

The Association of Hygiene Factors and Employee Retention among Business Entities

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ABSTRACT

This study investigated the association of hygiene factors and employee retention in the business entities in Sumilao and Impasugong, Bukidnon. It specifically looks into the ways that the working condition, salary and interpersonal relationships influence workers' decisions to remain with their organization. Data were collected through employee surveys from a subset of the businesses in these municipalities using a descriptive study design. Findings demonstrated that employees' perceptions of hygiene elements were generally moderate to high, and that employee retention is significantly positively correlated with both salary and interpersonal interactions. Although crucial, working conditions had a somewhat smaller but still favorable effect. The study supports Herzberg's claim that the existence of hygiene variables promotes retention while their absence results in dissatisfaction and turnover by confirming a substantial link between hygiene factors and employee retention. Satisfying workers' basic needs through fair compensation, a comfortable workplace, and positive interpersonal relationships increases their desire to stay in their positions. This study highlighted the serious need for management to continuously evaluate and enhance hygiene-related factors as a strategic approach to employee satisfaction and long-term retention. Business entities that prioritize these aspects are more likely to cultivate a stable and committed workforce, thereby fostering organizational success and sustainability. The study's narrow focus on particular hygiene aspects and nearby companies provides useful suggestions for enhancing employee engagement and retention tactics, which will help these towns' organizations succeed and last. To extend these results, future studies can focus on other elements that affect retention.

Keywords: salary, quantitative, working conditions, motivators, interpersonal relationships

INTRODUCTION

Nowadays, employee retention has been recognized as a critical factor in organizational success, as it plays a significant role in the organization's success in executing its strategy to create a committed workforce that could actively contribute to its growth. In modern organizations, hygiene factors remain highly relevant due to their ability to shape employees' perceptions of the work environment and the overall job experience. According to Zang and Devi (2024), understanding the association of hygiene factors and employee retention has become essential for employers who aim to retain employees and build resilient and high-performing teams in today's dynamic market.

Hygiene factors by Herzberg's two-factor theory, such as the basic requirements at work, like company policies, supervision quality, work environment, job security, salary, and relationship with coworkers and leaders. Hygiene factors encompass the fundamental requirements at work, such as organizational policies, quality of supervision, work environment and conditions, job security, salary, personal life quality, status, and interpersonal relationships with coworkers and leaders (Alrawahi et al., 2020; Herzberg, 1965; Schulz, 2024).

Recent study conducted by Qureshi and Hamid (2023), he highlights the importance of hygiene factors in employee retention. He found that hygiene factors significantly predicted expatriates' intention to stay in their organizations, with job satisfaction serving as a mediating variable. In similar findings, Venkatesh and Sowmya (2022) concluded that in the IT and ITES sector in India, employees were more likely to develop turnover

intentions when hygiene factors such as fair pay and good working conditions were lacking, even if intrinsic motivators were present. These findings underscore the role of hygiene factors as critical prerequisites for retaining talent in modern organizations.

In the Philippines, small rural enterprises face similar challenges, as resource constraints prevent them from matching the hygiene factors typically present in larger organizations (Manaligod, 2020). Despite the well-established role of Herzberg's hygiene factors in predicting job satisfaction, there is limited research exploring how these factors associate with employee retention in rural business entities, particularly in municipalities like Impasugong and Sumilao Bukidnon. This gap is crucial because the survival and growth of rural enterprises, often considered the backbone of local economies, depend heavily on their ability to retain skilled employees.

Hence, the conduct of this study holds the idea of contextual concern and support by a practical and literature gap that Employee retention has been studied and examined in large corporations and urban or city-based organizations, where competitive compensations, benefits, and advanced and conducive workplace policies are common (Liu et al., 2019). However, the situation of rural business entities, such as small businesses and companies, is marked differently.

Moreover, this study focused on the relationship between the association of hygiene factors and employee retention. By examining these factors, specifically in the specific context of business entities in the Municipalities of Impasugong and Sumilao, Bukidnon, this study contributed to the existing knowledge and provided practical understandings for improving employee engagement and performance in the local businesses.

Thus, the main objective of this study was to determine the association of hygiene factors among employees of the business entities in Municipalities Impasugong and Sumilao. Eventually, this study would identify recommendations, if necessary, based on the results of this current study.

Lastly, this study will be beneficial to business entities, particularly employers, as it provides valuable knowledge and insights into the association between the two variables that serve as the core focus of this research. The findings may also serve as a practical guide for formulating and implementing organizational policies, roles, and regulations that safeguard the well-being of employees in the workplace, thereby fostering a healthier, more sustainable work environment.

Theoretical Framework

This study was anchored on Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, proposed by Frederick Herzbergs in 1975. This theory was used as the overarching theory of this study. According to Herzberg's theory, if the hygiene factors are poor, this will lead to dissatisfaction, which can increase turnover, while adequate hygiene factors prevent dissatisfaction but do not necessarily create strong motivation. This is highly relevant when studying employee retention because employees often leave due to dissatisfaction with these external conditions. This theory pointed to employee retention.

In addition, Herzberg's two-factor theory explains factors related to job satisfaction and dissatisfaction, which are important elements for employee motivation (Myers, 2021). In fact, a study of Mathews (2023) also used the same theory, which found hygiene factors, also known as dissatisfiers, prevent dissatisfaction, like salary, working conditions, interpersonal relationships, Supervision, and company policies and administration, to prevent discontent. They primarily create the work's setting and context.

Furthermore, Herzberg's two-factor theory suggests that if the employees' basic needs, like salary, safety, and higher needs, including belonging or being appreciated and heard, recognized, and growth, are met, they are more likely to stay. If these needs are not fulfilled, they may leave. It makes Herzberg's Two-Factor Theory useful and relevant to be used in this study. This theory was also the backbone for employee retention as the dependent variable.

This theory, therefore, backed up the result of this study. Thus, Herzberg's theory explained the association of hygiene factors in preventing dissatisfaction and how these factors contribute to employees' decisions to remain in an organization.

Conceptual Framework

This study was anchored on the concept of Hygiene Factors and Employee Retention. The independent variable of this study includes three (3) indicators: Salary, working conditions, and interpersonal relations. On the other hand, employee retention would be the dependent variable of this study.

The relationship between these variables was anchored with Herzberg's Two-Factor Theory, wherein poor hygiene variables are linked to dissatisfaction and employee turnover. In contrast, good working conditions, good human relationships, and competitive salaries contributed to employees' willingness to stay in an organization.

Firstly, the working conditions refer to the actual physical surroundings of the job and their quality. The quantity of work, space, ventilation, tools, temperature, and safety are some of the factors that might determine whether a workspace is excellent or bad (Alshmemri et. al., 2017; Nickerson, 2023). Working conditions include tangible and intangible factors, such as workplace facilities, safety, and the quality of interaction between employees. Good perceptions of workplace safety, comfort, and support improve satisfaction levels and job performance among employees (Kosgei & Maende, 2024).

Secondly, the Salary, according to the study conducted by Sorn et al. (2023), refers to the regular pay that the employee receives for their services to the organization. Talented workers are drawn to and kept by organizations with effective salary management. When employees receive a fair salary, they feel motivated and content. Employee would invest their energy and effort in an organization as a result of fair and equitable Salary (Katabalo & Mwita, 2024).

Thirdly, interpersonal relationships, which talk about the social interaction among employees, supervisors, subordinates, and peers, are referred to as interpersonal relationships (Nickerson, 2023). Good interpersonal relations at the workplace improve collaboration, reduce conflict, and enhance overall job satisfaction. These interactions build a positive organizational culture that nurtures employee retention and productivity (Karsim et al, 2023).

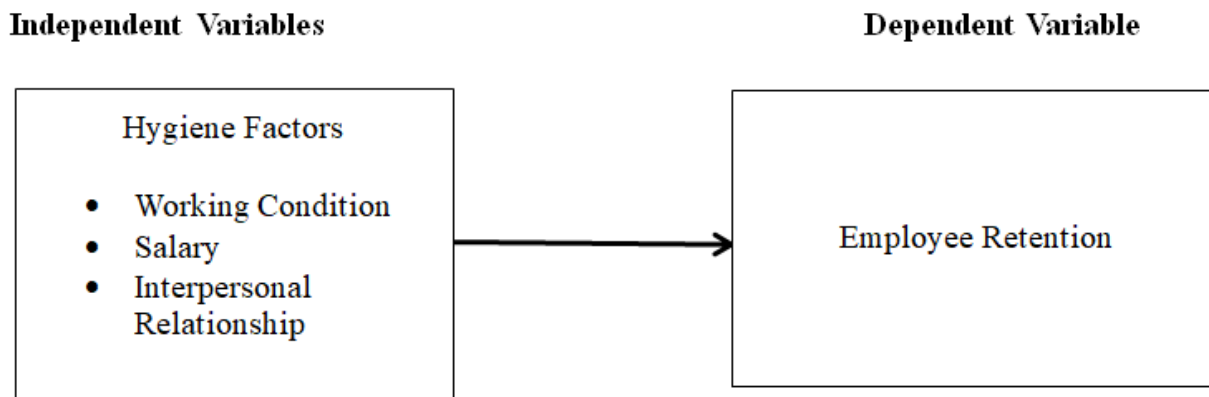
Lastly, employee retention refers to the ability of an organization to keep quality workers (Herrity, 2024). Further, a study conducted by Kosgei & Maende (2024) stated that workers with good working conditions and fair wages are inclined to stay in organizations, reducing employee turnover rates, hence high stability.

In fact, this had been used in the recent study conducted by Mahmood and Tajuddin (2024) entitled "Exploring the Relationship between Hygiene Factors and Job Satisfaction in the Workplace". Similarly, they used the three variables of this study, such as Salary, working conditions, and interpersonal relationships, together with their other variables, which were not within the scope of this study. They have found a significant relationship among these dimensions and job satisfaction.

As the dependent variable, employee retention is the measurable outcome associated with the hygiene factors. When employees experience fair salaries, favorable working conditions, and positive interpersonal relationships, they are more likely to remain with the organization, reducing turnover rates. To support the existence of the dependent variable, one of the many studies was conducted by Gorde (2019) entitled "A Study of Employee Retention". He defined employee retention as an organization's ability to retain its employees. He used this as the primary variable of their study. Gorde (2019) found that most employees accepted the importance of the culture of the organization and employee retention. Further, career opportunities give satisfaction and are most likely to stay in the company. Finally, he concluded the strong relationship between job satisfaction across all dimensions and employee retention.

The schematic diagram below shows the interplay of the variables under study, which illustrates the relationship between both hygiene factors and employee retention.

Figure 1. Schematic Diagram of the Study.



Statement of the Problem

The study determined the association of hygiene factors and employee retention in the business' entities in the Municipalities of Impasugong and Sumilao Bukidnon, and their relationship by answering these following questions;

1. What is the level of hygiene factors among employees in the Business Entities in terms of;
 - 1.1 Working condition;
 - 1.2 Salary; and
 - 1.3 Interpersonal relationship
2. What is the level of employee retention among employees in the Business Entities?
3. Is there a relationship between the level of hygiene factors and the level of employee retention?
4. Based on the result of the study what recommendation could be drawn?

Hypothesis

H_{01} : There is no significant relationship between the level of hygiene factors and the level of employee retention.

Significance of the Study

The study results would provide valuable insights to the Business Entities' owners regarding how they would manage employee retention. It also provided guidelines in making wise decisions about work conditions and can be a reference for other companies. This study was conducted for the benefit of the following:

Business Entities. Business entities would benefit from the results of this study, as it could give them knowledge and insights on how to improve employee retention.

Employees. Through this study, employees would be able to know and better understand the factors that would help improve their willingness to stay in their jobs.

Policymakers. Through the study findings, policymakers could implement rules and regulations protecting the well-being of employees in business entities.

Human Resource Management. The Study findings would provide suggestions on how to enhance employee welfare through improving their willingness to stay in the business.

Future Researchers. Future researchers can also benefit significantly from these findings. They can go further into specific aspects of influential factors regarding employee retention by providing information based on the study results that would serve as an expansion to their existing knowledge about this topic.

Delimitation of the Study

This study is delimited only to the hygiene factor and employee retention. There were only three hygiene factors included in the study, namely, working conditions, salary, and interpersonal relationships. Additionally, this study only focused on business entities operating specifically within Barangay Poblacion of Impsugong and Barangay Kisolon of Sumilao.

Further, this study used convenience sampling, which involved selecting participants based on their availability and willingness to participate. There were only 150 respondents, and only those who were active in the daily operation. At the same time, business owners and employees who refused to take part in the study were excluded.

Considering these delimitations, the research offers context-specific insights, while future studies may broaden their scope by incorporating additional factors that associate with employee retention. Further, the data gathered was tallied, analyzed, and interpreted.

Definition of Terms

Below are the terms used which were defined operationally to have a better understanding of this study.

Employee Retention. Refers to the ability of business entities to keep quality workers.

Hygiene Factors. These are those factors that may indirectly affect satisfaction with a job related to work conditions, pay, interpersonal relationships, policies, and supervision.

Interpersonal Relationship. Refers to a social connection between two or more people in the business entities.

Salary. An employee of business entities receives in exchange for his services to the organization.

Working Condition. Refers to the relationship between a job, work, organization, and an individual.

REVIEW RELATED LITERATURE AND STUDIES

This chapter presents a review of the ideas, findings, summaries, and conclusions from literature's related to the present study.

Employee Retention

Employee retention is a goal of a company to retain skilled, talented, and productive workers for a more extended period of time and reduce employee turnover by creating a work environment that encourages engagement. Such as making the employees feel appreciated, giving them the amount of pay they deserve, as well as benefits, and providing them with a healthy work-life balance.

According to the study of Singh (2019), although the term employee retention is defined in many ways, it basically means that different measures adopted by organizations are used to encourage their employees so that they may stay with the organization for an extended period of time. The primary reason for retaining employees is to stop talented employees from leaving.

Another study conducted by Olubiyi et al. (2019), value congruence is a crucial component of increased performance, positive results, job satisfaction, and employee retention. Overall, the findings of this study are consistent with earlier research; when values are congruent, people have the opportunity to satisfy their needs, and when personal and organizational values align, employee retention and turnover are generally improved.

Further, a positive workplace culture can boost employee morale and lower turnover, according to the study (Bradford, 2024). Urme (2023) highlights that if workers feel appreciated by their firm, including through providing perks that suit their needs, they are more likely to stay with the company. Furthermore, Al-Suraihi et al. (2021) show that workers quit for a variety of reasons other than pay, such as work environment, job stress, and job satisfaction. The authors urge businesses to put into practice efficient plans to boost worker productivity and lower attrition, which include offering competitive pay packages but also highlight other important elements.

It was also affirmed by Carucci (2021), who emphasizes the significance of a more comprehensive approach to retention, noting that retention strategies should not only concentrate on monetary remuneration but also on offering a feeling of purpose, community, and growth prospects. Also in the study of Hulu et. al. (2025), which states that organizational elements, incentives, and employee interactions are the most important indicators of employee retention.

Hygiene Factors in the Workplace

Hygiene factors in the workplace were first introduced by Fredrick Herzberg in his Two Factor Theory, also known as the Motivator-Hygiene Theory. According to this theory, for employers, hygiene factors pose a danger. Negative internet reviews and employee retention are closely linked to them. Employees get unsatisfied and quit at the first opportunity if they are not met. They serve as the foundation for employee involvement. Employee motivation will not rise if they are improved further than that, however. Although they coexist with motivating elements, they do not affect them.

On the other hand, Motivation factors refer to how well someone succeeds at work. Employees who are driven put out extra effort and develop an emotional stake in the company's success. An employee may have a high level of motivation but be unhappy. According to the hypothesis, there are actually four possible combinations: High motivation combined with high hygiene is the ideal combination for engaging and retaining employees (Millard, 2021).

Furthermore, according to the study of Bimenyimana (2024), working conditions, relationships with coworkers, policies, and supervisor quality are examples of hygiene variables that, if improperly implemented by an organization, can lead to job unhappiness. In today's cutthroat corporate environment, keeping talented employees is essential (Almaaitah et al., 2017; Bimenyimana et al., 2024). Techniques for employee perks, like cash pay and performance bonuses, are frequently employed to keep workers and beat rivals. Retaining motivated employees requires offering attractive salary packages that include bonuses, allowances, basic pay, and extra cash and in-kind perks (Jean et al., 2017; Bimenyimana et al., 2024).

Working Condition

Working conditions are the expectations, setting, and circumstances of a job that have a direct impact on an employee's satisfaction and efficiency. As one of the significant factors under the set of hygiene factors, it is studied extensively across various sectors and industries. This factor was found to have a significant effect on the performance of employees in their jobs. A work condition that provides security and comfort helps employees work with ease and will contribute desirable service to the company. These factors include uncomfortable temperatures, inadequate lighting and ventilation, and inadequate facilities. In order to keep workers motivated and satisfied with their jobs, companies must continue to provide them with basic working conditions, such as competitive pay and benefits (Shammout, 2022).

Additionally, a company's work conditions can be classified as exceptional if its employees can perform their duties without harm, without illness, and without discomfort. A workplace free of distractions, with clean, fresh air, and minimal noise levels, makes workers feel at ease, which in turn improves employee satisfaction and can further improve productivity (Londa & Permatasari, 2020). Saragih et al. (2022) also highlighted personal space, which talks about working conditions, explaining that having enough space improves concentration and lowers stress. When provided ample space to work comfortably, employees feel appreciated and respected, which raises their level of happiness overall.

However, the affirmations above were argued in the study Priya & Ahamed (2022), which found that the conductivity of workplaces is still a challenge for some. He stated that employees frequently find it difficult to balance work and personal obligations, even in organizations with favorable physical workspaces. He also added that, even if there are other significant parts of the workplace, this imbalance might result in stress, exhaustion, and decreased productivity. Furthermore, with this contradiction, a study conducted by Guoqiang & Bhaumik (2024) finally highlighted the significance of providing employees with flexibility and assistance to handle their work and personal obligations. They recommended that organizations implement wellness initiatives or adaptable work schedules to enhance this balance.

As a final point, the majority of employees are satisfied with their working conditions, particularly regarding personal space and the overall workplace atmosphere. It is encouraging for businesses, as it indicates that employees are comfortable in their environment, which can enhance their motivation and productivity. On the other hand, the lower rating for work-life balance implies that some employees may experience stress or struggle to juggle their professional and personal lives.

The study is also supported by Anum et al. (2024), who state that employee retention is strongly influenced by working conditions, which means that a company must offer a supportive work environment. The findings also affirmed in the study of Torsabo & Ezikiel (2021) that appealing and encouraging workplace conditions that foster effective performance and make the most of employees' knowledge, abilities, and competence, as well as the resources at hand, are necessary to retain skilled employees and deliver high-quality organizational services.

Salary

Salary helps businesses avoid the significant expenses associated with employee turnover, and it plays a crucial role in employee retention. In addition to helping firms recruit and retain top personnel, competitive pay packages can increase employee satisfaction and retention rates (Tenney, 2024). According to the study of Sorn et. al. (2023), retaining employees is a significant issue for companies of every size in terms of providing a competitive salary that the company can improve or increase their employee retention rates. A variety of factors influence employee retention, but one of the most crucial is salary.

The study on how well salary works to retain employees is reviewed in this review article. The significance of salary in retaining employees is covered in the first section of the article. The study on the factors that influence employee retention and the effect of salary on retention is then reviewed. Businesses looking to increase employee retention rates should take a holistic approach that addresses competitive salaries and other employee-important aspects in order to value and retain top talent and achieve long-term success and sustainability.

Moreover, according to Sorn et al. (2023), one of the most important tools for keeping employees is salary. Offering a competitive salary and alluring benefits is just as vital to retaining top staff as offering excellent benefits packages. Financial incentives should not be the exclusive emphasis of retention initiatives; additional benefits like flexible scheduling, chances for professional growth, and a healthy workplace culture should also be included. Employees will be more dedicated to their work and less inclined to quit if they know that staying with the company would result in a higher salary, which will increase the total employee retention rate.

Furthermore, employees are more likely to stick with a company for the long run when they feel appreciated and acknowledged for their work. Employee turnover can cost firms anywhere from 16% to 213% of an employee's salary, according to studies. Thus, a business might ultimately save money and increase productivity by investing in staff retention through salary and other incentives.

Salary is a crucial hygiene factor in Herzberg's Two-Factor Theory and is essential for ensuring employee satisfaction and minimizing job dissatisfaction. As per Herzberg, hygiene factors like compensation, benefits, and work environment may not directly motivate employees, but a lack or insufficiency of these elements can result in dissatisfaction (Pham & Nguyen, 2020).

In addition, Mohrenweiser and Pfeifer (2023) conducted a study, which emphasized that employees' perceptions of wage fairness and wage structure significantly impact their job satisfaction. Workers who felt their compensation was equitable in relation to their duties and compared to their peers indicated greater satisfaction and a reduced desire to leave the organization. On the other hand, research conducted by Nkomoki & Chomba (2020) presents a differing viewpoint, indicating that financial incentives alone may not ensure sustained job satisfaction. Although initial contentment might arise from salary, employees gradually begin to value intrinsic elements such as acknowledgment, independence, and career advancement more highly over time.

Further, a study by Pokharel (2024) states that fair and competitive salaries for workers are required since they help businesses retain and attract the most competent employees, which shows a significant relationship between employee retention and salary. Meanwhile, employees with low salaries are less inclined to participate in delegating, consulting, and suggesting, which lowers employee retention (Zainal et al, 2022).

Interpersonal Relationship

Social ties or connections between two or more people at work are known as interpersonal relationships. These connections enhance teamwork and provide a sense of teamwork. Being with a coworker makes an employee feel more at ease. Coworker relationships can have a significant impact on general productivity, contentment, and other elements that influence an organization's performance (Oladimeji, 2023). According to Yulsiza et. al. (2021), the quality of supervisory relationships is positively associated with employee retention.

Furthermore, Human interactions are fundamentally based on interpersonal relationships, and the workplace is no exception. Both the company and the individual's social network can benefit from a strong working connection. Establishing and preserving the best possible interpersonal interactions at work is essential (Oladimeji, 2023). Mahmood and Tajuddin's (2024) study highlighted that supportive relationships among coworkers result in increased employee morale, improved communication, and overall job satisfaction by demonstrating a substantial positive association between interpersonal relationships and job satisfaction.

However, Mahmood and Tajuddin (2024) also quietly noted that the quality of relationships with superiors (such as commanding officers or supervisors) can differ, frequently based on leadership style and communication openness. While peer relationships are robust, supervisory relationships may require more attention to promote employee satisfaction completely. It is similar to the slightly lower satisfaction level in this current study regarding discussing difficulties with supervisors.

Further, the research conducted by Preetha and Nethravathi (2021) highlighted part of the results of this current study, which is consistent with the somewhat lower supervisor-related satisfaction level, indicating that although workers generally feel valued by their colleagues, there is a need for more open communication between management and staff in all firms. Also, in the study of Hulu et. al. (2025) stated that organizational elements, incentives, and employee interactions are the most important indicators of employee retention.

RESEARCH METHODOLOGY

This chapter presents the research methodology followed in the study, including the research design, research locale, participants of the study, population and sampling, research instrument, administration of the instrument, scoring procedures, and treatment of data. These elements shall help in guiding data collection and analysis for accurate and meaningful results.

Research Design

The researcher used a quantitative method, specifically a descriptive-correlational research design, to determine the levels of hygiene factors and employee retention, and to determine how hygiene factors associate with working conditions and salary to employee retention. Correlational design seeks to identify how different hygiene factors associate with employee retention. Associations would provide evidence as to whether improvement in such hygiene factors as salary and working conditions is coupled with a rise in employee retention.

The Research Locale

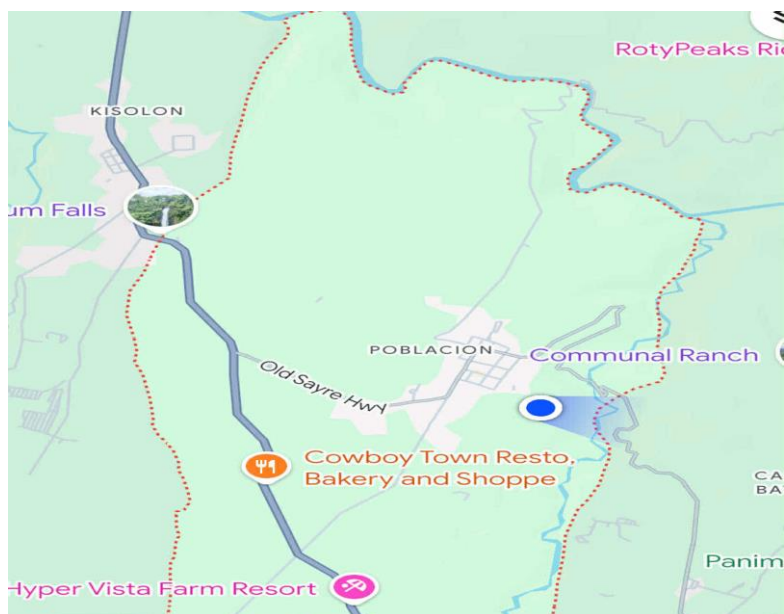
The study was conducted in the Municipalities of Impasugong and Sumilao, Bukidnon, focusing on business entities in barangay Poblacion Impasugong, Kisolon, and San Vicente Sumilao, Bukidnon. The study targeted employees from various business entities in accessible locations, with business owners' willingness to participate, to ensure a comprehensive understanding of the factors influencing employee retention. These municipalities were chosen because of their growing number of business entities that served significant employment resources in their respective localities.

The municipalities of Impasugong and Sumilao are known agricultural municipalities. It has also been established as a business entity. The researcher's decision in choosing the municipalities ensured that findings captured the diverse perspective while remaining grounded in the realities of local business entities.

Figure 2 Map of Barangay Kisolon Sumilao Bukidnon



Figure 3 Map of Barangay Poblacion Impasugong Bukidnon



Participants of the Study

The respondents of this study were employees of business entities in the Municipalities of Impasugong and Sumilao, Bukidnon. Since the total population of the study was not identifiable, the researcher opted to determine

an appropriate sample size using G Power. This statistical tool is commonly used for power analysis. It allowed the researcher to identify the required minimum number of respondents to test at a statistically significant level.

Specifically, the study included 150 respondents, which was more than the 115 minimum calculated using G Power. Having more participants helped make the results more reliable and accurate, because a larger sample reduced errors and gave more substantial evidence. This made the findings more trustworthy and representative, even though the total population was not known.

Lastly, only those who were active in the daily operation were included in the study. Business owners and employees who refused to take part in the study were excluded.

Table 1 Distribution of Participants of the Study

Business Entities	Sample Size
Delmonte	50
Sowmill	30
Biogreen	20
Palm Oil	15
Gasoline Stations	12
7/11 Convenient Store	10
Bakeries	10
Kauyagan	3
Total	150

Sampling Procedure

The study used a non-probability sampling, specifically convenience sampling. Selecting readily available and willing participants helped the researchers to gather insightful and relevant data without requiring extensive time and resources. The researchers only included those business entities that can easily be accessed in the locale and those that approved their invitation to participate in the study. Similarly, only those employees in the particular business entities who accepted the invitation were able to participate, and those who declined were excluded.

Furthermore, despite the used of this sampling, the researcher made sure to have enough distribution of the participants in the study, particularly in two locales. This allowed the researcher to have easy access to target participants, which made the data gathering efficient and cost-effective.

Research Instrument

This study used survey questionnaire which is adapted in the study “*Common Perceived Predictors of Job Satisfaction Among Filipino Workers in Vietnam*” by Jalagat Jr. & Aquino Jr. (2021), “*The Effect of Job Satisfaction on Employee Retention*”, by Biason (2020), and “*Determining the Causes of The High Rate of Absenteeism*” in The East Vaal Area of The South African Post Office by Kgaphola (2010). An Effectiveness of Human Resource Management Practices on Employee Retention in Institute of Higher learning: A Regression Analysis by Eric Ng, Chee Hong, and Lam Zheng (2012).

The questionnaire consisted of two parts, namely: First, Hygiene Factors, which included items dealing with working conditions, consisting of 7 questions, compensations, eight questions, and interpersonal relationships,

with 10 questions. Rated on a 4-point Likert scale ranging from 1-equipped with 'Strongly Disagree' to 4-equipped with 'Strongly Agree'. Second, Employee retention consists of 15 questions, also rated on a 4-point Likert scale.

The researchers modified the questionnaire to suit the local context of the business entities in the Municipalities of Impasugong and Sumilao, Bukidnon. The researchers added specific items pertinent to the local Business Entities. Items were therefore added or taken away that were generally relevant to the particular kind of challenges and opportunities in the aforementioned area.

Moreover, some of the original items were adapted to ensure they were clear and understandable to employees working in the business's entities in the Municipalities of Impasugong and Sumilao, Bukidnon. Some words in question may have been adjusted to better reflect the local cultural and social norms. Nevertheless, the modifications were done to ensure that the instrument would be able to capture the experiences and perspectives of Business Entities employees in the aforementioned area.

Lastly, three experts in the field reviewed the instrument for content validity, and pilot testing was conducted to ensure clarity and reliability. Further, consent formed was attached every questionnaire given to the respondents of the study.

Administration of the Instrument

After the approval of the adviser to conduct the research, the researcher sought approval from the campus head, and after that, the researcher asked permission from the business owners and managers to conduct the study. After the approval, the researchers set a time and date to do the survey. After which, questionnaires were given to the participants, and they were given ample time to finish answering the survey. Before starting, the researcher conducts a short orientation, highlighting that there are no right or wrong answers, and they are encouraged to answer questions in the most honest form to arrive at accurate data.

Further, confidentiality and autonomy of the data were secured thus, attached to the survey questionnaire was the informed consent, which was the first to be acknowledged by the participants before answering. The participants were also informed about the purpose of the study. After the participants answered the questionnaire, the data were collected, tallied, analyzed, and interpreted.

Ethical Considerations

Before the actual gathering of data, the researchers ensured that the participants understood that they were taking part in a study, the purpose of the research, and the methods being used, and made sure that no material information that they needed to know was left out of the participants' knowledge.

They were also made aware that their decision whether to participate or not to participate in the study was respected and valued, and they have the right to withdraw anytime from their participation in the study.

All information gathered was held with utmost confidentiality and used only for the completion of the study. This study undergoes plagiarism detector tests, such as the plagiarism checker for students, to avoid indications of owning other authors' or researchers' ideas and words without proper acknowledgement. This study did not add or construct inaccurate facts or observations in the data gathering. No claims were made based on incomplete or assumed results.

This study has no trace of misrepresentation or manipulation of results in order to fit a theoretical expectation, nor was there any evidence of exaggeration. Conflict of interest was not evident in this study. There was no intent by the researchers to disclose any information detrimental to the welfare of the participants. This study did not invade participants' privacy or coerce them into acting against their own will, and ensured that no damage to the participants' self-esteem was done.

The research document went through a series of revisions as per the advice and recommendations of their adviser and panelists. It followed the standards of the Bukidnon State University Ethics Review Committee for the guidelines and ethical considerations of the study.

Scoring Procedure

To determine the level of the Hygiene factor and employee retention, the researcher used this scoring rubric to correctly measure each variable of this current study.

Table 2 Scoring Procedure for Hygiene Factor

Scale	Mean Range	Verbal Interpretation	Qualitative Description
4	4.00-3.25	Strongly Agree	Very High
3	3.24-2.50	Agree	High
2	2.49-1.75	Disagree	Low
1	1.74-1.00	Strong Disagree	Very Low

Table 3 Scoring Procedure for Employee Retention

Scale	Mean Range	Verbal Interpretation	Qualitative Description
4	4.00-3.25	Strongly Agree	Very High retention
3	3.24-2.50	Agree	High retention
2	2.49-1.75	Disagree	Low retention
1	1.74-1.00	Strong Disagree	Very Low retention

Treatment of Data

The following are statistical tools that were employed in analyzing the data gathered:

For problems 1 and 2, descriptive statistics were used to assess the level of hygiene factors and employee retention, specifically their mean and standard deviation measures.

For problem 3, Spearman's Rank Correlation was used because the data were not normally distributed, to assess the association between hygiene factors and employee retention.

Presentation, Analysis and Interpretation of Data

This chapter presents the analysis, interpretation, and discussion of the results. The results are given based on the order of the problems of the study.

SOP 1. What is the level of hygiene factors among employees in the Business Entities in terms of;

- 1.1 Working condition;
- 1.2 Salary; and
- 1.3 Interpersonal relationship

Table 4 displayed the respondents' level of Hygiene Factors among in Business Entities in terms of Working condition

Table 4 Level of Hygiene Factors among Employees in Business Entities in terms of Working condition

Working Condition Questions	Mean	Std. Deviation	Qualitative Description
1. The area in which I work is safe from physical hazard.	3.37	.54	Very High
2. There are adequate equipment and supplies are available in my workplace.	3.37	.61	Very High
3. Employees have adequate personal space.	3.39	.64	Very High
4. My workload is reasonable.	3.35	.73	Very High
5. There is adequate number of staff in my work area.	3.36	.73	Very High
6. My manager praises me when I do a good job.	3.26	.71	Very High
7. I can keep a reasonable balance between work and personal life.	3.22	.68	High
Mean	3.33	.46	Very High

Note: (N=150)

As exhibited from the table above, the common response from the respondents on the *Level of Hygiene Factors among Employees in Business Entities in terms of Working condition* is “*Very High*” with a mean of $M=3.33$. The statement “*Employees have adequate personal space*” has the highest mean score of $M=3.39$ and the lowest is “*I can keep a reasonable balance between work and personal life*” with a mean of $M=3.22$. These items are rated high to very high showing that employees are very satisfied with the working condition, with a need for slight improvement in work-life balance.

Both statements, which included, my workload is reasonable and There is an adequate number of staff in my work area had the highest standard deviation ($SD = 0.73$). It is the indication that employees gave varying and contradictory opinions on workload distribution and staffing adequacy. Whilst some of the employees felt that their workload and staffing ratios were fair, others complained of increased workloads or perceived understaffed environments. Such uncertainty in the workload management and staffing support suggests that not all the experiences of the work in the organization are the same, which may influence general satisfaction with the working conditions.

This result was also previously affirmed by Saragih et al. (2022), who also highlighted personal space, which talks about working conditions, explaining that having enough space improves concentration and lowers stress. When provided ample space to work comfortably, employees feel appreciated and respected, which raises their level of happiness overall.

However, the affirmations above were argued in the study Priya & Ahamed (2022), found that the conductivity of workplaces is still a challenge for some. He stated that employees frequently find it difficult to balance work and personal obligations, even in organizations with favorable physical workspaces. He also added that, even if there are other significant parts of the workplace, this imbalance might result in stress, exhaustion, and decreased productivity.

Furthermore, with this contradiction, a study conducted by Guoqiang and Bhaumik (2024) finally highlighted the significance of providing employees with flexibility and assistance to handle their work and personal obligations. They recommended that organizations implement wellness initiatives or adaptable work schedules to enhance this balance.

Thus, the majority of employees are satisfied with their working conditions, particularly regarding personal space and the overall workplace atmosphere. It is encouraging for businesses, as it indicates that employees are comfortable in their environment, which can enhance their motivation and productivity. On the other hand, the lower rating for work-life balance implies that some employees may experience stress or struggle to juggle their professional and personal lives.

Table 5 Level of Hygiene Factors among Employees in Business Entities in terms of Salary

Salary Questions	Mean	Std. Deviation	Qualitative Interpretation
8. My salary is satisfactory compared to other professional group.	2.99	.76	High
9. I feel I am being paid a fair amount for the work I do.	3.33	.71	Very High
10. I feel satisfied with my chance for the salary increase.	3.35	.66	Very High
11. My salary is appropriate to the position I hold	3.28	.75	Very High
12. My salary is appropriate to the qualification I hold.	3.29	.74	Very High
13. I always receive my salary on time.	3.41	.73	Very High
14. I am satisfied with my housing benefits.	2.90	.85	High
15. I am satisfied with my healthcare benefits.	3.42	.70	Very High
Mean	3.25	.51	Very High

Note: (N=150)

Table 4 shows, the common response from the respondents on the Level of Hygiene Factors among Employees in Business Entities in terms of Salary is “Very High” with a mean of $M=3.25$. The highest mean score is on “*I am satisfied with my healthcare benefits*” with a mean of $M=3.42$, and the lowest is “*I am satisfied with my housing benefits*” with a mean of $M=2.90$. Although the employees have a strong salary satisfaction, there is a slightly lower score on the housing benefits. “*I am satisfied with my housing benefits*” this statement has the highest strength among other statement based on this indicator ($SD= 0.85$). This indicates that the responses of employees were more disseminated, that is, there is less agreement on this item. Although some of the employees were happy with the housing benefits, others gave it a low score and thus there is a mixed perception concerning this factor.

In the context of salary is a crucial hygiene factor in Herzberg's Two-Factor Theory and is essential for ensuring employee satisfaction and minimizing job dissatisfaction. As per Herzberg, hygiene factors like compensation, benefits, and work environment may not directly motivate employees, but a lack or insufficiency of these elements can result in dissatisfaction (Pham & Nguyen, 2020).

In support of this, Mohrenweiser and Pfeifer (2023) conducted a study published in the Journal of Happiness Studies, which emphasized that employees’ perceptions of wage fairness and wage structure significantly impact their job satisfaction. Their findings show that it is not only the amount of salary that matters, but also how fair and adequate it feels to the employees compared to others in the organization or industry.

Similarly, a study conducted by Ismail et al. (2021) revealed that perceptions of fair pay have a considerable impact on job satisfaction and employee involvement. Workers who felt their compensation was equitable in relation to their duties and compared to their peers indicated greater satisfaction and a reduced desire to leave the organization. This is consistent with current results, where respondents report a high level of satisfaction regarding their salaries.

On the other hand, research conducted by Nkomoki & Chomba (2025) presents a differing viewpoint, indicating that financial incentives alone may not ensure sustained job satisfaction. Although initial contentment might arise from salary, employees gradually begin to value intrinsic elements such as acknowledgment, independence, and career advancement more highly over time. This point attests to the marginally lower satisfaction with housing benefits, $M=2.90$, in the current study, despite high overall salary satisfaction; specific unmet needs can still impact overall satisfaction. These contrasting findings signify that salary alone cannot sustain long-term satisfaction, especially if other critical benefits or motivational factors are lacking.

Thus, in light of these findings, business entities may regularly assess the fairness and adequacy of their wage structures and benefit programs, paying particular attention to areas where employees express dissatisfaction, such as housing or other non-monetary benefits. By doing so, businesses can improve employee morale, reduce turnover, and foster a more positive and productive work environment.

Table 6 displayed the respondents' level of Hygiene Factors among in business entities in terms of salary

Table 6 Level of Hygiene Factors among Employees in Business Entities in terms of Interpersonal Relationship

Interpersonal Relationship Questions	Mean	Std. Deviation	Qualitative Interpretation
16. I am satisfied because my supervisor treats me with respect.	3.30	.69	Very High
17. I am satisfied because my supervisor does a good job sharing information.	3.25	.69	Very High
18. I am satisfied at work because I am always treated fairly by my supervisor.	3.28	.63	Very High
19. I am satisfied because I feel comfortable discussing problems with my supervisor.	3.16	.68	High
20. I am satisfied because my supervisor encourages us to set high goals.	3.20	.70	High
21. I am satisfied because I receive useful and constructive feedback from my direct supervisor	3.21	.69	High
22. I am satisfied at work because I and my colleagues get along with each other.	3.34	.69	Very High
23. I am satisfied at work because everyone works together to solve problems and meet operational goals.	3.31	.70	Very High
24. I am satisfied at work because I am treated with the way other co-workers treat me on the job.	3.43	.62	Very High
25. I am satisfied at work because my co-workers have the same workload as I have.	3.36	.71	Very High
Mean	3.28	.54	Very High

Note: (N=150)

Based on the above table, it revealed that the common response from the respondents on the Level of Hygiene Factors among Employees in Business Entities in terms of Interpersonal Relationship is “Very High” with a mean of $M=3.28$. It is also noticeable that the *statement* “*I am satisfied at work because I am treated with the way other co-workers treat me on the job*” with a mean of $M=3.43$, and the lowest is the *statement* “*I am satisfied because I feel comfortable discussing problems with my supervisor*” with a mean of $M=3.16$. These results suggested that there is a strong sense of affinity and respect in the workplace. The variable which has standard deviation of ($SD=0.71$), has the highest strength of relationship, this shows that employees gave more diverse reactions to the workload fairness situation than to other interpersonal situations. Although workload may be distributed fairly to some employees, other employees may be of the opinion that there is inequality in the distribution with regard to workload.

These findings were supported by Mahmood and Tajuddin's (2024) study, “*Exploring the Relationship between Hygiene Factors and Job Satisfaction in Workplace*,” which was published in the Journal of Ecohumanism, they looked into how interpersonal interactions and hygienic elements associates personnel's job happiness. Their findings highlighted that supportive relationships among coworkers result in increased employee morale, improved communication, and overall job satisfaction by demonstrating a substantial positive association between interpersonal relationships and job satisfaction.

However, Mahmood and Tajuddin (2024) also quietly noted that the quality of relationships with superiors (such as commanding officers or supervisors) can differ, frequently based on leadership style and communication openness. While peer relationships are robust, supervisory relationships may require more attention to completely promote employee satisfaction. This is similar to the slightly lower satisfaction level in this current study regarding discussing difficulties with supervisors.

Further, the research conducted by Preetha and Nethravathi (2021) provided substantial evidence, similar to what this current study found. The study entitled “*Interpersonal Relationship and Job Satisfaction Among Government and Private Secondary School Teachers*.” It was found that there is an influence and strength of interpersonal interactions with administrators or supervisors. This has also highlighted, as part of the result of this current study, which is consistent with the somewhat lower supervisor-related satisfaction level, indicating that although workers generally feel valued by their colleagues, there is a need for more open communication between management and staff in all firms.

SOP 2. What is the level of employee retention among employees in the Business Entities?

Table 7 displayed the respondents’ level of Employee Retention in Business Entities

Table 7 Level of Employee Retention among Employees in Business Entities

Employee Retention Questions	Mean	Std. Deviation	Qualitative Interpretation
1. I want to stay with my company because there is career advancement for me.	3.21	.66	High
2. I want to stay with my company because there are retirement benefits.	3.25	.78	Very High
3. I want to stay in my company because there would be a salary increase upon regularization.	3.33	.68	Very High
6. I want to stay with my company because the job description matches my skills, experience and education.	3.19	.71	High

7. I want to stay in the company because it manages the workplace as comfortable as possible for me and other employees.	3.18	.64	High
8. I want to stay in the company because leaders strive to create a harmonious and mutually supportive working relationship between employees.	3.19	.66	High
9. I want to stay in the company because there is time for employees to take recreation together every year.	3.04	.72	High
10. I am not actively looking for alternative employment.	3.06	.74	High
11. I will not resign from this organization at the earliest possible opportunity.	2.98	.68	High
12. I will not leave this company and work for another company.	2.96	.74	High
13. I plan to stay in this company to develop my career for a long time.	2.99	.67	High
12. I would like to still be working in this organization in 5 years time.	3.04	.69	High
13. I am prepared to put great deal of effort beyond what is expected for me to help my company.	3.21	.60	High
14. My company is the best for me to work.	3.17	.67	High
15. I feel a lot of loyalty to my company.	3.25	.64	Very High
Mean	3.14	.50	High

Based on the findings as exhibited above, the common response from the respondents on the Level of Employee Retention among Employees in Business Entities is “High” with a mean of $M=3.14$. The highest mean score is on the statement “*I want to stay in my company because there would be a salary increase upon regularization*” $M=3.33$, while the lowest is the statement “*I will not leave this company and work for another company*” $M=2.96$. This suggests that while monetary incentives are effective, other non-financial factors, such as career growth, workplace culture, and personal fulfillment may also influence their long-term loyalty. The highest standard deviation was recorded as ($SD = 0.78$), with the statement, “I want to stay with my company because there are retirement benefits”. This shows that there was a wide range in the thoughts that employees had concerning the significance of the retirement benefits in their decision to remain. Although retirement benefits were highly appreciated by some employees as retention motivation, others disagreed, indicating that retirement benefits are not a motivating factor to all employees.

In support of these findings, Urme (2023) highlights that if workers feel appreciated by their firm, including through providing perks that suit their needs, they are more likely to stay with the company. It is supported by the results of this study, which showed that financial incentives play a significant role in employee retention. The statement “I wish to stay in the current company since there would be a wage boost with regularization”. In addition, the statement “I will not leave this company and work for another company” had a lower mean score, which suggests that although pay is a significant factor, other elements like career advancement, workplace culture, and personal fulfillment are also crucial in determining an employee's decision to remain with a company.

Further, Al-Suraihi et al. (2021) reinforce this by pointing out that workers quit for a variety of reasons other than pay, such as work environment, job stress, and job satisfaction. The authors urge businesses to put into

practice efficient plans to boost worker productivity and lower attrition, which include offering competitive pay packages but also highlight other important elements.

It was also affirmed by Carucci (2021), who emphasizes the significance of a more comprehensive approach to retention, noting that retention strategies should not only concentrate on monetary remuneration but also on offering a feeling of purpose, community, and growth prospects. It supports the findings of this current study, which showed that although pay raises are significantly associated with employee retention, non-monetary elements like career advancement and workplace culture also have a significant impact on long-term employee loyalty.

Therefore, the result of this study implies that a combination of competitive pay, workplace environment, and growth opportunities is the key to maintaining employee retention. Thus, the findings point to a moderately strong retention climate driven by compensation expectations, but they also signal the need for employers to strengthen intrinsic motivators and build more profound employee commitment to reduce turnover intentions.

SOP 3. Is there a relationship between the level of hygiene factors and the level of employee retention?

Table 8 displayed the significant relationship between employees Hygiene Factors and Employees Retention

Table 8 Test of Significant Relationship Between Employees Hygiene Factors and Employees Retention

Hygiene Factor	Employee Retention	P-value	Interpretation
Working Condition	.617**	<0.01	Significant
Salary	.641**	<0.01	Significant
Interpersonal Relationship	.656**	<0.01	Significant
Overall mean	.713**	<0.01	Significant

Note: The test use Spearman's rank Correlation.

The table 8 indicate a significant and positive correlation between hygiene factors and employee retention in the Business Entities, with Spearman's correlation coefficients significant at $p < 0.01$ for all variables. These findings suggest that there is a strong correlation between better hygiene factors and employee retention. Interpersonal Relationship $r = 0.656$ Salary $r = 0.641$ Working Condition $r = 0.617$. The aggregated hygiene factors composite score $r = 0.713$ implies a strong correlation between hygiene factors and employee retention. Thus, there is rejection of the null hypothesis, which asserts that there is no significant relationship between hygiene factors and employee retention.

These results are strongly supported by existing literature, particularly when considering healthcare and different organizations. Herzberg's Two-Factor Theory, for example, emphasizes that whereas hygiene aspects might not directly inspire workers, their absence results in discontent and greatly increases turnover (Thant & Chang, 2021). Herzberg, 1966). In settings with limited resources, like private and public health systems, these aspects of hygiene are even more important.

According to Ali and Anwar (2021), poor hygiene factors such as low pay, unfavorable working circumstances, and a lack of administrative support are significant causes of job discontent and high turnover in an organization with limited resources. The results of their study are consistent with the current study's conclusions that, even in cases when systemic constraints limit motivators, changes in hygiene variables can have a favorable effect on employee retention.

Similarly, Mottaghi et al. (2020) stress the value of supportive supervisors and solid interpersonal ties in promoting job satisfaction and lowering turnover. These findings are fully affirmed by the findings of this

current study, which show that interpersonal relationships have the strongest correlation with retention $r = 0.656$, underscoring the critical role that workplace cohesion plays in retention tactics.

Furthermore, Chen and Lin (2022) demonstrated that a lack of opportunity for career growth and unfavorable working circumstances are factors that lead to turnover and burnout. These elements support the notion that addressing hygiene problems can reduce job unhappiness, which supports the result of this study that working circumstances have a significant impact on retention.

While some studies, such as Shabbeer (2023) and Raj et al. (2022), raise concerns about the practical implementation of hygiene improvements in other sector environments due to rigid and financial constraints, they nevertheless affirm that hygiene factors are foundational to employee satisfaction and retention. These challenges do not contradict the present findings but rather suggest the importance of institutional commitment in implementing improvements, even gradually.

In conclusion, a substantial literature of different industries supports the positive associations found in this current study. These results confirm that improving hygiene factors, particularly interpersonal relationships, equitable pay, and working conditions, remains a crucial way of keeping employees, even in the face of possible implementation difficulties.

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presented the summary, findings, conclusions, and recommendations of the data gathered, analyzed, and interpreted.

Summary

This study aimed to determine the level of hygiene factors and employee retention in business entities within the Municipalities of Impasugong and Sumilao, Bukidnon, and to examine the relationship between these variables. Anchored on Herzberg's Two-Factor Theory, the research focused on three key hygiene factors: working conditions, salary, and interpersonal relationships, and explored their influence on the retention of employees in various business establishments.

In Addition, quantitative research approach was employed, specifically utilizing a descriptive-correlational research design. This design allowed the researcher not only to describe the existing levels of hygiene factors and employee retention but also to analyze the strength and direction of their relationship. The study was conducted among 150 employees from selected business entities in Barangay Poblacion, Impasugong, and Kisolon, Sumilao. Respondents were selected using non-probability convenience sampling, considering their availability and willingness to participate.

Moreover, data were gathered through a researcher-adapted questionnaire that measured employee perceptions of hygiene factors and their intent to remain in their current organizations. The data were statistically analyzed using mean and standard deviation for descriptive analysis, and Spearman's rank correlation coefficient for determining the relationship between variables.

Furthermore, the study found that the levels of hygiene factors and employee retention were generally high. A significant positive correlation was also established between hygiene factors and employee retention, indicating that improvements in working conditions, salary, and interpersonal relationships were associated with stronger employee loyalty and lower turnover intentions.

In conclusion, the study confirmed the relevance of hygiene factors in influencing employee retention in the local business context. The findings suggested that employers who invested in improving the work environment, compensation packages, and interpersonal dynamics were more likely to retain their workforce. Based on these insights, practical recommendations were offered for business owners, employees, and policymakers to foster sustainable and supportive workplace environments.

Findings

The study established the following findings.

SOP 1. What is the level of hygiene factors among employees in the Business Entities in terms of;

1.1 Working Condition;

1.2 Salary; and

1.3 Interpersonal Relationship

Findings revealed that employees generally perceive the working conditions in their respective organizations as very high, with a mean score of $M=3.33$, $SD=0.46$. Among the items assessed, the statement "Employees have adequate personal space" received the highest rating, $M=3.39$, $SD=0.46$, suggesting a strong level of satisfaction in terms of workspace arrangement and comfort. Conversely, the item "I can keep a reasonable balance between work and personal life" received the lowest score, $M=3.22$, $SD=0.68$, indicating a relative area for improvement. Despite this, all items remained within the high to very high satisfaction range, reinforcing the notion that employees are generally content with their working conditions.

With regard to the salary aspect, respondents similarly indicated a very high level of satisfaction, reflected by a mean of $M=3.25$, $SD=0.51$. The highest-rated item was "I am satisfied with my healthcare benefits" $M=3.42$, $SD=0.70$, highlighting the perceived value of health-related incentives. In contrast, "I am satisfied with my housing benefits" recorded the lowest mean, $M=2.90$, $SD=0.85$, pointing to an area where employers may consider enhancing support. Overall, the data reflects a strong level of contentment with compensation and benefits, though some elements, like housing, are viewed less favorably.

In terms of interpersonal relationships, the overall response was again very high, with a mean of $M=3.28$, $SD=0.54$. The item "I am satisfied at work because of the way other co-workers treat me" garnered the highest rating, $M=3.43$, $SD=0.62$, emphasizing the importance of a positive peer environment. Meanwhile, the lowest score was found in the statement "I feel comfortable discussing problems with my supervisor" $M=3.16$, $SD=0.68$, suggesting a need for more open communication between employees and supervisors. Nevertheless, the findings illustrate a generally respectful and collegial workplace atmosphere.

SOP 2. What is the level of employee retention among employees in the Business Entities?

Further findings in terms of employee retention, the responses indicated a high level of commitment to staying with their current employers, with a mean of $M=3.14$, $SD=0.50$. The strongest agreement was with the statement "I want to stay in my company because there would be a salary increase upon regularization" $M=3.33$, $SD=0.68$, highlighting the effectiveness of financial incentives in retaining staff. However, the lowest score was associated with the statement "I will not leave this company and work for another company" $M=2.96$, $SD=0.74$, indicating that some employees remain open to outside opportunities. These results imply that while financial rewards play a significant role in retention, other non-monetary factors such as career advancement, personal fulfillment, and organizational culture are equally critical in securing long-term employee loyalty.

SOP 3. Is there a relationship between the level of hygiene factors and the level of employee retention?

Finally, the result of the study revealed a significant and positive correlation between hygiene factors and employee retention in business entities. Spearman's correlation coefficients were found to be statistically significant at $p < 0.01$ for all variables. Specifically, the correlation values were as follows: Interpersonal Relationship $r = 0.656$, Salary $r = 0.641$, and Working Condition $r = 0.617$. Most notably, the aggregated hygiene factors composite score yielded a correlation of $r = 0.713$, indicating a strong overall relationship between hygiene factors and employee retention. Based on these findings, the null hypothesis, which posited that there is no significant relationship between hygiene factors and employee retention, is rejected. It underscores the critical influence of well-maintained hygiene factors in fostering employee loyalty and retention in the workplace.

Conclusion

After the intensive study, hygiene factors, namely working conditions, salary, and interpersonal relationships, play a significant role in influencing employee satisfaction and retention within business entities. The consistently high to very high ratings across all dimensions suggest that employees generally perceive their work environments positively. Among the hygiene factors evaluated, interpersonal relationships received the highest correlation with employee retention, followed closely by salary and working conditions. This underscores the significance of fostering a respectful and collegial workplace culture, alongside competitive compensation and adequate working conditions.

The findings further reveal that while employees are mainly satisfied with their current workplace arrangements, there are specific areas that warrant attention. These include work-life balance and housing benefits, which, although rated moderately high, reflect opportunities for improvement that could further enhance employee retention.

Finally, this study concluded the relevance of Herzberg's Two-Factor Theory in the contemporary workplace context. It highlighted the serious need for management to continuously evaluate and enhance hygiene-related factors as a strategic approach to employee satisfaction and long-term retention. Business entities that prioritize these aspects are more likely to cultivate a stable and committed workforce, thereby fostering organizational success and sustainability.

Recommendation

Based on the findings and conclusions of this study, the following recommendations are proposed to address the key areas identified and may enhance employee satisfaction and retention in business entities:

1. For Business Entities and Management

It is recommended that business entities and management sustain these strengths by institutionalizing best practices and maintaining consistent employee engagement strategies. Areas with relatively lower ratings, such as work-life balance and housing benefits, may be strategically enhanced through flexible work arrangements and targeted support programs. Furthermore, investing in leadership development and fostering open communication can improve employee-supervisor relationships. To reinforce long-term retention, compensation structures may be aligned with career advancement opportunities.

2. For Employees

It is recommended that employees actively engage in practices that support and sustain their well-being within the workplace. The high ratings in working conditions, salary, and interpersonal relationships suggest that employees benefit from a supportive environment that contributes positively to their job satisfaction and overall mental and emotional health. To maintain and enhance this, employees are encouraged to foster positive relationships with colleagues and supervisors, as strong interpersonal dynamics contribute to a sense of belonging and reduced workplace stress. By proactively participating in a positive and collaborative organizational culture, employees not only contribute to a healthier work environment but also reinforce their own commitment, motivation, and long-term retention.

3. For Policy Makers and Other Stakeholders

Support Policy Frameworks That Promote Employee Well-Being

Labor and regulatory bodies may consider advocating for workplace standards that include provisions for housing assistance, work-life balance, mental health support, and fair compensation across industries.

4. For Future Researchers

It is recommended to explore additional variables that may further enrich the understanding of employee retention beyond hygiene factors. Specifically, include other indicators of the Job satisfaction because this study only focus on employee retention. Also, future researchers may add more indicators of the hygiene factors. They may also look into variables that mediate the relationship of the variables used in this study. These suggested variables are recommended for future research to generate a more comprehensive understanding of the factors influencing employee retention across various organizational contexts.

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