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### Factors Affecting Employees' satisfaction and Retention in Noveleta, Cavite: A Sequential Explanatory Research Study

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#### Abstract

The research study is entitled Factors Affecting Employee Satisfaction and Employee Retention of Selected Employees in Noveleta, Cavite: A sequential explanatory study that aims to determine and analyze the various factors affecting employee satisfaction and retention in Noveleta Companies. This study was replicated from the previous research study entitled: The Effect of Job Satisfaction on Employee Retention, to further expand the study using the population in the city of Noveleta, Cavite.

Fifty (50) respondents served as a participant for the quantitative phase using the survey, whereas ten (10) employees interviewed for the qualitative phase and the population of the study was taken through stratified random sampling. In analyzing the quantitative data, the researcher used Pearson correlation coefficient to determine the

significant relationship between employee satisfaction and retention. To support qualitative data, they used thematic analysis method to analyze the factors that affect employee satisfaction and retention. Five factors (Compensation, Promotion, Supervision, Colleagues, and Job Content) have been identified that affect the satisfaction and retention of selected employees in Noveleta, Cavite.

In addition, using Pearson's r-correlation, the researchers found a positive significant correlation between the two variables: employee satisfaction and employee retention, extremely high level of employee satisfaction ( $r(48).827$ ,  $p < 0.001$ ). The various factors affecting company employee retention, such as compensation, promotion, supervision, colleagues, and job content are the reasons why an employee has a high or low level of satisfaction.

**Keywords:** Employee Satisfaction, Employee Retention, IBM SPSS Statistics, Philippines

#### Introduction

In an organization, the employee is essential to growing and expanding a company. It serves as the source for a company to success. Employees play a significant role in an organization; the company or business will only run with them. Further, some factors affect employee satisfaction and staying in an organization. The enjoyment of that experience of an employee is known as job satisfaction.

The employee affects other factors, there are reasons that affect the satisfaction of an employee. The promotion, motivation relationship within the company affects the satisfaction of an employee. Ong *et al.* (2018). Compensation and benefits are one of the essential factors in employee satisfaction. Employees who think they are fairly compensated for their work receive benefits if they stay at work. So, compensation and help contribute to an employee's satisfaction without it may cause adverse effects within the job, or they may not be happy in their work. An employee's happiness can be increased with bonuses or a high salary. Through this, the employee can strengthen the company or make the business successful; when an employee performs well, the company will succeed (SHRM, 2018).

According to the study of Ahmed (2019) <sup>[2]</sup>, a supportive environment is vital in work because there is unity and represents caring for the person and good communication. The finding highlighted that supervisor help and expert facilitation are important for employees, and therefore, job resources, including supervisor support, coworker support, and meaningful work, can be of considerable value. Employee support and supervisor support have an essential meaning in the engagement of an employee. Employees who feel they have room for development and growth within a company. They trust each other so much that they can contribute and stay within the organization long. One of the things that boost their self-confidence is when they are given a reward. Feeling an employee's trust and confidence in the company is good. The boss or manager needs to strengthen their self-confidence, and their employees need to handle it. It found in the study that employees would stay longer if there is invested in their career development, 94% of employees stated. Employees who feel they have room for growth and

development in the company are most likely to stay at the company for a long time. (LinkedIn, 2019).

Job satisfaction is very essential for the work productivity of employees. Employees with knowledge, skills, and goals indicate that human resources play the most crucial role in the company. The factor determining employee job satisfaction is the amount of workload given by the organization; job content is job duties, responsibilities, and purpose. The workload is a processing capacity exerted during work that reflects the difficulty level of one's work that individuals must complete within a specified period. There can be dissatisfaction if employees resign with numerous complaints and tend to leave their jobs if there are fewer responsibilities and workloads. Furthermore, to avoid this and have job satisfaction because it is limited or depends on the job content and workload they provide for their employees and be understanding with the employees, especially since they only sometimes have total energy in every job and are exhausted. There should be a limitation to every job given by the organization, only what they can finish, and there is no pressure on each employee; there is job satisfaction when that happens, Muhopilah *et al.* (2019) [22].

Numerous factors affect employee retention; the employee who will not feel satisfaction has positively not stayed longer in the company. However, employees who are not motivated and determined at work can lead to low employee retention. Employee turnover can be reduced by having a good work environment to promote engagement among the employees, showing appreciation for them, providing a higher salary or wages, and encouraging their work balance. The higher turnover can be the reason for the criticism of the business for keeping the employee (Pam, 2022).

In this study, the researcher will discuss the factors that affect employee satisfaction and retention and determine the most influencing factors that affect employee satisfaction and retention in Noveleta Companies. Also, it seeks to determine if the employee satisfaction is significantly correlated employee retention. The researchers believed the employees had reasons why they chose to stay and leave the company. This study will be replicated from the study entitled: The Effect of Job Satisfaction on Employee Retention. The researcher chose this topic to give a better understanding and add more expanding literature to each study variable.

### Objective of the Study

This study aims to determine and analyze the various factors affecting employee satisfaction and retention in Noveleta Companies. It also seeks to examine the two variables and their effects on employee satisfaction and employee retention. Especially it aims to (1) determine the level of employee satisfaction in terms of salary, benefits, and Career Growth and Opportunities; (2) identify the level of employee retention; (3) revealed the results of relationship between employee satisfaction and employee retention.

### Method and Materials

Mixed method Research is the type that is used to conduct this study. According to Tegan (2021), it is a mixture of qualitative and quantitative research techniques, methods, concepts, and approaches to fill the research gaps. Also, it focuses on collecting and analyzing the data better to understand a single study. This study used an explanatory

sequential design; the qualitative data supports the interpretation of quantitative data. This method collected and analyzed the quantitative data for the analysis. Mainly to investigate the factors affecting employee satisfaction and retention in Noveleta. It is the first phase that gathering data was given to the respondents to acquire the quantitative data. After quantitative data analysis, it will serve as the basis for qualitative data gathering. In the second phase of gathering the data, the interview was used as the instrument to collect the qualitative data. The collected data were thematically analyzed to identify the factors affecting employee satisfaction and retention (Creswell, 2018).

**Table 1:** Demographic profile of the respondents

Description	Frequency	Percentage
<b>Age Group</b>		
18-25	9	18%
26-33	33	66%
34-41	4	8%
Did not Indicate	4	8%
Total	50	
<b>Sex</b>		
Male	35	70%
Female	11	22%
Did not Indicate	4	8%
Total	50	

Fifty (50) respondents from different companies in Noveleta Companies were used as the samples for this study. The researchers survey ten (10) employees that working in each company. They considered as the availability for each respondent and the company's participations.

Descriptive Analysis was used to analyze the quantitative data. In this study, using Microscope Excel, the data has been coded. It is transferred from IBM SPSS statistics software to compute the mean of each respondent. That will help to analyze the quantitative data and summarize the data from the gathered surveyed questions answered by the respondents, using statistical tools, mean, and percentage. The researchers also used a method called the Pearson correlation. Statistical analysis was used to correlate the two variables, employee satisfaction, and employee retention.

After the quantitative data is analyzed, it is used based on the qualitative questions instrument, also considering the research topic. Because of this, the researcher has supported the quantitative findings in determining the factors that affect employee satisfaction, and that lead to them staying at their company. The revisions of the questionnaires have been made and checked by other experts. Ten (10) out of fifty (50) employees are interviewed by the proponents. The interview has been done. It has consent from the workers before the interview-the second phase of collecting the qualitative data.

The gathered qualitative data is thematically analyzed from the conducted structured interview which is the instrument of qualitative gathering of the study. Thematic Data Analysis is a type of qualitative data analysis that examines the data gathered through thoroughly reading, summarizing it into themes and patterns to make-sense of it (Villegas, 2020). The obtained data have undergone a series of steps of the chosen analysis tool: First is Familiarization wherein the researchers transcribe the data and undergoes a coding process; Next, given that coding of data has been completed, it will be then be separated into themes depending on the

understanding of each data. This can be determine through data patterns; Then, as the themes are identified, the proponents reviewed and examined it through validation of data themes and if it is in the right classification; After the themes and classifications has been reviewed, the necessary corrections were applied to finalize it; Lastly, the researchers constructed a written report of the examined data.

With the applied analysis tool and its process, the researchers can understand and identify the factors affecting employees' satisfaction and retention.

Having the responses analyzed, the conclusions and summary were formed to strongly support the quantitative findings of the study. The conclusions formed with two phases, quantitative and qualitative, provided an even firmer results and wider understanding of the assessment in the

satisfaction and retention of the respondents and the factors affecting it. Thus, answering the research questions.

**Results and Discussion**

This section presents the results and the discussion of the study. It diverges into two according to the research design, the Explanatory design, where the quantitative will be collected and analyzed. Also, the first phase has diverged into two. Using the IBM SPSS statistics, it discusses the descriptive statistics mean and correlation to provide an answer to the research problem. The qualitative is collected and undergoes a thematic process to explain. The question used for qualitative gathering is taken from quantitative questionnaires on the highest to lowest to support further explaining the study results to strengthen the results of the quantitative data.

**Table 2:** Respondents of Employee Satisfaction Level

Questions	General Average	Rank	Interpretation
<b>Compensation</b>			
Satisfied with the salary that received from the company.	4.43	1	Extremely high
Satisfied because paid fairly for the work contributed to work.	4.36	3	Extremely high
Satisfied with the benefits that received from work.	4.30	4	Extremely high
Satisfied at work because there are bonuses for excellent performance.	4.26	5	Extremely high
Satisfied with the salary that received from my work.	4.38	2	Extremely high
<b>Promotion</b>			
Satisfied at work because there are opportunities for promotion.	4.10	5	High
Satisfied at work because of the support or additional training.	4.26	3	Extremely high
Satisfied at work because it can utilize my skills and talent.	4.28	2	Extremely high
Satisfied at work because there's an opportunity to learn new skills in the company.	4.38	1	Extremely high
Satisfied at work because there's an opportunity to be promoted based form work performance.	4.28	2	Extremely high
Satisfied at work because there's an opportunity to be promoted based on the educational qualification.	4.16	4	High
<b>Supervisor</b>			
Satisfied at work because the supervisor always treats employee fairly.	4.22	3	Extremely high
Satisfied about my supervisor because they encourage employee to set high goals.	4.26	2	Extremely high
Satisfied at work because our supervisor does great at sharing information.	4.20	4	Extremely high
Satisfied because our supervisor makes employee feel comfortable discussing their problems.	4.14	5	High
Satisfied at work because the supervisor treats the employee with respect	4.42	1	Extremely high
<b>Colleagues</b>			
Satisfied at work because the colleagues get along with each other.	4.32	3	Extremely high
Satisfied at work because everyone works together to solve problems and meet operational goals.	4.34	2	Extremely high
Satisfied at work because I am treated with the way other co-worker is treated.	4.40	1	Extremely high
Satisfied at work because my co-workers have the same workload as I have.	4.28	4	Extremely high
Satisfied at work because I get along well with my colleagues.	4.26	5	Extremely high
<b>Job content</b>			
Satisfied with the number of hours that I work every month.	4.24	5	Extremely high
Satisfied at work because there is a degree of independence associated with my work rules.	4.32	3	Extremely high
Satisfied at work because I was recognized for the good work accomplished	4.36	2	Extremely high
Satisfied at work because there is adequate opportunity for the periodic changes in duties.	4.28	4	Extremely high
Satisfied with the work that I am doing at my company.	4.44	1	Extremely high
General Average	4.29		

The table above shows the overall total average mean of Employee Satisfaction. The highest mean ( $M=4.43$ ) pertains to the Level of satisfaction in terms of compensation of the respondents and has fallen into the Extremely High Level. Then the lowest mean ( $M=4.24$ ) is the satisfaction in terms of compensation of the respondents and falls into the High Level. The total average of all averages ( $M=4.29$ ) that belong to the Extremely High Level of the mean score. It is specified that the Level of employee satisfaction in Noveleta Cavite is at the Extremely High Level.

The general average of respondents of satisfaction in terms of compensation (salary & benefits) is ( $M=4.43$ ) and still under an Extremely High Level. This means that the Level of employee satisfaction in selected respondents in Noveleta

Companies is Extremely High. Employee satisfaction at work, because bonuses and rewards are given for work, is in the lowest mean ( $M=4.26$ ) and still under the Highest Level of the mean score. That means the selected employees are satisfied because of the benefits, like health insurance, vacation, and sick leave they received in the company. Compensation has directly affected employee satisfaction. The higher compensation the employee will have will stay and work better. According to the study, compensation in the form of salary, wages, and bonuses positively affects employee satisfaction, Darma *et al.* (2018).

During the qualitative, the researcher asked the employee that is anchored to the lowest mean *How the employee was satisfied with work because of bonuses and rewards given*

for excellent performance. Half of the interviewees answer that they usually give bonuses and rewards on **Holiday**. Respondents stated that bonuses and prizes are given to them. *"We're given bonuses and rewards if there is an occasion like Christmas, company anniversary."* The statement below shows the statement of the interviewees based on how the company gives bonuses and rewards to the employees. As stated by interviewee 5, 9, some companies offer **additional compensation** when they have a standout performance. In a summary statement, *"Our company gives rewards, certificates, and incentives like additional salary when we have good quality performance."* That means they are satisfied because of the benefits that they received in the company, according to Dittman (2020)<sup>[8]</sup>. Employees are a driver of wages and significantly increase the cost of compensation. The reason is that employees experience additional disutility when their pay is raised. They raise the payment to the employees to compensate them for disutility and prevent them from leaving the company. They give additional compensation if the performance is good and work well or sometimes over time; sometimes, this is where an employee's productivity is based.

Moreover, the four interviewees stated that their employer gives them bonuses and rewards when they **perform well**. The respondents respond *"When we have good performance, they give us bonuses and rewards."* According to Nazira (2021), the reward will motivate employees to work and increase productivity. They are given a reward when their performance is good.

The gathered responses indicate that compensation is significant to the employees; when they are satisfied with the salary, bonuses, and rewards they received in the company, they do well and possibly take longer to stay at company.

The general average of respondents of employee satisfaction with promotion is (M=4.38) which means that satisfaction with promotion is at an Extremely High Level. This means that the level of employee satisfaction with promotion in selected respondents in Noveleta companies is at an Extremely High Level. And the employee who is satisfied with the opportunities for promotion is (M=4.10) which is High Level of Mean score. That means that the employees of the Noveleta company are satisfied with the promotion, opportunity, learn new skills and training and support. Job promotion gives employees the opportunity to better develop their abilities, experiences, and skills so that they can work properly. The study shows that the job promotion has a significant effect on the performance of employees. The employee feels satisfaction with their job because they are close to work and have better performance Rinny *et al.* (2020)<sup>[20]</sup>

During the qualitative, the researcher asked. Based on the survey questionnaires on employee satisfaction with promotion, a question is *How are satisfied because there is an opportunity for promotion, training, newly learned skills*. Most of the respondents stated that the employees who have good performance will be given a promotion. Respondents respond, *"Yes, and it depends on how you perform well at work; they will give you a promotion."* It means that when employees work well, they are promoted by the company. According to Abualoush (2018)<sup>[11]</sup>, employee performance helps to improve business operations—the organization, especially in terms of productivity and efficiency. Employee performance helps to improve business operations—the

organizations, especially in terms of manufacturing and effectiveness.

Moreover, respondents 5, 6, and 9 stated in summarize, *"The company gives a promotion when showing a good performance at work, or you see a skill or potential that they are looking for in employees."* It means that they will only be promoted when the employer in an organization sees them as having **potential** in their work. According to Elmi (2018), Employee job satisfaction, performance, motivation, and loyalty can all enhance through compensation if payment is made precisely by an employee's equality between rights and obligations. They are driven to meet the company's goals, and they have a great chance to be given a promotion if their company's talent sees them.

The two respondents stated that they are content with their job, and that's why they will stay at the company without the promotion said that they feel good even without promotion. As stated by respondents, *"There are many promotions in our company, but I am happy at work even without promotion."* According to Alvin (2023), an employee who doesn't want a promotion has the right to reject it. Even if it is the nature of a gift from a company to the employee, they have the right not to accept it. Refusal of the employee for promotion is valid. Some employees are content with what they work in a company.

Furthermore, according to responses in Noveleta Companies, motivated employees who perform well can be promoted. Importantly the employee who works for a long time. Additionally, some employees will only grab the opportunity of being promoted if they are content on the job. They are unwilling to be upgraded because they are already satisfied with where they are now.

The question two. *How many opportunities are there in your company for promotion?* The theme one is Good Performance, More Opportunity. The employee stated that they are satisfied because there is an opportunity for promotion, training, new learn skills. Most of the respondents stated that the employees who have good performance will be given a promotion. The respondents responded. *"It's many more, it just depending on when you perform well at work, they will give you a promotion"*. Promoting in a company keeps the employee going to stay at the company. Appreciating an employee will make them happy. It makes employees more productive and performs better for the company. A good leader has a hard-working employee and is most likely to have a promotion. In other words, keeping employees in an organization and giving some appreciation like promoting employees are most likely for the company to not lose some employees (Chron, 2022). Theme two is Small Chances for Promotion. According to interviewee 5, a slight possibility of being promoted, like being newly employed in the company, exists. Stated in summary, *"It's like how small the opportunity is for you to be promoted because it seems like everyone is a beginner, many have already resigned, so our cruise ships are only a few and our managers are only a few, and they are the only those who get promoted."* Staying in one company for a long time means it can be promoted quickly in a company. A history of long stints in the company is considered a reason for promotion. A newly employed is not supposed to be promoted in a company. There are many things to consider, like having an advanced degree and taking some responsibility in a company (Chron, 2021).



Question three, *what do you feel when there's an opportunity for you to learn new skills in your company?* Theme one is Great to Learn New Skills; according to the respondents, they said it's good, and they feel happy that they learned something new skill from their job. The respondents summarized, "We were happy because we learned something new within our work, and it's good to learn new skills." Learning new things can boost employee confidence and engage them to work. However, learning new skills has the possibility of helping the employee in their future career, even you. (Vault, 2020). Employees learn new skills on the job; it can be developed some techniques that can be used for work. It can increase the adaptability of an employee when there is something change in the work environment.

An organization needs to have encouragement for the employees to build teamwork. According to interviewees 2,7, they feel good when they learn a new skill in their jobs because they can also use it in the future and whenever there is an absence. The respondents stated, "It is a huge help in the work when there is a lack of staff at work, and there is something else to do, but you know what work he was tasked to do". Employees that can take risks and lead other employees. A better work team can affect the job satisfaction of the employee and can engage their motivation to positively in works (Middleton, 2023) [19].

One of the essential things is that giving knowledge to each employee is a vital thing they show their ability to grow and develop in the company. Personal development has a direct impact on improving organizational performance. Theme 3 is growth and development; the respondents respond, "I'm happy, and I enjoy my work there and to learn something new skill and lead me to my growth as an employee in the company but also as an individual and know will help me in the future." The employees who develop themselves will help their growth, and it will affect the surrounding; the employees who work together may affect to have good performances in the company. A company will only grow with employees who are hardworking and quick learners. The things that a company needs are those who are trustworthy and hardworking. If you are hardworking, employees will be rewarded, and the company's rate will increase (Villegas, 2021).

Furthermore, according to employees' responses in Noveleta Companies, employees who are motivated and have good performance can be promoted in the job, and significantly, the employee who works for a long time. Additionally, some employees will not grab the opportunity of being promoted because of contentment on the job. They are unwilling to be upgraded because they are already satisfied with where they are now.

The questions three, *what do you feel when your supervisor treats you with respect?* The theme one is Respected, when the supervisor treats you better it's affected the employee work. As stated by the respondents, "I feel good and comfortable, I love how my supervisor treats me." The other respondents are not feeling bad, the relationship between the supervisor and the employee is a good relationship. According to Perry (2023), respect impacts employees about their employee engagement, well-being, and productivity. Respecting each other and employees in the company is for more than just the supervisor. Having workplace respect positively affects employees. It recognizes people to bring their experiences and different talents. They can have an

excellent impact to the employee around them.

The table shows the overall total average of the mean of Employee Satisfaction with Colleagues (M=4.40), which is under Extremely high, which means the selected respondents are satisfied with their colleagues because they treated them the way other coworkers treat them on the job. And the lowest mean (M= 4.26), which is included in the Extremely High-Level means, is that the selected respondents in Noveleta Company are satisfied with their colleagues because they get along with each other in the workplace, according to the study of Yayuzkurt & Kiral (2020) [28]. It found that colleagues have a positive effect on their job performance. The study determined that workplace friendship or colleagues significantly impact the employee's satisfaction, external or internal satisfaction. Establishing a good company with colleagues in the workplace positively affects their work.

In the qualitative part, the researcher asks the respondents, *how do your colleagues treat you inside the company?* Theme one's **Positive relationships with coworkers**; respondents respond, "I am satisfied with our work so that I will stay here for a long time, and my satisfaction may affect how my coworkers and supervisors treat me." Having a good relationship with colleagues may affect employee retention in the company. According to Kosowski (2020) [13]. Employees and business owners can learn vital information about younger employees' perceptions. Employees have been observed to have somewhat unstable perceptions of older workers' employability.

The theme two are skilled and train employee. The respondents stated "Some are rude so sometimes you just get along and some are kind they became a friend and treat me as a family that's why I'm happy." It means that some of the employee mostly do a good work when their coworker is treating them good. According to Leavitt, (2018) More extra-role activity and better work satisfaction are correlated with stronger identities. Decreased employee absenteeism and fewer intentions to leave the company. In other words, workers who feel deeply connected to their company are beneficial to have friends at work because they will support you through everything, they will bolster you; they will instruct others; and you won't know what to do. Thus, it's beneficial for a firm to have two buddies.

The General Average for employee satisfaction for supervisors is (M=4.24), which is under Extremely High Level, and it means that they're satisfied with their supervisor because the employees are treated relatively of employees in Noveleta Companies. The Employee Satisfaction with their Supervisor, mean of (M=4.14) is the lowest mean score, which means that the employees are satisfied and feel comfortable discussing their problems with their supervisor but still at the High Level of interpretation. The mean (M=4.42) is the Highest Level in the mean score and has an interpretation of extremely high, meaning that most of the employees in Noveleta Companies are satisfied with their work because the supervisor treats them concerning their workplace.

During the qualitative stages, the researcher asks, *how does your supervisor treat employees?* Theme one theme is a Good Relationship with the Supervisor. Most states of the respondents answered positively about their supervisor. Respondents clearly stated, "Our supervisor is kind and treated us respectfully." It means that they feel satisfied because the Supervisor is good at treating them, and they

say that their supervisor is kind to them. According to Yusuf (2022). One of the things that employees are looking for is a supportive, clean environment so that they can work well. It was discovered that employee performance and work motivation are significantly influenced by career development and employee work environment. Many employees will apply to a company if it is neat and clean. Performance is also directly affected by the work environment and career growth. The performance effects of career growth and the work environment are partially mediated by work motivation.

Moreover, Fairness is theme two; the respondents respond, *“My supervisor treats me fairly. I did not experience any bad treatments from them.” That means the supervisor treats the employee fairly so that the employee cannot feel anything wrong from the supervisor.* According to Rigotti et al. (2019), Fairness in the workplace refers to an aspect of organizational justice concerning both process and outcome impartiality. Factors supporting fair treatment in the workplace include mutual respect, strong interpersonal relationships, and honest communication. Employees see Fairness toward their subordinates as a critical responsibility of leaders. Transformational leadership and Fairness support each team member and challenge them to follow each person’s resources.

The gathered responses researcher found out that a company’s relationship between supervisor and employee is essential. The association must go on well. It may affect the company’s performance when the connection is unsuitable for both. Also, Fairness must go on inside the company. A good relationship with the supervisor strengthens the relationship and can be positively affected by their satisfaction.

Question 2, *Do you feel comfortable discussing the problem with a supervisor?* That answered by the respondents. And it states that the employees feel comfortable when they tell their problem supervisor. According to the interviewees, they are comfortable talking to their supervisors; they trust the supervisor because the employee tells them their problems even personally. The respondents respond, *“I’m comfortable talking to my supervisor like you can tell him anything. I’m happy that we feel like family in the company”.* Employees’ trust in leaders and managers is essential for developing positive employee attitudes and behavior. The trustworthiness of leaders and managers has also been an important source, found trust is the foundation of an effective relationship. Interpersonal trust is essential for employee performance. Employment relationships require trust between employees and managers and a sense of loyalty from both sides, Shan et al. (2022).

On the contrary, some interviewees said they have **negative experiences** with their supervisors. Interviewee 10 stated, *“Not really, she’s a little strict.”* The supervisor is strict with them, the employee. Also, as indicated by interviewee 4, *“Not really well.”* It shows that their supervisor is not good to them. As also noted by respondent 5, *“We have rap sessions that are held where we discuss the problems or concerns, we have with our managers and the store, but we also heard that what we say is spread or comes out, so I am not comfortable to suggest or say what it is a problem.”* It shows that not all employees have the same experience inside the company, some are treated fairly, and others are not.

According to (Logan, 2020), having a bad employee

experience within the company affects employee productivity; having a positive work culture in the company has a good effect because it can even benefit the employee.

The obtained responses contain that not all the experiences of employees in the company are the same, some have good experiences, and others have bad experiences because they have good and bad effects on employees.

The general average of employee satisfaction in terms of Job content is ( $M= 4.32$ ) and under the Highest Mean Level that is means that employee of Noveleta Companies is satisfied with the number of hours that they work in the company. The Highest Mean ( $M= 4.44$ ) that interpreted as Extremely High. This means that employees are satisfied with their work in the company. The mean ( $M=4.24$ ) was the lowest mean it is under extremely high interpretation, which means that the employees were satisfied with the number of hours they worked per month and this meant that the employees were satisfied with the number of hours they will work every month at the Noveleta company.

In the qualitative, the researcher asks the respondents: *How employees are satisfied with the numbers that they work for the company.* As stated by respondent 3, *“Yes, I’m very happy, it is not like other work that you are bringing your personal life or problem in your house in that company it’s not, if what’s your work it is just in your work. You will feel that you are not from work when you are home. I don’t want to be absent from my work because it just doesn’t work for me.”* It expresses that interviewee 3 is happy, enjoys working at their company, and does not feel tired. As stated by respondent 7, *“I am satisfied because as a part-timer, of course, I can only go to school for half days after finishing school, then I will be there next time. Maybe the right hours are enough.”* That means that they enjoy working even if the time consumes more time. Also, as stated by interviewees 3,4,10, *“We’re satisfied because even its tiring, we still keep working because we feel that we give our time and effort.”* It means that they are satisfied. Even if they are exhausted, they keep working in the company.

Further to support the responses, the statements shows that even the exhaustion feeling of employee, they still working because they enjoy and feel happiness at work.

**Table 3:** The Level of Employee Retention

Descriptive Statistic	Mean	Rank	Interpretation
<b>Employee Retention</b>			
Want to stay with my company because there is career advancement for me.	4.24	5	Extremely high
Want to stay with my company because there are retirement benefits.	3.96	2	High
Want to stay in my company because there would be a salary increase upon regularization.	4.12	3	High
Want to stay with my company because there is career advancement for me.	4.16	3	High
General Average	4.13		High

The table shows the total average of the level of employee retention, ( $M=4.13$ ) that means that the highest mean is ( $M= 4.24$ ) pertains to the level of employee satisfaction of selected respondents in Noveleta Company which is included in the extremely high level. The next lowest mean is ( $M= 3.96$ ) employee satisfaction selected respondents are at the level of High. The total average is ( $M=4.13$ ) this mean belongs to the high-level mean. It means the level of

employee retention in Noveleta Company is in the high level.

The general average of respondents of satisfaction in terms of retention. the highest mean is ( $M= 4.24$ ) which is at an extremely high level, meaning that employees are satisfied with the number of hours that they work every month. and the lowest mean is ( $M=3.96$ ) which is at the High level and it means that the employee wants to be satisfied because there are retirement benefits available. The study of Gorde (2019) [10], signifies the increasing importance of employee retention in the organization. The company should implement strategies for employee retention where the employee could stay in the company, such as salary negotiation, compensation management, rewards and recognition, leadership and relationship between the employee management. The organization must apply these certain practices and retention strategies that boost the employee to perform well in the company.

In the qualitative part, respondents ask a question. *How do retirement benefits affect your satisfaction to stay at your company?* The respondents said that they are not familiar with that because some employee are new. The respondents 1,5,8 stated in summarize **“We don’t have any retirement benefits received from our work so the only thing waiting to be given to us are bonuses and rewards so we do better at work”**. Some employee are not familiar with the retirement benefits.

The theme two is **positive effect of retirement benefits**. Most of the respondents stated **“It really affects my satisfaction because I know that retirement benefits will benefit me in the future. I want to earn more money in the future for my family.”** It means that the employee is taking it as a motivation to work well in the company.

Question 2. *How does career advancement affect your satisfaction to stay at your company?* The theme one is the **employee growth**, the respondents answer the question. The respondents respond. **“How does career advancement affect your satisfaction to stay at your company? The respondents respond”**. **It affects me a lot since it is important for me to experience growth in that aspect.** It is positively affecting the employees because it helps them in their career growth **“I will get better so that the salary I will receive will increase”**. Other respondents stated this that means that they are want to have something, that is why they are working and keep at work for a long time.

According to Anika (2021) [3] he results of the study indicate that job resources have no impact on employee engagement, that job resources have a positive impact on workplace spirituality but no impact on employee engagement, that job resources have a positive impact on professional identity but no impact on employee engagement, that workplace spirituality cannot mediate the relationship between job resources and employee engagement, and that professional identity plays a significant role in employee engagement.

**Table 4:** Correlation of Employee Satisfaction and Retention

Variables	N	M	1	2
Employee Satisfaction	50	4.29		.827**
Employee Satisfaction	50	4.13	.827**	

Table 4 shows the significant relationship between employee satisfaction and employee retention. Using Pearson’s r-correlation, the researchers found a “significant correlation” between the variable ( $r(48).827,$ )  $p < 0.001$ . The

correlation between the given two variables employee satisfaction and employee retention is significant. The statistical analysis that researchers conducted for this study indicated that employee satisfaction was significant predictor of employee retention. The findings of study show that employee satisfaction has significant effects on employee retention. Employee Satisfaction is positively linked with compensation (monetary and non-monetary benefits), job contents, opportunities for job promotion and personal development, supervisor’s support, and the supportive working environment. According to findings of the study the company should emphasize on the employee satisfaction as the underlying factor of employee retention. Satisfied employees have a great impact on the company and will stay at the company for a long time, Bhaumik & W.T (2022) [7].

To support the findings on quantitative results, the researcher ask some employee If they think that they think that there is a relationship between the employee satisfaction and employee retention. According to the interviewee’s answer collected data. Satisfaction is the reason why they are staying at the company for a long time. The interviewed stated the following.

“I can say that they have a relationship since for me, the determining factor of an employee to stay in the company is based on how satisfied they are in the company. I believe that if you are satisfied in your workplace, in how they treat you and how you are with your co-workers, it affects your reason to stay in the company.”

“it depends on the treatment of your colleagues or you are a good company that an employee like me has been around for a long time”

“Yes, it is because I will not stay longer in my company if I’m satisfied with my work, my satisfaction would really affect the way I am treated by my co-workers and supervisor.”

“I think yes, because i’m satisfied with my work because of my salary and I thinki i will stay long.”

Further to support the following statements, the employee are staying at the company because of the factors, work environment, colleagues, supervisor, and compensation has an effect to the retention of the employee in Noveleta Companies.

**Conclusion**

In conclusion, the researchers find out that there is a significant relationship between employee satisfaction and employee retention. The study’s findings show that employee satisfaction significantly affects employee retention. Employee Satisfaction is positively linked with compensation (monetary and non-monetary benefits), job content, opportunities for job promotion and personal development, supervisor’s support, and a supportive working environment.

The different factors affect company employee retention, such as compensation, promotion, supervision, colleagues, and job content are the reason why an employee has a high or low level of satisfaction.

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