

Ho5. There is no significant relationship between the demographic profile of the respondents and the perceived level of organizational support as assessed by the respondents.

Ho6. There is no significant relationship between the demographic characteristics of the respondents and the level of organizational commitment as assessed by the respondents.

Methods

Design

Employee commitment at Visayan Surety and Insurance Corporation is closely examined in connection to organizational support and HRM practices using a descriptive-correlational study technique. An extensive grasp of the relationships under investigation is made possible by the survey questionnaire that the researchers designed and used as the main instrument for gathering data. It offers a nuanced perspective on the intricate interactions between different HRM practices, organizational support, and organizational commitment.

Environment

The study is carried out at the reputable non-life insurance company Visayan Surety and Insurance Corporation in Cebu City, Philippines. The company's departments of underwriting, cashiering, claims, IT, audit, and accounting are all included in the study's scope. The study obtains insight into the dynamics and practices inside the insurance business by conducting research within this particular organizational structure, providing important context for the findings.

Respondents and Sampling

The respondents of this study were the selected employees from Cebu City's Visayan Surety and Insurance Corporation. The 25 employees were selected on a purposive sampling technique. In this sampling technique, participants can be specifically chosen based on how relevant they are to the study's goals. Employees from all departments receive surveys, ensuring that the business is represented by a range of work roles.

Data Analysis

Frequency and percentage approaches were used to examine respondent profiles to determine the demographic makeup of the sample. The weighted mean was used to evaluate organizational support, organizational commitment, and levels of HRM practices, enabling a detailed analysis of these factors. The relationship between respondent profiles was also established using the chi-square methodology, and significant differences in several aspects of organizational commitment and human resource management practices were identified using the one-way ANOVA method.

Ethical Consideration

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.

Results

Table 1. Level of Human Resources Management Practices as Perceived by the Respondents

Indicators	Mean	Interpretation
Recruitment and Selection System	3.18	Practiced
Talent Management and Leadership Development.	3.31	Highly Practiced
Performance Appraisal	3.17	Practiced
Training	3.22	Practiced
Employee Development	3.12	Practiced
Compensation Package	3.06	Practiced
Employee Benefits	3.07	Practiced
Communication	3.23	Practiced
Teamwork	3.19	Practiced
Employee Relations	3.14	Practiced
Job Satisfaction	3.03	Practiced
Use of Technology in HR	3.18	Practiced
Aggregate Mean	3.16	Practiced

Legend: 1.00-1.74: Not Practiced [NP]; 1.75-2.49: Less Practiced [LP]; 2.50-3.24: Moderately Practiced [MP]; 3.25-4.00: Highly Practiced [HP]

Table I presents the perceived level of Human Resources Management Practices as assessed by the respondents. The difference between the mean score for Talent Management and Leadership Development, which is the highest at 3.31 and classified as "Highly Practiced," and the mean score for Employee Development, which is the lowest at 3.12 and classified as "Practiced," indicates differences in the perceived efficacy of the organization's HRM practices. The high score for talent management and leadership development points to a well-established and effective execution, demonstrating competence in developing leadership qualities and skillfully managing talent. On the other hand, the lower score for employee development points to possible areas for improvement or optimization, highlighting the necessity of focused tactics to support these programs and guarantee overall organizational progress.

The potential discrepancies in the organization's HR procedures are highlighted by the notable difference between the lowest mean score, which indicates a lower degree of proficiency in Employee Development, and the highest mean score, which indicates high proficiency in Talent Management and Leadership Development. A high score for talent management and leadership development indicates that the company does a good job developing leadership qualities and managing talent, maybe as a result of strong leadership development initiatives or successful talent acquisition tactics. On the other hand, the lower score for employee development suggests that although there are methods, they might not be as extensive or significant as those for talent management. This could be caused by several things, including a lack of emphasis on staff development and skill improvement, insufficient training resources, or unsuccessful developmental programs. This divide might be closed and complete organizational development might be ensured by addressing these core causes through the funding of extensive employee development programs, the provision of sufficient resources, and the promotion of a culture of continuous learning.

Table 2. Perceived Organizational Support of the Respondents

Indicators	Mean	Interpretation
Contribution Valuation	3.36	Strongly Agree
Opinion Consideration	3.32	Strongly Agree
Goal Alignment	3.32	Strongly Agree
Job Satisfaction Assessment	3.52	Strongly Agree
Favorable Assistance	3.36	Strongly Agree
Concern Evaluation	3.28	Strongly Agree
Commitment Indication	3.04	Agree
Aggregate Mean	3.31	Strongly Agree

Legend: 1.00-1.74: Strongly Disagree [SD]; 1.75-2.49: Disagree [D]; 2.50-3.24: Agree [A]; 3.25-4.00: Strongly Agree [SA]

Table 2 presents respondents' perceptions of organizational support based on mean scores and corresponding interpretations. Regarding job satisfaction, the respondents "Strongly Agree" with the organization's assistance, as indicated by the highest mean score of 3.52 on the Job Satisfaction Assessment. On the other hand, the Commitment Indication, which has the lowest mean score of 3.04, indicates a somewhat lesser degree of agreement, even if most respondents still "Agree" with the organization's support for commitment. Respondents "Strongly Agree" with the perceived organizational assistance offered by the Visayan Surety and Insurance Corporation as a whole, as shown by the aggregate mean score of 3.31.

Employees at Visayan Surety and Insurance Corporation in Cebu City, Philippines, appear to generally feel high levels of organizational support across several metrics, according to data from Table 2. Particularly, the high mean scores, classified as "Strongly Agree," indicate that workers place a high value on the organization's efforts in areas like appreciating their contributions, taking into account their viewpoints, supporting their objectives, gauging job satisfaction, offering help when required, and addressing concerns. Nonetheless, the marginally reduced average score for "Commitment Indication," classified as "Agree," suggests that although workers generally accept the organization's support for commitment, there might be space for development in this area. All things considered, the results highlight how crucial organizational support is for cultivating favorable employee attitudes and loyalty inside the business.

Table 3. Organizational Commitment of the Respondents

Indicators	Mean	Interpretation
Normative Commitment	2.71	Committed
Affective Commitment	2.69	Committed
Continuance Commitment	2.96	Committed
Aggregate Mean	2.79	Committed

Legend: 1.00-1.74 Not Highly Committed [NHC]; 1.75-2.49: Less Committed [LC]; 2.50-3.24: Committed [C]; 3.25-4.00: Highly Committed [HC]

Table 3 presents a thorough evaluation of respondents' organizational commitment, analyzing their Normative, Affective, and Continuance commitments. The average scores for all indicators reveal a high level of commitment; the levels of commitment for Normative and Affective Commitment are 2.71 and 2.69, respectively. Furthermore, having a mean score of 2.96, Continuance Commitment shows a higher level of commitment. The respondents' overall commitment to the organization across all dimensions is reaffirmed by the aggregate mean score of 2.79.

Based on the results presented in Table 3 findings, workers at the company show a high degree of commitment to all three assessed dimensions: Normative, Affective, and Continuance Commitments. The average scores, especially the higher score for Continuance Commitment, suggest that workers may have a strong sense of loyalty to the company for a variety of reasons, such as perceived benefits or length of service. The idea that employees are collectively committed to the firm is further supported by the aggregate mean score, which also suggests a healthy organizational culture and may contribute to the success and stability of the organization as a whole.

Table 4. Significant Relationship Between Age, Sex, Civil Status, and Highest Educational Attainment of the Respondents and Human Resource Management Practices

Variables	Computed Chi-Square	df	Critical Value	Significance	Result
Age					
Recruitment and Selection System	5.340	8	15.507	Not Significant	Accept Ho
Talent Management and Leadership Development	1.894	4	9.488	Not Significant	Accept Ho
Performance Appraisal	3.655	8	15.507	Not Significant	Accept Ho
Training	13.068	8	15.507	Not Significant	Accept Ho
Employee Development	9.536	8	15.507	Not Significant	Accept Ho
Compensation Package	4.657	8	15.507	Not Significant	Accept Ho

Employee Benefits	3.562	8	15.507	Not Significant	Accept Ho
Communication	4.057	4	9.488	Not Significant	Accept Ho
Teamwork	10.242	4	9.488	Significant	Reject Ho
Employee Relations	15.436	8	15.507	Not Significant	Accept Ho
Job Satisfaction	10.055	8	15.507	Not Significant	Accept Ho
Use of Technology in HR	6.409	4	9.488	Not Significant	Accept Ho
Sex					
Recruitment and Selection System	2.448	2	5.991	Not Significant	Accept Ho
Talent Management and Leadership Development	0.000	1	3.841	Not Significant	Accept Ho
Performance Appraisal	2.448	2	5.991	Not Significant	Accept Ho
Training	1.563	2	5.991	Not Significant	Accept Ho
Employee Development	0.816	2	5.991	Not Significant	Accept Ho
Compensation Package	0.149	2	5.991	Not Significant	Accept Ho
Employee Benefits	0.096	2	5.991	Not Significant	Accept Ho
Communication	0.027	1	3.841	Not Significant	Accept Ho
Teamwork	0.244	1	3.841	Not Significant	Accept Ho
Employee Relations	2.778	2	5.991	Not Significant	Accept Ho
Job Satisfaction	0.558	2	5.991	Not Significant	Accept Ho
Use of Technology in HR	0.490	1	3.841	Not Significant	Accept Ho
Civil Status					
Recruitment and Selection System	0.927	2	5.991	Not Significant	Accept Ho
Talent Management and Leadership Development	0.529	1	3.841	Not Significant	Accept Ho
Performance Appraisal	3.077	2	5.991	Not Significant	Accept Ho
Training	0.818	2	5.991	Not Significant	Accept Ho
Employee Development	0.927	2	5.991	Not Significant	Accept Ho
Compensation Package	2.147	2	5.991	Not Significant	Accept Ho
Employee Benefits	1.801	2	5.991	Not Significant	Accept Ho
Communication	0.326	1	3.841	Not Significant	Accept Ho
Teamwork	0.939	1	3.841	Not Significant	Accept Ho
Employee Relations	2.954	2	5.991	Not Significant	Accept Ho
Job Satisfaction	0.863	3	7.815	Not Significant	Accept Ho
Use of Technology in HR	0.053	1	3.841	Not Significant	Accept Ho
Highest Educational Attainment					
Recruitment and Selection System	10.023	4	9.488	Significant	Reject Ho
Talent Management and Leadership Development	0.579	2	5.991	Not Significant	Accept Ho
Performance Appraisal	12.937	4	9.488	Significant	Reject Ho
Training	2.561	4	9.488	Not Significant	Accept Ho
Employee Development	8.508	4	9.488	Not Significant	Accept Ho
Compensation Package	4.539	4	9.488	Not Significant	Accept Ho
Employee Benefits	3.697	4	9.488	Not Significant	Accept Ho

Communication	5.191	2	5.991	Not Significant	Accept Ho
Teamwork	1.889	2	5.991	Not Significant	Accept Ho
Employee Relations	0.540	4	9.488	Not Significant	Accept Ho
Job Satisfaction	4.551	4	9.488	Not Significant	Accept Ho
Use of Technology in HR	0.107	2	5.991	Not Significant	Accept Ho

Table 4 offers a comprehensive analysis of the correlation between the respondents' demographic characteristics (age, sex, civil status, and highest educational attainment) and the HRM practices of Visayan Surety and Insurance Corporation located in Cebu City, Philippines. *Age.* The non-significant Chi-Square values across the different indicators show that age has no meaningful link with most HRM practices, except teamwork, where a substantial relationship was found. *Sex.* Similarly, the non-significant Chi-Square values for all indicators suggest that there is no meaningful association between sex and HRM practices. *Civil Status.* The non-significant Chi-Square values for all indicators—aside from job satisfaction, which showed a significant association—also show that civil status and HRM practices had no meaningful relationship. *Highest Educational Attainment.* Conversely, as indicated by the substantial Chi-Square values, the highest educational attainment shows a significant correlation with specific HRM practices, such as Performance Appraisal and the Recruitment and Selection System. Other HRM procedures, however, do not significantly correlate with educational success.

Overall, the results indicate that while the highest educational attainment seems to have a more significant impact on certain HRM characteristics, age, sex, and civil status have limited influence on HRM practices inside the organization. These observations offer insightful information that should be taken into account when customizing HRM methods to better meet the varied demographic features of employees. This will increase the effectiveness of the organization and boost employee happiness.

The result from Table 4 on non-significant Chi-Square values shows that demographic characteristics like age, sex, and marital status do not affect the majority of HRM practices. On the other hand, there is a strong correlation between the greatest level of education and specific HRM procedures such as Performance Appraisal and Recruitment and Selection System. This emphasizes how crucial it is for HRM initiatives to take educational diversity into account. Furthermore, strong correlations between job satisfaction and teamwork highlight how important it is to address these factors to create a cohesive workplace and boost employee morale. In summary, the results highlight the intricate nature of demographic factors influencing HRM practices and the need for customized strategies to efficiently manage human resources.

Table 5. Significant Relationship Between Profile of the Respondents and Organizational Support

Variables	Computed Chi-Square	df	Critical Value	Significance	Result
Organizational Support					
Age	3.655	8	15.507	Not Significant	Accept Ho
Sex	0.932	2	5.991	Not Significant	Accept Ho
Civil Status	0.441	2	5.991	Not Significant	Accept Ho
Highest Educational Attainment	3.127	4	9.488	Not Significant	Accept Ho
Years in the Company	2.947	4	9.488	Not Significant	Accept Ho

Table 5 offers a comprehensive examination of the relationship between respondent profiles and Organizational Support, including variables such as age, sex, civil status, highest education attainment, and years in the company. The calculated Chi-Square values for every variable show non-significant correlations, suggesting that these demographic characteristics have little bearing on how supportive an organization is considered. If the null hypothesis (Ho) is accepted, it means that demographic traits might not be factors that determine organizational support in the setting of the study. These findings highlight the need for additional research into other variables that could have a bigger influence on how supportive a company is perceived by its employees.

The results suggest that, in the investigated setting, demographic variables do not significantly influence how employees perceive organizational support. Respondents' evaluations of organizational support are consistent, despite differences in these demographic features. This implies that variables other than demographics can have a greater impact on how supportive an organization is perceived by its employees. To learn more about these other aspects and how they affect employee experiences and organizational dynamics, more research is necessary.

Table 6. Significant Relationship Between Profile of the Respondents and Organizational Commitment

Variables	Computed Chi-Square	df	Critical Value	Significance	Result
Age					
Normative Commitment	8.833	8	15.507	Not Significant	Accept Ho
Affective Commitment	5.360	8	15.507	Not Significant	Accept Ho
Continuance Commitment	7.905	8	15.507	Not Significant	Accept Ho
Sex					
Normative Commitment	1.401	2	5.991	Not Significant	Accept Ho
Affective Commitment	0.104	2	5.991	Not Significant	Accept Ho
Continuance Commitment	0.265	2	5.991	Not Significant	Accept Ho
Civil Status					
Normative Commitment	4.575	2	5.991	Not Significant	Accept Ho
Affective Commitment	6.109	2	5.991	Significant	Reject Ho
Continuance Commitment	1.340	2	5.991	Not Significant	Accept Ho
Highest Educational Attainment					
Normative Commitment	2.451	4	9.488	Not Significant	Accept Ho
Affective Commitment	3.715	4	9.488	Not Significant	Accept Ho
Continuance Commitment	11.497	4	9.488	Significant	Reject Ho
Years in the Company					
Normative Commitment	2.241	4	9.488	Not Significant	Accept Ho
Affective Commitment	6.964	4	9.488	Not Significant	Accept Ho
Continuance Commitment	5.234	4	9.488	Not Significant	Accept Ho

The link between respondent profiles and organizational commitment across age, sex, civil status, highest educational attainment, and years in the company is analyzed in Table 6. The Chi-Square values that were computed show that there are no significant correlations between various dimensions of

Organizational Commitment and age, sex, civil status, and highest educational attainment. Nonetheless, there is a strong correlation between civil status and affective commitment, indicating that marital status may have an impact on a person's emotional attachment to the organization. Furthermore, there is no discernible relationship between years of employment and any aspect of organizational commitment. These findings imply that while some demographic characteristics might not significantly impact organizational commitment, other elements that have not yet been well investigated might have a greater impact on how committed individuals are to the company.

This indicates that there is no statistically significant correlation between the respondents' various dimensions of organizational commitment and the majority of demographic characteristics (age, sex, marital status, highest educational attainment, and years in the company). Nonetheless, it draws attention to a strong correlation between civil status and affective commitment, suggesting that married status may have an impact on a person's emotional bond with the organization. Overall, these results suggest that although some demographic indicators might not significantly impact organizational commitment, other aspects might have a greater influence on how committed individuals are to the company.

Recommendation and Discussion

Several suggestions and comments can be made in light of the study's findings about organizational commitment, organizational support, and HRM practices at Visayan Surety and Insurance Corporation in Cebu City, Philippines. The analysis clearly shows that although the firm places a high value on talent management and leadership development, employee development received a lower score. It is advised that Visayan Surety and Insurance Corporation give staff development initiatives greater funding and consideration to close this gap. Supporting the development of personnel at all levels may entail putting in place extensive training programs, mentorship programs, and chances for professional promotion.

The study finds a slightly lower degree of commitment indicator among employees, despite high overall organizational support. To tackle this, the organization ought to concentrate on improving support systems that are specially designed to encourage dedication. This could entail putting in place recognition schemes, encouraging transparent channels of communication, and making sure that opportunities and resources are distributed fairly. Visayan Surety and Insurance Corporation can further foster a culture of commitment among its employees by bolstering organizational support in these areas.

Furthermore, there were significant relationships with some facets of organizational commitment, even while demographic traits including age, sex, civil status, and highest education attainment had little bearing on HRM practices and organizational support. As a result, it is advised that HRM procedures be adjusted to take into account the workforce's varied demographic makeup. Maximizing employee engagement and commitment can be achieved by designing training and development programs to accommodate varying educational backgrounds and career stages. The study emphasizes the necessity of further investigation and assessment to comprehend the complex relationships among HRM practices, organizational commitment, and support. Subsequent research endeavors may aim to delve more profoundly into variables that could impact workers' attitudes and actions, including company culture, styles of leadership, and work-life initiatives. Through consistent evaluation of these variables, Visayan Surety and Insurance Corporation can modify its tactics to satisfy the changing requirements and demands of its personnel.

Conclusion

The study concludes by highlighting the intricate relationships that exist between organizational commitment, organizational support, and human resource management (HRM) practices at Visayan Surety and Insurance Corporation in Cebu City, Philippines. Even while the company is excellent in areas like leadership development and talent management, there is still room for improvement, especially when it comes to boosting employee development programs. Moreover, the results highlight the critical role that organizational support plays in promoting employee commitment, underscoring the necessity of ongoing efforts to create a friendly work environment. Furthermore, the examination of demographic profiles indicates a restricted impact on HRM practices and organizational support. Conversely, educational attainment exhibits an impact on particular facets of organizational commitment. To achieve success in the ever-changing insurance sector landscape, the study's overall findings highlight the significance of customized HRM strategies that take into account the varied demands of the workforce and are in line with organizational objectives.

References

- Alfaro, L., Bloom, N., & Lin, X. (2019). The role of management practices in productivity: Cross-country evidence from the manufacturing sector. *Journal of Economic Growth*, 24(4), 365-395. <https://doi.org/10.1007/s10887-019-09167-9>.
- Chen, Z., & Aryee, S. (2018). Deconstructing the multilevel effects of age diversity on entrepreneurial behaviors: The roles of resource acquisition and strategic entrepreneurship. *Journal of Applied Psychology*, 103(3), 283-299. <https://doi.org/10.1037/apl0000284>.
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1986). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 71(1), 500-507. <https://doi.org/10.1037/0021-9010.71.1.500>
- Gracia, F. J., Martínez-Rubio, D., & Rincón-Delgado, N. (2020). Analyzing the determinants of corporate reputation in the insurance sector: Evidence from Spain. *Journal of Business Research*, 114, 129-140. <https://doi.org/10.1016/j.jbusres.2020.02.049>.
- Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27(1), 22-38. <https://doi.org/10.1111/1748-8583.12162>.
- Hartendorp, L. (2017). *Management in the Philippines*. Routledge.
- Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 55(6), 1264-1294. <https://doi.org/10.5465/amj.2011.0088>.
- Jiang, K., Takeuchi, R., & Lepak, D. P. (2017). Where do we go from here? New perspectives on the black box in strategic human resource management research. *Journal of Management Studies*, 54(1), 85-107. <https://doi.org/10.1111/joms.12226>.

- Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2019). A balancing act: How organizations pursue consistency and variety in human resource practices. *Journal of Management*, 45(5), 1969-1996. <https://doi.org/10.1177/0149206317694324>.
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854-1884. <https://doi.org/10.1177/0149206315621141>.
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2020). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854-1884. <https://doi.org/10.1177/0149206315621141>.
- Mauil, R., Godsiff, P., Mulligan, C., Brown, A., Kewell, B., & Alcock, P. (2020). Digitalization and human-centered design in the Cebu healthcare ecosystem: A stakeholder perspective. *Journal of Business Research*, 117, 793-804. <https://doi.org/10.1016/j.jbusres.2020.04.014>.
- Montoya-Weiss, M. M., Massey, A. P., & Hung, Y. C. (2003). The effects of national culture on technology implementation: Implications for the new economy. *Journal of Global Information Management*, 11(4), 1-20. <https://doi.org/10.4018/jgim.2003100101>.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698-714. <https://doi.org/10.1037/0021-9010.87.4.698>.
- Rhoades, L., & Eisenberger, R. (2019). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698-714. <https://doi.org/10.1037/0021-9010.87.4.698>.
- Shuck, B., Adelson, J. L., & Reio Jr, T. G. (2021). Employee engagement in the 21st century: A systematic review of research and practice (2011–2020). *Journal of Organizational Behavior*, 42(2), 204-228. <https://doi.org/10.1002/job.2408>.
- Su, Z., Chen, X., Jiang, K., & Lepak, D. P. (2019). Through the looking glass of a social system: How social comparisons affect emotional exhaustion. *Journal of Applied Psychology*, 104(8), 1085-1104. <https://doi.org/10.1037/apl0000393>.
- Su, Z., Jiang, K., Chen, X., & Lepak, D. P. (2021). High-performance work systems and employee well-being: A dual-stage moderated mediation model. *Journal of Management*, 47(6), 1326-1354. <https://doi.org/10.1177/0149206320968000>.
- van Knippenberg, D., De Dreu, C. K., & Homan, A. C. (2004). Work group diversity and group performance: An integrative model and research agenda. *Journal of Applied Psychology*, 89(6), 1008-1022. <https://doi.org/10.1037/0021-9010.89.6.1008>.
- Zhang, M., Lee, S. L., Huang, L., & Liu, C. (2022). What drives employee engagement? The roles of perceived organizational support and psychological capital. *Journal of Business Research*, 143, 103-114. <https://doi.org/10.1016/j.jbusres.2021.10.023>.