The Impact of Continuous Feedback on Employee Retention at Concentrix Mactan : Mediating Role of Employee Motivation as Basis for an Improvement Plan

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ABSTRACT

This study explored how continuous feedback relates to employee motivation and how motivation is linked to retention among call center agents of Concentrix Mactan, Cebu. The research aimed to understand how continuous feedback practices contribute to employees' willingness to stay in the company. A quantitative descriptive–correlational design was used and data were gathered through a structured questionnaire.

The findings revealed that employees agreed that continuous feedback was practiced regularly in the workplace. They perceived feedback as timely, constructive, and helpful for their professional growth. Motivation levels were also high, both in intrinsic and extrinsic aspects, showing that employees valued recognition, fair rewards, and meaningful work. In terms of retention, most participants expressed satisfaction with their current jobs and showed commitment to staying in the company. Statistical results indicated that continuous feedback had a significant positive relationship with employee motivation, and motivation is strongly linked to employee retention. Mediation analysis further showed that motivation served as a bridge between continuous feedback and retention, confirming that employees who receive consistent and meaningful feedback tend to be more motivated and committed to the organization. However, findings also indicated gaps in feedback delivery, particularly in timeliness, clarity, and follow-up actions.

The study concluded that continuous feedback is not only a tool for improving performance but also a key factor in retaining employees. Based on the results, the researcher proposes an improvement plan to enhance and strengthen Concentrix Mactan's feedback practices.

Keywords: Continuous Feedback, Employee Motivation, Employee Retention, Business Process Outsourcing, Job Satisfaction

The Problem and Its Background

INTRODUCTION

In the hyper-competitive landscape of the global Business Process Outsourcing (BPO) industry, talent retention remains one of the most critical operational challenges worldwide. Modern organizations continually grapple with high attrition rates driven by intense performance pressures, repetitive tasks, and limited perceived opportunities for professional growth (Negros, 2022). Traditional annual performance appraisals have increasingly proven inadequate in mitigating these retention issues, as they offer retrospective evaluations that fail to engage modern workers in a fast-paced environment (Rivera et al., 2021). Consequently, contemporary human resource management has shifted toward agile performance paradigms, notably continuous feedback systems, which global enterprises are adopting to sustain workforce stability and engagement (Aguinis, 2023).

Locally, organizations operating within major outsourcing hubs in developing economies, such as Concentrix Mactan in the Philippines, experience these global pressures magnified by unique socio-economic and regional labor dynamics. The Philippine BPO sector is a cornerstone of national economic growth, yet it persistently

struggles with high turnover rate among frontline agents due to burnout, shifting work, and disconnects in management-employee communication (De Jesus et al., 2022). Within this specific area, conventional evaluation methods often fail to bridge the gap between employee expectations and organizational goals. Therefore, implementing localized, adaptive human resource strategies is paramount to addressing the distinct cultural and operational realities faced by Filipino BPO professionals (Jesus et al., 2025).

To address these retention challenges, contemporary research emphasizes the critical interplay between agile management practices, psychological drivers, and organizational outcomes. This study focuses on continuous feedback as the independent variable, defined by regular evaluations, real-time communication and coaching. Furthermore, this research posits that the relationship between continuous feedback and employee retention (the dependent variable) is not merely direct but is mediated by employee motivation. Understanding how continuous feedback is linked to employee motivation provides the necessary foundation. A critical next step is determining whether feedback-driven motivation ultimately translates into sustained employee retention.

Ultimately, the dynamic mechanisms through which continuous feedback relates to retention within the high-volume BPO environment warrant rigorous academic investigation. By establishing the mediating role of employee motivation, this study contributes to the evolving literature on strategic human resource management and organizational behavior in digital-era workplaces. The findings will serve as a robust foundation for a targeted organizational improvement plan, offering actionable, evidence-based insights for the management at Concentrix Mactan and similar outsourcing institutions striving for long-term workforce sustainability.

Background of the Study

Organizations across different sectors continue to face issues of keeping employees motivated and reducing the risk of turnover. In workplaces where talent shapes the operations, the ability to sustain engagement becomes a critical task. Losing employees too quickly disrupts processes, reduces service quality, and creates financial limitations due to constant rehiring and retraining. Because of these realities, companies are testing new ways of supporting employees, and one strategy that has emerged strongly is the use of continuous feedback.

Instead of depending on yearly performance reviews, continuous feedback introduces a system of regular communication. It helps managers and employees to have ongoing conversations where progress, achievements, and areas for improvement are discussed. The strategy provides timely recognition and clear guidance. Employees can make changes quickly, feel appreciated for their contributions, and maintain stronger motivation to perform well (Ahmad, 2021). Unlike older methods, it focuses less on judgment and more on development and encouragement, which builds better relationships within the workplace (Ackerman, & Kanfer, 2020).

Although continuous feedback has been widely discussed in other countries, there is still limited research on how it applies within the Philippine BPO sector. The industry struggles with high attrition and constant competition for skilled employees, which makes it a setting where effective retention strategies are most needed. Therefore, it is important to understand how continuous feedback is correlated with motivation and retention in this context not only for theory but also for practice. To address this gap, this study will focus specifically on Concentrix Mactan Cebu, examining how continuous feedback contributes to sustaining motivation and reducing turnover in one of the country's leading BPO firms. Through gathering information from its call-center agents, the research aims to ascertain whether continuous feedback aligns with employee motivation levels and their decisions to remain in the company. The researcher hopes that the results will give Concentrix and other BPO companies' information that will help them make their workplace strategies better and stronger.

Statement of the Problem

This study aims to examine the impact of continuous feedback on employee retention, with employee motivation as a mediating variable, among the employees of Concentrix Philippines – Mactan.

Specifically, the study is guided by the following research questions:

1. What is the demographic profile of Concentrix Mactan employees in terms of?

1.1 Age

1.2 Sex

1.3 Civil status

1.4 Length of service

1.5 Employment status

2. What is the level of continuous feedback received by employees in terms of?

2.1 Frequency of feedback

2.2 Timeliness of feedback

2.3 Constructiveness of feedback

3. What is the level of employee motivation in terms of?

3.1 Intrinsic Motivation

3.2 Extrinsic Motivation

4. What is the level of employee retention in terms of?

4.1 Intention to stay.

4.2 Commitment to the organization

4.3 Job satisfaction

5. Is there a significant relationship between continuous feedback and employee motivation among Concentrix Mactan employees?

6. Is there a significant relationship between employee motivation and employee retention among Concentrix Mactan employees?

7. To what extent is continuous feedback indirectly related to employee retention through employee motivation?

8. Based on the findings, what improvement plan can Concentrix Mactan use to strengthen its feedback practices?

Research Objectives

General Objective: This study aims to investigate the mediating role of employee motivation in the relationship between continuous feedback and employee retention at Concentrix Philippines – Mactan, utilizing empirical findings to formulate a targeted organizational improvement plan.

Specific Objectives:

1. To profile the workforce of Concentrix Philippines – Mactan by categorizing respondents according to age, sex, civil status, length of service, and employment status.

2. To quantify the perceived quality of continuous feedback mechanisms implemented within the organization, specifically evaluating frequency, timeliness, and constructiveness.

3. To measure the prevailing levels of intrinsic and extrinsic motivation among the employees.

4. To gauge the current state of employee retention through indicators encompassing intention to stay, organizational commitment, and job satisfaction.

5. To test the hypothesis regarding the direct association between continuous feedback practices and employee motivation.

6. To test the hypothesis regarding the direct association between employee motivation and employee retention.

7. To establish the mediating effect of employee motivation on the indirect pathway linking continuous feedback to employee retention.

8. To formulate a practical, evidence-based intervention and improvement plan designed to optimize feedback delivery, boost motivation, and sustainably enhance employee retention rates at Concentrix Philippines – Mactan.

Significance of the Study

The current research will be significant to several groups who may directly or indirectly benefit from its findings, especially in relation to continuous feedback, motivation, and retention within Concentrix Mactan, Cebu.

Employees. This study will benefit employees as it will help them understand how

continuous feedback can guide their daily work experiences. Employees may feel valued and encouraged when feedback is frequent, constructive, and timely. The findings can also help them get better at their jobs, stay motivated, and form a stronger commitment to their career.

Managers and Supervisors. The study can find that managers and supervisors can improve the performance and morale of their teams by changing how they approach feedback. They might figure out that feedback works better when it is given frequently and in a constructive way, instead of just once a year during reviews.

The Organization (Concentrix Mactan, Cebu). Learning more about how continuous feedback affects work force stability will benefit the organization. The results can help Concentrix Mactan make its efforts to keep employees stronger since the BPO industry has a high turnover rate. High productivity may come from a motivated workforce, but lower turnover may mean lower recruitment and training costs.

The BPO Industry. Through demonstrating how continuous feedback systems can be used to keep employees from leaving and increase their commitment, the study's findings will benefit the BPO industry. Other BPO companies can use the results to learn how to keep their employees longer since high turnover is a problem in the sector.

Future Researchers. The study will help future researchers by serving as a benchmark for their own research on the role of continuous feedback in employee outcomes. By means of contrasting the findings with those from other organizations or industries, there are opportunities for additional research. There may also be new research on cross-cultural practices, technology-based feedback systems, or other areas of organizational behavior and human resource management that are connected to this study.

Scope and Delimitation/Limitation of the Study

This research will focus on the role of continuous feedback in shaping employee motivation and retention among employees of Concentrix Mactan, Cebu. The study will be conducted throughout the calendar year 2025 and will involve 184 respondents drawn from different groups in the company. The coverage will be limited to BPO call center agents only, and those in supervisory or managerial positions will not be included in the survey. Both probationary and regular agents will be part of the study. Through examining this specific group, the research will provide a clear picture of how continuous feedback is practiced in the call center setting and how it relates to motivation and the decision to remain with the organization.

The scope of this study will not extend beyond Concentrix Mactan, Cebu. Other branches of Concentrix, whether in the Philippines or abroad, are not part of the coverage. The focus will be on three variables only: continuous feedback, employee motivation, and employee retention.

Definition of Terms

For better knowledge of this study, the following key terms are defined conceptually and operationally.

Business Process Outsourcing (BPO). BPO is an industry model in which companies hire outside service providers to conduct certain business chores, conceptually. Operationally, BPO in this study refers to Concentrix Mactan Cebu as a work location where employees provide outsourced services to international clients.

Commitment to the Organization. Employee loyalty and emotional attachment to one's employer are conceptually referred to as commitment. Operationally, it will be judged by how dedicated, a sense of belonging, and identified with Concentrix Mactan employees say they are.

Constructiveness of Feedback. Constructiveness describes the use of feedback in terms of its usefulness, clarity, and supportive nature. Operationally, it will be judged by how employees perceive the value of feedback in terms of making suggestions for improvement and providing feedback that can be acted.

Continuous Feedback. Continuous feedback is thought of as an ongoing exchange of comments, suggestions, and evaluations between leaders and employees that encourages performance development. In this study, "operationally" refers to how employees at Concentrix Mactan rate their feedback in terms of frequency, timeliness, and constructiveness.

Employee Motivation. Employee motivation refers to the internal drive or external influence that encourages individuals to work hard and stay interested in their tasks. Based on the employees' own accounts, the study will look at motivation from two perspectives: intrinsic motivation and extrinsic motivation.

Employee Retention. Employee retention is the organization’s capacity to maintain its workforce overtime and reduce employee turnover. Operationally, in this study retention will be assessed in terms of intention to stay, commitment to the organization, and overall job satisfaction.

Frequency of Feedback. Frequency of feedback means the regularity with which employees receive performance-related input from their supervisors. Operationally, this will be measured through employee responses on how frequent they are given feedback and whether it occurs consistently within their work routines. Feedback in terms of frequency, timeliness, and constructiveness.

Intention to Stay. Intention to stay is the conscious decision of an employee to continue working with the organization soon. Operationally, it will be measured by the degree to which Concentrix Mactan employees express their willingness to remain with the company.

Job Satisfaction. Job satisfaction refers to the positive feelings an employee develops when evaluating their job, tasks, and environment. Operationally, this will be measured through employees’ self-reported levels of contentment with their roles and the conditions of their workplace.

Timeliness of Feedback. Timeliness refers to the delivery of feedback soon after a task or behavior. Operationally, this will be assessed by employee reports of whether feedback is provided promptly enough to help them improve their performance at the right time.

REVIEW OF RELATED LITERATURE

This chapter presents a review of related literature and studies relevant to the impact of continuous feedback on employee motivation and retention. It examines existing research on workplace demographics, continuous feedback practices, intrinsic and extrinsic motivation, and the factors influencing employee retention. Both international and Philippine-based literature are considered to establish the theoretical and empirical foundations

of the present study. The chapter also synthesizes the major findings, identifies research gaps, and establishes the need to investigate employee motivation as a mediating variable between continuous feedback and employee retention at Concentrix Philippines – Mactan.

Review of International Literature

Continuous Feedback and Contemporary Performance Management

Continuous feedback has become an important component of contemporary performance management, particularly in organizations characterized by rapid operational changes, demanding performance targets, and the need for immediate employee development. Traditional annual performance appraisals may not adequately address employees' immediate concerns or provide timely guidance for improving performance. In contrast, continuous feedback emphasizes regular communication between employees and supervisors, allowing performance issues, developmental needs, and accomplishments to be addressed as they arise.

Rivera et al. (2021) discussed the relevance of continuous feedback in dynamic work environments, emphasizing the value of timely communication in supporting employee performance. Operating in fast-paced environment requires agile communication channels and continuous feedback consistently yield higher levels of employee creativity and productivity than retrospective evaluations (Rivera et al., 2021; Traynor, Wellens, & Krishnamoorthy, 2021). By embedding continuous feedback into managerial practices, organizations help build open communication and trust, which reduces employee turnover rates typical of outsourced environments.

The Role of Intrinsic and Extrinsic Motivation

Employee motivation is another important factor in understanding workplace behavior, performance, and organizational commitment. When organizations use both intrinsic and extrinsic motivation, employee performance improves (Sitorus et al. (2024). Employees are encouraged to perform at their best by internal drivers like creativity, commitment, and age, while external drivers like pay and recognition give them even more motivation. While intrinsic motivators such as autonomy, passion, and personal fulfillment foster deep, long-term organizational engagement, extrinsic motivators like competitive compensation and formal recognition are vital for driving short-term goals (Pandya, 2024). Sutha et al., 2023). A related study involving IT employees discovered that both intrinsic and extrinsic motivators contribute to better performance Sutha et al. (2023). Harmonizing these motivational dimensions maximizes overall workplace productivity and creative output.

Drivers of Employee Retention

Employee retention remains a critical organizational challenge, heavily mediated by complex psychological and environmental variables. Recent studies show that retention is affected by many things, from leadership support to cultural alignment.

Organizational commitment alone is insufficient to guarantee retention unless preceded by real job satisfaction (Rachman, Handayani, & Sugijanto, 2022). Job satisfaction acts as a crucial factor, mitigating external pressures such as work-family conflict and burnout (Sari, Yenni, & Aima, 2024). Furthermore, retention is heavily reinforced when employees perceive meaningful alignment between their personal values, task autonomy, and the broader organizational culture (Jatav, Dixit, & Kuriakose, 2023).

The Intersecting Pathways of Feedback, Motivation, and Retention

Some recent studies examined the link between feedback, employee motivation, and retention. A culture of regular, supportive feedback boosts employee engagement.

Employees with lower natural orientation toward feedback, benefit the most when such systems are in place, proving that continuous feedback can reduce gaps in motivation (Gallo et al., 2022).

Through turning managers into coaches who check in regularly, organizations help employees to see their own growth and purpose. Motivation grows stronger under these conditions, as employees feel both valued and guided (Westover, 2024). Informing employees right away about their feedback outputs keeps them motivated and makes it easier for them to see how far they have come (Faozen & Sandy, 2024). With this strategy, loyalty to the company is promoted in addition to skill development. Feedback becomes a motivating tool for long-term retention in this way, going beyond simple correction.

Elevated motivation translates directly into reduced turnover. Different factors, including recognition, and equal opportunities, have been found to increase motivation, which in turn lowers the risk of turnover. Grounded in frameworks such as Herzberg's Two-Factor Theory, employee motivation and retention are connected. When employees felt accomplishment and recognition, their satisfaction rose and they were less likely to quit. According to the study, retention increases when organizations actively adopt motivation-boosting policies (Lim, 2024). Empirical research demonstrates that when performance appraisal systems are utilized to validate achievement and provide clear, equitable goals, employee satisfaction surges (Kumar, 2025). By embedding continuous feedback into the organizational framework, BPO firms can systematically cultivate the motivational climates necessary to secure long-term employee retention.

Relevance of International Literature to the Present Study

The international literature provides a foundation for investigating continuous feedback, employee motivation, and employee retention as interconnected variables. However, the extent to which these relationships apply to employees in a Philippine BPO organization requires further contextual examination.

REVIEW OF LOCAL LITERATURE

Demographic Profile and Workplace Dynamics in the BPO Sector

Understanding the demographic profile of the Business Process Outsourcing (BPO) workforce is foundational to interpreting employee behavior, performance, and organizational tenure.

Age affects how well BPO employees fit in at work, as has long been recognized by researchers. For instance, the Philippine BPO sector is composed of younger adults (Bondoc, 2020). While initial stages of adulthood provide energy and adaptability, this demographic profile frequently correlates with heightened turnover rates as younger workers aggressively explore alternative career opportunities elsewhere.

The experiences of outsourcing employees vary depending on gender as well. BPO organizations typically maintain a gender-balanced workforce featuring a high proportion of female employees (Raquiza, 2023). However, female employees often navigate complex intersections of professional demands and domestic responsibilities, introducing unique stressors that directly influence job satisfaction. Civil status further modulates these workplace pressures; married BPO personnel routinely report higher stress levels than their single counterparts due to the compounded burdens of domestic chores and irregular shift schedules (Abalos et al., n.d.). Paradoxically, married employees frequently demonstrate heightened organizational loyalty, largely because their employment serves as a critical pillar for household financial stability.

Employment status also affects how BPO employees feel. Probationary workers frequently exhibit lower motivational levels and weaker organizational loyalty compared to regular employees, who demonstrate greater engagement especially when given age and mentoring services (Villarosa, 2025).

Employee Retention Challenges in the Philippine BPO Context

The Philippine BPO sector operates in an environment characterized by performance expectations, customer service requirements, shifting schedules, and the need to maintain service quality. These conditions make employee retention an important human resource management concern.

Employee decisions to remain with or leave an organization may be associated with professional development opportunities, job satisfaction, workplace relationships, and the perceived fairness of management practices. Demographic characteristics and personal circumstances may further shape how employees respond to these conditions.

Bondoc (2020), Abalos et al. (n.d.), and Villarosa (2025) provide perspectives on demographic characteristics, family-related pressures, and employment conditions that may be relevant to employee experiences. Considered together, these discussions support the importance of examining employee retention within the operational and organizational context of Philippine BPO companies.

For Concentrix Philippines – Mactan, understanding these workplace dynamics may help identify areas where management practices can better support employee motivation, strengthen organizational commitment, and encourage employees to remain with the organization.

Continuous Feedback and Human Resource Management Practices in the Philippine Workplace

Continuous feedback is relevant to Philippine organizations that rely on employee performance, service quality, and consistent adherence to operational standards. In the BPO sector, employees often work under defined performance targets and changing customer requirements. Under these conditions, timely communication between supervisors and employees can help clarify expectations and identify performance concerns.

Within the Philippine BPO setting, continuous feedback may be particularly relevant when employees need prompt clarification of performance targets, guidance on customer interactions, or recognition of improvements. Regular feedback may also provide employees with opportunities to raise concerns and receive assistance before workplace difficulties affect their motivation or willingness to remain with the organization.

Relevance of Local Literature to the Present Study

The local context demonstrates the importance of examining employee retention within the actual organizational environment in which employees perform their work. Demographic characteristics, employment arrangements, and workplace expectations may influence how employees perceive feedback and evaluate their employment relationship.

For this reason, the present study will assess the level of continuous feedback in terms of frequency, timeliness, and constructiveness; employee motivation in terms of intrinsic and extrinsic motivation; and employee retention in terms of intention to stay, organizational commitment, and job satisfaction.

By focusing on Concentrix Philippines – Mactan, the study will contribute organization-specific evidence that can be used to assess the relevance of existing concepts and relationships within a Philippine BPO setting. Its findings will also provide a basis for developing an improvement plan that responds to the feedback and motivational needs identified among the respondents.

Thematic Synthesis

The reviewed literature presents four interconnected themes relevant to understanding the impact of continuous feedback on employee retention: workforce demographics, continuous feedback practices, employee motivation, and employee retention. Collectively, these themes establish the conceptual basis for examining employee motivation as a mediating variable in the relationship between continuous feedback and employee retention.

Demographic Characteristics and Workplace Experiences

The literature indicates that employees' demographic characteristics and employment circumstances provide useful context for understanding workplace behavior. Age, sex, civil status, length of service, and employment status may be associated with differences in employees' work experiences, responsibilities, and expectations.

Bondoc (2020) and the other sources cited in the original review suggest that the composition of the BPO workforce is relevant to understanding retention patterns. However, demographic characteristics should be treated primarily as descriptive variables unless additional analysis establishes meaningful differences or relationships. The present study therefore begins by describing the demographic profile of employees at Concentrix Mactan, providing a foundation for interpreting the findings on feedback, motivation, and retention.

Continuous Feedback as an Organizational Practice

A second theme concerns the transition from periodic performance appraisal toward more frequent and developmental feedback. Rivera et al. (2021) and Traynor et al. (2021) support the relevance of ongoing communication in dynamic work environments, while Gallo et al. (2022), Westover (2024), and Faozen and Sandy (2024) emphasize the potential value of structured feedback, managerial coaching, and timely communication.

Across these discussions, feedback emerges as more than an evaluation of past performance. It can also function as a means of communicating expectations, recognizing achievements, identifying developmental needs, and guiding employees toward improvement.

The literature further suggests that the usefulness of feedback depends on its characteristics. Frequency provides regular opportunities for communication, timeliness ensures that feedback remains relevant to employees' current performance, and constructiveness helps employees identify practical ways to improve. These three dimensions therefore provide a logical basis for assessing continuous feedback in the present study.

Employee Motivation as a Potential Mediating Mechanism

The third theme concerns the importance of intrinsic and extrinsic motivation in shaping employees' workplace experiences. Sitorus et al. (2024), Sutha et al. (2023), and Pandya (2024) emphasize different aspects of internal satisfaction and external rewards. These perspectives suggest that employee motivation may be strengthened through a combination of meaningful work, personal development, recognition, and appropriate external incentives.

The reviewed literature also provides a plausible connection between feedback and motivation. Constructive feedback can clarify how employees are performing, identify opportunities for improvement, and recognize accomplishments. These experiences may support intrinsic motivation by reinforcing competence and personal growth. When feedback communicates achievement and connects performance with recognition, it may also contribute to extrinsic motivation.

Herzberg's Two-Factor Theory provides a supporting perspective for understanding these processes. Recognition, achievement, responsibility, and growth may contribute to motivation, while satisfactory working conditions and fair organizational practices help address sources of dissatisfaction.

These theoretical and empirical perspectives support examining employee motivation as a mediating variable. Rather than treating continuous feedback and employee retention as directly connected without an explanatory mechanism, the present study investigates whether continuous feedback is indirectly related to employee retention through employee motivation.

Employee Retention as an Organizational Outcome

The fourth theme concerns the multiple factors associated with employee retention. Rachman et al. (2022), Sari et al. (2024), Jatav et al. (2023), and Lim (2024) discuss the relevance of job satisfaction, organizational commitment, workplace conditions, recognition, and personal-organizational alignment.

These studies suggest that employees' decisions to remain with an organization are influenced not only by employment conditions but also by their perceptions of the organization and their experiences at work. Employees who feel supported, satisfied, and recognized may be more inclined to maintain their employment

relationship. However, retention may also be affected by other considerations, including compensation, career opportunities, workload, and family responsibilities.

The present study operationalizes employee retention through intention to stay, commitment to the organization, and job satisfaction. These dimensions provide a structured way to examine employee retention-related attitudes within Concentrix Mactan.

Integration of the Variables

Taken together, the reviewed themes suggest a plausible pathway connecting continuous feedback, employee motivation, and employee retention. Continuous feedback represents an organizational practice that communicates performance expectations and supports employee development. Employee motivation represents a potential psychological mechanism through which feedback may be associated with employees' attitudes toward their work and organization. Employee retention represents the outcome of interest, reflected in employees' intention to stay, organizational commitment, and job satisfaction.

The proposed relationship can be expressed conceptually as follows:

Continuous Feedback → Employee Motivation → Employee Retention

In this framework, continuous feedback is the independent variable, employee motivation is the mediating variable, and employee retention is the dependent variable. The study examines the relationship between continuous feedback and motivation, the relationship between motivation and retention, and the indirect relationship between continuous feedback and retention through motivation.

Although the reviewed literature provides conceptual support for these relationships, the existence and strength of the proposed mediation pathway must be established empirically. The present study will therefore investigate these relationships among employees of Concentrix Philippines – Mactan and use the results as a basis for a proposed improvement plan.

Research Gaps Identified

Despite the existing literature on continuous feedback, employee motivation, and employee retention, several areas remain insufficiently addressed in the literature reviewed. These gaps provide a justification for conducting the present study.

Limited Integration of the Research Variables

One major gap concerns the limited integration of continuous feedback, employee motivation, and employee retention within a single analytical framework. The reviewed literature discusses feedback practices, motivational factors, job satisfaction, and organizational commitment, but the cited material does not establish conclusively how these variables operate together among employees of Concentrix Mactan.

Some studies focus on performance management, while others examine motivation or retention independently. Although these discussions provide valuable insights, examining the variables separately may not fully explain the relationship between feedback practices and employees' willingness to remain with an organization.

The present study addresses this gap by examining continuous feedback and employee retention while specifically investigating employee motivation as a mediating variable.

Limited Evidence on the Mediating Role of Employee Motivation

A second gap concerns the explanatory role of employee motivation. The reviewed literature suggests that constructive feedback may support employee motivation and that motivation may be associated with employee satisfaction and retention. However, the sources provided do not establish whether motivation statistically mediates the relationship between continuous feedback and retention in the target organization.

Consequently, the extent to which continuous feedback is indirectly related to employee retention through intrinsic and extrinsic motivation remains an empirical question. The present study will address this gap by examining the indirect relationship between continuous feedback and employee retention through employee motivation.

This approach will provide a more comprehensive understanding of the proposed relationship than an analysis limited to the direct association between feedback and retention. It will also help determine whether the data support the proposed mediating role of employee motivation.

Limited Organization-Specific Evidence in the Philippine BPO Sector

A third gap concerns the context in which the relationships are examined. The reviewed material includes studies and discussions from different industries and organizational environments. Although these sources provide useful conceptual foundations, their findings cannot automatically be generalized to the Philippine BPO sector or to Concentrix Philippines – Mactan.

BPO employees may experience operational demands, performance expectations, work schedules, and career considerations. These conditions may influence how feedback is received, how motivation develops, and how employees evaluate their willingness to remain with an organization.

The literature reviewed does not provide sufficient verified evidence specific to the combined relationships among continuous feedback, employee motivation, and employee retention at Concentrix Mactan. The present study addresses this contextual gap by generating organization-specific evidence from employees in the selected setting.

Limited Examination of Feedback Dimensions

Another gap concerns the specific characteristics of continuous feedback. The reviewed literature emphasizes the importance of regular communication, managerial coaching, and timely guidance. However, the available discussion does not sufficiently establish how frequency, timeliness, and constructiveness may be associated with employee motivation and retention within the target organization.

Assessing continuous feedback as a single, undifferentiated concept may overlook differences in employees' actual feedback experiences. For example, frequent feedback may not be perceived as helpful if it is not constructive, while constructive feedback may be less effective if delivered too late to guide performance improvement.

The present study addresses this gap by examining continuous feedback through three dimensions: frequency, timeliness, and constructiveness. This approach provides a more specific assessment of employees' feedback experiences and offers practical information for improving supervisory practices.

Limited Integration of Intrinsic and Extrinsic Motivation

The literature recognizes the importance of both intrinsic and extrinsic motivation, but the reviewed material does not sufficiently establish how these motivational dimensions relate to continuous feedback and employee retention within the target organization.

Intrinsic motivation may be associated with accomplishment, competence, and personal growth, whereas extrinsic motivation may be associated with recognition, incentives, and other external rewards. These dimensions may respond differently to organizational practices, making it useful to assess both rather than treating employee motivation as a single undifferentiated construct.

The present study addresses this gap by examining intrinsic and extrinsic motivation as dimensions of employee motivation and investigating the mediating role of motivation in the relationship between continuous feedback and employee retention.

Need for an Evidence-Based Improvement Plan

A final gap concerns the practical application of the reviewed concepts. The literature provides perspectives on the potential value of continuous feedback, employee motivation, and retention-related practices. However, the material reviewed does not establish which feedback-related improvements would be most appropriate for employees of Concentrix Mactan based on their actual experiences and responses.

Without organization-specific evidence, recommendations may not adequately reflect employees' perceptions of feedback frequency, timeliness, and constructiveness or the motivational factors relevant to their intention to stay.

The present study addresses this practical gap by using its findings to develop a proposed improvement plan for strengthening feedback practices, supporting employee motivation, and enhancing employee retention at Concentrix Philippines – Mactan.

THEORETICAL AND CONCEPTUAL FRAMEWORK

Theoretical Framework

Social Exchange Theory

Cropanzano et al. (2017) built on Blau's Social Exchange Theory, which was first published in 1964. It is predicated on the notion that relationships in organizations are built on the use of resources, benefits, and support. It also suggests that employees will show appreciation by acting in a good way and showing more dedication if they feel like they are being treated fairly and supported by the organization. In this study, continuous feedback is regarded as an important method of exchange between managers and employees. The success of the feedback process can be determined by looking at the degree to which feedback is given, whether it is given on time, and the degree to which it is constructive. Regular, clear, constructive, and positive feedback at Concentrix Mactan can help employees feel like they are being treated fairly and with trust. These feelings encourage employees, both intrinsically and extrinsically, to react with greater motivation,which may increase their satisfaction at work and strengthen their loyalty to the company.

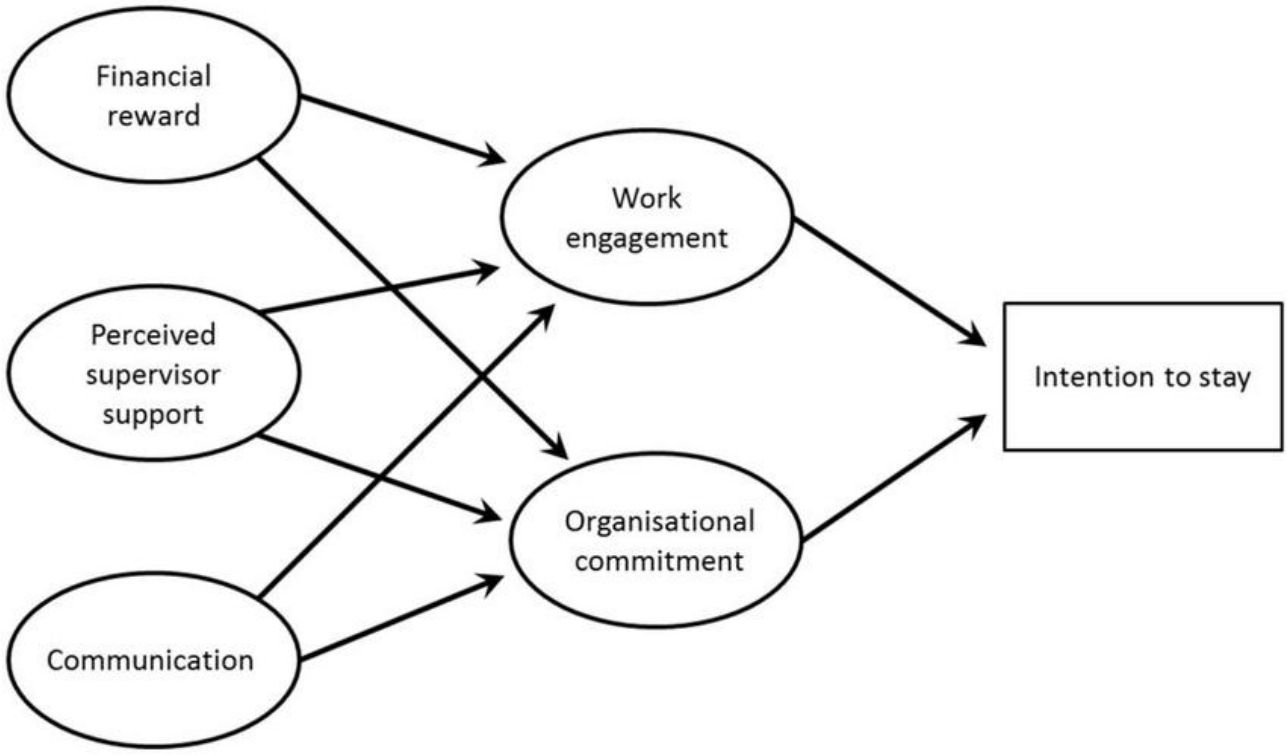

Figure 1 Social Exchange Theory Model

Self-Determination Theory

According to the Self-Determination Theory (Deci & Ryan, 1985; Deci & Ryan, 2000), satisfaction with three key needs, autonomy, competence, and relatedness is essential for human motivation, growth, and psychological well-being. According to the theory, there are two types of motivation: intrinsic and extrinsic. Intrinsic motivation comes from personal satisfaction, while extrinsic motivation comes from rewards, recognition, or conditions outside the person. This study examines how motivated employees are using two sets of indicators.

Since feedback can be linked to motivation, this theory is important for the employees of Concentrix Mactan. Giving supportive feedback regularly and at the right time can boost feelings of competence, while recognition can improve extrinsic drivers. Feedback that emphasizes opportunities for improvement supports the development of intrinsic motivation. People may enjoy their jobs more and be ready to put in more effort if these needs are met. The framework is used in the study to look at the relationship of continuous feedback and employee retention through employee motivation.



Figure 2 Self-Determination Theory Model

Herzberg's Two-Factor Theory.

Herzberg's Two-Factor Theory (Herzberg, 1959; Abdulkhamidova, 2021) suggests that two groups of factors, motivators and hygiene elements are linked to job attitudes.

Herzberg's framework for this study helps explain how positive work conditions and fundamental motivators is connected to retention. At Concentrix Mactan, hygiene factors include fair practices and secure employment, while motivators can include recognition through feedback and opportunities for responsibility. When there are motivators and few hygiene problems, employees are more likely to stay with the company. Therefore, this theory backs up the study by demonstrating how continuous feedback and motivation are connected to both performance and an employee's long-term choice to stay with the organization.

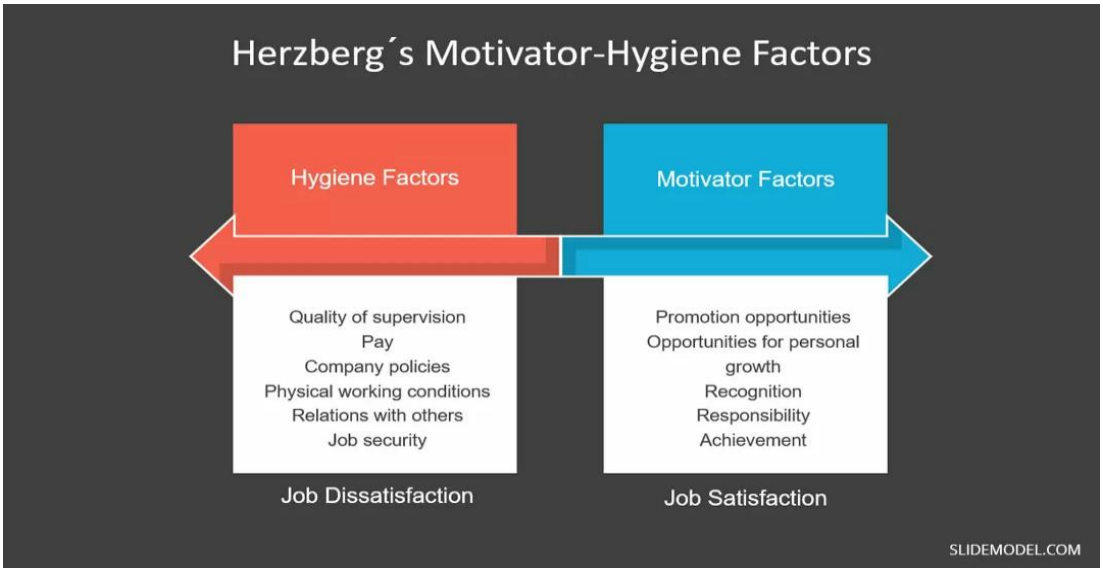

Figure 3 Herzberg's Two-Factor Theory Model

CONCEPTUAL FRAMEWORK

The present study is built on a framework that links continuous feedback, employee motivation, and employee retention. The independent variable is continuous feedback, which is examined through three indicators: frequency, timeliness, and constructiveness. Employee motivation serves as the mediating variable in this framework. Motivation is divided into intrinsic and extrinsic dimensions. Employee retention is the dependent variable of the study. It is obtained through indicators such as intention to stay, commitment to the organization, and job satisfaction. These three aspects show not only the decision of employees to remain with the company but also their sense of belonging and their level of fulfillment in their roles.

The framework assumes that continuous feedback is connected to motivation. Employees who receive frequent and timely feedback that is constructive in nature are more likely to feel supported and encouraged. Motivation, in turn, is expected to strengthen retention. When employees feel motivated, they are more satisfied with their jobs, more

committed to the organization, and more willing to remain part of the workforce.



Figure 4 Conceptual Framework of the Study

Hypotheses

To evaluate the research questions statistically, we propose the following null hypotheses:

Ho1 - There is no significant relationship between continuous feedback and employee motivation among Concentrix Mactan employees.

Ho2 - There is no significant relationship between employee motivation and employee retention among Concentrix Mactan employees.

Ho3 - Continuous feedback is not indirectly related to employee retention through employee motivation.

RESEARCH METHODOLOGY

This chapter presents the research design, population and sampling, respondents of the study, data gathering procedure, and the statistical treatment of data that will be employed in the study.

Research Design

This research will use a quantitative design because the focus will be on measurable data that can explain employee motivation, feedback, and retention. Numbers gathered from surveys will make it possible to see patterns that may not be visible through observation alone. Quantitative studies will also be valued for their objectivity, as they will depend on data rather than opinion (Creswell & Creswell, 2018). Through applying this design, the study will be able to produce results that are reliable and open for further comparison with another research in the field.

The descriptive-correlational method will also be applied since it will give way to the description of current conditions while examining how factors will relate to each other. Descriptive research will provide details about who the employees are and how they will experience their work, while correlational analysis will show whether motivation and continuous feedback is linked to retention. The method will be appropriate when the aim is not to prove direct causation but to explore significant connections between variables (Apuke, 2017). Using this design, the study will obtain both the overall profile of the workforce and the relationships among the main factors being investigated.

Population and Sampling

Employees of Concentrix Mactan, Cebu, will make up the study's participants. They will be chosen because they have direct experience with the demands of the BPO industry, such as continuous feedback practices, efforts for employee retention, and challenges associated with employee motivation. The group will be perfect for the study because where they work is typical of the outsourcing industry, where employee turnover is high and organizational practices have a significant impact on motivation.

To determine the minimum number of respondents required, the researcher will use the Raosoft Sample Size Calculator. Based on a population of 350 employees from Concentrix Mactan, Cebu, the formula will provide a statistically valid sample size. The computation using the Raosoft formula were as follows:

$$x = Z(^{c}/_{100})^{2} r\,(100-r)$$

$$n = {}^{Nx}/_{((N-1)\,E^{2}+x)}$$

$$E = \text{Sqrt}\,[{}^{(N-n)\,x}/_{n\,(N-1)}]$$

Wherein *N* is the population size, *r* is the fraction of response, and Z(c/100) is the critical value for the confidence level *c.* In this study, the researcher input a 95% confidence level, a 5% margin of error, and a 50% response distribution; the sample size recommended by RAOSOFT was 184 respondents.

The sampling technique that will be used is simple random sampling. The method is appropriate because it ensures that every employee in the population has an equal chance of being chosen. Through applying random selection, the study minimizes bias and improves the representativeness of the results, which makes them more reliable in describing the relationship between feedback, motivation, and retention among employees of Concentrix Mactan.

Respondents of the Study

The respondents of this research will be employees of Concentrix Mactan, Cebu. From the total population of 350 call center agents, a smaller group or 184 respondents will be chosen based on the sample size calculated using Raosoft. This will make sure that the information gathered will still represent the larger workforce, even if not everyone is included in the study. The scope of respondents will be limited to BPO call center agents only, and those in supervisory or managerial positions will not be included in the survey.

There would not be a set list of criteria for who can participate in the study. There will be an equal chance of inclusion for all call center agents, no matter what age, gender, or employment status they have. The approach should give a fair picture of the workforce and show what the employees have been through. The answers will help the researcher gain deeper insights into how feedback, motivation, and employee retention work in a business process outsourcing setting.

Research Instrument

The tool that will be used in this study will be a structured survey questionnaire. It will be prepared to collect information on continuous feedback, employee motivation, and employee retention in Concentrix Mactan. The questions will be arranged in a way that respondents can easily follow. Each statement will be rated using a five-

point Likert scale, with 1 as *Strongly Disagree* and 5 as *Strongly Agree*. The use of this scale will help measure how strongly employees agree or disagree with each idea presented in the survey.

The questionnaire will have four major parts. The first section will ask about the demographic profile of the respondents. It will include questions on age, gender, civil status, job level, length of service, and employment status. The information will be useful for grouping the employees and understanding differences in responses across categories.

On continuous feedback, three indicators with a total of fifteen (15) statements will make up this document: frequency, timeliness, and constructiveness of feedback. These will show how frequent and how quickly feedback is given to employees, as well as how helpful it is for them to improve. Some of the questions in this section were taken from surveys that were used in earlier studies and were changed. (Rivera et al., 2021; Rachman et al., 2022). The adjustments made were to fit the workplace setting of the company.

The third part will measure employee motivation. Ten (10) statements will be included, covering intrinsic and extrinsic aspects. Items under intrinsic motivation will emphasize enjoyment, learning, and fulfillment at work. On the other hand, items on extrinsic motivation will focus on rewards, recognition, and benefits. The questions were modified from previous research instruments to make them suitable for this study (Lim, 2024; Miah, 2023).

The fourth and final section will address employee retention. It will have fifteen (15) items divided into three (3) groups: intention to stay, commitment to the organization, and job satisfaction. These statements will help measure if employees plan to remain in the company, how dedicated they are to its goals, and how satisfied they feel in their roles. The items were adapted from studies that measured retention in the workplace but were simplified for clarity (Sitorus et al., 2024).

Table 1 Parameters for Interpretation of Feedback, Motivation, and Retention Levels

Mean Range	Scale Description	Interpretation
4.21 – 5.00	Strongly Agree	Respondents show remarkably high agreement with the statements, reflecting excellent practices and strong influence.
3.41 – 4.20	Agree	Respondents agree with the statements, suggesting effective practices with moderate consistency.
2.61 – 3.40	Neutral	Respondents express moderate views, showing that practices are neither strongly effective nor ineffective.
1.81 – 2.60	Disagree	Respondents show low agreement with the statements, indicating weaknesses in practices or experiences.
1.00 – 1.80	Strongly Disagree	Respondents reject the statements, reflecting poor practices or negative experiences.

Validation/Reliability of the Instrument

Before the main data gathering, the instrument will be checked to make sure it is clear, useful, and appropriate for the study. To do this, two (2) human resource (HR) professionals and one (1) academician will be asked to review the questionnaire. The HR professionals will provide insights based on actual workplace practices, while the academician will focus on the accuracy and alignment of the items with research standards. Their combined feedback will help the researcher identify which parts of the instrument may need adjustments to improve its quality.

Once the expert validation is completed, the tool will be evaluated through a pilot survey with 30 respondents who share the same profile as the target participants but will not be part of the final study. The pilot run will give the researcher a chance to see how

participants understand the questions and whether the wording is easy to follow. If problems such as unclear instructions or confusing statements appear, the instrument will be revised before the full survey is conducted.

The reliability of the questionnaire will then be measured using Cronbach's Alpha. The test is widely used in social science research to see if the items in a scale consistently measure the same concept. A Cronbach's Alpha value of 0.70 or higher will be considered acceptable, while higher values will indicate stronger reliability. If the result from the pilot test falls below this level, the researcher will recheck and revise certain items until the instrument reaches the required standard.

In addition to checking reliability, the process will also establish content validity. The evaluation from the HR professionals, the academician, and the feedback from the pilot group will confirm that the instrument is not only consistent but also accurate in measuring key variables such as employee motivation, continuous feedback, and retention.

Through these combined efforts, the instrument will be strengthened before being used in the final data collection. Expert evaluation guarantees practical and academic soundness, pilot testing helps to adjust based on actual responses, and statistical testing provides an objective measure of reliability. Thus, these steps will ensure that the results of the study will be based on a survey tool that is both valid and dependable.

Data Gathering Procedures

The data for this study will be collected using a structured survey questionnaire. Two modes will be used: an online version through Google Forms and a face-to-face distribution of printed copies. Online surveys will help participants to answer at their own

convenience, while the face-to-face option will provide an alternative for those who prefer direct facilitation. Using both strategies will ensure that more employees have the chance to participate and that potential barriers to access are minimized.

Before the survey is given, permission will be sought from the management of Concentrix Mactan to guarantee that the data gathering follows company rules. During the administration, a short explanation about the purpose of the study will be provided. Employees will be informed about the goals of the research, the confidentiality of their answers, and their right to participate voluntarily. Written consent will be obtained in both online survey and face-to-face.

The actual distribution of surveys will happen within a set period. The online form will be shared through internal communication channels such as email or chat groups, while the researcher will on-site facilitate the printed questionnaires.

After the collection period, the researcher will combine the results from both sources. Online responses will be automatically recorded in Google Forms, while completed paper surveys will be carefully encoded into the same system to create a single database. Once all the responses are compiled, they will be checked for accuracy, and incomplete or invalid entries will not be included in the analysis.

Data Analysis

The data analysis will involve the systematic organization, processing, and interpretation of the information gathered from the respondents to answer the research questions and achieve the objectives of the study. The data collected from employees of Concentrix Philippines – Mactan will be analyzed using descriptive and inferential statistical techniques. These methods will enable the researcher to describe the respondents' demographic profiles, assess the levels of continuous feedback, employee motivation, and employee retention, and examine the relationships among the principal variables, including the mediating role of employee motivation.

After the retrieval of the completed questionnaires, the responses will be reviewed for completeness, consistency, and validity. Incomplete or invalid responses will be excluded based on predetermined criteria. The valid responses from the online and printed questionnaires will then be coded, tabulated, and consolidated into a single

dataset. Appropriate coding procedures will be applied to the demographic information and five-point Likert-scale responses, with scores ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The consolidated dataset will be encoded and analyzed using Jamovi statistical software to facilitate accurate computation and interpretation.

In answering the first research question on the demographic profile of Concentrix

Mactan employees, the study will make use of frequency count and percentage distribution.

These statistical tools will help to describe how the respondents are grouped in terms of age, gender, civil status, job level, length of service, and employment status. To compute the percentage, the following formula will be used: **% = (f / n) × 100**

Whereas:

f = represents the frequency of responses per category

n = the total number of respondents.

The second research question, which focuses on the level of continuous feedback, will be analyzed using weighted mean and standard deviation. These tools are suitable because they do not only summarize the general responses but also reflect how consistent or varied, they are. The weighted mean will be obtained through the formula:

Weighted mean= (Σxw) / n

Whereas:

x = is the scale value

w = is the weight assigned to each response

n = is the total number of responses

For the third research question on employee motivation, the same statistical measures, weighted mean and standard deviation, will also be applied. Since motivation is measured in terms of intrinsic and extrinsic factors, these computations will provide a summary of overall motivation while also emphasizing variations among respondents' views.

In addressing the fourth research question, the study will employ the systematic quantitative approach. The weighted mean and standard deviation will first be computed

to describe the overall level of employee retention in terms of intention to stay, organizational commitment, and job satisfaction. The weighted mean will determine the average level of retention, while the standard deviation will indicate the degree of variation among employee responses.

To determine how continuous feedback and employee motivation influence employee retention, the study will use regression-based analyses rather than simple correlations. Specifically, simple linear regression will be applied to examine:

1. The effect of continuous feedback on employee motivation (RQ5).

2. The effect of employee motivation on employee retention (RQ6).

These tests will show both the strength and significance of each predictive relationship, using a 0.05 level of significance as the decision criterion.

Finally, to assess whether employee motivation mediates the relationship between continuous feedback and employee retention, a mediation analysis will be conducted using Jamovi's Mediation module (medmod). The model will estimate the direct effect of continuous feedback on retention, the indirect effect through motivation, and the total effect. A bootstrapping procedure with 5000 samples and 95% confidence intervals will be used to ensure a strong estimation of the indirect (mediating) effect.

Therefore, the study will not only describe the current state of employees but also explain how feedback and motivation shape their retention within the organization.

Ethical Considerations

Ethical considerations will guide the conduct of this study to ensure that the research is carried out with integrity, transparency, and respect for the rights, dignity, privacy, and welfare of all participants. Since the study will involve employees of Concentrix Philippines – Mactan and will examine their experiences of the organization's feedback practices, motivation, and retention, appropriate safeguards will be implemented to protect respondents from unnecessary risks, pressure, or potential negative consequences.

Voluntary Participation

Participation in the study will be entirely voluntary. Before answering the questionnaire, prospective respondents will be informed that they may choose whether to participate. They will also be advised that they may decline to answer any question they are uncomfortable with or discontinue their participation, subject to the practical limitations of withdrawing responses that have already been submitted anonymously and cannot be identified.

No employee will be compelled to participate, and declining or withdrawing from the study will not result in any penalty, discrimination, or adverse employment consequence. Survey will be conducted in a manner that minimizes pressure from supervisors, managers, colleagues, or other individuals in positions of authority.

Informed Consent

Informed consent will be obtained from all respondents before data collection. The researcher will provide a clear explanation of the study's purpose, objectives, procedures, expected time commitment, and the type of information to be collected. Participants will also be informed of the intended academic use of the results, the measures adopted to protect their information, and their rights as research participants.

For the online questionnaire, an informed-consent statement will be presented before respondents proceed to the survey. For printed questionnaires, written consent will be obtained before participation. Only individuals who voluntarily agree to participate will be included in the study.

Permission from the appropriate company representatives will also be secured before conducting the survey. However, company permission will not replace the individual consent of each respondent, and participation will not be treated as a condition of employment.

Confidentiality and Anonymity

The researcher will protect the confidentiality of all information collected from respondents. The questionnaire will focus on the variables required by the study and will avoid collecting unnecessary personally identifiable information. Respondents will not be required to provide their names, employee identification numbers, or other direct identifiers unless there is a clearly justified and approved research need.

Individual responses will not be disclosed to company management, supervisors, or other unauthorized persons. Findings will be reported in aggregate form so that the results describe general patterns among respondents rather than identify individual employees. Care will be taken when presenting results to reduce the possibility of indirect identification.

The researcher will not use individual responses to evaluate employee performance or make employment-related judgments. The data will be used exclusively for the stated academic and research purposes.

Compliance with Data Privacy Laws

The study will observe applicable Philippine data protection requirements, particularly the Data Privacy Act of 2012, or Republic Act No. 10173, and its applicable implementing rules and regulations. Personal information, if collected, will be processed fairly, lawfully, and transparently and only for specified and legitimate research purposes.

The researcher will follow the principles of transparency, legitimate purpose, and proportionality by informing respondents about the information being collected, limiting data collection to what is necessary, and avoiding the use of the information for purposes unrelated to the study.

Any personal information inadvertently included in responses will be handled carefully and excluded from published reports when it is not necessary for the research. The researcher will also observe applicable institutional research ethics requirements and any relevant company policies governing research involving employees.

Data Storage, Security, Retention, and Disposal

All collected data will be handled securely throughout the research process. Electronic survey responses and encoded datasets will be stored in password-protected files or accounts accessible only to the researcher and other specifically authorized individuals, if applicable. Printed questionnaires and consent documents will be kept in a secure location to prevent unauthorized access, loss, or disclosure.

If Google Forms is used to collect responses, the researcher will review the form settings to minimize the collection of identifying information and restrict access to the response records. The researcher will also consider the platform's data-handling practices and applicable institutional requirements when determining how information will be stored and accessed.

Data will be retained only for the period required by the applicable institutional research policy, ethical approval conditions, or other relevant legal requirements. After the authorized retention period, electronic records will be securely deleted, and paper documents will be appropriately destroyed. Any retention or disposal procedure will be implemented in a manner that protects the confidentiality of the respondents.

Minimization of Risk and Protection of Participants

The study is expected to involve minimal risk because it will primarily use a structured questionnaire about workplace experiences. Nevertheless, questions concerning motivation, job satisfaction, feedback practices, and intention to stay may be sensitive because they relate to employees' perceptions of their work and organization.

To minimize potential discomfort, the questionnaire will use clear, respectful, and nonjudgmental language. Respondents will be reminded that there are no right or wrong answers and that they should answer based on their own experiences. They will not be asked to disclose confidential company information or provide unnecessary details about individual supervisors or colleagues.

The researcher will also ensure that participation does not interfere unnecessarily with employees' work responsibilities. Survey administration will be coordinated appropriately, and employees will be given a reasonable opportunity to complete the questionnaire without undue pressure.

Objectivity, Integrity, and Avoidance of Bias

The researcher will maintain objectivity throughout data collection, analysis, and reporting. Survey responses will be recorded and analyzed accurately, and the findings will be presented regardless of whether they support the proposed relationships among continuous feedback, employee motivation, and employee retention.

The researcher will not fabricate, manipulate, or selectively omit results to support a preferred conclusion. Any limitations encountered during data collection or analysis will be acknowledged, and interpretations will remain consistent with the evidence obtained.

Because the study involves employees of a specific organization, the researcher will also take precautions to minimize actual or perceived conflicts of interest. The researcher will avoid influencing respondents' answers and will not permit organizational preferences to determine the presentation of the findings.

Academic Integrity and Proper Citation

All theories, concepts, research instruments, and findings drawn from other authors will be appropriately acknowledged using the required academic citation style, such as APA.

References will be checked for accuracy, and the original sources of adapted questionnaire items will be cited wherever applicable.

Any modifications made to previously published research instruments will be documented appropriately. The researcher will not present another author's ideas, words, or findings as original work. The collected data, statistical results, and conclusions will be reported honestly and transparently to preserve the credibility of the study.

Through these ethical safeguards, the researcher aims to protect the rights and welfare of the respondents while ensuring that the study produces credible, responsible, and academically sound findings. The ethical conduct of the research will support the reliability of the investigation and provide a sound basis for recommendations to strengthen continuous feedback practices and employee retention at Concentrix Philippines – Mactan.

RESULTS AND DISCUSSION

This chapter covers the data presentation, analysis and interpretation of the data gathered from the study in accordance with the research questions stated in the Statement of the Problem.

Table 2 Demographic Profile of Concentrix Mactan Employees

Characteristic	Category	Frequency	Percentage
Age	18-24 years old	26	14.1
	25-31 years old	45	24.5
	32-38 years old	49	26.6
	39-45 years old	44	23.9
	46 years old and above	20	10.9
Sex	Male	72	39.1
	Female	112	60.9
Civil Status	Single	89	48.4
	Married	89	48.4
	Separated	6	3.3
Length of Service	Less than 1 year	72	39.1
	1-3 years	30	16.3
	4-6 years	21	11.4
	7-10 years	25	13.6
	More than 10 years	36	19.6
Employment Status	Regular/Permanent	163	88.6

	Probationary	11	6
	Contractual	10	5.4

Results on the demographic profile showed that most respondents were aged 32 to 38 years old. The majority were female and either single or married. A large portion of them had been working in the company for less than a year, while most were under regular employment.

These findings show that most of the workforce belongs to the middle adult age range where professional stability and experience are already established. This age profile indicates that many employees are likely to seek meaningful work recognition, regular schedules, and career advancement. The retention of employees can be improved by utilizing these factors. The lower share of younger employees may suggest that while entry-level opportunities exist, there is a need for training programs and mentorship to assist them adapt to the work environment.

The data also show that a greater portion of the employees at Concentrix Mactan are female and this dominance of female employees may point to specific underlying factors. The flexible schedules provided by BPO companies may appeal to women who seek to balance work and personal responsibilities. Equal numbers of married and single employees indicate that all categories are well represented at work and revealed a balanced group of individuals with various personal and family responsibilities and backgrounds.

The findings unequivocally demonstrate that a sizable portion of the company's employees are new, while a smaller but consistent portion has been there for a while. The high percentage of people who have been with the company for less than a year may indicate that many are either recently hired or still getting used to the demands of life at work. Due to the challenging nature of the work, this is typical in BPO settings, where employee turnover is typically high. The group that has remained for more than ten years, on the other hand, exhibits stability and sustained dedication. The lower number of workers in the intermediate ranges may suggest that some employees leave the company early or decide to stay after they have completely adapted to the work environment.

In terms of employment status of Concentrix Mactan employees, the result suggests that a large part of the workforce has reached regular permanent employment status. Looking closely at these results, it appears that Concentrix Mactan maintains a strong base of regular employees who have been with the company for a considerable time. Having a high number of permanent workers shows that the organization values long-term employment and invests in retaining its staff. The findings indicate several implications for employee management. Since most employees are regular, the company benefits from a sense of consistency and reliability in its operations. Probationary and contractual employees should be provided with clear feedback, fair evaluation systems, and opportunities for career advancement to help them feel supported.

Table 3 Level of Continuous Feedback Received by Employees in Terms Of

Indicator	Statement	Mean	Std Dev	Interpretation
Frequency of Feedback	1. Feedback from the supervisor is provided regularly.	3.83	0.963	Agree
	2. Work performance is reviewed frequently.	3.84	0.967	Agree
	3. Feedback is given after completing important tasks.	4.03	0.983	Agree
	4. The supervisor often discusses employee progress at work.	3.76	1.1	Agree
	5. Feedback is provided more than once a year.	3.87	0.978	Agree
	Overall	3.87	0.998	Agree

Timeliness of Feedback	1. Feedback is given soon after performance is observed.	3.92	1.07	Agree
	2. Comments are provided at the right time to help improvement.	3.93	0.992	Agree
	3. The supervisor provides feedback without unnecessary delay.	3.96	0.914	Agree
	4. Feedback is shared while the task is still fresh and relevant.	3.98	1.01	Agree
	5. Timely feedback helps employees adjust to their work effectively.	4.2	0.914	Agree
	Overall	4	0.98	Agree
Constructive-ness of Feedback	1. Feedback helps employees understand their strengths.	4.09	0.999	Agree
	2. Suggestions from the supervisor guide improvement in weak areas.	4.24	0.867	Strongly Agree
	3. Feedback is given in a positive and encouraging way.	4.12	0.933	Agree
	4. Feedback is useful for employee growth in the company.	4.06	1.12	Agree
	5. The supervisor explains clearly what can be done better.	4.13	0.9	Agree
	Overall	4.13	0.964	Agree

Legend: 4.21 – 5.00 Strongly Agree; 3.41 – 4.20 Agree; 2.61 – 3.40 Neutral; 1.81 – 2.60 Disagree; 1.00 – 1.80 Strongly Disagree

The findings on continuous feedback revealed that employees agreed their supervisors regularly provided feedback that was timely and constructive. The overall means for frequency, timeliness, and constructiveness were 3.87, 4.00, and 4.13 respectively, all interpreted as "Agree." The result means that most employees felt they received feedback often enough to help them improve their performance. Among the indicators, constructiveness had the highest rating and showed that supervisors were able to deliver feedback in a helpful and encouraging way. These results suggest that communication between leaders and employees was active and productive.

In terms of Frequency of Feedback, the statement with the highest mean is "Feedback is given after completing important tasks" suggests that supervisors take the time to provide comments or evaluations after key responsibilities are finished. Meanwhile, the statement with the lowest mean, "The supervisor often discusses employee progress at work," shows that although feedback is given consistently, there may still be room to improve continuous feedback process. The close range of mean values across all indicators shows that employees receive feedback at various stages of their work, not only during formal reviews. However, the slightly lower rating on discussions of progress may reflect that follow-up conversations after initial feedback do not happen as frequently as they could. The results also carry meaningful implications for both the management and the employees. Consistent feedback helps employees understand how they are performing and what areas need improvement creating a sense of direction. For supervisors, giving regular feedback helps them to recognize achievements early and address problems before they become serious.

In terms of Timeliness of feedback, result means that employees believed that feedback in their workplace was given on time and when needed. The statement "Timely feedback helps employees adjust to their work effectively" received the highest mean score, which shows that employees find timely feedback especially useful in helping them perform better. The lowest mean score for the statement "Feedback is given soon after performance is observed," which still indicates agreement but suggests that there might be slight delays in giving feedback right after performance is seen. The results indicate that the company practices a good system of giving

feedback promptly. The close range of mean scores suggests that most employees experience feedback that is timely, relevant, and consistent. However, the slightly lower mean in one statement hints that there may still be times when feedback is delayed, due to the fast-paced nature of the BPO environment where supervisors manage multiple responsibilities at once.

For Constructiveness of feedback, result means that most employees believe that the feedback they receive helps them grow and improve. Among the statements, the highest mean was for "Suggestions from the supervisor guide improvement in weak areas," suggests that employees value the guidance and advice they receive from their supervisors. Meanwhile, the lowest mean came from "Feedback is useful for employee growth in the company," indicated that employees see feedback as a tool for self-improvement and development within the organization. These findings show that employees view feedback as supportive and beneficial to their performance. Employees are more likely to view feedback as an opportunity to learn when it is positive and concise. Positive feedback perception among employees can lead to higher job satisfaction and lower turnover, both of which are crucial for keeping stability in the BPO industry.

Table 4 Level of Employee Motivation in Terms of Intrinsic and Extrinsic Motivation

Indicator	Statement	Mean	Std. Dev	Interpretation
Intrinsic Motivation	1. Employees feel satisfied when completing difficult tasks at work.	4.32	0.875	Strongly Agree
	2. Employees enjoy doing their job even without extra rewards.	3.92	1.03	Agree
	3. The work itself brings pride and fulfillment.	3.99	0.964	Agree
	4. Employees are motivated because tasks are meaningful.	3.95	0.954	Agree
	5. Employees continue to improve performance because they value	4.24	0.996	Strongly Agree
	Overall	4.08	0.964	Agree
Extrinsic Motivation	1. Employees are motivated by the salary and benefits they receive.	4.05	0.977	Agree
	2. Recognition from supervisors encourages better performance.	4.24	1	Strongly Agree
	3. Employees work harder when rewards or incentives are offered.	4.05	1.12	Agree
	4. Fair promotion opportunities motivate employees to stay in the	4.21	0.935	Strongly Agree
	5. Employees feel motivated when their contributions are acknowledged.	4.27	1	Strongly Agree
	Overall	4.16	1.01	Agree

Legend: 4.21 – 5.00 Strongly Agree; 3.41 – 4.20 Agree; 2.61 – 3.40 Neutral; 1.81 – 2.60 Disagree; 1.00 – 1.80 Strongly Disagree

In terms of employee motivation, the results showed high levels for both intrinsic and extrinsic aspects. The overall mean for intrinsic motivation was 4.08, and extrinsic motivation had a mean of 4.16. The data indicate that employees found personal satisfaction in their work while also being motivated by rewards, recognition, and fair treatment. They valued learning and improvement as much as external incentives such as salary and promotions. The results imply that both inner and outer factors of motivation were important in maintaining employee enthusiasm at Concentrix Mactan.

For intrinsic motivation of employees, the highest mean score came from the statement "Employees feel satisfied when completing difficult tasks at work," means that employees feel a sense of pride and satisfaction when they accomplish challenging tasks. Meanwhile, the lowest mean score came from the statement "Employees enjoy doing their job even without extra rewards," which still shows a positive result, and indicated that employees remain driven even without additional incentives. According to the data, most Concentrix Mactan employees see value in their work beyond the money they make. The results also show that employees view their work as more than just a duty; it gives them a sense of purpose.

For extrinsic motivation among employees, the highest mean was for the statement, "Employees feel motivated when their contributions are acknowledged," implies that when employees see their efforts recognized, they feel valued and driven to do better. Meanwhile, the lowest mean scores, came from salary-related and reward-based statements. Although slightly lower, they still show that financial incentives remain an important influence on motivation. The findings suggest that workers respond positively to systems that reward effort and performance. Recognition and fair chances for promotion seem to strengthen employee commitment more effectively than material rewards alone. Salary and benefits are necessary, but the results show that these are not the only drivers of motivation. Appreciation from management gives a sense of pride, while clear advancement paths create purpose and security in the workplace.

Table 5 Level of Employee Retention in Terms Of Intention to Stay, Commitment to the Organization, and Job Satisfaction

Indicator	Statement	Mean	Std Dev	Interpretation
Intention to Stay	1. Employees plan to stay in the company for the next few years.	3.88	1.08	Agree
	2. Employees rarely think about leaving the organization.	3.75	1.1	Agree
	3. Employees see themselves building a long-term career in the company.	3.76	1.06	Agree
	4. Employees intend to continue working despite challenges.	3.77	1.05	Agree
	5. Employees are unlikely to look for another job soon.	3.7	1.07	Agree
	Overall	3.77	1.07	Agree
Commitment to the Organization	1. Employees feel loyal to the company.	3.76	1.09	Agree
	2. Employees are willing to put extra effort into helping the company succeed.	3.97	0.852	Agree
	3. Employees value being part of the organization.	4.06	0.906	Agree
	4. Employees identify strongly with the goals of the company.	3.97	0.949	Agree
	5. Employees are proud to tell others they work in the company.	4.08	0.908	Agree
	Overall	3.97	0.941	Agree
Job Satisfaction	1. Employees are satisfied with the tasks they perform in their job.	4.07	0.921	Agree
	2. The current role of employees meets their expectations.	3.97	0.989	Agree
	3. Employees feel happy working in the organization.	4.04	0.855	Agree
	4. Employees are satisfied with the opportunities for growth in the company.	3.92	1.01	Agree
	5. Overall, employees are content with their work experience.	3.99	0.926	Agree
	Overall	4	0.94	Agree

Legend: 4.21 – 5.00 Strongly Agree; 3.41 – 4.20 Agree; 2.61 – 3.40 Neutral; 1.81 – 2.60 Disagree; 1.00 – 1.80 Strongly Disagree

Before we discuss the findings, it is important to distinguish between what employees feel and what they actually do. Actual retention is an observable behavioral outcome (the rate of employees remaining with an organization

over a given period). It is a dependent variable or final behavioral metric. On the other hand, job satisfaction, commitment, and intention to stay are psychological, attitudinal states or indicators that may or may not translate into someone remaining at work.

The findings revealed that most employees had a positive intention to stay, were committed to the organization, and were satisfied with their work experiences. The overall means were 3.77 for intention to stay, 3.97 for organizational commitment, and 4.00 for job satisfaction. The results show that employees were content and valued their connection to the company. However, the slightly lower mean for intention to stay implies that some employees might still consider other opportunities if better offers come.

It is essential to distinguish “intention to stay” from actual employee retention. Intention to stay refers to employees stated plans or willingness to continue working for the organization in the future, whereas actual employee retention refers to the organization’s ability to keep employees employed over a specified period. In terms of Intention to Stay, the statement with the highest rating, “Employees plan to stay in the company for the next few years,” shows that many workers have a positive outlook on remaining in their roles. The statement with the lowest rating, "Employees are unlikely to look for another job soon," is still in the "Agree" range and implies that although most employees are happy, some may still look for other employment opportunities. The results suggest that Concentrix Mactan has a favorable foundation for encouraging employees to remain with the company. The outcome suggests that employees have a steady but cautious commitment. They are inclined to stay, due to the encouraging atmosphere, feedback, or just compensation. The range of scores, however, also indicates that some workers might still feel unsettled, possibly because of slow career advancement, difficult workloads, or interest in alternatives. It implies that even while the company has managed to keep employee satisfaction at a reasonable level, it still needs to keep enhancing working conditions to increase employee loyalty and guarantee that workers feel safe and appreciated overall. Management may also strengthen employees’ intention to stay by maintaining regular feedback sessions, providing clear career development pathways, recognizing employee contributions, and promoting fair and supportive working conditions.

Organizational commitment is distinct from actual employee retention because it reflects employees’ psychological attachment to, identification with, and willingness to contribute to the organization rather than confirming that they have remained employed. In terms of Commitment to the Organization, the statement that received the highest rating, "Employees are proud to tell others they work for the company," demonstrates how proud many employees are to be a part of the company. The statement that got the lowest score, "Employees feel loyal to the company," still got an agreeable answer, which means that loyalty is there but could be better. Through looking at these results, employees are

committed because they feel like they fit and respect the company's values. However, the small difference in answers suggests that some employees may still need more reassurance from management. These results emphasize the significance of preserving and enhancing employee loyalty as a key factor in retention. In relation to employee retention, organizational commitment can be understood as a factor that may support employees’ willingness to remain with the company. People who care about the company and are proud of their work are less likely to quit. Employees who are committed are more inclined to stay. Management can use these findings to improve strategies that support employees’ sense of purpose and connection to the organization. Strategies such as transparent communication, consistent recognition, fair treatment, opportunities for professional development, and meaningful employee participation may help reinforce organizational commitment.

There is a critical distinction between Job satisfaction and actual employee retention. Job satisfaction refers to employees’ positive or negative evaluations of their jobs, including their tasks, roles, working conditions, and overall work experiences. Actual employee retention, in contrast, refers to the extent to which an organization successfully keeps its employees over a specified period. Although job satisfaction may encourage employees to remain, it is an employment-related attitude rather than a direct measure of whether employees have stayed. In terms of Job Satisfaction, the results show that the statement with the highest mean was “Employees are satisfied with the tasks they perform in their job,” which shows that they find their work meaningful and manageable. On the other hand, the statement “Employees are satisfied with the opportunities for growth in the company” received the lowest score but still falls under the “Agree” interpretation means that while employees appreciate their current jobs, some still hope for more opportunities to develop professionally. In general, the

findings suggest that employees are satisfied with their jobs and have a good outlook toward their company. The findings indicate that employees generally evaluate their work experiences positively, which may support their continued employment. From the analysis, job satisfaction is important in how employees view their work and their willingness to stay. There is also a need to improve development and advancement programs, even though job satisfaction is high. To keep people motivated and avoid feeling bored or frustrated, growth opportunities are important. The results showed that there is a strong link between employee retention and job satisfaction. Employees are less likely to look for other job opportunities when they are happy with their current roles. Their satisfaction promotes trust and loyalty, which cuts down on employee turnover and aids in maintaining a steady workforce. Providing more career growth opportunities could further strengthen this satisfaction and encourage longer tenure.

Relationship between Continuous Feedback and Employee Motivation

Table 6 Linear Regression Results of the Relationship Between Continuous Feedback and Employee Motivation

Model Summary			
Model	**R**	**R^2**	**Model Fit Measures**
1	0.564	0.318	Moderate Positive Relationship

Predictors	**B**	**Standard Error (SE)**	**95% Confidence Interval**		**t**	**p-value**	**Significance**	**Stand. Estimate**
			Lower	**Upper**				
Constant (Intercept)	1.930	0.2411	1.454	2.406	8.00	<.001		
Continuous Feedback	0.549	0.0595	0.431	0.666	9.22	<.001	Significant	0.564

Ho1: There is no significant relationship between continuous feedback and employee motivation among Concentrix Mactan employees.

The findings presented in Table 6 show the linear regression analysis on the relationship between continuous feedback and employee motivation among Concentrix Mactan employees. The model shows an R-value of 0.564, which means a moderate positive relationship between continuous feedback and motivation. The value indicates that as feedback becomes more consistent and helpful, employees' motivation levels also increase to a moderate extent. The R^2 value of 0.318 reveals that 31.8% of the changes in employee motivation can be explained by the feedback they receive, while the remaining percentage may be affected by other factors such as recognition, compensation, or working conditions. The result shows that while feedback influences, it works alongside other motivators to enhance performance and satisfaction.

The coefficients further explain this relationship. The constant value of 1.930 shows the level of motivation expected even when no feedback is given. The coefficient (B) of 0.549 means that each one-point increase in continuous feedback raises employee motivation by 0.549 points. With a standard error of 0.0595, the estimate is stable, and the confidence interval between 0.431 and 0.666 suggests a precise and reliable result. The t-value of 9.22 is considerably high, which strengthens the confidence in the results, while the p-value below .001 indicates that the relationship is statistically significant. Because of this, the null hypothesis (Ho1) stating that there is no significant relationship between continuous feedback and employee motivation is rejected. Therefore, it can be concluded that continuous feedback has a real and measurable influence on employee motivation.

From the analysis, consistent feedback plays a strong part in driving motivation at work. Employees who receive regular feedback understand their progress better, recognize their strengths, and know where to improve. The constant exchange of information builds trust and keeps employees more focused on achieving their goals. The moderate strength of the relationship means that while feedback matters a lot, it must work together with other

organizational practices to bring out the best in employees. Regardless, these results make it clear how important it is for managers to speak clearly, show appreciation, and provide clear instructions that promote ongoing growth and better performance.

These results show that continuous feedback is not just about fixing mistakes; it is also about building people up and promoting their development. Work can get repetitive and stressful at a BPO company, but regular feedback helps employees stay interested in their jobs and connected to their roles. In turn, it helps them see how their work fits into the bigger picture of the company's progress. The strategy boosts employee loyalty and efficiency in addition to raising morale. Managers who give constructive feedback create a good work setting where employees feel supported and are more likely to want to do better. This makes feedback a useful tool for keeping employees motivated.

These findings are consistent with those of Giamos, Doucet, and Léger (2023), who discovered that feedback that emphasizes personal improvement rather than merely evaluation significantly boosts motivation and engagement. They discussed how employees react better to encouraging and conversational feedback. Firgie et al. (2024) further emphasized that open and consistent communication between supervisors and employees increases motivation and trust. Their research also shows how feedback promotes stronger work connections and higher levels of effort among employees. In addition, Gallo et al. (2022) found that a company with a helpful feedback culture makes its employees feel more competent, engaged, and confident. Their research supported the findings of this study by confirming that ongoing feedback results in better motivation and stronger satisfaction.

Therefore, the regression results prove that continuous feedback has a significant and positive relationship with employee motivation. The rejection of the null hypothesis confirms that feedback is one of the key elements that help employees remain driven and engaged. Through encouraging open communication, giving recognition, and providing constructive input, organizations like Concentrix Mactan can maintain a motivated workforce that performs better and stays committed. Continuous feedback, therefore, becomes a meaningful practice that strengthens both motivation and organizational success.

Relationship between Employee Motivation and Employee Retention

Table 7 Linear Regression Results of the Relationship Between Employee Motivation and Employee Retention

Model Summary			
Model	**R**	**R^2**	**Model Fit Measures**
1	0.716	0.512	Strong Positive Relationship

Predictors	**B**	**Standard Error (SE)**	**95% Confidence Interval**		**t**	**p-value**	**Significance**	**Stand. Estimate**
			Lower	**Upper**				
Constant (Intercept)	0.834	0.2254	0.389	1.278	3.70	<.001		
Continuous Feedback	0.747	0.0540	0.640	0.854	13.83	<.001	Significant	0.716

Ho2: There is no significant relationship between employee motivation and employee retention among Concentrix Mactan employees.

The results shown in Table 7 present the linear regression analysis of the influence of employee motivation on employee retention among Concentrix Mactan employees. The analysis revealed an R-value of 0.716, and indicated a strong positive relationship between motivation and retention. The result suggests that as motivation improves, employees are more likely to remain with the company. The R^2 value of 0.512 explains that 51.2 percent of the variation in retention can be attributed to employee motivation. The rest may come from other

influences such as leadership, salary, and workplace environment. These values demonstrate that motivation has a significant part in shaping employees' decision to stay with the organization.

In the coefficient analysis, the constant value of 0.834 shows the base level of employee retention even when motivation is not considered. The coefficient (B) of 0.747 indicates that for every one-point rise in motivation, employee retention increases by nearly the same amount. The standard error of 0.0540 confirms the consistency of this estimate, while the confidence interval ranging from 0.640 to 0.854 shows a reliable and accurate prediction. The t-value of 13.83 shows a strong influence of motivation on retention, and the p-value lower than .001 proves the result is statistically significant. Because the probability level is far below the standard limit, the null hypothesis (Ho2), which assumes no significant influence, is rejected. This means that employee motivation has a definite and meaningful impact on employee retention.

These results suggest that motivated employees are more loyal and committed to the company. They are less likely to look for other job opportunities and more willing to grow within the organization. When workers find fulfillment in their roles and receive recognition for their efforts, they develop stronger emotional connections to their workplace. The connection supports stability and consistency in the workforce. The findings emphasize that employee motivation does not only improve performance but also strengthens long-term loyalty, which benefits the organization.

The implications of these findings emphasize that companies should continuously invest in motivating their workforce. Providing fair rewards, professional growth opportunities, and supportive management can help sustain motivation. At Concentrix Mactan, maintaining open communication, giving regular recognition, and creating a positive work environment may help employees feel valued and satisfied. A motivated employee often contributes to higher productivity and better retention outcomes, which leads to a stronger organizational structure. Retention, therefore, becomes a result of consistent motivation and trust built between management and employees.

The study supports the findings of Saidi (2024), who discovered that motivated employees in Zambian microfinance institutions were more likely to remain with their employers. Recognition and employee involvement increased satisfaction, which reduced turnover rates. It also aligns with Lim (2024), who used Herzberg's Two-Factor Theory and found that recognition and achievement enhanced employee satisfaction, encouraging them to stay longer. Moreover, Miah (2023) revealed that employees in Bangladesh's garment industry who were motivated by fair compensation, good relationships, and work-life balance were more committed to their companies. These studies consistently show that when organizations focus on motivation, they effectively retain employees and reduce turnover risks.

Furthermore, the regression results confirm that motivation strongly influences employee retention. The rejection of the null hypothesis supports the idea that motivated employees are more likely to stay with the company and remain loyal over time. The findings prove that motivation is not just about increasing performance but also about sustaining commitment and stability in the workplace. Companies that promote fairness, appreciation, and development opportunities will likely see long-term retention and success.

Indirect Relationship Between Continuous Feedback and Employee Retention Through Employee Motivation

Table 8 Mediation Analysis on the Indirect Relationship Between Continuous Feedback and Employee Retention through Employee Motivation

Predictors	**Estimate (β)**	**SE**	**95% Confidence Interval**		**Z**	**p-value**	**Interpretation**
			Lower	**Upper**			
Indirect Effect (a × b)	0.350	0.0487	0.2617	0.454	7.19	<.001	Significant
Direct Effect (c′)	0.188	0.656	0.579	0.310	2.87	<.004	Significant
Total Effect (c)	0.538	0.0633	0.4124	0.654	8.50	<.001	Significant

Ho3: Continuous feedback is not indirectly related to employee retention through employee motivation

Path Estimates	Estimate (β)	SE	95% Confidence Interval		Z	p-value
			Lower	Upper		
Continuous Feedback → Employee Motivation	0.549	0.0609	0.4235	0.665	9.02	<.001
Employee Motivation → Employee Retention	0.638	0.0626	0.5064	0.758	10.19	<.001
Continuous Feedback → Employee Retention	0.188	0.0656	0.0579	0.310	2.87	<.004

The findings in Table 8 show the mediation analysis on the indirect effect of continuous feedback on employee retention through employee motivation among Concentrix Mactan employees. The results revealed that continuous feedback has both direct and indirect effects on retention. The indirect effect recorded an estimate of 0.350 with a standard error of 0.0487, and the confidence interval ranged from 0.2617 to 0.454. The Z value of 7.19 and a p-value less than .001 confirmed that this relationship is statistically significant. The result means that employee motivation acts as a bridge between feedback and retention. When employees receive continuous feedback, their motivation grows, which then increases their willingness to stay in the organization.

The direct effect of continuous feedback on retention was 0.188, with a standard error of 0.0656, and was also found significant with a p-value less than .004. The result here shows that feedback still influences employee retention even without the mediation of motivation, although the effect is smaller compared to the indirect path. The total effect recorded an estimate of 0.538 with a standard error of 0.0633, and a Z value of 8.50, which indicates that feedback has a strong overall influence on retention. All significance values were below the standard threshold, confirming that the null hypothesis (Ho3) is rejected. Therefore, continuous feedback has both a direct and indirect significant influence on employee retention through motivation.

The path estimates further explained the relationship among the variables. The path from continuous feedback to motivation had an estimate of 0.549, and showed that feedback increases employee motivation in a meaningful way. Meanwhile, the path from motivation to retention had an estimate of 0.638, proving that motivated employees tend to stay longer and perform better. Lastly, the path from continuous feedback to retention had an estimate of 0.188, which means that even without motivation as a factor, feedback still improves employee loyalty and retention. Thus, these findings indicate that feedback, when delivered effectively and consistently, builds motivation and strengthens employees' intention to stay.

The results revealed the importance of feedback as a tool that sustains both motivation and retention. Employees who receive regular feedback understand their progress, feel recognized, and are encouraged to do better. Motivation develops when feedback focuses not only on areas for improvement but also on appreciation and growth. In the case of companies like Concentrix Mactan, this means that communication should not end during evaluation times. Instead, it should keep going to help employees feel cared for and appreciated. Employees are less likely to quit and more likely to stick with long-term goals due to the strategy's promotion of engagement.

The results of this study agree with those of other studies. Gallo et al. (2022) discovered that regular and helpful feedback systems increase employee engagement and satisfaction, which results in stronger employee retention. They said that giving employees feedback helps them understand what they are doing right, which makes them feel more connected to the company. This is like what Firgie et al. (2024) said that open communication between supervisors and employees builds trust and motivation. Their findings showed that employees who receive helpful feedback perform better and stay with the company longer. Hence, Westover (2024) emphasized that employee motivation is increased by future-oriented and meaningful feedback, which enables employees to see their growth and the reason for their work. The psychological satisfaction and long-term commitment that come from this kind of feedback are higher.

The results also make it clear that continuous feedback has both direct and indirect effects on employee retention through motivation. The strong indirect effect shows that feedback and retention are linked in a big way when employees are motivated. Through the means of maintaining a feedback culture that values communication, recognition, and growth, organizations can create a workplace that inspires both motivation and loyalty. The finding emphasizes that retention strategies should include regular feedback sessions that not only measure performance but also strengthen employee engagement and motivation.

SUMMARY, CONCLUSION, AND RECOMMENDATION

This chapter discusses the overview of the study presenting its summary, conclusion, and recommendations. It addresses the research questions, methods used to gather data and the purpose of the study.

Summary of Findings

The study was conducted to determine how continuous feedback, employee motivation, and employee retention are related within Concentrix Mactan. It also aimed to find out if feedback directly and indirectly influences retention through the help of motivation. The results served as the basis for understanding how communication and management practices affect the commitment and loyalty of employees in the BPO industry.

Results on the demographic profile showed that most respondents were aged 32 to 38 years old. The majority were female and either single or married. A large portion of them had been working in the company for less than a year, while most were under regular employment. These findings show the fast-paced and youthful nature of the BPO industry, where many workers are at the early or middle stages of their careers.

The findings on continuous feedback revealed that employees agreed their supervisors regularly provided feedback that was timely and constructive. The result means that most employees felt they received feedback often enough to help them improve their performance. However, the slightly lower rating on discussions of progress may reflect that follow-up conversations after initial feedback do not happen as frequently as they could.

In terms of employee motivation, the results showed high levels for both intrinsic and extrinsic aspects. The data indicate that employees found personal satisfaction in their work while also being motivated by rewards, recognition, and fair treatment. Recognition and fair chances for promotion seem to strengthen employee commitment more effectively than material rewards alone. Salary and benefits are necessary, but the results show that these are not the only drivers of motivation.

For employee retention, the findings revealed that most employees had a positive intention to stay, were committed to the organization, and were satisfied with their work experiences. The results show that employees were content and valued their connection to the company. However, the slightly lower mean for intention to stay implies that some employees might still consider other opportunities if better offers come.

The analysis on the relationship between continuous feedback and employee motivation showed a moderate positive relationship. The relationship was proven to be significant. The null hypothesis stating that there would be no significant relationship was therefore rejected. The result suggests that when employees receive regular and helpful feedback, they become more motivated in their work. Feedback acts as a form of guidance and recognition that increases employee engagement and morale.

Results on the influence of employee motivation on employee retention showed a strong positive relationship. The relationship was proven to be statistically significant, leading to the rejection of the second null hypothesis. This means that motivated employees are more likely to remain in their organization. High motivation contributes to stronger attachment, greater job satisfaction, and less desire to leave the company. Motivation, therefore, influences in retaining skilled and dedicated workers.

The mediation analysis revealed that employee motivation significantly mediated the effect of continuous feedback on employee retention. These results show that continuous feedback influences retention more effectively when motivation is involved. The path estimates supported these findings, where continuous

feedback strongly affected motivation, and motivation influenced retention. The third null hypothesis was thus rejected, confirming that feedback affects retention indirectly through motivation.

To sum up, the results show that continuous feedback, motivation, and retention are connected. When employees receive constructive and continuous feedback, they feel more motivated, which then encourages them to stay with the company. These findings emphasize that effective communication and fair evaluation systems are key to maintaining employee commitment and lowering turnover rates.

Conclusion

The study revealed that continuous feedback has a strong and meaningful role in improving employee motivation and retention in Concentrix Mactan. The results demonstrated that employees feel more appreciated and engaged with their work when they receive feedback frequently, clearly, and constructively. Open communication between supervisors and employees increases employee engagement and motivation to work well. These findings revealed the significance of continuous feedback in keeping employees satisfied and loyal to the company, in addition to serving as an assessment tool.

In addition, the results demonstrated that motivation is a crucial component of the continuous feedback - retention relationship. Higher job satisfaction and a greater willingness to stay with the company are the results of motivated employees. Motivated

employees are more likely to take pride in their accomplishments and keep developing in their positions. The study also noted that non-monetary elements like career assistance, gratitude, and recognition have a long-term impact on employees' commitment to stay. Therefore, employee retention is influenced by how they are treated and how their efforts are acknowledged in addition to salaries and benefits.

The study concluded that keeping employees committed and productive requires effective employee motivation and continuous feedback. It is evident from the relationship between these two elements that enhancing one might have a favorable impact on the other. Creating a structure that emphasizes effective continuous feedback and employee motivation will help Concentrix Mactan and similar firms retain employees. Employees are more likely to stay with a firm when they feel appreciated, heard, and inspired.

Recommendation:

The following recommendations are made considering the study results to assist Concentrix Mactan and other organizations in the BPO industry in enhancing feedback procedures, boosting employee motivation, and bolstering retention rates.

Implement consistent and meaningful feedback practices. The study revealed that continuous feedback has a significant effect on motivation and retention. Managers should make feedback a regular part of daily operations rather than an occasional activity. Supervisors are encouraged to give clear, timely, and specific feedback that recognizes employee achievements and addresses areas that need improvement. The practice can help employees feel guided and valued in their work.

Enhance motivational programs within the organization. Since motivated employees aremore likely to stay and perform better, it is recommended that management develop programs that support both intrinsic and extrinsic motivation. Providing fair incentives, recognition for good performance, and opportunities for growth can help maintain enthusiasm among employees. Encouraging personal development and training can also boost employees' confidence and sense of achievement.

Strengthen leadership skills of supervisors and team leaders. The results showed that the way leaders communicate feedback affects employee motivation. Leadership training programs should be provided to help supervisors develop effective communication, empathy, and coaching skills. When leaders know how to connect with their teams and provide positive feedback, employees are more likely to feel supported and engaged in their roles.

Encourage employee participation and engagement in company goals. Helping employees to share ideas and take part in decision-making can improve their motivation and loyalty. Management can organize open discussions or feedback sessions where employees can express their thoughts and suggestions about workplace improvements. Involving them in company programs helps build trust and strengthens their sense of belonging.

Develop integrated programs focused on motivation and retention. According to the findings, motivation has an impact on retention and ongoing feedback. As a result, management ought to integrate these elements into a single, organized strategy. Programs that offer continuous recognition, clear career progression pathways, and mentoring can support the maintenance of commitment and motivation. These programs make sure that employees perceive long-term opportunities within the company.

Regularly assess employee satisfaction and workplace climate. Management should hold regular meetings or surveys to solicit feedback from employees regarding their experiences to guarantee ongoing improvement. The development of more effective feedback and motivation tactics will be guided by this, which will aid in identifying issues early. Continuous evaluation preserves a positive and encouraging work environment while keeping management informed of employees' evolving requirements.

Proposed Improvement Plan:

Title: Concentrix Mactan: Continuous Feedback Improvement Plan

Objectives:

1. To institutionalize constructive, continuous feedback sessions.
2. To improve employee motivation and performance.
3. To reduce turnover rates through regular coaching and recognition.

Components:

1. Standardized Continuous Feedback Framework:

Develop a uniform feedback model (e.g., GROW) to guide all leaders. Feedback should always include *Strengths, Areas for improvement, Action steps, and Follow-up date*. Require team leaders to log feedback interactions in an internal portal for transparency.

2. Monthly Check-ins:

One-on-one developmental coaching between team leaders and agents

3. Leadership Training in Feedback Delivery:

Workshops on effective communication, emotional intelligence, constructive corrective feedback, and conflict management.

4. Digital Feedback Tracking System and Portal:

An online internal coaching tracker and platform for real-time recognition and suggestions.

5. Quarterly Engagement Survey:

Monitor motivation and retention progress.

6. Recognition Awards:

Incentivize feedback-driven performance improvements.

7. Career Developmental Pathing Integration:

Link continuous feedback on Skill progression, internal promotions, and Training recommendations.

Table 9 Implementation Timeline

Activity	Timeline	Responsible
Rollout of Standard Feedback Framework	Month 1	HR, Ops
Leadership Training on Feedback Delivery	Month 1–2	HR L&D
Monthly Developmental Coaching	Month 2 onwards	Team Leaders
Launch of Recognition Program	Month 3	HR
Digital Feedback Tracking System	Month 3–4	IT + HR
Quarterly Employee Pulse Surveys	Every Quarter	HR
Review and Refinement	Every 6 Months	HR + Ops Dir.

Monitoring and Evaluation

The success of this improvement plan will be based on:

1. Employee Retention Rate – expected rise within 6–12 months.
2. Employee Engagement Scores – as reflected in surveys.
3. Feedback/Coaching Compliance Reports – through digital logs.
4. Leader Improvement Ratings – based on employee feedback.

HR and Operations will generate regular reports to assess progress and adjust as needed.

Expected Outcomes

1. More motivated employees, higher employee satisfaction, and engagement scores.
2. Reduced turnover and stronger retention in Concentrix Mactan.
3. Improved leader-employee relationships and communication culture.

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APPENDICES

APPENDIX A

SURVEY CONSENT FORM

The Impact Of Continuous Feedback On Employee Retentionat Concentrix Mactan: Mediating Role Of Employee Motivationas Basis For An Improvement Plan

Researcher of the Study: Sheila Somido Esmas (sheila.junespring@gmail.com)

PURPOSE OF THE STUDY

You are being invited to take part in this research study. Before you decide, it is important that you understand the purpose and process of this study. Please read the information carefully. You may ask questions if anything is unclear or if you need further details.

The purpose of this study is to examine how continuous feedback and employee motivation affect employee retention in Concentrix Mactan, Cebu. Findings from this study aim to provide useful insights for improving organizational practices and strengthening employee engagement and retention strategies.

STUDY PROCEDURE

The study will collect data through a survey questionnaire, available both online (Google Forms) and through face-to-face administration. The questionnaire consists of four parts: demographic profile, continuous feedback, employee motivation, and employee retention. Answering the questionnaire may take between 10 to 15 minutes.

RISKS

There are no known risks in participating in this study. You may choose not to answer any item you are uncomfortable with, and you may withdraw at any time without any consequences.

BENEFITS

By participating, you may reflect on your own workplace experiences, which could increase awareness of factors affecting your motivation and satisfaction. The study may also benefit Concentrix, the BPO industry, and future researchers by providing insights into strategies that can improve employee motivation and retention.

CONFIDENTIALITY

Your answers will remain confidential and anonymous. You will not be asked to provide identifying information, except for optional details. All responses will be secured by the researchers and will not be shared with anyone outside the research team. Data will be used only for academic purposes.

CONTACT INFORMATION

If you have any questions about the study or if you encounter any issues during participation, you may contact the researcher through the email provided above.

VOLUNTARY PARTICIPATION

Your participation in this study is completely voluntary. You may refuse to participate or withdraw at any time without giving any reason. Choosing not to participate will not affect your relationship with the researchers or with Concentrix.

CONSENT

I have read and understood the information above. I have been given the opportunity to ask questions, and I voluntarily agree to participate in this study. I understand that I may withdraw at any time without penalty.

Participant's Name & Signature: _____ Date: _____

Investigator's Name & Signature: _____ Date: _____

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APPENDIX B

SURVEY QUESTIONNAIRE

Part I. Demographic Profile

Instruction: Please indicate and check (/) the option that describes your demographics.

1.**Age**

- ☐ 18-24 years old
- ☐ 25-31 years old
- ☐ 32-38 years old
- ☐ 39-45 years old
- ☐ 46 and above

2. Sex

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

3. Civil Status

- ☐ Single
- ☐ Married
- ☐ Separated
- ☐ Widowed

4. Length of Service

- ☐ Less than 1 years
- ☐ 1-3 years
- ☐ 4-6 years
- ☐ 7-10 years
- ☐ More than 10 years

5. Employment Status

- ☐ Single
- ☐ Married
- ☐ Separated
- ☐ Widowed

PART II. CONTINUOUS FEEDBACK

Instruction: Please indicate the extent to which you agree with the following statements. Use the scale provided below. Check (✓) accordingly.

5 - Strongly Agree 4 - Agree 3 - Neutral 2 - Disagree 1 - Strongly Disagree

A. Frequency of Feedback

STATEMENTS	5	4	3	2	1
1. I receive feedback from my supervisor regularly.					
2. My work performance is reviewed frequently.					
3. Feedback is given to me after completing important tasks.					
4. My supervisor often discusses my progress at work.					
5. I am provided with feedback more than once a year.					

B. Timeliness of Feedback

STATEMENTS	5	4	3	2	1
6. Feedback is given soon after my performance is observed.					
7. I receive comments at the right time to help me improve.					
8. My supervisor provides feedback without unnecessary delay.					
9. Feedback is shared while the task is still fresh and relevant.					
10. Timely feedback helps me adjust to my work effectively.					

C. Constructiveness of Feedback

STATEMENTS	5	4	3	2	1
11. Feedback I receive helps me understand my strengths.					
12. Suggestions from my supervisor guide me in improving weak					
13. Feedback is given in a positive and encouraging way.					
14. I find the feedback useful for my growth in the company.					
15. My supervisor explains clearly what I can do better.					

PART III. EMPLOYEE MOTIVATION

Instruction: Please indicate the extent to which you agree with the following statements. Use the scale provided below. Check (✓) accordingly.

5 - Strongly Agree 4 - Agree 3 - Neutral 2 - Disagree 1 - Strongly Disagree

A. Intrinsic Motivation

STATEMENTS	5	4	3	2	1
1. I feel satisfied when I complete difficult tasks at work.					
2. I enjoy doing my job even without extra rewards.					
3. The work itself makes me feel proud and fulfilled.					
4. I am motivated because my tasks are meaningful to me.					
5. I continue to improve my performance because I value learning.					

B. Extrinsic Motivation

STATEMENTS	5	4	3	2	1
6. I am motivated by the salary and benefits I receive.					
7. Recognition from my supervisor encourages me to do better.					
8. I work harder when I know there are rewards or incentives.					
9. Fair promotion opportunities motivate me to stay in the company.					
10. I feel motivated when my contributions are acknowledged.					

PART IV. EMPLOYEE RETENTION

Instruction: Please indicate the extent to which you agree with the following statements. Use the scale provided below. Check (✓) accordingly.

5 - Strongly Agree 4 - Agree 3 - Neutral 2 - Disagree 1 - Strongly Disagree

A. Intention to Stay

STATEMENTS	5	4	3	2	1
1. I plan to stay in this company for the next few years.					
2. I rarely think about leaving this organization.					
3. I see myself building a long-term career here.					
4. I intend to continue working in this company despite challenges.					
5. I am unlikely to look for another job soon.					

B. Commitment to the Organization

STATEMENTS	5	4	3	2	1
6. I feel loyal to this company.					
7. I am willing to put extra effort into helping the company succeed.					
8. I value being part of this organization.					
9. I identify strongly with the goals of the company.					
10. I am proud to tell others I work here.					

C. Job Satisfaction

STATEMENTS	5	4	3	2	1
11. I am satisfied with the tasks I do in my job.					
12. My current role meets my expectations.					
13. I feel happy working in this organization.					
14. I am satisfied with the opportunities for growth here.					
15. Overall, I am content with my work experience.					

APPENDIX C

VALIDATION TOOL

NAME OF RESEARCHER: Sheila Somido Esmas (sheila.junespring@gmail.com)

TITLE OF RESEARCH: The Impact of Continuous Feedback on Employee Retention at Concentrix Mactan: Mediating Role of Employee Motivation as Basis for an Improvement Plan

SCALE:

Scale Value	Mean Range	Interpretation
5	4.50 – 5.00	Very Satisfactory (VS)
4	3.50 – 4.49	Satisfactory (S)
3	2.50 – 3.49	Moderately Satisfactory (MS)
2	1.50 – 2.49	Less Satisfactory (LS)
1	1.00 – 1.49	Not Satisfactory (NS)

#	CRITERIA	VS5	S4	MS3	LS2	NS1
1.	Is it organized in its proper format?					
2.	Is the length reasonable, that is, not boring to fill up?					
3.	Are the questions brief, clear and unequivocal?					
4.	Are the responses' objectives requiring only check marks, single letters, numbers, or words?					
5.	Are the directions clear and unequivocal?					
6.	Are all the questions relevant to the study?					
7.	Are there enough and adequate categories for approximate replies?					
8.	Are all questions worded carefully and in correct grammar?					
9.	Are all the questions stated in the affirmative?					
10.	Are there adequate and appropriate options or choices for multiple response questions?					
11.	Are there catch-all words or phrases for multiple response questions?					
12.	Are the respondents anonymous?					
13.	Is the questionnaire free from all sorts of bias?					
14.	Does the questionnaire collect sufficient data for the study?					
15.	Is there a good cover letter to accompany the questionnaire?					

Comments/Suggestions:

_____

_____

Evaluated by: _____ **Date:** _____

(Name & Signature of the Evaluator)

Note: If a scale value of 3 or 2, or 1 is received, the Questionnaire must be revised, until a scale value of at least 4 is satisfied. .