



## Relationship Between Job Satisfaction and Employee Retention: Evidence from an Information Technology Company in the Philippines

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### Abstract

Job satisfaction is critical to employee retention, particularly in the information technology (IT) industry. This study examines the relationship between job satisfaction and employee retention in an IT company in the Philippines. Using a descriptive-correlational research design, data were gathered from 99 IT professionals from an IT company using a convenience sampling technique. An adapted questionnaire formatted in Google Forms was used and distributed through email and Messenger to the respondents from January 29 to 31, 2025. Using Jamovi statistical software, data were analyzed using frequency, percentage, weighted mean, and Pearson's correlation analysis. Findings revealed that employees are generally satisfied with working with an IT company, contributing to their retention. The findings further revealed that compensation, career advancement opportunities, and supervisory support had the strongest correlations with employee retention, confirming that financial stability, growth prospects, and effective leadership play critical roles in workforce sustainability. Although workplace relationships and job content contributed positively to job satisfaction, their impact on retention was relatively weaker, indicating that either social bonds or the nature of work may not entirely prevent employee turnover. The proposed strategies by the researchers are suggested as a guide to further improve job satisfaction and employee retention in the subject IT company. This study can be a reference for IT companies and other organizations with highly skilled workforces that prioritize employee satisfaction and adopt holistic retention strategies that include financial and career advancement possibilities

**Keywords:** *Compensation, Employee Retention, Information Technology Industry in the Philippines, Job Content, Job Satisfaction*

### INTRODUCTION

Workers are not merely an organisation's assets but the backbone of economic progress and national development. The 1987 Philippine Constitution, Article XIII, Section 3, upholds the right of workers to security of tenure, humane conditions of work, and a living wage, recognizing their crucial role in sustaining industries and driving innovation (Asuncion, 2024). Job satisfaction is pivotal to employee retention in the fast-paced and competitive Information Technology (IT)

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industry. It encompasses several factors, including compensation, job contentment, opportunities for professional and personal growth (promotion), leadership (supervisor), and relationships with co-workers and colleagues (Kossivi et al., 2016). Higher levels of job satisfaction are often associated with lower turnover rates, thereby reducing the costs associated with recruitment and training. Understanding the key factors influencing job satisfaction can enable organizations to implement effective strategies that improve employee retention and foster a more committed workforce.

Several international studies have explored the relationship between job satisfaction and employee retention. The research conducted by Aljohani (2019) specifically examined job satisfaction and employee retention among IT professionals and identified factors such as meaningful work and recognition as key contributors to retention. However, this study was conducted in the United States, a developed nation with distinct economic and workplace conditions. Meanwhile, broader studies, such as those by Htun (2022) and Kim and Fernandez (2017), have analyzed job satisfaction and employee retention across multiple industries. However, they did not specifically focus on IT professionals, leaving a gap in understanding how these factors apply to the IT sector.

Additionally, research by Thyagaraja and Polisgowdar (2023) and Nguyen and Malik (2021) investigated motivation and employee retention among IT professionals in India and Europe, respectively. However, their focus on motivation rather than job satisfaction creates another distinction. Other related studies, such as those by Rice et al. (2022) and Miller and Johnson (2022), examined flexible work arrangements as a determinant of employee retention. In contrast, Lu et al. (2016) and Mohammed (2024) analyzed the influence of the workplace environment on retention. Although Aljohani (2019) provides the closest comparison to the present study, its setting in a developed country does not account for the unique challenges and conditions faced by IT professionals in developing nations.

Locally, Biason (2020) examined the relationship between job satisfaction and retention but focused on the general workforce without specifying a particular industry. Similarly, Tubay (2019) analyzed job satisfaction and retention among Certified Public Accountant professionals, highlighting the role of compensation and career growth in the financial sectors. On the other hand, Aseron et al. (2020) studied security guards, emphasizing workplace stability and benefits as key retention factors, while Mercado (2022) explored job satisfaction and retention among public school teachers, focusing on professional development and work-life balance. Moreover, Asio and Jimenez (2020) analyzed professional development, organizational climate, supervisory rapport, and overall satisfaction among higher education institution employees. Lastly, a separate study by Mondejar and Asio (2022) examined the association between human resource management practices and teachers' job satisfaction in a private academic institution. Although these studies have provided insights into the job satisfaction-retention link, they are industry-specific and do not address IT professionals. Given the rapid technological advancements and increasing demand for skilled IT professionals in the Philippines, a research gap remains in understanding the factors influencing job satisfaction and retention in this sector. These studies reinforce the global trend that job satisfaction is a significant factor in employee retention while highlighting that the specific drivers of satisfaction and retention may vary across different industries and regions.

Consequently, no study has specifically examined job satisfaction and retention among professionals in the IT industry in the Philippines, despite the country's fast-paced nature driven by rapid technological advancements, increasing competition, and high demand for skilled professionals. Existing research has primarily focused on other professions, such as accountants (Tubay, 2019), security personnel (Aseron et al., 2020), and teachers (Asio & Jimenez, 2020; Mercado, 2022; Mondejar & Asio, 2022). This gap highlights the need for further investigation into

the factors influencing job satisfaction and employee retention in the IT industry. The existing research gap is relevant due to the specific exposures the IT sector deals with, such as intense competition for qualified employees, rapidly changing technology, and high turnover rates. This study addresses this gap by investigating the relationship between job satisfaction and employee retention among IT professionals. Based on the researchers' knowledge, this is the first study in the Philippines to examine the relationship between job satisfaction and employee retention, specifically in the IT industry. By addressing this gap, this study aims to provide insights into the factors influencing IT professionals' retention and to inform strategies for improving workforce stability in the sector.

The subject of this study is a leading IT company in the Philippines specializing in geographic information systems and spatial analytics solutions. Like many IT firms, this company faces challenges maintaining employee job satisfaction due to competitive compensation, limited career growth opportunities, and evolving industry expectations. Job satisfaction is critical for fostering a motivated and productive workforce because it influences employee engagement, well-being, and overall performance. However, persistent concerns such as compensation issues, job content, and workplace relationships may impact employee satisfaction and commitment to their roles. Aligned with the research problem, this study examines the key determinants of job satisfaction within a company and identifies areas for improvement to enhance employee retention. The findings offer valuable insights to guide human resource policies and management practices, ensuring a more supportive and fulfilling work environment for IT professionals. Technology has become dominant in various industries as the world advances further into the information age. Highly skilled IT professionals must be cultivated and supported to maintain job satisfaction and long-term commitment. This makes the research timely and relevant for providing insights into improving job satisfaction and developing effective employee retention strategies.

Using Herzberg's Two-Factor Theory ([Nickerson, 2023](#)), which posits that job satisfaction and dissatisfaction are driven by motivators (job content and promotion) and hygiene factors (compensation, supervision management, and relationship with colleagues), this study aimed to determine the relationship between job satisfaction and employee retention in the context of subject employees of an IT company in the Philippines. Specifically, this study identified the key factors influencing employee job satisfaction regarding compensation, job content, promotion, superior leadership, and colleague relationships. The proposed method assessed the company's current job satisfaction level and determined the reasons for employee retention. This study examined the relationship and impact between job satisfaction and employee retention. Based on the current study findings, the researchers proposed strategies to recommend effective management strategies to improve employee satisfaction and retention.

## **LITERATURE REVIEW**

To achieve the objectives of this research, the researchers conducted a thorough review of the related literature gathered from various articles and research in several digital and paper publishing channels to provide a clear view of the chosen topic. This section presents the theory underpinning the study's conduct, which highlights the impact of job satisfaction and employee retention.

### **Herzberg's Two-Factor Theory of Motivation-Hygiene**

Herzberg's Two-Factor Theory of Motivation-Hygiene is a framework underpinning the relationship between job satisfaction and employee retention in an IT company in the Philippines. This theory suggests that job satisfaction and dissatisfaction operate independently and are influenced by two distinct sets of factors: motivators and hygiene. Motivators, such as job content

(recognition and achievement) and promotion (career growth), drive job satisfaction, whereas hygiene factors, including compensation, relationship with colleagues, and superior management style, prevent dissatisfaction but do not necessarily increase satisfaction (Alshmemri et al., 2017). Recent studies support this framework, indicating that motivators significantly increase employee retention and engagement (Gowda, 2023; Ersoy, 2024). Similarly, an imbalance in hygiene factors can result in employee turnover and lower job performance (Ahmed et al., 2018). Thus, understanding the interplay between these factors is essential for organizations seeking to enhance employee retention.

This study is anchored on Herzberg's theory because it provides a strong framework for understanding how job satisfaction influences employee retention. Prior research has demonstrated that organizations with well-balanced motivation and hygiene factors experience lower turnover rates and improved productivity (Gupta & Shaw, 2014). Furthermore, studies have suggested that employees who perceive fairness in compensation, job content, and work relationships tend to exhibit greater loyalty to their organizations (Raziq & Maulabakhsh, 2015; Manzoor et al., 2021). The theory remains relevant in the IT industry, where employees often seek job fulfilment beyond monetary compensation (Nguyen & Malik, 2021). Applying Herzberg's framework, this study explored how job satisfaction factors influence employee retention in an IT-industry private company in Metro Manila.

### **Job Satisfaction**

Job satisfaction is a crucial factor influencing employee engagement, productivity, and retention across industries, including the IT sector. It encompasses multiple dimensions: compensation, job content, promotion opportunities, supervisory support, and workplace relationships with colleagues. According to Aljohani (2019), job satisfaction directly affects employee motivation and long-term organisational commitment. Htun (2022) and Kim and Fernandez (2017) explored job satisfaction across multiple industries, emphasizing its role in shaping employee performance and retention. Within the IT industry, Thyagaraja and Polisgowdar (2023) and Nguyen and Malik (2021) highlighted the importance of employee motivation for sustaining job satisfaction. However, their focus was primarily on retention rather than satisfaction. Other studies, including those by Miller and Johnson (2022) and Lu et al. (2016), examined how workplace flexibility and organizational culture contribute to employee satisfaction and retention. However, limited studies have explored specific job satisfaction factors affecting IT professionals in the Philippines, indicating a research gap that this study aims to address.

Among the key determinants of job satisfaction, compensation, job content, and promotion opportunities are the primary factors influencing employee morale and performance. Compensation remains a significant motivator because competitive salary packages and benefits ensure financial stability and reinforce employee commitment (Rice et al., 2022). Job content, including the nature of tasks, workload, and alignment with employee skills, is critical for fostering employee engagement and preventing burnout (Ushakov & Shatila, 2021). Moreover, career advancement opportunities through promotions contribute to long-term job satisfaction by providing employees with professional growth and recognition for their contributions (Gonzales & Dizon, 2019; Morales et al., 2024). These factors collectively shape employees' perception of job satisfaction and influence their decisions to stay within an organization.

In addition to compensation and career growth, workplace relationships with colleagues and supervisors' leadership support significantly impact job satisfaction. Supervisors play a vital role in fostering a positive work environment by providing guidance, recognition, and career development opportunities (Aseron et al., 2020). Effective leadership strengthens employee morale and organizational commitment, increasing satisfaction (Biaison, 2020). Similarly, workplace

relationships with colleagues contribute to a supportive and collaborative environment, which enhances job satisfaction and team dynamics (Kurata et al., 2023). Studies by Mohammed (2024) and Miller (2022) emphasized that a healthy workplace culture, characterized by open communication and teamwork, fosters a positive work experience for employees. Thus, leadership and interpersonal relationships should not be overlooked when assessing job satisfaction in the IT industry.

This study builds upon these findings by examining the factors influencing IT professionals' job satisfaction. Given the research gap in localized studies on job satisfaction within the Philippine IT industry, this study aims to provide insights into improving workplace policies and management practices to enhance employee satisfaction and retention.

### **Employee Retention**

Employee retention is a crucial aspect of workforce management, particularly in industries with high turnover rates, such as the IT sector. The term refers to an organization's ability to keep employees for an extended period, minimizing disruptions caused by frequent resignations. Rice et al. (2022) stated that workplace conditions, leadership support, and organizational culture influence retention. High retention rates contribute to improved productivity, reduced hiring and training costs, and a more experienced workforce, strengthening an organization's long-term stability. However, retaining employees in the IT industry remains challenging because of the competitive job market and the demand for skilled professionals (Nguyen & Malik, 2021).

Several studies have analyzed the factors that impact employee retention in different industries. Lu et al. (2016) highlighted the role of workplace culture and compensation structures in influencing retention rates, especially in high-demand professions. Miller and Johnson (2022) emphasized that leadership and career development opportunities significantly affect employee decisions to stay. Htun (2022) explored how organizational support and engagement initiatives contribute to higher retention, particularly in knowledge-based industries. Morales et al. (2024) and Biason (2020) examined employee retention trends in the Philippine labour market, noting that job stability, work-life balance, and career growth opportunities are significant factors that encourage long-term commitment.

Employee retention remains a significant concern for organizations that maintain a skilled and committed workforce. Companies prioritizing job security, employee engagement, and career advancement tend to achieve higher retention rates. However, industries with high demand for specialized skills, such as IT, continue to face challenges in maintaining top talent because employees frequently seek better opportunities elsewhere. Addressing these retention challenges requires organizations to implement strategies that foster job satisfaction, engagement, and professional growth.

### **Relationship Between Job Satisfaction and Employee Retention**

The relationship between job satisfaction and employee retention has been widely studied across various industries, with many researchers examining how workplace conditions influence an employee's decision to stay. Studies have suggested that job satisfaction, which encompasses compensation, job content, promotion opportunities, and relationships with supervisors and colleagues, plays a key role in retention strategies (Rice et al., 2022). Organizations with higher levels of job satisfaction tend to experience lower turnover rates because satisfied employees are more likely to remain committed to their roles (Nguyen & Malik, 2021). However, some researchers have argued that additional factors like career development and organizational culture may also affect retention, independent of job satisfaction (Miller & Johnson, 2022).

Several studies support the idea that job satisfaction directly impacts employee retention. Lu



et al. (2016) found that employees who experience high satisfaction levels in compensation, career growth, and work environments are significantly less likely to leave their organizations. Similarly, Morales et al. (2024) observed that job satisfaction increases employee loyalty, thus reducing the likelihood of voluntary resignations. Htun (2022) emphasized that satisfied employees are more engaged and productive, thus strengthening their commitment to the organization. These findings suggest that improving job satisfaction can be an effective strategy for organizations to enhance employee retention.

On the other hand, some studies have argued that job satisfaction does not always determine retention. Biason (2020) found that, despite high satisfaction levels, employees in competitive industries still leave for better career opportunities. Miller (2022) also suggested that retention is influenced more by external job market conditions than workplace satisfaction, as employees may choose to leave due to economic incentives or industry demands. Additionally, Miller and Johnson (2022) indicated that job satisfaction alone is insufficient for retaining employees, highlighting that career growth opportunities and leadership support are stronger predictors of retention.

Job satisfaction may contribute to employee morale, but it does not necessarily prevent turnover because employees may leave due to factors beyond workplace conditions (Miller & Johnson, 2022). Biason (2020) and Miller (2022) argued that external job market conditions, personal career aspirations, and economic opportunities have a more significant impact on retention than job satisfaction alone. In addition, competitive industries often experience high turnover rates despite employee satisfaction because career growth and financial incentives from other companies play a more decisive role in retention. Therefore, while job satisfaction contributes to overall workplace morale, employee retention is often driven by external factors, such as career advancement opportunities, industry demand, and financial incentives. In highly competitive fields like IT, employees may leave an organization despite high job satisfaction due to better salary offers, professional growth prospects, or personal career aspirations (Biason, 2020; Miller, 2022). This suggests that job satisfaction alone is not a definitive predictor of employee retention, as other variables dominate an employee's decision to stay or leave (Miller & Johnson, 2022). In consideration of the study's objectives, the authors developed the following hypotheses:

Employee retention is influenced by various factors beyond job satisfaction, such as career growth, salary competitiveness, and external job market conditions (Biason, 2020; Miller, 2022). Therefore, this hypothesis assumes that job satisfaction alone does not significantly determine an employee's decision to stay in an organization.

Ho: There is no significant relationship between job satisfaction and employee retention in an IT company in the Philippines.

## **RESEARCH METHOD**

### **Research Design**

This study employed a descriptive-correlational design, which is commonly used to examine relationships between variables without manipulating them (Kumar et al., 2014). This study's design was appropriate because it aimed to determine the relationship between job satisfaction and employee retention among IT professionals. The descriptive aspect of the study allowed for a detailed assessment of job satisfaction and employee retention levels. In contrast, the correlational aspect helped establish whether a significant relationship exists between job satisfaction factors (compensation, job content, promotion, supervisor, and colleagues) and employee retention. Given the increasing demand for IT professionals and the industry's dynamic nature, this design provides a suitable framework to explore the role of job satisfaction in employee retention without altering existing conditions.

## Participants

99 IT professionals from an IT company in the Philippines participated in this study. The sample was selected from a population of 133, and the sample size was determined using the Raosoft sample calculator, ensuring a 95% confidence level and a 5% margin of error. [Memon et al. \(2016\)](#) highlighted the usefulness of this online calculator in determining appropriate sample sizes for social science research because it accounts for population size, confidence level, and margin of error. The study used convenience sampling, allowing the researchers to select participants based on availability and willingness. The inclusion criteria required respondents to be IT professionals currently employed in the company, with at least 1 year of experience, and working in various IT roles, such as software development, IT support, cybersecurity, and data analytics. This study excluded non-IT employees and those under probationary or contractual status. Most respondents had been with the company for over seven (7) years, and all were seasoned IT professionals whose skills were in high demand due to emerging technological advancements. Given the nature of the IT industry—where job mobility and satisfaction significantly impact retention—these professionals were well-qualified respondents. Their direct exposure to factors influencing job satisfaction and turnover provided a valid and reliable foundation for examining the relationship between job satisfaction and employee retention.

## Instruments of the Study

A structured questionnaire adapted from [Biaison's \(2020\)](#) study on job satisfaction and employee retention was used as the primary research instrument. This questionnaire was selected because it aligned with the study's objectives and followed a systematic approach to assessing the impact of job satisfaction on employee retention. The instrument was previously validated and demonstrated strong reliability, with an estimated Cronbach's alpha of 0.932, indicating a high level of internal consistency. The questionnaire had already been tested for reliability; thus, no additional validation was conducted. The questionnaire comprised three main sections: demographic profile, job satisfaction, and employee retention. The job satisfaction section covered five key variables: compensation, job content, promotion, supervisor leadership, and colleague relationships. In contrast, the employee retention section assessed respondents' intent to remain with the company. The instrument utilized a 5-point Likert scale to measure the level of agreement and disagreement with various statements, where responses ranged from 1.00-1.49 (Strongly Disagree), 1.50-2.49 (Disagree), 2.50-3.49 (Neither Agree nor Disagree), 3.50-4.49 (Agree) and 4.50-5.00 (Strongly Agree).

## Data Collection

The survey questionnaire was distributed through Google Forms and shared with selected IT professionals via email and Facebook Messenger. Data collection occurred from January 29 - 31, 2025. Before completing the survey, respondents were informed about the purpose of the study and their consent was obtained to ensure ethical research practices. The questionnaire included a note to address confidentiality concerns, assuring participants that their responses would remain anonymous and that the collected data would be used exclusively for research purposes.

## Statistical Analysis

The data collected from the survey responses were analyzed using Jamovi version 2.6, a statistical software designed for social science research. Descriptive statistics, specifically frequency and percentage, were used to summarize the demographic characteristics of the participants. The mean was computed to analyze the respondents' job satisfaction and employee retention levels. To determine the relationship between the five job satisfaction factors—

compensation, job content, promotion, supervisor leadership, and relationships with colleagues—and employee retention, the Pearson Correlation Coefficient test was applied. This statistical method was chosen to measure the strength and direction of the association between job satisfaction and employee retention, allowing the researchers to determine whether a significant correlation existed between these variables. The findings derived from this analysis served as the basis for developing recommendations to improve employee retention through enhanced job satisfaction strategies.

## FINDINGS AND DISCUSSION

Following the data collection process, this section presents, analyzes, and interprets the survey results to address the research objectives. The findings are structured to align with the key variables examined in the study: compensation, job content, promotion, supervision, colleagues, and employee retention.

### Demographic Profile of Respondents

Table 1 presents the demographic profile of the respondents, highlighting key characteristics such as age, gender, marital status, education level, job tenure, job level, monthly salary, and employee classification.

**Table 1.** Demographic Profile of Respondents

Indicator	Frequency	Percentage
<b>Age</b>		
20-29 years old	39	39.39
30-39 years old	35	35.35
40-49 years old	21	21.21
50+ years old	4	4.04
<b>Gender</b>		
Male	43	43.43
Female	56	56.57
<b>Marital Status</b>		
Single	64	64.65
Married	35	35.35
Separated	0	0.00
Annulled/Divorced	0	0.00
<b>Education Level</b>		
High School	4	4.04
College	85	85.86
Masteril	10	10.10
Doctorate	0	0.00
<b>Job Tenure</b>		
<1 year	11	11.11
1-3 years	15	15.15
4-6 years	18	18.18
7+ years	55	55.56
<b>Job Level</b>		
Entry-level	29	29.29
Mid-level	47	47.47
Senior-level	21	21.21



Indicator	Frequency	Percentage
Executive	2	2.02
<b>Monthly Salary</b>		
< P 20,000.00	20	20.20
P 20,000.00- P 50,000.00	50	50.51
P 50,001.00- P 80,000.00	15	15.15
> P80,000.00	14	14.14
<b>Employee Classification</b>		
Full-time	87	87.88
Part-time	7	7.07
Contractual	5	5.05

Table 1 illustrates that most of the 99 respondents are in their twenties or thirties; the number of female respondents exceeded the number of male respondents by 13, and the majority are single professionals with college degrees. The majority of respondents have been with the IT company for over 7 years and currently occupy mid-level positions. The majority are full-time employees, and half of the respondents earn around 20,000 to 50,000 pesos monthly. This demographic profile shows that most respondents have been with the organization for a long time, which is aligned with assessing the impact of job satisfaction on employee retention (Kurata et al., 2023).

### Job Satisfaction

Job satisfaction is a complex and subjective concept. Many aspects affect the measurement of employee satisfaction. Employees have their perceptions of their work and how they feel about it (Karthik, 2023). Job satisfaction is one of the main factors in identifying an organization's efficiency and effectiveness (Jhajharia & Gupta, 2015). Based on the survey, employee job satisfaction was assessed in terms of compensation, job content, promotion, supervisor's leadership, and relationship with colleagues.

### Compensation

Compensation refers to the salary, benefits, and financial rewards that employees receive in exchange for their work; this dramatically impacts many facets of both personal and organizational success. Table 2 presents the survey results related to compensation.

**Table 2.** Satisfaction with compensation

Statement	Mean	Descriptive Interpretation
I am satisfied with the salary that I receive from my work.	3.48	Agree
I am satisfied with the benefits that I receive from work (Health Insurance, vacation, and sick leaves).	3.73	Agree
I am paid fairly for the work I contribute to my company.	3.62	Agree
I am satisfied at work because bonuses and rewards are given for excellent performance.	3.49	Agree

Statement	Mean	Descriptive Interpretation
I am satisfied with the salary that I receive from my company.	3.41	Agree
<b>Overall Mean</b>	<b>3.55</b>	<b>Agree</b>

The survey results suggest that employees view compensation, including salary, benefits, and performance-based rewards, as fair and satisfactory. This finding aligns with previous research emphasizing that competitive and equitable remuneration significantly influences job satisfaction and employee retention (Demerouti et al., 2015; Gupta & Shaw, 2014). As Rivera et al. (2024) further remarked, when employees feel adequately compensated for their contributions, they are more likely to remain motivated, engaged, and committed to their organization. Thus, employees who are satisfied with the compensation benefits they receive tend to stay with their organizations. Moreover, fair compensation fosters a sense of value and appreciation, reinforcing employees' loyalty and willingness to perform at their best (Putra et al., 2019). These results highlight the importance of continuously assessing and improving compensation strategies to enhance job satisfaction and encourage long-term retention.

### **Job Content**

Job content refers to the nature of the work employees perform, including workload, autonomy, recognition, and opportunities for skill development. Employees' satisfaction with their job content is crucial to their overall job experience and retention (Irabor & Okolie, 2019). Meaningful and engaging work can enhance motivation, whereas monotonous or unchallenging tasks may lead to dissatisfaction. Table 3 presents the survey results related to job content.

**Table 3.** Satisfaction with the Job Content

Statement	Mean	Descriptive Interpretation
I am satisfied with the number of hours I work every month.	3.98	Agree
I am satisfied with the work that I am doing for my company.	3.89	Agree
I am satisfied because I have a degree of independence associated with my work roles.	3.96	Agree
I am satisfied with my work because I am recognized for the good work I have accomplished.	3.81	Agree
I am satisfied because there is an adequate opportunity for periodic changes in duties.	3.67	Agree
<b>Overall Mean</b>	<b>3.86</b>	<b>Agree</b>

The responses indicate that employees are generally satisfied with their job content, particularly their work hours and autonomy. This suggests that flexibility and independence contribute to motivation and engagement. However, the lower rating of job role changes highlights the potential need for more opportunities for skill development and career growth. This finding aligns with Biason (2020), who noted that autonomy and recognition enhance job satisfaction and retention. It also supports Lu et al. (2016) Managerial Support and Professional Development

research, which emphasizes task variety workload and alignment with employee skills, which are critical in fostering engagement and preventing burnout. Addressing the need for role diversification could further strengthen employee commitment and long-term retention. As further emphasized by [Almendras et al. \(2025\)](#), satisfied employees with their jobs can perform their duties and responsibilities well.

### **Promotion**

Promotional opportunities are crucial for determining job satisfaction and an organization's success. Table 4 presents job satisfaction in terms of promotion.

**Table 4.** Satisfaction with promotion

<b>Statement</b>	<b>Mean</b>	<b>Descriptive Interpretation</b>
I am satisfied with my work because there are opportunities for promotion.	3.52	Agree
I am satisfied with my work because there is support for additional training.	3.66	Agree
I am satisfied with my work because it provides me with an opportunity to learn new skills.	3.87	Agree
I am satisfied at work because there is an ability to use my skills and talents.	3.89	Agree
I am satisfied at work because I can be promoted based on my work performance.	3.49	Agree
I am satisfied at work because I can be promoted based on my educational qualifications.	3.27	Neutral
<b>Overall Mean</b>	<b>3.62</b>	<b>Agree</b>

Among the six indicators, employees expressed the highest satisfaction with opportunities for skill development and the utilization of their talents, highlighting the company's emphasis on professional growth. However, the lower satisfaction with promotions based on educational qualifications suggests a gap in career advancement policies. This finding aligns with [Morales et al. \(2024\)](#), who found that career advancement opportunities contribute to long-term job satisfaction by fostering professional growth and recognition. Similarly, [Armstrong and Taylor \(2020\)](#) emphasized that transparent promotion systems enhance employee motivation and retention. Addressing concerns about promotion criteria, particularly the role of educational qualifications, could improve job satisfaction and long-term commitment, ensuring that advancement opportunities are perceived as fair and merit based.

### **Supervisor**

Supervision quality impacts employee satisfaction by influencing communication, fairness, and professional guidance. Table 5 Details of employee satisfaction with their supervisors.

**Table 5.** Satisfaction with supervisors

<b>Statement</b>	<b>Mean</b>	<b>Descriptive Interpretation</b>
I am satisfied with my work because my supervisor always treats me fairly.	3.93	Agree
I am satisfied because my supervisor encourages us to set high goals.	3.87	Agree

Statement	Mean	Descriptive Interpretation
I am satisfied because my supervisor provides good job-sharing information.	3.88	Agree
I am satisfied because I feel comfortable discussing problems with my supervisor.	3.85	Agree
I am satisfied because my supervisor treats me with respect.	4.10	Agree
<b>Overall Mean</b>	<b>3.92</b>	<b>Agree</b>

The findings indicate that employees are generally satisfied with their supervisors, as reflected in the overall mean score of 3.92. The highest-rated factor was respect given by the supervisors, highlighting the importance of fair treatment in fostering job satisfaction. This suggests that supervisors who treat employees respectfully, communicate clearly, and encourage goal-setting contribute significantly to a positive work environment. This finding aligns with [Biaison \(2020\)](#) and [Aseron et al. \(2020\)](#), who found that effective leadership strengthens employee morale and organizational commitment. Moreover, supervisors play a vital role in guiding employees, providing recognition, and supporting career development, all of which enhance job satisfaction and workplace engagement. However, while the supervisor's role is crucial, other tangible factors, such as compensation, job security, and career advancement opportunities, may significantly influence overall job satisfaction. Thus, addressing these concerns with strong leadership skills can further enhance a positive work environment.

### Colleagues

Work relationships with colleagues significantly contribute to job satisfaction and workplace morale. Table 6 outlines employees' perceptions of their colleagues and workplace interactions.

**Table 6.** Satisfaction with colleagues

Statement	Mean	Descriptive Interpretation
I am satisfied at work because my colleagues and I get along with each other.	4.18	Agree
I am satisfied at work because everyone works together to solve problems and meet operational goals.	3.96	Agree
I am satisfied at work because I am treated well by my co-workers.	4.10	Agree
I am satisfied at work because my co-workers have the same workload as I do.	3.57	Agree
<b>Overall Mean</b>	<b>3.97</b>	<b>Agree</b>

The findings indicate that employees are generally satisfied with their colleagues, as reflected in the survey results. The highest-rated factor was getting along with colleagues, followed by being treated well by co-workers, emphasizing the importance of positive workplace relationships in fostering job satisfaction. However, the lower rating for workload distribution suggests a potential concern regarding fairness in task allocation. This finding aligns with [Kurata et al. \(2023\)](#), who found that strong workplace relationships contribute to a supportive and collaborative environment, enhancing job satisfaction and team dynamics. This is further reiterated

by [Gamboa et al. \(2024\)](#) and [Roldan et al. \(2023\)](#), who found that positive interactions among colleagues encourage teamwork, communication, and problem-solving, which are essential for maintaining a productive work culture. However, while good colleague relationships improve job satisfaction, organizations should address workload distribution to ensure fairness and prevent potential dissatisfaction.

### Employee Retention

Employee retention is when an employee remains with a company for a lengthy period, influenced by various factors, such as career advancement, salary increases, job satisfaction, and alignment with personal and professional goals ([Rubenstein et al., 2017](#)). Table 7 presents data on employee retention.

**Table 7.** Employee Retention

Statement	Mean	Descriptive Interpretation
I want to stay with my company because it will advance my career.	3.53	Agree
I want to stay with my company because it offers retirement benefits.	3.51	Agree
I want to stay in my company because I expect a salary increase upon regularization.	3.54	Agree
I want to stay with my company because the job description matches my skills, experience, and education.	3.84	Agree
I want to stay with my company because it will advance my career.	3.58	Agree
<b>Overall Mean</b>	<b>3.60</b>	<b>Agree</b>

The findings indicate that employees generally agree with the factors influencing their decision to stay in the company, as reflected in the overall mean score of 3.60. The highest-rated factor was job-skill alignment, suggesting that employees value roles that match their expertise and qualifications. Career advancement opportunities also play a significant role in retention, highlighting the importance of growth prospects for employee commitment. This finding aligns with [Laroza et al. \(2024\)](#) and [Lu et al. \(2016\)](#), who emphasized the role of workplace culture and compensation structures in influencing retention rates, particularly in high-demand industries. Similarly, [Miller and Johnson \(2022\)](#) noted that leadership and career development significantly impact an employee's decision to stay. [Htun \(2022\)](#) found that organizational support and engagement initiatives increase retention in knowledge-based fields. Moreover, previous researchers ([Biaison, 2020](#); [Concepcion et al., 2024](#); [Morales et al., 2024](#)) have highlighted that job stability, work-life balance, and career growth opportunities are key factors in employee retention in the Philippine labor market. Given these insights, organizations should strengthen career pathways, provide competitive compensation, and foster a supportive work environment to enhance employee commitment and reduce turnover.

### Relationship Between Job Satisfaction and Employee Retention

Understanding the relationship between employee job satisfaction and retention is vital for developing and recommending effective management strategies to improve employee satisfaction and retention. The null hypothesis, as follows, was tested by the Pearson correlation analysis:

Ho: There is no significant relationship between job satisfaction and employee retention in an IT company in the Philippines.

Table 8 presents the strength and significance of the relationship between job satisfaction factors and employee retention.

**Table 8.** Relationship Between Job Satisfaction and Employee Retention

<b>Job Satisfaction Factor</b>	<b>Employee Retention (r)</b>	<b>Description</b>	<b>p-value</b>	<b>Decision</b>	<b>Interpretation</b>
Compensation	0.657	Strong Correlation	<0.001	Rejecting the null hypothesis	Significant
Job Content	0.477	Moderate Correlation	<0.001	Rejecting the null hypothesis	Significant
Promotion	0.567	Strong Correlation	<0.001	Rejecting the null hypothesis	Significant
Supervision	0.531	Strong Correlation	<0.001	Rejecting the null hypothesis	Significant
Colleagues	0.280	Moderate Correlation	<0.001	Rejecting the null hypothesis	Significant

*Note: If the p-value is less than or equal to 0.05, we reject the null hypothesis; otherwise, we fail to reject the null hypothesis. Correlation interpretation:  $\pm 0.76-0.99$  solid Correlation;  $\pm 0.51-0.75$  Strong Correlation;  $\pm 0.26-0.50$  Moderate Correlation;  $\pm 0.11-0.25$ ; Weak Correlation and  $\pm 0.01-0.10$  feeble Correlation*

The findings indicate that all job satisfaction factors are significantly correlated with employee retention, thus rejecting the null hypothesis for each dimension. Among them, compensation ( $r = 0.657$ ,  $p < 0.001$ ) exhibited the strongest correlation, emphasizing the critical role of financial stability in retaining employees. Promotion opportunities ( $r = 0.567$ ,  $p < 0.001$ ) and supervision ( $r = 0.531$ ,  $p < 0.001$ ) also showed a strong positive correlation, suggesting that career advancement and supportive leadership significantly influence an employee's decision to stay. On the other hand, both job content ( $r = 0.477$ ,  $p < 0.001$ ), which pertains to aligning tasks with skills and experience, and colleague relationships ( $r = 0.280$ ,  $p < 0.001$ ) have moderate correlations with employee retention.

These results are consistent with those of previous studies. [Lu et al. \(2016\)](#) highlighted that compensation structures and career growth opportunities significantly impact retention, particularly in competitive job markets like IT. Similarly, [Miller and Johnson \(2022\)](#) emphasized the role of leadership in fostering long-term commitment, while [Htun \(2022\)](#) found that



organizational support and engagement strategies improve employee loyalty. [Morales et al. \(2024\)](#) and [Biaison \(2020\)](#) noted that job stability, work-life balance, and professional development are key determinants of retention in the Philippine labor market. The findings suggest that although workplace relationships contribute to job satisfaction, financial and professional growth factors hold greater weight in influencing retention decisions.

The study supports Herzberg's two-factor theory, in which compensation, supervision, and colleague relationships act as hygiene factors, preventing dissatisfaction but not necessarily increasing motivation. On the other hand, promotion and job content serve as motivators, directly enhancing job satisfaction and commitment. This underscores the need for IT companies to prioritize competitive compensation, clear career progression, and strong leadership development programs to maintain a committed workforce.

### Strategies to Improve Employee Satisfaction and Retention

The proposed strategies are based on the study's findings, particularly the Pearson correlation analysis, which identified compensation as the most decisive factor influencing retention. This aligns with [Lu et al. \(2016\)](#) and [Nguyen and Malik \(2021\)](#), who emphasized the role of financial stability in employee commitment. Promotion and supervision were also strongly correlated with retention, supporting [Miller and Johnson \(2022\)](#) and [Htun \(2022\)](#), who found that career advancement and effective leadership reduce turnover.

Job content moderately influenced retention, reinforcing [Nguyen and Malik's \(2021\)](#) findings on the importance of skill-job alignment. While colleagues' relationships had the weakest correlation, studies by [Morales et al. \(2024\)](#) and [Miller \(2022\)](#) suggested that strong workplace relationships alone are insufficient to retain employees without career growth and fair compensation. These findings form the foundation for targeted strategies to improve job satisfaction and retention.

Based on this study's findings, Table 9 presents the proposed strategies to enhance employee satisfaction and retention in the subject IT company.

**Table 9.** Strategies to Improve Employee Satisfaction and Retention

Indicators	Weakness	Proposed Strategies
Enhance Compensation and Benefits	The lowest-rated aspect is salary satisfaction. The base salary and performance incentives may not fully meet employee expectations.  (Mean = 3.41)	Salary Benchmarking and Adjustments: Conduct regular industry salary benchmarking to ensure competitive pay. Implement periodic salary adjustments based on market trends, performance, and tenure to enhance employee satisfaction and retention.  Enhanced Performance-Based Incentives–Introduce structured performance-based bonuses or recognition programs to reward high-performing employees. This can include quarterly incentives, profit-

Indicators	Weakness	Proposed Strategies
		<p>sharing schemes, and additional leave credits.</p> <p>Transparent compensation structure: Communicate salary scales, career progression paths, and merit-based salary increases. Clarifying how employees can achieve higher pay through performance and tenure can improve employee motivation and job satisfaction.</p>
Strengthen Career Growth and Promotion Opportunities	<p>The lowest-rated aspect is promotion based on educational qualifications. This finding suggests that employees may feel that their academic achievements are not sufficiently recognized in career advancement.</p> <p>(Mean = 3.27)</p>	<p>Merit-Based Promotional System: Develop a structured promotion policy that considers both work performance and educational qualifications, ensuring that promotions are transparent and based on clear, measurable criteria.</p> <p>Leadership Development Program: Training programs focused on skill enhancement and leadership development are implemented, creating a pipeline for internal promotions while reinforcing the value of performance and professional growth.</p> <p>Educational Support and Career Pathway Alignment: Provide tuition assistance, certification sponsorships, or professional development subsidies while ensuring that higher education attainment is directly linked to career advancement opportunities.</p>
Improve Supervisory Practices	<p>The lowest-rated aspect was feeling comfortable discussing problems with supervisors</p> <p>(Mean = 3.85)</p>	<p>Regular One-on-One Check-Ins – Implement structured yet informal check-ins between supervisors and employees are conducted to encourage open discussions about challenges, concerns, and career goals</p>

Indicators	Weakness	Proposed Strategies
		<p>in a supportive setting.</p> <p>Supervisory Communication Training: Training programs for supervisors on active listening, empathy, and conflict resolution are conducted to enhance their ability to foster open communication and trust within teams.</p> <p>Anonymous feedback mechanism: An anonymous feedback system is established where employees can voice concerns or suggestions regarding their supervisors.</p>
Enhance Job Content and Work Engagement	<p>The lowest-rated aspect is the opportunity for periodic changes in duties; they may feel a lack of variety or career-enriching experiences in their roles, which could lead to monotony and disengagement over time.</p> <p>(Mean = 3.67)</p>	<p>Job enrichment programs: Implement job rotation, cross-training, or skill development programs to provide employees with opportunities to take on new tasks and responsibilities, preventing job stagnation.</p> <p>Recognition and Career Growth Pathways: Strengthen recognition programs by incorporating structured career development plans, mentorship, and leadership training to help employees feel valued and see growth opportunities within the company.</p> <p>Autonomy with Skill Development: Provide employees with greater control over their work by encouraging innovation and participation in decision-making while offering upskilling programs, such as specialized training, certifications, or project-based learning.</p>
Foster Positive Workplace	The lowest-rated aspect is workload distribution fairness.	Workload Assessment and Redistribution: Regularly evaluate task distribution to ensure that

Indicators	Weakness	Proposed Strategies
Relationships	(Mean = 3.57)	<p>workloads are fairly assigned based on job roles, competencies, and availability.</p> <p>Collaboration and Task-Sharing Initiatives–Implement a peer-support system or cross-training programs to allow employees to share tasks efficiently, preventing overload on specific individuals.</p> <p>Transparent performance and task allocation system: Use a workload-tracking system to monitor assignments and promote transparency in task delegation, ensuring that all employees perceive fairness in their responsibilities.</p>

The proposed strategies focus on key job factors identified in the study to enhance employee satisfaction and retention in the subject IT company. Competitive compensation is crucial because financial stability strongly influences retention (Lu et al., 2016; Nguyen & Malik, 2021). Clear promotion pathways and continuous skills development ensure career growth and reduce turnover (Miller & Johnson, 2022). Through open communication and fairness, supportive supervision foster commitment (Htun, 2022). Improvements in job content, such as role variety and recognition, enhance engagement (Nguyen & Malik, 2021). Lastly, although less impactful, strong colleague relationships contribute to a positive work environment (Morales et al., 2024; Miller, 2022). These strategies can enhance employee retention, reduce hiring costs, and cultivate a more engaged and productive workforce. Strengthening compensation structures, providing clear career advancement opportunities, and fostering effective leadership will improve job satisfaction and create a work environment where employees feel valued and motivated to stay long-term.

## CONCLUSIONS

This study examines the relationship between job satisfaction and employee retention among IT company employees in the Philippines. Findings revealed that employees were generally satisfied with their compensation, job content, promotion, supervisor's leadership, and relationships with colleagues, contributing to their decision to stay in the company. The results confirmed that compensation, career advancement opportunities, and supervisory support had the strongest correlations with employee retention, reinforcing the critical role of financial stability, growth prospects, and effective leadership in sustaining the workforce. Although workplace relationships and job content positively influenced job satisfaction, their impact on retention was relatively weaker, indicating that social bonds and the nature of work alone may not entirely prevent employee turnover.

Given the study's findings, the researchers recommend that organizations prioritize competitive compensation structures, transparent career progression, and leadership

development programs to enhance retention. Investing in these areas will ensure employees remain motivated and committed to the company. Although fostering positive workplace relationships is valuable in promoting a collaborative environment, management should recognize that retention strategies must primarily focus on financial stability and career growth rather than interpersonal dynamics alone.

From a theoretical perspective, the study reinforces the existing literature on job satisfaction and retention, particularly supporting Herzberg's Two-Factor Theory, which highlights intrinsic (job content and leadership) and extrinsic (compensation and promotion) motivators. These findings provide empirical evidence that financial and professional development opportunities are stronger determinants of retention than workplace relationships. Future research should explore integrated retention models that balance financial, career, and social factors to provide a more comprehensive understanding of employee retention dynamics in the IT industry.

Future initiatives should focus on refining compensation policies, strengthening career development pathways, and enhancing leadership training programs to sustain a highly engaged workforce. By doing so, organizations can cultivate a resilient workforce that is both satisfied and committed, ultimately driving long-term success and stability in the IT industry.

### **LIMITATION & FURTHER RESEARCH**

Although this study provides valuable insights into the relationship between job satisfaction and employee retention, several limitations must be acknowledged. First, the study was conducted in a single IT company, limiting the generalizability of the findings to the broader IT industry in the Philippines. Future research should expand the sample to include multiple companies across various regions to better understand industry-wide trends better.

Second, the study relied solely on survey questionnaires, which, while effective for quantitative analysis, may not fully capture employees' deeper motivations, concerns, and perceptions. In-depth interviews or focus group discussions can provide richer qualitative insights and validate survey findings. Third, this study did not examine long-term job satisfaction and retention trends, making it difficult to assess how these factors evolve. Future studies should incorporate longitudinal research methods to track changes in employee satisfaction and retention over an extended period.

To build on these findings, future researchers are encouraged to adopt mixed-method approaches, combining surveys with qualitative methods for a more holistic analysis. Organizations, particularly Human Resource departments, should conduct company-wide studies to create tailored retention programs and career development plans. Despite these limitations, the study's findings serve as a valuable foundation for improving job satisfaction and employee retention strategies in the IT sector.

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