

PREDICTORS of Employee Retention of a Retail Sector in Monkayo, Davao de Oro, PHILIPPINES

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ABSTRACT

Retaining employees in the retail sector is a critical issue and a primary concern for human resources. This study intended to determine how organizational culture, work environment, compensation, and benefits predict employee retention in the retail sector. A quantitative descriptive-correlation design was used, and 200 retail employees in Monkayo, Davao de Oro, Philippines, were surveyed. The results revealed a high level of employee retention. The status of organizational culture is very favorable. Moreover, the work environment is conducive. Further, the level of compensation and benefits is high, suggesting that retail employees are satisfied with their compensation and benefits. Furthermore, the statistical data show that all three organizational cultures, work environment, compensation, and benefits, could significantly predict employee retention. Notably, the organizational culture could better influence employee retention. Furthermore, 58.4 percent of the variation in employee retention could be attributed to the combined influence of the variables being investigated.

KEYWORDS: *Employee retention, Organizational Culture, Work Environment, Compensation and Benefits, Philippines*

INTRODUCTION

Employee retention has become a major issue in the global economy, as many employees are leaving organizations in search of other opportunities. In some cases, Prakash et al. (2022) emphasized that employees do not even inform their employers of their intention to leave. A recent Sprout (2023) survey found that employee retention is the top Human Resources challenge in the Philippines. Similarly, Marquina (2023), said that voluntary turnover and attrition continued to increase and reached 15.9% in 2023 compared to 14.2% in 2022. In another study by Madhani (2020), results indicated that the employee turnover rate in the retail industry is very high, at 35%. This is an alarming

situation because Wilson (2018) noted that replacing an employee is costly, requiring considerable time, money, and energy. Losing good employees may result in the loss of valuable institutional knowledge, lower morale among the remaining members, and decreased productivity. In addition, the recent trend of high employee turnover makes employee retention a key consideration for human resources today.

Employee retention is not only about keeping a good employee but also about retaining valued skills. Iqbal et al. (2017) noted that if a company retains its employees, it will increase communication, employee commitment, and workforce support for the organization. Businesses are now taking action to retain their employees by implementing policies that support employee well-being. According to statistics, 9 out of 10 Human Resources professionals plan to work hard to retain their employees over the next 5 years. Organizations can contribute to the UN Sustainable Development Goal by creating inclusive workplaces that promote full and productive employment, decent work, and sustainable economic growth by understanding the factors that impact employee retention. This benefits both employees and the organization by prioritizing well-being and stability. Furthermore, Mehta et al. (2014) stated that employee retention has a positive effect on good customer relationships as it leads to higher customer satisfaction and loyalty, especially in the services sector.

Several studies have examined the relationships among organizational culture, work environment, compensation, benefits, and employee retention. In particular, Leidner and Smith (2013) noted that companies use various tools to motivate and retain their employees, including cooperative, supportive management and organizational structures. A study by Iqbal et al. (2017) found that employee retention is high when organizational culture, benefits, and salary are aligned to raise job satisfaction. Additionally, Salman et al. (2014) proved that organizational culture is an essential element that highly influences employee commitment, satisfaction, and retention. Moreover, Andari et al. (2021) demonstrated that the work environment and employee engagement are positively associated with employee retention. Also, Naz et al. (2020) found that supportive work environments positively influence employee retention.

Employee retention has been studied across various industries, with manufacturing, hospitality, IT, and banking sectors being prominent (Rupavathi, 2020; Ghani et al., 2022; Yousuf & Siddiqui, 2018). In a 2023 survey by the human resources solutions firm Sprout, employee retention was identified as the

country's top Human Resources challenge. As most research and studies about employee retention were conducted in Western and other foreign countries, by conducting this research study in the Philippine setting, particularly in Monkayo, Davao de Oro, human resource personnel, as well as future researchers, will have a more appropriate basis for employee betterment policies and strategies.

METHODS

This study employed a descriptive-correlation design. Creswell (2013) emphasized that descriptive research is instrumental in providing a detailed account of the anticipated status of phenomena, offering a snapshot of variables at a particular point in time. In this study, a descriptive design was used to describe the level of employee retention, the status of organizational culture, work environment, and the level of compensation and benefits. A correlation design was employed to determine the significant relationship between variables.

The research was conducted in the Municipality of Monkayo, Davao de Oro. This first-class municipality had 1,487 registered micro, small, and medium enterprises (MSMEs) as of September 2020, according to the Department of Trade and Industry–Davao de Oro Provincial Office. The survey's respondents were selected using a purposive sampling technique. The survey questionnaire, validated by experts, consists of four parts. Part I focuses on organizational culture, Part II on work environment, Part III on compensation and benefits, and Part IV on employee retention.. The tool for organizational culture was adapted from Zwaan (2006), which consisted of 4 indicators and had a Cronbach's alpha of 0.77. Similarly, the work environment tool was taken from Kamanja (2020) and consists of four indicators, with a Cronbach's alpha of 0.7. Additionally, the compensation and benefits tool was adapted from Feraro-Banta and Shaikh (2017), comprising 4 indicators and 20 items. Lastly, the tool for employee retention was sourced from Hassan (2022), which has a Cronbach's alpha of 0.93.

The researcher used the proper process of collecting the necessary data. The process starts with getting the approval of the University of the Immaculate Conception Graduate School Dean for the conduct of the study. Then, ethical clearance was obtained from the UIC Research Ethics Committee for the entire board of review of the moral aspects of the study, the ten dimensions of research ethics, including social value, informed consent, vulnerability issues,

risks-benefit ratio, privacy and confidentiality of information, justice, transparency, qualification of the researchers, adequacy of facilities, and community involvement. Letters requesting research were sent to the managers or heads of retail companies in Monkayo, Davao de Oro.

The study does not involve highly sensitive topics. Participants experience minor discomforts, such as reflecting on work experiences, concerns about confidentiality, or time constraints. To mitigate this, participation remained voluntary, questions may be skipped, and data collection was scheduled during breaks or non-busy hours to minimize disruptions. Respondents could take the questionnaire home and complete it at their convenience, ensuring they had ample time to answer without work-related pressure. The researcher ensured that the questionnaire was concise and easy to understand to reduce response fatigue. Additionally, respondents were assured that their participation or non-participation would not affect their employment status, and their responses would remain confidential.

In compliance with the Data Privacy Act of 2012 (RA 10173), responses remained anonymous, using unique codes instead of names. Data were stored securely, with physical copies in a locked cabinet and digital files in a password-protected system, accessible only to the researcher. No data were shared beyond the study's purpose. After one year, all physical documents will be shredded, and digital files will be permanently deleted to ensure confidentiality.

The researcher employed the following statistical tools to ensure a thorough interpretation and analysis of the collected data. The mean was used to determine the levels of organizational culture, work environment, compensation, and benefits among employees in the retail sector in Monkayo, Davao de Oro. Similarly, standard deviation was used to assess the consistency and dispersion of the responses. Further, Pearson's r , this correlation coefficient, was employed to assess the relationships among organizational culture, work environment, compensation, and benefits, and their combined impact on Employee Retention. Furthermore, multiple regression analysis was used to determine if organizational culture, work environment, compensation, and benefits significantly influence employee retention in the retail sector in Monkayo, Davao de Oro, Philippines.

RESULTS AND DISCUSSION

The overall mean level of employee retention is 3.97, which is considered high and indicates that employee retention in retail companies is evident. The standard deviation of employee retention ranged from 0.84 to 1.20. Items with a value less than 1.0 indicate consistency in responses, while those with a value greater than 1.0 indicate heterogeneity in responses.

This finding suggests a generally positive and evident inclination among employees to remain within the organization. Further, the results indicate that employees strongly agree with statements reflecting their desire to stay, highlighting a high level of employee retention in the retail sector. This result supports the observation of Iqbal et al. (2017) and Leidner and Smith (2013) that employees stay in the organization when their needs are satisfied, they are valued, and their development is a top priority.

Table 1
Level of Employee Retention, Status of Organizational Culture, Work Environment, and the Level of Compensation and Benefits

Variables and their Indicators	Mean	Description
Employee Retention	3.97	High
Organizational Culture	4.30	Very High
Involvement	4.40	Very High
Empowerment	4.44	Very High
Team Orientation	4.41	Very High
Capability Development	4.34	Very High
Consistency	4.22	Very High
Core values	4.30	Very High
Agreement	4.15	High
Coordination and Integration	4.28	Very High
Adaptability	4.28	Very High
Creating Change	4.22	Very High
Customer Focus	4.31	Very High
Organizational Learning	4.30	Very High
Work Environment	4.18	High
Physical Work Environment	4.14	High
Psychological Work Environment	4.19	High
Social Work Environment	4.27	Very High
Workplace Flexibility	4.12	High
Compensation and Benefits	3.81	High
Remuneration	3.66	High
Allowances	3.54	High

Promotion	4.25	Very High
Incentives	3.77	High

The status of organizational culture in the retail sector, as rated by employees, is very high, with an overall mean of 4.30, indicating a very favorable organizational culture. Additionally, the standard deviation of organizational culture ranged from 0.63 to less than 1.0, indicating that respondents' responses were consistent. This result implies that employees feel empowered, work collaboratively within teams, and believe their organizations invest in their capabilities. The very high level of organizational culture supports the studies by Sahni (2019) and Meng and Berger (2019), which found that a strong organizational culture shapes employee behavior and collaboration; likewise, the study by Meng and Berger (2019) found that a strong organizational culture shapes employee attitudes and behaviors.

Involvement. This domain obtained a category mean of 4.40, which is very high. This suggests a very favorable perception among employees that they are included and actively participate within the organization. It exhibits a strong positive perception of empowerment, with a subcategory mean of 4.44, which is also very high. This reveals that employees, on average, feel significant empowerment and autonomy in their organization. This finding supports those of Mousavi et al. (2015), who emphasized that when employees are empowered and actively involved in organizational processes, they tend to have a positive, high-performing organizational culture.

The team orientation has a mean of 4.41, which is considered very high. This result suggests a strong overall perception among employees that teamwork and collaboration are significant aspects of their organizational culture. This result supported the study of O'Reilly et al. (2014), which states that organizations that encourage high levels of employee involvement and member participation in important organizational activities cultivate effective organizational cultures.

For Capability Development, the mean is 4.34, which is very high and interpreted as very favorable. This result indicates that employees appreciate an organization that fosters their professional growth and values the development of their skills and abilities. This finding supports the study by Kumar et al. (2013), which emphasizes that when an organization effectively develops its capabilities,

it enhances employees' knowledge, skills, and aptitudes, ultimately contributing to improved business opportunities and sustained organizational growth.

Consistency. This domain achieved an overall mean of 4.22, indicating a very high level. This suggests that employees have a highly favorable perception of the organization's consistency. On Core Values, the category mean is 4.30, which is very high. These results imply that employees perceive the organization's core values and application positively. This finding supports the research by Tadesse Bogale and Debela (2024), who emphasize that employees who understand and embrace an organization's core values contribute to a consistent culture in which individual and organizational goals are seamlessly integrated.

On agreement, the mean is 4.15, which is defined as high. This indicates that employees have a favorable perception of agreement and conflict resolution within the organization. This entails that the organization has a strong culture that encourages teamwork in solving conflicts and follows shared rules for behavior, though employees may still face challenges in agreeing on key matters. These findings support the study of Salem (2023), who pointed out that when organizations cultivate a culture of agreement, where shared understanding and collaboration are valued, employees are more likely to feel engaged and perform at their best.

For Coordination and Integration, the mean is 4.15, which is considered high. This indicates a favorable perception of employees' alignment and collaboration among tasks, processes, and interdepartmental goals across different parts of the organization. It suggests that employees perceive effective teamwork, streamlined workflows, and strong communication channels that foster synergy and collective progress toward shared objectives. These results support Yergler's (2010) conclusion that when organizational practices are clear and consistent, employees are more likely to develop trust and work efficiently. In the same way, Abane et al. (2022) emphasized that when employees experience alignment and stability within the organization, they tend to be more engaged and productive in their roles.

Adaptability. This domain of organizational culture earned an overall mean of 4.28, which is categorized as very high. This result suggests that many employees have a favorable perception regarding the organization's capacity to adjust, respond, and evolve in the face of internal and external changes. This

further indicates that employees believe the organization is agile and open to new ways of operating. This supports the findings of Al-Azkiya et al. (2024), who emphasized that employees who demonstrate creativity and adaptability tend to show higher levels of commitment to the organization. Regarding creating change, the mean is 4.22, which is defined as very high. This indicates that employees have a strong, favorable perception of the organization's ability and willingness to initiate and manage change. These findings support the study of Bautista and Uy (2023), who emphasized that when employees are actively engaged and collaborate across departments, supported by flexible systems, the organization is better equipped to adapt to change in a sustainable and impactful way.

Customer focus has a mean of 4.31, which is classified as very high. This indicates a strong, favorable perception among employees of the organization's orientation toward and prioritization of customers. The findings support the study by Menesha (2020), which underscores that adaptability involves an employee's capacity to understand and prioritize customer needs, thereby ensuring responsive, customer-focused service in a dynamic environment.

Organizational learning has a mean of 4.30, which is defined as very high. This indicates a very favorable perception of employees regarding the organization's commitment to learning, growth, and continuous improvement. These results support the findings of Cian and Cervai (2014) and Tladinyane and Merwe (2016), which emphasized that an effective organizational culture is founded on core assumptions developed and embraced by its members to address external challenges. Additionally, the studies highlight that career adaptability is positively associated with employee engagement.

The status of the work environment is measured in four indicators: physical work environment, psychological work environment, social work environment, and work flexibility. Based on the data, the work environment in the retail sector is high, with an overall mean of 4.18. This result indicates that the employees perceive the work environment as conducive. This suggests that the employees, on average, hold a positive view of their work environment. They generally perceived their workplace's conditions, atmosphere, and overall context as supportive and favorable for performing their jobs effectively and comfortably. Moreover, the standard deviation of the work environment ranged from 0.75 to 1.36. Items with a value less than 1.0 indicate consistency in

responses, while those with a value greater than 1.0 indicate heterogeneity in responses. This finding supports the study of Hamal et al. (2023), which states that a conducive work environment is essential for enhancing employee well-being, fostering a sense of belonging, and improving organizational outcomes, including retention and performance.

Physical Work Environment. This domain had a category mean of 4.14, which is considered high. This means that the physical work environment is conducive. This indicates that employees agree that the office space is suitable, with sufficient space and the appropriate equipment to perform their duties efficiently. They also value the accessibility of tools and machinery during work. Furthermore, employees felt supported and safe. It supports the study of Maulidiyah & Ilahi (2020), which states that employers generally provide a positive work environment to boost their employees' commitment and performance.

Psychological Work Environment. This domain had a category mean of 4.19, which is high. This indicates a positive perception among employees of the psychological aspects of their workplace. This suggests that employees experienced a work environment characterized by positive interpersonal dynamics, a sense of security, adequate support, and resources. This favorable psychological climate likely contributes to greater well-being, fostering higher job satisfaction and a more engaged workforce within the organization. This finding supports the study by Jaiswal and Joge (2018), which emphasizes that psychological empowerment, particularly through involvement in decision-making, significantly enhances employee motivation and performance.

Social Work Environment. This domain has achieved a category mean of 4.27, which is considered very high. This implies that employees have a very conducive perception of interpersonal relationships and social dynamics within their workplace. This suggests that the workplace's social fabric is a significant asset, characterized by positive interactions with supervisors and colleagues. These findings are consistent with Awan's (2015) study, which highlights the critical roles of work-life balance, psychological well-being, and social dialogue in maximizing employee performance and organizational productivity. Similarly, Tahir's (2015) study found that supervisor support and positive relationships with coworkers significantly contribute to employee productivity.

Workplace Flexibility. This domain yielded a category mean of 4.12, which is categorized as high. This indicates a generally conducive perception among employees regarding the working flexibility offered by their organization. This implies that the implemented policies and practices regarding work schedules, locations, and other arrangements are, on average, perceived as supportive in helping employees manage their work responsibilities alongside their personal needs. These findings are consistent with Idris's (2014) study, which emphasized that flexible working arrangements, such as flextime, job sharing, and telecommuting, can enhance employee performance. Similarly, Abdi (2023) highlighted how flexible work setups contribute to a more positive work experience, reinforcing employees' sense of support and well-being.

The level of compensation and benefits is measured in four indicators: remuneration, allowances, promotion, and incentives. Based on the data, compensation and benefits are high, with an overall mean score of 3.81. This result inferred that employees are satisfied with the compensation and benefits provided by their company. They feel satisfied and happy in their work because their employer provides adequate benefits and fair compensation. This finding supports the study by Feraro-Banta and Shaikh (2017), which emphasized that compensation and benefits are essential components that influence employee performance. They further noted that when employees receive both monetary and non-monetary rewards, they are more likely to stay motivated and committed to performing well. More so, it can be noted that the standard deviation of compensation and benefits ranged from 0.86 to 1.30. Items with a value less than 1.0 indicate consistency in responses, while those with a value greater than 1.0 indicate heterogeneity in responses.

Remuneration. This domain acquired a category mean score of 3.66, which is considered high, indicating that employees were satisfied with how their base pay and salary increases are determined. This result supports Copeley's (2015) conclusion that well-structured compensation policies contribute positively to overall company performance. Copeley further emphasized that appropriate remuneration enhances employee morale and productivity.

Allowances. This domain achieved a category mean score of 3.54, which is defined as high. This indicates that employees are satisfied with the company's allowances. These findings support the study by Osibanjo et al. (2014), which

found that compensation packages, including employee allowances, strongly affect employee performance and job commitment.

Promotion. This domain obtained a category mean score of 4.25, which is categorized as very high. This indicates that employees are delighted with the organization's promotion opportunities and processes. This very high satisfaction result suggests that the promotion system is likely a significant driver of employee morale, fostering a sense of opportunity and encouraging a long-term commitment to the company. This is consistent with the conclusion of Amadi and Godson (2023) in their study, which states that promotion is essential in the organization to motivate employees. They also noted that workers usually improve work behaviors whenever benefits and rewards are provided.

Incentives. This domain yielded a category mean score of 3.77, which is defined as high. This implies that employees in a retail company are satisfied with the incentives provided by the company. This overall satisfaction level somewhat obscures the varying degrees of contentment associated with different types of incentives. These findings support the study by Tep (2015), which emphasized the role of incentives in guiding employees toward organizational goals by highlighting what the organization values and prioritizes in its work. Similarly, the study by Chowdhury and Hasan (2017) found that the most effective motivation was a combination of rewards, including incentives.

Correlation Between Variables. The data in Table 2 shows a statistically significant relationship between organizational culture, work environment, compensation, and benefits on employee retention. The correlation between organizational culture and employee retention is significant ($r = .728, p < 0.05$). This result implies that employees prefer to work for and stay in a company with a supportive, healthy culture. This result aligns with the findings of Shah and Sarkar (2017), who found that organizational culture is significantly related to employee retention.

Likewise, relationships between work environment and employee retention are also significant ($r = .718, p < 0.05$). This suggests that employees are more likely to stay if the working environment is conducive. This result aligns with the conclusion of Naz et al. (2020) that the work environment positively influences retention rates, and with a similar study by Hamal et al. (2023), which revealed a strong positive correlation between the work environment and employee retention. Moreover, a significant relationship

between compensation and benefits and employee retention ($r=.657, p<0.05$). This suggests that employees are satisfied with their compensation and benefits packages and are more likely to stay with the company. These findings align with the study of Mishra et al. (2016), who found that compensation and benefits, including salary, benefits, and incentives, strongly correlate with employee retention.

Table 2
Correlation Between Variables

Variables Paired with	r	p	Remarks
Employee Retention			
Organization Culture	.728	.000	Significant
Work Environment	.718	.000	Significant
Compensation and Benefits	.657	.000	Significant

Predictors of Employee Retention. The results of the aggression analysis, which demonstrate the impact of organizational culture, work environment, and compensation and benefits, are presented in Table 3. Notably, all the examined variables are significant predictors of employee retention ($p<.05$). The results suggest that organizational culture could better predict employee retention, as evidenced by a higher beta coefficient (.363) than work environment (.255) and compensation and benefits (.219). The findings support Alkahtani et al.'s (2015) claim that when employees feel they are part of and counted in a team, they are more likely to stay with the organization. Similarly, this supports the conclusion of Mehta et al. (2014), who emphasized that organizational culture is one of the reasons employees decide to stay in the company. Furthermore, Salman et al. (2014) propose that organizational culture is an essential element that highly influences employee retention.

Interestingly, the results suggest that a one-unit increase in work environment leads to a .255 improvement in employee retention. Similarly, a one-unit increase in compensation and benefits leads to a .219 improvement in employee retention. There is also a .363 one-unit increase in organizational culture and a .363 one-unit increase in employee retention, based on the beta coefficient. Moreover, with an R-squared value of .584, the regression model indicates that the combined influence of organizational culture, work environment, and compensation and benefits can explain 58.4 percent of the variation in employee retention. However, it is important to note that other

factors not included in the study may account for the remaining 41.6 percent of the variation in employee retention.

Notably, the study's findings affirm Herzberg's Two-Factor Theory of Motivation since hygiene factors such as organizational culture, work environment, compensation, and benefits significantly influence employee retention. In line with this, the study found that organizational culture and work environment emerged as stronger predictors of retention, promoting stability and a sense of belonging among employees. Compensation and benefits also showed a significant relationship with retention. However, their influence was relatively less pronounced, supporting Herzberg's claim that while financial rewards matter, they are insufficient to maintain long-term commitment alone.

Table 3
Predictors of Employee Retention

Independent Variables/Predictors	B	p	t	Remarks
Organization Culture	.363	.000	4.229	Significant
Work Environment	.255	.005	2.819	Significant
Compensation and Benefits	.219	.002	3.183	Significant
r ² = .584				
p = .000				
F = 94.278				

CONCLUSION

The high level of employee retention in the retail sector in Monkayo, Davao de Oro, suggests that these companies have an evident organizational culture. The findings indicate that employees generally hold positive perceptions of their organizations and intend to remain employed.

Interestingly, the status of organizational culture in the retail sector of Monkayo, Davao de Oro, is rated very high, indicating strong alignment with the organization's current culture. All three domains- Involvement, Consistency, and Adaptability- got a very high category mean, illustrating that empowerment, the organization's core values, and the ability to adapt are very positive. These three dimensions and their corresponding sub-indicators collectively highlight the exceptional strength of the organizational culture within these retail companies. This solid cultural foundation fosters a positive employee experience and plays a pivotal role in driving overall organizational effectiveness, positioning the company for sustained success and growth.

The status of work environment in the retail sector is rated high, indicating that employees generally perceive their workplaces as conducive and supportive. Among the dimensions assessed, the social work environment received the highest mean score, suggesting that strong interpersonal relationships, effective communication, and positive social dynamics significantly contribute to employee satisfaction. This highlights the importance of a collaborative, harmonious workplace culture in fostering a positive employee experience. On the other hand, workplace flexibility, while still in the 'high' category, had the lowest mean score among the dimensions. This suggests that although employees acknowledge the availability of work flexibility, there may still be room for improvement in accommodating individual work-life needs or offering more adaptable work arrangements. Overall, the results imply that the retail companies in Monkayo, Davao de Oro, have successfully cultivated a generally favorable work environment, particularly in fostering employee social support. However, enhancing workplace flexibility could further strengthen employee well-being and satisfaction.

Further, the level of compensation and benefits in the retail sector is rated high, indicating that employees are satisfied with their companies' financial rewards and incentives. Among the different components assessed, promotion opportunities received the highest mean score, suggesting that employees are delighted with the career advancement prospects offered within their organization. This reflects positively on the companies' efforts to recognize and reward employee performance and growth. Meanwhile, allowances received the lowest mean score among the domains, although it still falls within the 'high' category. This implies that while employees are generally satisfied with the allowances provided, this aspect may not be as strong or impactful as promotion opportunities. The results suggest that overall compensation and benefits are perceived favorably, but enhancements in allowances could further strengthen employee satisfaction and retention.

It is inferred that there is a significant relationship between organizational culture and employee retention, work environment and employee retention, and compensation and benefits and employee retention. Thus, all independent variables are significant influencers of employee retention. However, organizational culture emerged as the strongest predictor of employee retention, exerting a greater influence than work environment, compensation, and benefits.

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