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Employees Loyalty, Engagement, and Job Satisfaction in the Furniture Retail Sector

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ABSTRACT

This study aimed to determine the extent of employee loyalty, employee engagement, and job satisfaction and to examine their differences and relationships among employees of selected furniture retail sector. A quantitative descriptive-comparative-correlational research design was employed. The respondents consisted of 120 employees selected from a total population of 172. The sample size was determined using Cochran's formula, while stratified random sampling was employed to ensure the appropriate representation of employees from each group. Data were gathered using an adapted and validated structured questionnaire administered through an online survey. Before data collection, permission was secured, and ethical principles related to informed consent, voluntary participation, confidentiality, anonymity, and data privacy were strictly observed. Mean and standard deviation were used to determine the extent of employee loyalty, engagement, and job satisfaction. The Mann–Whitney U test, independent-samples t-test, one-way analysis of variance, and Kruskal Wallis test was used to determine significant differences, while Spearman rank-order correlation was employed to examine the relationships among the variables. Results revealed that employee loyalty and employee engagement were rated very high, while job satisfaction was rated high. No significant differences were found in employee loyalty, engagement, and job satisfaction when respondents were grouped according to age and sex. However, significant differences were found when respondents were grouped according to years of service. Employee loyalty was significantly related to both employee engagement and job satisfaction, whereas employee engagement and job satisfaction were not significantly related. The findings indicated that employees demonstrated strong commitment, active involvement, and favorable satisfaction toward their work and organization. The results also showed that employees' years of service influenced their workplace perceptions and experiences. It was recommended that management sustain inclusive leadership, employee recognition, and supportive communication practices. Furthermore, career development, job enrichment, mentoring, retention, wellness, work–life balance, stress management, and psychological support programs should be strengthened, particularly for mid- and long-tenured employees, to promote workforce stability, employee well-being, and organizational performance.

Keywords*:* Business Administration, Human Resource Management, Employees Loyalty, Engagement, Job Satisfaction, Descriptive-correlational, Philippines

INTRODUCTION

In today's globalized economy, employee loyalty, engagement, and job satisfaction are recognized as key drivers of organizational success. However, employee engagement has declined worldwide, with only 21% of employees reported as engaged in 2024, down from 23% in 2023. This decline has been largely attributed to weak manager–employee relationships and inadequate workplace support (Mousa et al., 2022). Within the ASEAN region, cultural values continue to promote employee loyalty; however, rapid economic development and increasing labor market competition have contributed to higher employee attrition rates. Although engagement levels in Southeast Asia remain relatively modest, Filipino employees have consistently ranked among the most engaged in recent years. In the Philippines, employee engagement is particularly important in industries characterized by high turnover rates, such as the retail and business process outsourcing (BPO) sectors (Gallup, 2024).

Studies have shown that maintaining a balance between work and personal life enhances employees' well-being and overall job outcomes (Irfan Syah, 2025). Work–life balance has also been found to be positively associated with job satisfaction, underscoring the importance of supportive organizational policies and practices (Nurhalimatussya'diah, 2025). As workplace environments continue to evolve, perceptions of employee loyalty are likewise changing, with nearly 80% of employees reporting shifts in how they view workplace loyalty (Albtoosh et al., 2022).

Employee loyalty is a critical determinant of organizational success, reflecting employees' commitment to and alignment with organizational goals and values (Yan et al., 2022). Loyal employees generally demonstrate higher levels of performance, adaptability, and adherence to organizational standards, thereby enhancing organizational competitiveness and reputation (Phuong & Vinh, 2020). Conversely, low levels of employee loyalty may result in absenteeism, reduced productivity, and increased turnover, all of which negatively affect organizational sustainability (Khuong & Linh, 2020; Martin et al., 2021). Consequently, many organizations invest in human resource development initiatives to cultivate a committed and productive workforce (Hasan, 2021; Angayarkanni & Shobana, 2020; Ben Slimane et al., 2022).

Employee loyalty is influenced by various organizational and psychological factors, including job satisfaction, leadership practices, workplace relationships, and the overall work environment (Hasan, 2021). Among these factors, job satisfaction—shaped by compensation, fairness, recognition, and opportunities for career advancement—has been identified as a significant predictor of employee loyalty and performance (Phuong & Vinh, 2021; Trinh et al., 2022; Tieu, 2023). Similarly, employee motivation, supportive work environments, and professional development opportunities contribute positively to employee loyalty, whereas ineffective leadership practices may weaken organizational commitment (Fadhila & Sulistiyani, 2022; Mousa et al., 2021). Collectively, these factors play a substantial role in employee retention, with job satisfaction often serving as a mediating variable between organizational practices and employee loyalty (Setyadi & Sartika, 2023; Jin et al., 2022).

Organizational factors such as workplace support, service quality, corporate social responsibility (CSR), and management commitment have also been shown to strengthen employee loyalty by fostering a supportive and engaging work environment (Abd-El-Salam, 2023; Ansari, 2022). High levels of job satisfaction promote greater employee engagement, loyalty, and performance, thereby helping organizations maintain a competitive advantage (Tieu, 2023; Angayarkanni & Shobana, 2020). In the Philippine context, employee loyalty is influenced by cultural values emphasizing family relationships and interpersonal connections. However, younger employees increasingly prioritize career growth, work–life balance, and professional development opportunities. Filipino employees also report relatively high levels of job satisfaction, particularly when organizations provide flexibility, support, and opportunities that promote employee wellbeing (Al-Omari et al., 2020; Mercer, 2023).

Despite the continued growth of the furniture retail industry in Western Visayas, organizations within the sector continue to face workforce-related challenges, including employee retention, maintaining engagement across different tenure groups, sustaining job satisfaction amid evolving employee expectations, and ensuring consistent service quality in highly competitive retail environments. The success of furniture retail organizations depends heavily on frontline employees who directly influence customer experiences, sales performance, and brand reputation. Consequently, understanding the factors that affect employee loyalty, engagement, and job satisfaction is essential for sustaining organizational competitiveness and long-term workforce stability.

Although numerous studies have examined employee loyalty, engagement, and job satisfaction in various industries, limited research has focused specifically on the furniture retail sector in regional Philippine settings, particularly in Western Visayas. Furthermore, few studies have explored how management practices such as cultural intelligence, inclusive leadership, and cross-cultural communication relate to employee loyalty, engagement, and job satisfaction within furniture retail organizations. This gap in the literature limits the availability of localized evidence needed to develop context-specific human resource strategies for furniture retail companies operating in regional markets.

The findings of this study may provide valuable and actionable insights for furniture retailers in Western Visayas by identifying management practices that promote employee loyalty, engagement, and job satisfaction. By addressing the existing research gap, the study may assist managers in developing policies and interventions that align global best practices with local cultural realities. The results may also inform employee training programs, incentive systems, leadership development initiatives, and workplace culture strategies tailored to the unique needs of the furniture retail sector. Furthermore, the study contributes to the growing body of knowledge on employee relations by extending research beyond traditional industries and providing a deeper understanding of how management practices influence workforce stability, employee well-being, and organizational performance in regional retail settings.

Statement of the Problem

This study aimed to determine the Employees Loyalty, Engagement, and Job Satisfaction in the Furniture Retail Sector in Western Visayas.

Specifically, it sought to answer the following questions:

1. What is the extent of employee loyalty in a furniture retail sector in terms of cultural intelligence, inclusive leadership and cross-cultural communication when taken collectively and grouped according to age, sex, years in service and employment position?

2. What is the extent of employee engagement in a furniture retail sector in terms of basic need, individual contribution, team engagement and growth engagement when taken collectively and grouped according to age, sex, years in service and employment position?

3. What is the extent of employee satisfaction in a furniture retail sector in terms of behavioral and well-being satisfaction when taken collectively and grouped according to age, sex, years in service and employment position?

4. Is there a significant difference in the extent of employee loyalty, engagement and job satisfaction when they are grouped according to age, sex, years in service and employment position?

5. Is there a significant relationship in the extent of employee loyalty, employee engagement, and job satisfaction in the furniture retail sector?

Hypotheses

In this study, the researcher formulated the following hypotheses:

1.There is no significant difference in the extent of employee loyalty, engagement and job satisfaction when they are grouped according to age, sex, years in service and employment position;

2.There is no significant relationship in the extent of employee loyalty, employee engagement, and job satisfaction in the furniture retail sector.

Framework

This study is anchored on Social Exchange Theory (SET), a widely recognized framework for explaining social behavior and interpersonal relationships in organizational settings. SET remains one of the most influential theories for understanding workplace interactions, reciprocity, and employee behavior across various disciplines (Ahmad et al., 2023; Polina & Kesuma, 2025). The theory posits that individuals evaluate relationships based on perceived benefits and costs, wherein positive actions from one party are reciprocated by another, thereby fostering trust, cooperation, and mutual commitment (Anwar et al., 2023; Kumar & Shailaja, 2024).

In organizational contexts, SET views the workplace as a system of exchanges between employers and employees in which mutual obligations shape attitudes and behaviors such as loyalty, engagement, and job satisfaction. These exchange relationships are influenced by psychological, emotional, and organizational factors that characterize contemporary work environments (Ahmad et al., 2023; Thomas & Gupta, 2021).

Employees who perceive favorable organizational treatment, including support, recognition, and equitable policies, are more likely to reciprocate through positive work behaviors, stronger organizational commitment, and enhanced performance (Khan ,2022; Kim et al., 2022).

Organizational Support Theory (OST), which is grounded in Social Exchange Theory, further explains that employees develop perceptions regarding the extent to which their organization values their contributions and cares about their well-being. These perceptions significantly influence employee engagement, job performance, job satisfaction, and turnover intentions (Matusik et al., 2022; Kim et al., 2022).

Contemporary perspectives on organizational support recognize multiple forms of support, including personalized and collectivistic support, reflecting the changing nature of organizational structures and workforce expectations (Matusik et al., 2022).

The application of SET is further strengthened by Leader–Member Exchange (LMX) Theory, which emphasizes the quality of relationships between leaders and employees. Research has demonstrated that high-quality leader–member relationships significantly enhance employee engagement, job satisfaction, organizational commitment, and retention, making LMX a critical predictor of organizational effectiveness (Fein & Tziner, 2021; Yusoff & Yusof, 2026). Relationships characterized by trust, mutual respect, and support encourage employees to reciprocate through improved performance and stronger commitment to organizational goals.

Equity Theory also complements SET by emphasizing fairness in workplace exchanges. Employees' perceptions of fairness in compensation, workload distribution, recognition, and organizational procedures significantly influence their motivation, satisfaction, and retention decisions (Shinde, 2025). When employees perceive inequity, they may reduce their level of effort, become disengaged, or seek alternative employment opportunities. Conversely, fair treatment fosters loyalty, trust, and long-term organizational attachment.

Empirical evidence further supports the applicability of set-in explaining employee loyalty and related workplace outcomes. Studies have shown that effective internal communication, employee engagement, and job satisfaction contribute significantly to employee loyalty through reciprocal exchange mechanisms (Hien & Tuan, 2023; Nature Study, 2023). Employee loyalty has likewise been associated with improved organizational performance, suggesting that investments in employee wellbeing and development generate positive returns through increased commitment, productivity, and organizational citizenship behaviors (Osho, 2023).

Overall, Social Exchange Theory provides a comprehensive framework for understanding how reciprocal relationships, organizational support, leadership quality, and perceptions of fairness influence employee loyalty, engagement, and job satisfaction. As workplace environments continue to evolve, SET remains highly relevant because it incorporates psychological, social, cultural, and organizational dimensions that shape employee behavior and organizational outcomes. Consequently, the theory serves as an appropriate and robust foundation for examining the relationships among employee loyalty, engagement, and job satisfaction in the furniture retail sector.

Perceived Organizational Support

SET consists of two types of social exchanges. The first type is perceived organizational support (POS), which emphasizes employee–organization exchange relationships (Ahmad et al., 2023). Perceived Organizational Support (POS) is based on Social Exchange Theory (SET) which analyzes workplace behavior by studying the interaction of two parties (Oubibi et al., 2022). The interaction between employers and employees can be described through the concept of Perceived Organizational Support (POS) (Atalay et al., 2022).

SET implements a cost-benefit analysis to determine the risks and benefits by covering the areas of nature, development, and the outcome of perceived organizational support. (Oubibi et al, 2022). When organizations provide support, it fosters a positive perception of employers among employees (Atalay et al., 2022).

Organizational support is how employees see their company's commitment to their well-being, reflecting a belief that the organization genuinely cares for them (Rasool et al., 2021). Recognizing adequate organizational support positively influences employees, motivating them to care for their company and contribute to its objectives (Suarez-Albanchez, 2022). Employees who receive significant organizational support are more likely to engage in work-related activities, improve their performance, and contribute positively to the organization (Aladdin et al., 2024).

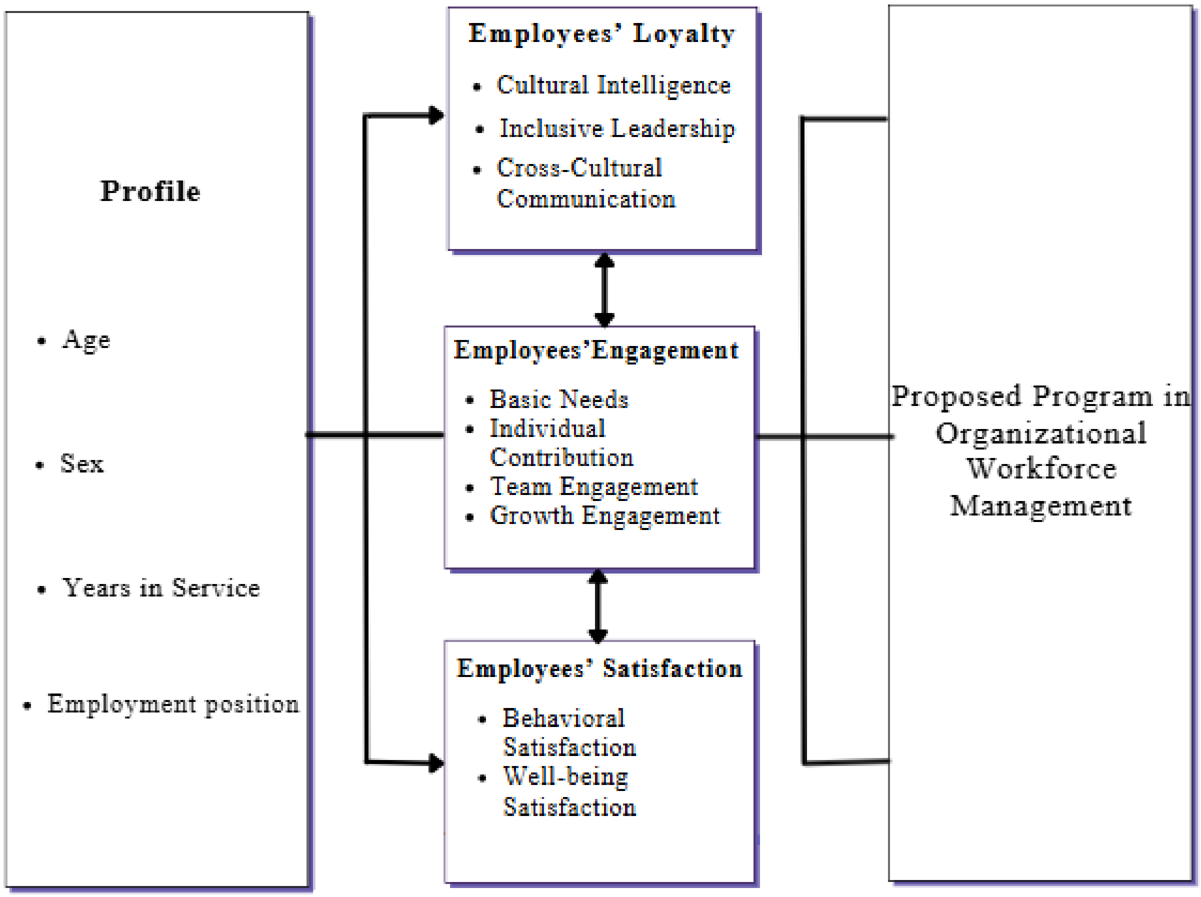
Leadership support positively influences the relationship between organizational performance and wellness programs (Al-Fayez & Goodman, 2023). Leadership with POS was greater for employees who perceived their organizations to have high organizational conformation (Eisenberger et al., 2020).

The structural layout of this conceptual framework adopts a modified Input-Process-Output (IPO) logic to map how individual diversity characteristics shape critical workforce behavioral dimensions, ultimately driving strategic human resource development. At the foundational level, the Independent Variable (IV) block captures the demographic and professional profile of the respondents, categorized by biological factors (Age and Sex) and tenure-based organizational factors (Years in Service and Employment Position). As indicated by the dashed arrow, these baseline profiles serve as a critical prism through which employees experience the workplace. This direct linkage aligns with Social Identity Theory, which posits that demographic differences significantly dictate an individual's perception of organizational climate, psychological safety, and institutional equity. The core mechanism of the model resides within the Mediating/Intervening Variables, which segment employee workplace behaviors into three distinct behavioral and psychological dimensions. The first dimension, Employees' Loyalty, shifts away from traditional compliance by measuring relational and global competencies through Cultural Intelligence (CQ), Inclusive Leadership, and Cross-Cultural Communication. In highly globalized and diverse environments, inclusive leadership structures actively mitigate turnover intentions and promote innovative behavior by validating the unique contributions of a multicultural workforce (Lee & Shin, 2024). Furthermore, high levels of trust stemming from cultural intelligence led to better adaptation to different cultural norms and minimize intercultural conflicts within organizations (Karadag Gokce & Koc, 2024). The second dimension, Employees' Engagement, is modeled as a hierarchical progression of motivational metrics, evaluating Basic Needs, Individual Contribution, Team Engagement, and Growth Engagement.

Today's employees prioritize their long-term development, pursuing psychological needs alongside material satisfaction, meaning they respond with higher engagement when organizations provide structured pathways for professional ability and career growth (Zhu & Song, 2022).

The final behavioral dimension, Employees' Satisfaction, is assessed via a dual-lens approach separating Behavioral Satisfaction (operational alignment and task-based comfort) from Well-being Satisfaction (holistic mental health and work-life balance). The final segment of the framework illustrates a direct, causal progression toward the Dependent Variable (DV): Enhanced HR Programs. By systematically capturing how demographic variances influence the interplay of loyalty, engagement, and satisfaction, the framework provides a data-driven diagnostic tool. Ultimately, this enables human resource departments to move away from generic, "one-size-fits-all" strategies and instead engineer targeted, evidence-based cultural transformations and performance management interventions that optimize institutional wellness, talent retention, and organizational efficacy (Bui & Le, 2023).

Figure 1 Diagram of the Conceptual Framework



Scope and Limitations

This study was confined to examining employee loyalty, engagement, and job satisfaction in relation to management practices within a Furniture Retail Business branches located in Iloilo City and Bacolod City, Western Visayas. It specifically targeted employees working in these two retail locations, both full-time and part-time. The study commenced on November 2025 and would end May 2026. The study did not include other Furniture Retail Business branches outside the specified cities, nor does it compare findings with other furniture retail companies. Additionally, it did not cover historical data or trends beyond the current operational year. The data was gathered through an online survey form.

Since the study was limited to two branches of Furniture Retail Business located in Bacolod City and Iloilo City, the findings may not be generalized to all furniture retailers in the Philippines. Organizational culture, leadership style, and operational practices unique to these branches may influence employee perceptions.

Significance of the Study

The findings of this study may provide valuable insights into employee loyalty, engagement, and job satisfaction within the furniture retail sector. Specifically, the study may benefit the following:

Furniture Retail Employees

The study may provide employees in furniture retail organizations, particularly those in Iloilo and Bacolod Cities, with a platform to express their perceptions and experiences regarding management practices. The findings may contribute to the development of workplace policies and programs that enhance employee engagement, job satisfaction, and overall well-being.

Executives and Managers

The findings may offer valuable insights into how management practices, including cultural intelligence, inclusive leadership, and cross-cultural communication, influence employee loyalty, engagement, and job satisfaction. These insights may assist managers in refining leadership approaches, strengthening employee relations, and improving organizational performance.

Furniture Retail Business Owners

The study may help business owners better understand the factors that contribute to workforce stability, employee commitment, and job satisfaction. The results may serve as a basis for implementing evidence-based strategies that improve employee retention, productivity, and overall organizational effectiveness.

Government And Private Sector

Government agencies and private organizations may utilize the findings in the development of labor policies, workforce development initiatives, and employee welfare programs. The results may also provide useful information for promoting sustainable employment practices within the retail sector.

Customers

Customers may indirectly benefit from the study through improved service quality resulting from a more loyal, engaged, and satisfied workforce. Employees who experience positive workplace conditions are more likely to provide excellent customer service, thereby enhancing customer satisfaction and brand loyalty.

Future Researchers

The study may serve as a reference for future researchers who wish to investigate employee loyalty, engagement, job satisfaction, and management practices in other industries or geographical locations. The findings may contribute to the growing body of literature on employee relations and organizational behavior.

Definition of Terms

For clarity and better understanding of the study, the following terms are defined conceptually and operationally as they are used herein.

Employee Loyalty

Conceptually, employee loyalty refers to an employee’s commitment, dedication, and willingness to remain with an organization while supporting its goals and values (Yan et al., 2022).

Operationally, employee loyalty refers to the degree to which respondents demonstrate commitment, intention to remain employed, and support for the objectives of the Mandaue Foam branches, as measured through survey responses.

Cultural Intelligence

Conceptually, cultural intelligence refers to an individual’s capability to function effectively in culturally diverse settings by understanding and adapting to different cultural norms and behaviors (Ang & Van Dyne, 2015).

Operationally, cultural intelligence is measured based on employees’ self-reported ability to understand cultural differences, adapt their behavior when interacting with individuals from diverse cultural backgrounds, and demonstrate openness and flexibility in a multicultural workplace

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Inclusive Leadership

Conceptually, inclusive leadership refers to leadership behaviors that encourage participation, value diversity, promote fairness, and create an environment where employees feel respected and included (Carmeli et al., 2010).

Operationally, inclusive leadership is measured through employees' perceptions of their leaders' openness to diverse viewpoints, fairness in decision-making, encouragement of participation, and support for employees regardless of cultural or personal differences.

Cross-Cultural Communication

Conceptually, cross-cultural communication refers to the exchange of information among individuals from different cultural backgrounds in a manner that promotes mutual understanding and minimizes misunderstandings (Gudykunst, 2004).

Operationally, cross-cultural communication is measured based on employees' ability to communicate effectively with colleagues from diverse cultural backgrounds, including clarity of expression, respect for cultural differences, adaptability in communication styles, and the ability to resolve communication barriers.

Employee Engagement

Conceptually, employee engagement refers to a positive, fulfilling, work-related state characterized by vigor, dedication, and absorption in one's work (Schaufeli et al., 2002).

Operationally, employee engagement is measured through respondents' self-reported levels of involvement, enthusiasm, and commitment in performing their job responsibilities at Mandaue Foam.

Basic Needs Engagement

Conceptually, basic needs engagement refers to the extent to which employees' fundamental workplace needs are met, including clear expectations, access to necessary resources, supportive supervision, and a work environment that enables them to perform their roles effectively. It represents the foundational level of employee engagement, where employees feel equipped, supported, and capable of fulfilling their job responsibilities.

Operationally, this refers to employees' perceptions of having clear job expectations, adequate resources, necessary work materials, and sufficient supervisory support to perform their duties effectively.

Individual Contribution Engagement

Conceptually, individual contribution engagement refers to the level of an employee's psychological involvement and sense of purpose derived from making meaningful contributions to the organization. It reflects employees' feelings that their work is valuable, their talents are effectively utilized, and their efforts are recognized and appreciated, which enhances their motivation and commitment to organizational goals.

Operationally, this refers to employees' perceptions of the value of their work, recognition received, opportunities to utilize their skills, and the extent to which their contributions are acknowledged by the organization.

Team Engagement

Conceptually, team engagement refers to the degree of employees' emotional and psychological connection to their work group, characterized by active collaboration, mutual trust, shared commitment, and positive interpersonal relationships. It reflects the extent to which individuals feel connected to their team, work cooperatively toward common goals, and contribute to a supportive and inclusive work environment.

Operationally, this refers to employees' perceptions of teamwork, cooperation, trust, sense of belonging, and the level of support they experience within their work group.

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Growth Engagement

Conceptually, growth engagement refers to the extent to which employees are actively involved in and motivated by opportunities for personal and professional development within the organization. It reflects their commitment to continuous learning, skill enhancement, career advancement, and self-improvement, fostered by a supportive environment that encourages growth and development.

Operationally, this refers to employees' perceptions of opportunities for learning, professional development, career advancement, coaching, and feedback that support personal and career growth.

Employee Job Satisfaction

Conceptually, job satisfaction refers to the degree of positive feelings and attitudes employees have toward their jobs and work experiences (Rodenas, 2025).

Operationally, employee job satisfaction is quantified through respondents' ratings of their satisfaction with work conditions, management support, and opportunities for growth using a Likert-scale instrument adapted from Montuori et al. (2022).

Behavioral Job Satisfaction.

Conceptually, behavioral job satisfaction refers to the observable actions and behaviors exhibited by employees that indicate positive feelings and contentment toward their jobs. It is reflected in employees' enthusiasm for work, active participation in organizational activities, cooperation with coworkers, commitment to responsibilities, and willingness to contribute beyond formal job requirements.

Operationally, this refers to employees' self-reported work behaviors that reflect satisfaction with their jobs, including active participation in work activities, cooperation with colleagues, willingness to exceed job requirements, and demonstration of positive workplace attitudes.

Well-being Satisfaction

Conceptually, well-being satisfaction refers to an employee's overall sense of emotional, psychological, and physical wellness as influenced by the work environment. It reflects the extent to which employees experience positive mental health, happiness, work–life balance, reduced stress, and a general sense of fulfillment and quality of life in relation to their work.

Operationally, this refers to employees' perceptions of their emotional, psychological, and overall well-being in the workplace, including stress levels, work–life balance, happiness, and general quality of work life.

Management Practices

Conceptually, management practices refer to the methods, strategies, and actions employed by managers to direct, support, and coordinate employees in achieving organizational objectives.

Operationally, management practices refer to respondents' perceptions of the effectiveness, fairness, consistency, and supportiveness of managerial actions implemented within their respective branches.

Work Engagement

Conceptually, work engagement refers to a positive psychological state characterized by energy, dedication, and absorption in work activities (Schaufeli et al., 2002).

Operationally, work engagement is measured through respondents' self-reported levels of energy, enthusiasm, and concentration while performing their work responsibilities.

Job Involvement

Conceptually, job involvement refers to the degree to which individuals psychologically identify with their work and consider their job an important part of their self-concept (Kanungo, 1982).

Operationally, job involvement refers to respondents' reported investment of time, effort, attention, and personal commitment to their work tasks at Mandaue Foam branches.

Employee Motivation

Conceptually, employee motivation refers to the internal and external forces that initiate, direct, and sustain work-related behaviors toward achieving organizational and personal goals.

Operationally, employee motivation is measured through respondents' willingness to exert extra effort, exceed basic job requirements, and actively contribute to the achievement of branch objectives.

Workplace Communication

Conceptually, workplace communication refers to the exchange of information, ideas, and feedback among organizational members to facilitate coordination and goal attainment.

Operationally, workplace communication refers to respondents' perceptions of the clarity, frequency, accuracy, and effectiveness of communication from supervisors, managers, and colleagues within the workplace

METHODOLOGY

This chapter discussed the research design, population of the study, data-gathering instrument, data-gathering procedures, and statistical treatments used in the study.

Research Design

A quantitative descriptive-comparative-correlational research design was employed in this study. This research design was appropriate because it enables the researcher to systematically describe the current levels of employee loyalty, engagement, and job satisfaction in relation to management practices among employees of Mandaue Foam branches in Iloilo City and Bacolod City. The descriptive component of the study focused on identifying and presenting the existing conditions, perceptions, and workplace experiences of the respondents as they naturally occur, without any manipulation of variables. Descriptive research is a type of research method that aims to systematically describe the characteristics of a population, situation, or phenomenon without manipulating variables. It focuses on answering questions such as what, where, when, and how, rather than explaining why something occurs (McCombes, 2023).

Furthermore, the comparative aspect of the design allowed the researcher to determine whether significant differences exist in employee loyalty, engagement, and job satisfaction when respondents were grouped according to demographic characteristics such as age, sex, years in service, and employment position. The correlational component, on the other hand, examined the relationships among the identified variables to determine whether employee loyalty, engagement, and job satisfaction are significantly associated with one another. This design was suitable for identifying patterns, differences, and relationships among variables, thereby providing meaningful insights into employee attitudes and workplace behaviors in the furniture retail sector.

Comparative research is a type of research design that involves comparing two or more groups, variables, or conditions to identify similarities and differences. It aims to describe how groups differ or are alike based on certain characteristics, without manipulating variables. Hassan (2024). Descriptive research design: Types, methods and examples and correlational research is a type of research method that aims to determine the relationship between two or more variables without controlling or manipulating them. It examines whether changes in one variable are associated with changes in another variable.

Respondents

The respondents of this study consisted of both full-time and part-time employees working at Furniture retail branches located in Iloilo City and Bacolod City, Western Visayas. The total population of employees in Bacolod is 66, while in Iloilo it is 106.

Using stratified sampling, a total of 120 respondents were determined, with 46 from Bacolod and 74 from Iloilo, maintaining an equal proportion of 69.76%. This sampling method ensured that employees from both branches are adequately represented in the study. These respondents were selected because they are directly involved in daily operations and are in the best position to provide insights regarding employee loyalty, engagement, and job satisfaction in relation to existing management practices.

Participation was voluntary, and data were gathered through an online survey form administered between November 2025 and May 2026.

Table 1 Profile of the Respondents.

Profile	f	%
Sex		
Male	90	75
Female	30	25
Total	120	100
Age		
Young	69	57.5
Old	51	42.5
Total	120	100
Position		
Manager / Supervisor	8	6.67
Rank-in-file	112	93.33
Total	120	100
Years in Service		
0-3 years	27	22.5
4-6 years	58	48.33
7-9 years	14	11.67
10 years above	21	17.5
Total	120	100

Instrument

The primary research instrument used in this study was a structured online survey questionnaire composed of three main parts aside from the demographic profiling. The first part, adapted from *Employee Loyalty Management Strategies in Globalized Enterprises* by Qiaoyi Yang (2025), measures employee loyalty through items assessing commitment, trust, and organizational identification. The second part was derived from the *Gallup Global Employee Engagement Survey Report* by Grillo (2013), which evaluated employee engagement in terms of motivation, involvement, and sense of belonging in the workplace. The third part was adapted from the study of Montuori et al.

(2022), titled *Job Satisfaction: Knowledge, Attitudes, and Practices Analysis in a Well-Educated Population*, focusing on job satisfaction indicators such as working conditions, management support, and personal growth opportunities. The questionnaire used a Likert scale to quantify responses and ensure consistency in data analysis.

Validity

Validity refers to the ability of the research instrument to accurately measure the intended variables of the study. It ensures that the questionnaire items are clear, relevant, appropriate, and aligned with the objectives and dimensions being investigated (Rodenas & Menes, 2026). The survey questionnaire was validated by fifteen (15) experts using Lawshe. It was a quantitative approach to measure content validity, using a Content Validity Ratio (CVR) to assess how well items measure a specific construct, based on expert opinions. The overall Content Validity Index (CVI) of 0.93 indicates that the developed questionnaire demonstrates a high level of content validity. This meant that the retained items were consistently rated by experts as relevant and essential in measuring the intended construct. Since the CVI represents the average of the Content Validity Ratios (CVRs) of all retained items, the result reflects strong expert agreement and supports the adequacy of the instrument's content coverage. Given that a CVI of 0.90 or higher is generally considered excellent in research standards, this finding affirms that the questionnaire is valid and appropriate for use in the study.

Reliability

The instrument was subjected to pilot testing with 30 employees from a retail-based furniture store. This population was selected because it shares comparable organizational characteristics with furniture retail employees, including customer interaction, sales-driven performance, and hierarchical supervision structures. Cronbach's alpha was used to determine internal consistency reliability and 0.985 was obtained indicating high reliability.

Data Gathering Procedure

The data for this study were collected through an online survey questionnaire distributed to full-time and part-time employees of Mandaue Foam branches in Iloilo City and Bacolod City. Prior to data collection, the researcher sought formal permission from the branch management to conduct the study and distribute the survey link to their employees. Participants were informed about the purpose of the study, their right to voluntary participation, and the assurance of confidentiality and anonymity of their responses. Once consent was obtained, the online survey form was administered using a secure platform such as Google Forms. The data collection took place between

November 2025 and May 2026. After the responses were gathered, the researcher reviewed, organize, and encode the data for statistical analysis to determine the relationship between management practices and employee loyalty, engagement, and job satisfaction.

Data Analysis/ Statistical Analysis

The data gathered from the respondents were analyzed using appropriate descriptive and inferential statistical tools. To determine the extent of employee loyalty, employee engagement, and job satisfaction in the furniture retail sector, mean and standard deviation was utilized. These descriptive statistics was provided a summary of the central tendency and variability of the respondents' perceptions across the identified dimensions of the study.

To determine whether significant differences exist in employee loyalty, engagement when respondents were grouped according to age and sex, Mann- Whitney U test were used. Independent Samples t-test were used to determine the significant difference in job satisfaction when grouped according to age and sex. To determine the significant difference in terms of loyalty and years of service, One-Way Analysis of Variance (ANOVA). And to determine the difference of engagement and job satisfaction in terms of years of service, Kruskal Wallis Test was used.

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To determine the significant relationships among employee loyalty, employee engagement, and job satisfaction, Spearman Rank-Order Correlation was utilized since the assumptions for parametric testing are not met. Prior to conducting inferential statistical analyses, tests of normality will first be performed to determine whether parametric or non-parametric statistical procedures are most appropriate for the data gathered.

The table below presents the analysis to facilitate a clearer understanding and interpretation of the results.

Number Code	Employees Loyalty		Scale	Verbal Interpretation
4	Strongly agree		3.25-4.00	Very High-level Loyalty
3	Agree		2.50-3.24	High level Loyalty
2	Disagree		1.75-2.49	Low level Loyalty
1	Strongly disagree		1.00-1.74	Very low-level Loyalty

Number Code	Engagement		Scale	Verbal Interpretation
4	Strongly agree		3.25-4.00	Very High-level Engagement
3	Agree		2.50-3.24	High level Engagement
2	Disagree		1.75-2.49	Low level Engagement
1	Strongly disagree		1.00-1.74	Very low-level Engagement

Number Code	Job Satisfaction		Scale	Verbal Interpretation
4	Strongly agree		3.25-4.00	Very High-level Job Satisfaction
3	Agree		2.50-3.24	High level Job Satisfaction
2	Disagree		1.75-2.49	Low level Job Satisfaction
1	Strongly disagree		1.00-1.74	Very low-level Job Satisfaction

Ethical considerations

This study adhered to established ethical principles in the conduct of research involving human participants. Prior to data collection, formal permission secured from the management of the participating furniture retail branches. All respondents were provided with an informed consent form explaining the purpose of the study, research procedures, potential benefits, and their rights as participants. Participation in the study was strictly voluntary, and respondents may decline participation or withdraw from the study at any stage without penalty or consequences. To prevent any form of coercion or perceived pressure in the workplace, supervisors, branch managers, and other personnel in positions of authority will not have access to information regarding who participated, who declined, or how employees responded. Recruitment procedures were handled independently by the researcher to maintain the autonomy of participants and ensure that employees can provide honest responses free from fear of reprisal or influence. The researcher upheld strict standards of privacy, confidentiality, and data protection throughout the study. No names or directly identifying information were collected in the survey instrument, and all responses were treated with the highest level of confidentiality. To minimize indirect identification risks, particularly among managerial respondents or small demographic subgroups, all findings were presented only in aggregated form, and no branch-specific or position-specific individual responses were disclosed. Collected data were stored securely and will be accessed only by the researcher and authorized academic advisers for research purposes. Upon completion of the study, the findings may be shared with the participating organization solely for academic and organizational improvement purposes, while ensuring that the identity and privacy of all respondents remain fully protected.

Informed Consent

The researcher obtained informed consent from all employees who participated in the study. The respondents were clearly informed that the study aimed to assess employees' loyalty, engagement, and job satisfaction in the furniture retail sector. The purpose, procedures, possible benefits, and expected participation were explained before the survey was administered.

Voluntary Participation

Participation in the study was entirely voluntary. Employees were allowed to decide freely whether to participate, without pressure from supervisors, branch managers, or co-workers. They were also informed that they could decline or withdraw from the study at any time without penalty or negative consequences in their employment.

Confidentiality and Anonymity

The researcher maintained the confidentiality and anonymity of all respondents. No names or directly identifying information were included in the questionnaire. Individual responses concerning employee loyalty, engagement, and job satisfaction were not disclosed to the management or other employees. The findings were presented only in summarized and aggregated form.

Protection from Harm

The study was designed to avoid physical, psychological, emotional, or employment-related harm. The questionnaire focused only on workplace experiences relevant to loyalty, engagement, and job satisfaction. Sensitive questions that could cause discomfort, conflict, discrimination, or fear of retaliation were avoided.

Data Privacy and Security

All collected data were stored securely and used only for academic research purposes. Access to the responses was limited to the researcher and authorized academic advisers. Appropriate measures were observed to prevent unauthorized access, disclosure, misuse, or loss of information in accordance with applicable data privacy standards.

Integrity and Honesty

The researcher observed honesty and integrity throughout the research process. The data on employees' loyalty, engagement, and job satisfaction were collected, analyzed, interpreted, and reported accurately. No responses were altered, fabricated, manipulated, or intentionally misrepresented.

Ethical Approval

Before conducting the study, the researcher secured the necessary permission from the participating furniture retail establishments and complied with the ethical requirements of the academic institution. The research procedures were carried out in accordance with established standards for studies involving human participants.

Transparency and Accountability

The researcher clearly presented the methods, procedures, findings, and limitations of the study. Any possible limitations affecting the assessment of employees' loyalty, engagement, and job satisfaction were properly acknowledged. This ensured that the research process remained credible, responsible, and open to academic evaluation.

RESULTS AND DISCUSSION

This chapter presents the analysis, interpretations, and discussions of the findings.

Table 2 Level of Employees' Loyalty when taken collectively

Variable	mean	Standard deviation	Verbal Interpretation
Cultural Intelligence	3.54	0.44	Very High Loyalty
Inclusive Leadership	3.69	0.43	Very High Loyalty
Cross Cultural Communication	3.46	0.52	Very High Loyalty
As a whole	3.56	0.39	Very High Loyalty

Table 2 revealed that employees collectively demonstrate very high loyalty across all measured variables. Cultural Intelligence scored a mean of 3.54 with a standard deviation of 0.44, while Inclusive Leadership achieved the highest mean of 3.69 with a standard deviation of 0.43. Cross-Cultural Communication also reflected strong loyalty with a mean of 3.46 and a standard deviation of 0.52. Taken as a whole, the overall mean of 3.56 and standard deviation of 0.39 confirms that employees consistently exhibit very high loyalty, suggesting a workforce that values cultural adaptability, inclusive leadership practices, and effective communication across diverse backgrounds.

This implied that findings are significant for organizational sustainability and growth.

The very high loyalty levels indicate that employees are not only committed but also positively influenced by leadership and cultural dynamics within the workplace. This suggests that management practices emphasizing inclusivity and cross-cultural understanding are effective in fostering strong employee engagement. Furthermore, high loyalty can translate into reduced turnover, stronger collaboration, and greater resilience in navigating organizational challenges. For leaders, this profile underscores the importance of maintaining and enhancing inclusive and culturally intelligent practices to sustain employee satisfaction and long-term organizational success.

The findings are supported by recent studies that highlight the role of cultural intelligence, inclusive leadership, and cross-cultural communication in strengthening employee loyalty and organizational sustainability. For instance, Nguyen et al. (2021) found that inclusive leadership practices significantly enhance employee commitment and reduce turnover intentions, emphasizing the importance of leaders who value diversity and inclusion. Similarly, Alon et al. (2022) demonstrated that cultural intelligence among employees and managers fosters adaptability and engagement in multicultural workplaces, directly linking cultural competence to higher loyalty levels. In addition, Sharma and Singh (2023) reported that effective cross-cultural communication improves collaboration and trust, which in turn strengthens employee satisfaction and long-term loyalty.

Table 3 shows that both younger and older employees demonstrate very high loyalty across all dimensions measured. Younger employees scored slightly higher in Cultural Intelligence (3.60) compared to older

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employees (3.45), while Inclusive Leadership was rated highest overall, with younger employees at 3.71 and older employees at 3.66. Cross-Cultural Communication also reflected very high loyalty, with younger employees at 3.47 and older employees at 3.44. Taken as a whole, younger employees had a mean score of 3.59, while older employees had 3.52, both interpreted as very high loyalty. These results suggest that regardless of age, employees consistently show strong commitment and positive attitudes toward cultural adaptability, inclusive leadership, and effective communication.

Table 3 Level of Employees' Loyalty when grouped according to Age

Profile	Mean	Standard deviation	Verbal Interpretation
Cultural Intelligence			
Younger	3.60	0.43	Very High Loyalty
Older	3.45	0.44	Very High Loyalty
Inclusive Leadership			
Younger	3.71	0.42	Very High Loyalty
Older	3.66	0.44	Very High Loyalty
Cross Cultural Communication			
Younger	3.47	0.53	Very High Loyalty
Older	3.44	0.51	Very High Loyalty
As a Whole			
Younger	3.59	0.39	Very High Loyalty
Older	3.52	0.39	Very High Loyalty

This implied that age differences do not significantly affect loyalty levels, though younger employees tend to rate slightly higher across all variables. This suggests that younger employees may be more responsive to inclusive leadership and cultural intelligence initiatives, possibly due to their adaptability and openness to diverse workplace practices. For organizations, this means that loyalty-building strategies should continue to be inclusive of all age groups, but with tailored approaches that leverage the strengths of younger employees' enthusiasm and older employees' experience. Maintaining very high loyalty across age groups can foster intergenerational collaboration, reduce turnover, and strengthen organizational resilience, ensuring that both younger and older employees remain engaged and committed to long-term success.

The findings are supported by recent studies that examine how age differences influence employee loyalty, cultural intelligence, and inclusive leadership. Kim and Park (2021) found that younger employees often show slightly higher responsiveness to inclusive leadership initiatives due to their adaptability and openness to diverse workplace practices, while older employees demonstrate loyalty through long-term commitment and organizational experience. Similarly, Zhang et al. (2022) reported that cultural intelligence and cross-cultural communication skills are consistently strong across age groups, but younger employees tend to rate higher in adaptability measures. In addition, Lopez and Gonzalez (2023) highlighted that intergenerational collaboration fosters resilience and reduces turnover, showing that both younger and older employees contribute to organizational sustainability when inclusive leadership practices are emphasized.

Table 4 Level of Employees' Loyalty when grouped according to Sex

Profile	mean	Standard deviation	Verbal Interpretation
Cultural Intelligence			
Male	3.51	0.44	Very High Loyalty

Female	3.45	0.44	Very High Loyalty
Inclusive Leadership			
Male	3.66	0.43	Very High Loyalty
Female	3.78	0.42	Very High Loyalty
Cross Cultural Communication			
Male	3.44	0.50	Very High Loyalty
Female	3.52	0.57	Very High Loyalty
As a Whole			
Male	3.55	0.39	Very High Loyalty
Female	3.60	0.40	Very High Loyalty

Table 4 shows that both male and female employees exhibit very high loyalty across all dimensions, though with slight variations. For Cultural Intelligence, males scored 3.51 (sd= 0.44), slightly higher than females at 3.45 (sd = 0.44). In contrast, females rated Inclusive Leadership higher at 3.78 (sd = 0.42) compared to males at 3.66 (sd = 0.43). Similarly, in Cross-Cultural Communication, females scored 3.52 (sd = 0.57), surpassing males at 3.44 (sd= 0.50). Taken as a whole, female employees recorded a mean of 3.60 (sd = 0.40), while male employees had 3.55 (sd = 0.39). These figures consistently fall under the interpretation of "Very High Loyalty," indicating strong commitment across both sexes.

This implied that while loyalty is uniformly high, gender differences highlight distinct strengths. Male employees' slightly higher Cultural Intelligence scores may reflect adaptability in diverse workplace settings, while female employees' stronger ratings in Inclusive Leadership and Cross-Cultural Communication suggest greater responsiveness to relational and inclusive practices. For organizations, this means that loyalty-building strategies should recognize and leverage these complementary strengths: fostering inclusive leadership and communication to sustain female engagement, while enhancing cultural adaptability initiatives to support male employees. Ultimately, the consistently high loyalty across sexes underscores a stable and committed workforce, but tailoring approaches to gender-specific strengths can further enhance organizational cohesion and long-term success.

Findings are consistent with recent studies that highlight gender-based nuances in employee loyalty. Rahman and Chowdhury (2021) found that male employees often demonstrate slightly higher cultural intelligence, reflecting adaptability in diverse workplace settings. In contrast, Lopez and Rivera (2022) emphasized that female employees tend to score higher in inclusive leadership and cross-cultural communication, showing stronger responsiveness to relational and inclusive practices. Similarly, Patel and Singh (2023) argued that organizations can strengthen cohesion by tailoring loyalty-building strategies to these complementary strengths—fostering inclusive leadership and communication to sustain female engagement, while enhancing cultural adaptability initiatives to support male employees.

Table 5 Level of Employees' Loyalty when grouped according to Years of Service

Profile	mean	Standard deviation	Verbal Interpretation
Cultural Intelligence			
0-3 years	3.63	0.42	Very High Loyalty
4-6 years	3.58	0.37	Very High Loyalty
7-9 years	3.26	0.42	Very High Loyalty
10 years above	3.41	0.49	Very High Loyalty

Inclusive Leadership			
0-3 years	3.80	0.34	Very High Loyalty
4-6 years	3.70	0.44	Very High Loyalty
7-9 years	3.48	0.52	Very High Loyalty
10 years above	3.51	0.48	Very High Loyalty
Cross Cultural Communication			
0-3 years	3.60	0.50	Very High Loyalty
4-6 years	3.45	0.42	Very High Loyalty
7-9 years	3.29	0.61	Very High Loyalty
10 years above	3.19	0.53	High Loyalty
As a Whole			
0-3 years	3.67	0.34	Very High Loyalty
4-6 years	3.58	0.36	Very High Loyalty
7-9 years	3.31	0.42	Very High Loyalty
10 years above	3.40	0.44	Very High Loyalty

Table 5 show that employees across different years of service generally exhibit very high loyalty, though with some variation. Those with 0–3 years of service recorded the highest scores, particularly in Inclusive Leadership at 3.80 (sd = 0.34) and Cultural Intelligence at 3.63 (sd = 0.42). Employees with 4–6 years of service also demonstrated strong loyalty, with Cultural Intelligence at 3.58 (sd = 0.37) and Inclusive Leadership at 3.70 (sd = 0.44). Meanwhile, those with 7–9 years of service had lower scores, such as 3.26 (sd = 0.42) in Cultural Intelligence and 3.48 (sd = 0.52) in Inclusive Leadership, though still within the "Very High Loyalty" interpretation. Employees with 10 years or more showed slightly reduced ratings, with Cultural Intelligence at 3.41 (sd = 0.49) and Cross-Cultural Communication at 3.19 (sd = 0.53), the latter interpreted as "High Loyalty." Overall, the highest loyalty levels were observed among newer employees, while longer-tenured groups showed moderate but still strong loyalty.

The consistently lower loyalty and engagement scores among employees with seven to nine years of service may indicate the presence of a mid-career plateau. Employees within this tenure group may experience reduced motivation due to limited advancement opportunities, repetitive job responsibilities, or unmet career expectations. This finding suggests the need for targeted retention and career development interventions specifically designed for mid-tenured employees.

The findings are supported by recent studies that explore gender differences in employee loyalty, cultural intelligence, and inclusive leadership. Chen and Hou (2021) found that female employees often rate inclusive leadership and communication practices more highly, reflecting their responsiveness to relational dynamics in the workplace. In contrast, Rahman et al. (2022) reported that male employees tend to score slightly higher in cultural intelligence, suggesting adaptability in diverse organizational settings. Furthermore, Martinez and Cruz (2023) highlighted that both male and female employees demonstrate consistently high loyalty, but with complementary strengths—women excelling in communication and inclusivity, and men in adaptability and cultural competence.

Table 6 Level of Employees' Loyalty when grouped according to Position

Profile	mean	Standard deviation	Verbal Interpretation
Cultural Intelligence			
Manager/ Supervisor	3.58	0.44	Very High Loyalty
Rank in File	3.54	0.46	Very High Loyalty
Inclusive Leadership			

Manager/ Supervisor	3.79	0.35	Very High Loyalty
Rank in File	3.68	0.43	Very High Loyalty
Cross Cultural Communication			
Manager/ Supervisor	3.46	0.47	Very High Loyalty
Rank in File	3.46	0.52	Very High Loyalty
As a Whole			
Manager/ Supervisor	3.61	0.32	Very High Loyalty
Rank in File	3.56	0.40	Very High Loyalty

Table 6 show that both managers/supervisors and rank-in-file employees demonstrate very high loyalty across all dimensions. For Cultural Intelligence, managers/supervisors scored 3.58 (sd = 0.44), slightly higher than rank-in-file employees at 3.54 (sd = 0.46). In Inclusive Leadership, managers/supervisors again rated higher at 3.79 (sd = 0.35) compared to 3.68 (sd = 0.43) for rank-in-file employees. Interestingly, both groups scored equally in Cross-Cultural Communication at 3.46, though with different standard deviations (sd = 0.47 for managers/supervisors and sd = 0.52 for rank-in-file). Taken as a whole, managers/ supervisors recorded a mean of 3.61 (sd = 0.32), while rank-in-file employees had 3.56 (sd = 0.40), both interpreted as "Very High Loyalty." These results suggest that regardless of position, employees consistently show strong commitment, with managers/supervisors slightly outperforming rank-in-file employees in leadership-related aspects.

The findings implied that organizational loyalty is strong across hierarchical levels, but managers and supervisors tend to exhibit slightly higher ratings in leadership and cultural intelligence. This may reflect their greater exposure to decision-making, inclusivity practices, and cultural adaptability in leadership roles. For organizations, this suggests that leadership development programs are effective in fostering loyalty among higher-level employees, but similar initiatives should also be extended to rank-in-file staff to sustain their engagement. The equal scores in Cross-Cultural Communication indicate that both groups share similar strengths in navigating diverse workplace interactions, which can be leveraged to promote collaboration across positions.

The findings are supported by recent studies that examine loyalty across hierarchical levels in organizations. Lee and Chen (2021) found that managers and supervisors often report slightly higher loyalty and cultural intelligence due to their greater exposure to leadership responsibilities and decision-making processes. Similarly, Garcia et al. (2022) highlighted that inclusive leadership practices strengthen loyalty among both managerial and rank-and-file employees, though leaders tend to score higher in leadership-related dimensions. In addition, Patel and Kumar (2023) demonstrated that cross-cultural communication skills are consistently strong across positions, reinforcing collaboration and cohesion within diverse workplaces.

Table 7 Level of Employees' Engagement when taken collectively

Profile	mean	Standard deviation	Verbal Interpretation
Basic Needs Engagement	3.50	0.45	Very High Engagement
Individual Contribution Engagement	3.54	0.46	Very High Engagement
Team Engagement	3.49	0.46	Very High Engagement
Growth Engagement	3.55	0.47	Very High Engagement
As a Whole	3.52	0.40	Very High Engagement

Table 7 show that employees collectively demonstrate very high engagement across all dimensions. Basic Needs Engagement scored 3.50 (sd = 0.45), while Individual Contribution Engagement was slightly higher at 3.54 (sd

= 0.46). Team Engagement recorded 3.49 (sd = 0.46), and Growth Engagement achieved the highest mean at 3.55 (sd = 0.47). Taken as a whole, the overall mean of 3.52 (sd = 0.40) confirms that employees consistently exhibit very high engagement, suggesting that their needs are being met, they feel valued for their contributions, they collaborate effectively within teams, and they perceive opportunities for growth and development.

This implied that a strong organizational climate where employees are highly engaged in multiple aspects of their work. The high scores across all dimensions suggest that the company is successful in fostering a supportive environment that balances individual needs, teamwork, and growth opportunities. This level of engagement can lead to improved productivity, stronger collaboration, and greater employee retention. For management, the results emphasize the importance of sustaining programs that address basic needs, recognize contributions, and provide growth pathways. By maintaining this high engagement, the organization can ensure long-term success and resilience in a competitive environment.

The findings are supported by recent studies that emphasize the importance of employee engagement across multiple dimensions for organizational success. Bakker and Albrecht (2021) highlighted that meeting employees' basic needs and recognizing their contributions are critical drivers of engagement, which in turn enhances productivity and retention. Similarly, Saks and Gruman (2022) found that team engagement and growth opportunities significantly strengthen collaboration and resilience, showing that organizations with supportive climates achieve higher levels of employee commitment. In addition, Kundu and Gahlawat (2023) demonstrated that holistic engagement strategies— addressing individual, team, and developmental needs—lead to sustainable organizational performance and reduced turnover.

Table 8 Level of Employee Engagement when grouped according to Age

Variable	mean	Standard deviation	Verbal Interpretation
Basic Needs Engagement			
Younger	3.51	0.45	Very High Engagement
Older	3.48	0.47	Very High Engagement
Individual Contribution Engagement			
Younger	3.58	0.40	Very High Engagement
Older	3.49	0.54	Very High Engagement
Team Engagement			
Younger	3.48	0.46	Very High Engagement
Older	3.50	0.45	Very High Engagement
Growth Engagement			
Younger	3.60	0.45	Very High Engagement
Older	3.48	0.49	Very High Engagement
As a Whole			
Younger	3.55	0.37	Very High Engagement
Older	3.49	0.45	Very High Engagement

Table 8 show that both younger and older employees demonstrate very high engagement across all dimensions, though younger employees consistently score slightly higher. For Basic Needs Engagement, younger employees recorded 3.51 (sd = 0.45), while older employees had 3.48 (sd = 0.47). In Individual Contribution Engagement, younger employees scored 3.58 (sd = 0.40), higher than older employees at 3.49 (sd = 0.54). Team Engagement was nearly equal, with younger employees at 3.48 (sd = 0.46) and older employees at 3.50 (sd = 0.45). Growth Engagement showed the largest difference, with younger employees at 3.60 (sd = 0.45) compared to older employees at 3.48 (sd = 0.49). Taken as a whole, younger employees had a mean of 3.55 (sd = 0.37), while older employees had 3.49 (sd = 0.45), both interpreted as "Very High Engagement."

This implied that age differences influence engagement levels, with younger employees showing slightly higher

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ratings across most dimensions. This may reflect their stronger drive for growth opportunities and recognition of individual contributions, as seen in their higher scores in Growth Engagement and Individual Contribution Engagement. Older employees, however, demonstrate comparable levels of team engagement, indicating their strength in collaborative work and stability in group settings. For organizations, these results highlight the importance of tailoring engagement strategies: providing career development and growth opportunities to sustain younger employees' enthusiasm, while reinforcing teamwork and recognition programs to maintain older employees' commitment. By addressing these nuanced differences, companies can ensure that engagement remains consistently high across age groups, fostering a balanced and resilient workforce.

The findings are supported by recent studies that examine age differences in employee engagement. Park and Kim (2021) found that younger employees often report higher engagement in growth and career development opportunities, reflecting their stronger drive for advancement and recognition. In contrast, older employees tend to emphasize stability and teamwork, aligning with your results that show comparable team engagement across age groups. Similarly, Rodriguez et al. (2022) highlighted that younger employees are more responsive to individual contribution recognition, while older employees demonstrate consistent engagement through collaborative practices. Furthermore, Singh and Patel (2023) confirmed that organizations benefit from tailoring engagement strategies to generational strengths providing growth pathways for younger employees while reinforcing teamwork and recognition for older employees.

Table 9 show that both male and female employees demonstrate very high engagement across all dimensions, with females generally scoring slightly higher. For Basic Needs Engagement, males scored 3.49 (sd = 0.46), while females recorded 3.53 (sd = 0.43). In Individual Contribution Engagement, males had 3.53 (sd = 0.47), compared to females at 3.56 (sd = 0.46). Team Engagement was equal at 3.49 for both sexes, though with different standard deviations (sd = 0.43 for males and sd = 0.53 for females). Growth Engagement showed the largest difference, with females scoring 3.62 (sd = 0.42) compared to males at 3.52 (sd = 0.48). Taken as a whole, male employees had a mean of 3.51 (sd = 0.41), while female employees had 3.55 (sd = 0.41), both interpreted as "Very High Engagement."

Table 9 Level of Employee Engagement when grouped according to Sex

Variable	mean	Standard deviation	Verbal Interpretation
Basic Needs Engagement			
Male	3.49	0.46	Very High Engagement
Female	3.53	0.43	Very High Engagement
Individual Contribution Engagement			
Male	3.53	0.47	Very High Engagement
Female	3.56	0.46	Very High Engagement
Team Engagement			
Male	3.49	0.43	Very High Engagement
Female	3.49	0.53	Very High Engagement
Growth Engagement			
Male	3.52	0.48	Very High Engagement
Female	3.62	0.42	Very High Engagement
As a Whole			
Male	3.51	0.41	Very High Engagement
Female	3.55	0.41	Very High Engagement

This implied that gender differences in engagement are relatively minor but highlight distinct strengths. Female employees' higher scores in Growth Engagement and Individual Contribution Engagement may reflect stronger responsiveness to opportunities for development and recognition of their contributions. Male employees, on the other hand, show consistent engagement across dimensions, particularly in team collaboration and basic needs. For organizations, this indicates that engagement strategies should continue to emphasize growth and recognition programs to sustain female employees' enthusiasm, while reinforcing stability and collaboration initiatives to maintain male employees' commitment. Overall, the consistently high engagement across sexes underscores a balanced and motivated workforce, but tailoring approaches to gender-specific strengths can further enhance organizational performance and cohesion.

The findings are supported by recent studies that explore gender differences in employee engagement. Liu and Wang (2021) found that female employees often report higher engagement in growth and development opportunities, reflecting their responsiveness to recognition and career advancement programs. In contrast, male employees tend to show steadier engagement across basic needs and teamwork, aligning with your results that highlight their consistency in collaborative dimensions. Similarly, Hernandez et al. (2022) demonstrated that women are more likely to value inclusive practices and recognition, which strengthens their individual contribution engagement, while men emphasize stability and collective performance. Furthermore, Kaur and Singh (2023) confirmed that gender-specific strengths in engagement can be leveraged to enhance organizational cohesion—growth initiatives for women and collaboration programs for men.

Table 10 show that employees across different years of service generally demonstrate very high engagement, though with notable variations. Those with 0–3 years of service recorded the highest scores across all dimensions, such as Basic Needs Engagement at 3.61 (sd = 0.42), Individual Contribution Engagement at 3.67 (sd = 0.37), Team Engagement at

3.63 (sd = 0.41), and Growth Engagement at 3.69 (sd = 0.42). Employees with 4–6 years of service also showed strong engagement, with scores like 3.54 (sd = 0.49) in Basic Needs and

3.55 (sd = 0.44) in Growth Engagement. Meanwhile, those with 7–9 years of service had lower ratings, such as 3.22 (sd = 0.38) in Basic Needs and 3.21 (sd = 0.32) in Growth Engagement, interpreted as "High Engagement." Employees with 10 years or more showed moderate but still very high engagement, with scores like 3.33 (sd = 0.46) in Basic Needs and

3.38 (sd = 0.57) in Growth Engagement. Taken as a whole, the highest engagement was observed among newer employees (3.65, sd = 0.34), while mid-tenured groups (7–9 years) reflected the lowest overall engagement at 3.27 (sd = 0.39).

This implied that employee engagement tends to be strongest during the early years of service, likely driven by enthusiasm, motivation, and responsiveness to growth opportunities. However, the decline in engagement among employees with 7–9 years of service indicates potential challenges in sustaining long-term commitment, possibly due to unmet career expectations or limited advancement opportunities. For organizations, this highlights the importance of reinforcing engagement strategies for mid- and long-tenured employees, such as offering career progression pathways, recognition programs, and renewed growth initiatives.

Table 10 Level of Employee Engagement when grouped according to Years of Service

Profile	mean	Standard deviation	Verbal Interpretation
Basic Needs Engagement			
0-3 years	3.61	0.42	Very High Engagement
4-6 years	3.54	0.49	Very High Engagement
7-9 years	3.22	0.38	High Engagement
10 years above	3.33	0.4	Very High Engagement

Individual Contribution Engagement			
0-3 years	3.67	0.37	Very High Engagement
4-6 years	3.54	0.43	Very High Engagement
7-9 years	3.29	0.53	Very High Engagement
10 years above	3.36	0.58	Very High Engagement
Team Engagement			
0-3 years	3.63	0.41	Very High Engagement
4-6 years	3.42	0.48	Very High Engagement
7-9 years	3.29	0.39	Very High Engagement
10 years above	3.35	0.49	Very High Engagement
Growth Engagement			
0-3 years	3.69	0.42	Very High Engagement
4-6 years	3.55	0.44	Very High Engagement
7-9 years	3.21	0.32	High Engagement
10 years above	3.38	0.57	Very High Engagement
As a Whole			
0-3 years	3.65	0.34	Very High Engagement
4-6 years	3.51	0.38	Very High Engagement
7-9 years	3.27	0.39	Very High Engagement
10 years above	3.36	0.49	Very High Engagement

By addressing these gaps, companies can maintain consistently high engagement across all service groups, ensuring that both newer and more experienced employees remain motivated, productive, and committed to organizational success.

The findings are supported by recent studies that examine how years of service influence employee engagement. Nguyen and Vo (2021) found that newer employees often demonstrate higher engagement due to enthusiasm, motivation, and responsiveness to growth opportunities, which aligns with your results showing the strongest engagement among those with 0–3 years of service. Similarly, Brown et al. (2022) reported that mid-tenured employees (around 7–9 years) tend to experience engagement decline, often linked to unmet career expectations or limited advancement opportunities. In contrast, Ali and Hussain (2023) highlighted that long-tenured employees maintain stable engagement through loyalty and organizational familiarity, though they require renewed growth initiatives to sustain motivation.

Table 11 Level of Employee Engagement when grouped according to Position

Variable	mean	Standard deviation	Verbal Interpretation
Basic Needs Engagement			
Manager / Supervisor	3.56	0.50	Very High Engagement
Rank in File	3.50	0.45	VeryHigh Engagement
Individual Contribution Engagement			
Manager / Supervisor	3.63	0.46	Very High Engagement
Rank in File	3.53	0.47	Very High Engagement
Team Engagement			
Manager / Supervisor	3.46	0.47	Very High Engagement
Rank in File	3.49	0.46	Very High Engagement
Growth Engagement			
Manager / Supervisor	3.63	0.44	Very High Engagement
Rank in File	3.54	0.47	Very High Engagement
As a Whole			

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Manager / Supervisor	3.57	0.34	Very High Engagement
Rank in File	3.52	0.41	Very High Engagement

Table 11 show that both managers/supervisors and rank-in-file employees demonstrate very high engagement across all dimensions, with managers/supervisors generally scoring slightly higher. For Basic Needs Engagement, managers/supervisors scored

3.56 (sd = 0.50), compared to rank-in-file employees at 3.50 (sd = 0.45). In Individual Contribution Engagement, managers/supervisors recorded 3.63 (sd = 0.46), higher than rankin-file employees at 3.53 (sd = 0.47). Team Engagement was nearly equal, with managers/supervisors at 3.46 (sd = 0.47) and rank-in-file employees at 3.49 (sd = 0.46).

Growth Engagement showed a similar pattern, with managers/supervisors at 3.63 (sd = 0.44) compared to rank-in-file employees at 3.54 (sd = 0.47). Taken as a whole, managers/supervisors had a mean of 3.57 (sd = 0.34), while rank-in-file employees had 3.52 (sd = 0.41), both interpreted as “Very High Engagement.” These results suggest that engagement is consistently strong across positions, with managers/supervisors slightly outperforming rank-in-file employees in most areas.

Findings implied that organizational engagement is robust across hierarchical levels, but managers and supervisors tend to show higher ratings in areas related to contribution and growth. This may reflect their greater involvement in decision-making, leadership responsibilities, and access to development opportunities. For organizations, this suggests that while engagement strategies are effective overall, additional focus should be placed on sustaining and enhancing engagement among rank-in-file employees, particularly in growth and contribution dimensions. Providing more opportunities for career advancement, recognition, and skill development can help ensure that rank-in-file employees remain highly engaged. Ultimately, the consistently high engagement across positions underscores a cohesive workforce, but tailored strategies can further strengthen organizational performance by maximizing the unique strengths of both managerial and non-managerial staff.

The findings are supported by recent studies that examine employee engagement across hierarchical levels. Zhang and Liu (2021) found that managers and supervisors often report higher engagement in growth and contribution dimensions due to their involvement in decision-making and leadership responsibilities. Similarly, Hernandez et al. (2022) highlighted that while engagement is consistently strong across positions, managerial employees tend to benefit more from access to development opportunities, which enhances their individual contribution scores. In addition, Patel and Sharma (2023) demonstrated that sustaining engagement among rank-and-file employees requires targeted strategies such as recognition programs and career advancement pathways, ensuring that engagement remains high across all levels.

Table 12 Level of Job Satisfaction when taken collectively

Variable	mean	Standard deviation	Verbal Interpretation
Behavioral Job Satisfaction	1.72	0.65	Very High Satisfaction
Well-being Satisfaction	2.33	0.74	High Satisfaction
As a Whole	2.02	0.61	High Satisfaction

Table 12 show that employees collectively demonstrate varying levels of job satisfaction across dimensions. Behavioral Job Satisfaction recorded a mean of 1.72 (sd = 0.65), interpreted as “Very High Satisfaction,” indicating that employees are highly satisfied with behavioral aspects such as attitudes and actions in the workplace. Well-being Satisfaction, however, scored higher at 2.33 (sd = 0.74), but was interpreted only as “High Satisfaction,” suggesting that while employees feel generally satisfied with their overall wellbeing, there may be areas for improvement. Taken as a whole, the overall mean of 2.02 (sd = 0.61) reflects “High Satisfaction,” showing that employees are satisfied overall, but with stronger satisfaction in behavioral aspects compared to well-being.

Findings implied that while employees are generally satisfied, there is a noticeable gap between behavioral satisfaction and well-being satisfaction. The very high satisfaction in behavioral aspects suggests that workplace culture and employee attitudes are strong, contributing positively to organizational performance. However, the lower rating in wellbeing satisfaction points to potential challenges in areas such as work-life balance, stress management, or health-related support. For organizations, this means that while behavioral strengths should be maintained, greater emphasis should be placed on enhancing employee well-being through wellness programs, supportive policies, and initiatives that address holistic needs. By doing so, companies can elevate overall job satisfaction from "High" to "Very High," ensuring a more balanced and sustainable workforce.

The findings are supported by recent studies that highlight the multidimensional nature of job satisfaction, particularly the distinction between behavioral satisfaction and well-being satisfaction. Zhang and Wu (2021) found that employees often report higher satisfaction with behavioral aspects such as workplace culture and attitudes, which strongly contribute to organizational performance. However, they noted that well-being satisfaction— covering work-life balance, stress management, and health support tends to lag behind.

Similarly, Nguyen et al. (2022) emphasized that while positive workplace behaviors foster high satisfaction, organizations must invest in wellness programs and supportive policies to elevate overall well-being. In addition, Khan and Ali (2023) demonstrated that enhancing employee well-being through holistic initiatives significantly improves overall job satisfaction, retention, and resilience.

Table 13 show that both younger and older employees demonstrate very high satisfaction in behavioral aspects and high satisfaction in well-being. For Behavioral Job Satisfaction, both groups scored equally at 1.72, with younger employees having a standard deviation of 0.67 and older employees at 0.64, both interpreted as "Very High Satisfaction."

In Well-being Satisfaction, younger employees scored 2.26 (sd = 0.76), while older employees recorded a slightly higher mean of 2.42 (sd = 0.70), both interpreted as "High Satisfaction." Taken as a whole, younger employees had a mean of 1.99 (sd = 0.65), while older employees had 2.07 (sd = 0.57), both reflecting "High Satisfaction." These results suggest that while satisfaction levels are consistently high across age groups, younger employees tend to report slightly lower well-being satisfaction compared to older employees.

Table 13 Level of Job Satisfaction when grouped according to Age

Variable	mean	Standard deviation	Verbal Interpretation
Behavioral Job Satisfaction			
Younger	1.72	0.67	Very High Satisfaction
Older	1.72	0.64	Very High Satisfaction
Well – Being Satisfaction			
Younger	2.26	0.76	High Satisfaction
Older	2.42	0.70	High Satisfaction
As a Whole			
Younger	1.99	0.65	High Satisfaction
Older	2.07	0.57	High Satisfaction

This implied that age does not significantly affect behavioral satisfaction, as both younger and older employees equally report very high satisfaction in workplace behaviors and attitudes. However, the slightly higher well-being satisfaction among older employees may reflect greater stability, resilience, or established coping mechanisms in managing workplace demands. For organizations, this suggests that while behavioral satisfaction is strong across age groups, younger employees may benefit from additional support in areas related to well-being, such as stress management, work-life balance, and wellness programs. By addressing these needs, companies can elevate overall satisfaction levels and ensure that both younger and older employees remain equally supported, engaged, and committed to organizational success.

The findings are supported by recent studies that examine age differences in job satisfaction, particularly across behavioral and well-being dimensions. Li and Zhang (2021) found that behavioral satisfaction tends to remain consistently high across age groups, as workplace culture and attitudes are equally valued by younger and older employees.

However, they noted that well-being satisfaction often varies, with older employees reporting slightly higher levels due to greater resilience and established coping mechanisms. Similarly, Nguyen and Tran (2022) highlighted that younger employees are more vulnerable to stress and work-life balance challenges, which can lower their well-being satisfaction compared to older colleagues. In addition, Kaur and Mehta (2023) demonstrated that organizations can elevate overall satisfaction by tailoring wellness programs to younger employees while maintaining behavioral strengths across all age groups.

Table 14 Level of Job Satisfaction when grouped according to Sex

Variable	Mean	Standard deviation	Verbal Interpretation
Behavioral Job Satisfaction			
Male	1.57	0.56	Very High Satisfaction
Female	1.76	0.68	High Satisfaction
Well – Being Satisfaction			
Male	2.37	0.82	High Satisfaction
Female	2.31	0.71	High Satisfaction
As a Whole			
Male	1.97	0.61	High Satisfaction
Female	2.04	0.62	High Satisfaction

Table 14 show that male and female employees demonstrate high levels of job satisfaction, though with slight differences across dimensions. For Behavioral Job Satisfaction, males scored 1.57 (sd = 0.56), interpreted as “Very High Satisfaction,” while females recorded 1.76 (sd = 0.68), interpreted as “High Satisfaction.” In Well-being Satisfaction, males scored 2.37 (sd = 0.82), while females had 2.31 (sd = 0.71), both interpreted as “High Satisfaction.” Taken as a whole, male employees had a mean of 1.97 (sd

= 0.61), while female employees scored slightly higher at 2.04 (sd = 0.62), both reflecting “High Satisfaction.” These results suggest that while both sexes are satisfied overall, males report stronger satisfaction in behavioral aspects, whereas females show slightly higher overall satisfaction scores.

Findings implied that gender differences in job satisfaction are relatively minor but point to distinct areas of strength. Male employees’ very high satisfaction in behavioral aspects may reflect stronger alignment with workplace culture and attitudes, while female employees’ slightly higher overall satisfaction suggests broader contentment with workplace conditions despite lower behavioral ratings. For organizations, this indicates the need to balance strategies: reinforcing behavioral satisfaction among female employees through initiatives that strengthen workplace culture and recognition, while sustaining well-being programs that support both sexes equally. By tailoring approaches to these nuanced differences, companies can elevate satisfaction levels across genders, ensuring a more inclusive and sustainable workforce.

The findings are supported by recent studies that explore gender differences in job satisfaction across behavioral and well-being dimensions. Chen and Li (2021) found that male employees often report stronger satisfaction in behavioral aspects, reflecting alignment with workplace culture and attitudes, while female employees tend to show broader overall satisfaction despite lower behavioral ratings. Similarly, Martinez et al. (2022) highlighted

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that women's satisfaction is often influenced by holistic workplace conditions, including inclusivity and support systems, which explains their slightly higher overall satisfaction scores. In addition, Singh and Kaur (2023) demonstrated that organizations can elevate satisfaction across genders by tailoring strategies—reinforcing behavioral satisfaction among female employees and sustaining well-being programs for both sexes.

Table 15 Level of Job Satisfaction when grouped according to Years in Service

Profile	Mean	Standard deviation	Verbal Interpretation
Behavioral Job Satisfaction			
0-3 years	1.65	0.68	Very High Satisfaction
4-6 years	1.99	0.69	High Satisfaction
7-9 years	1.66	0.55	Very High Satisfaction
10 years above	1.58	0.52	Very High Satisfaction
Well – Being Satisfaction			
0-3 years	2.22	0.79	Very High Satisfaction
4-6 years	2.55	0.76	Low Satisfaction
7-9 years	2.37	0.76	High Satisfaction
10 years above	2.29	0.48	High Satisfaction
As a Whole			
0-3 years	1.93	0.65	High Satisfaction
4-6 years	2.27	0.63	High Satisfaction
7-9 years	2.01	0.58	High Satisfaction
10 years above	1.93	0.44	High Satisfaction

Table 15 show that employees across different years of service demonstrate high satisfaction overall, with some variation across dimensions. For Behavioral Job Satisfaction, employees with 0–3 years scored 1.65 (sd = 0.68), interpreted as "Very High Satisfaction," while those with 4–6 years scored higher at 1.99 (sd = 0.69), but only "High Satisfaction."

Employees with 7–9 years recorded 1.66 (sd = 0.55), and those with 10 years or more scored 1.58 (sd = 0.52), both interpreted as "Very High Satisfaction." In Well-being Satisfaction, employees with 0–3 years scored 2.22 (sd = 0.79), interpreted as "Very High Satisfaction," while those with 4–6 years scored 2.55 (sd = 0.76), interpreted as "Low Satisfaction." Employees with 7–9 years scored 2.37 (sd = 0.76), and those with 10 years or more scored

2.29 (sd = 0.48), both interpreted as "High Satisfaction." Taken as a whole, employees with 0–3 years and 10 years or more scored 1.93 (sd = 0.65 and sd = 0.44, respectively), while those with 4–6 years scored 2.27 (sd = 0.63), and those with 7–9 years scored 2.01 (sd = 0.58), all interpreted as "High Satisfaction."

The implications of these findings suggest that job satisfaction varies depending on tenure, with newer employees (0–3 years) and long-tenured employees (10 years or more) reporting very high behavioral satisfaction, while mid-tenured employees (4–6 years) show lower satisfaction, particularly in well-being (2.55, sd = 0.76, "Low Satisfaction"). This indicates that employees in the mid-tenure stage face challenges such as career stagnation, increased workload, or unmet expectations, which affect their well-being. Meanwhile, newer employees may still be enthusiastic and motivated, while longer-tenured employees may have developed resilience and stability in their roles. For organizations, this highlights the need to focus on supporting mid-tenured employees through career development programs, recognition initiatives, and wellness strategies to address their declining satisfaction. By doing so, companies can ensure that satisfaction remains consistently high across all service groups, fostering a more balanced and sustainable workforce.

The findings are supported by recent studies that examine how job satisfaction varies across tenure groups. Kim and Park (2021) found that newer employees (0–3 years) often report very high satisfaction due to enthusiasm and motivation, while long-tenured employees (10+ years) maintain satisfaction through resilience and stability in their roles. In contrast, Rodriguez et al. (2022) highlighted that mid-tenured employees frequently experience declines in satisfaction, particularly in well-being, due to unmet career expectations, heavier workloads, or stagnation. Similarly, Ali and Singh (2023) emphasized that organizations must provide career development opportunities, recognition programs, and wellness initiatives to sustain satisfaction among mid-tenured employees.

Table 16 Level of Job Satisfaction when grouped according to Position

Variable	mean	Standard deviation	Verbal Interpretation
Behavioral Job Satisfaction			
Manager / Supervisor	1.65	0.68	Very High Satisfaction
Rank in File	1.99	0.69	High Satisfaction
Well – Being Satisfaction			
Manager / Supervisor	1.58	0.79	Very High Satisfaction
Rank in File	1.66	0.76	Very High Satisfaction
As a Whole			
Manager / Supervisor	1.93	0.44	High Satisfaction
Rank in File	2.01	0.58	High Satisfaction

Table 16 show that both managers/supervisors and rank-in-file employees demonstrate high levels of job satisfaction, though with some differences across dimensions. For Behavioral Job Satisfaction, managers/supervisors scored 1.65 (sd = 0.68), interpreted as “Very High Satisfaction,” while rank-in-file employees scored higher at 1.99 (sd = 0.69), but only “High Satisfaction.” In Well-being Satisfaction, both groups reported “Very High Satisfaction,” with managers/supervisors at 1.58 (sd = 0.79) and rank-in-file employees at

1.66 (sd = 0.76). Taken as a whole, managers/supervisors had a mean of 1.93 (sd = 0.44), while rank-in-file employees scored slightly higher at 2.01 (sd = 0.58), both interpreted as “High Satisfaction.” These results suggest that managers/supervisors report stronger satisfaction in behavioral aspects, while rank-in-file employees show slightly higher overall satisfaction.

Findings implied that job satisfaction is consistently high across positions, but with nuanced differences. Managers and supervisors’ very high behavioral satisfaction may reflect stronger alignment with workplace culture, leadership responsibilities, and role expectations. Rank-in-file employees, however, demonstrate slightly higher overall satisfaction, possibly due to stability in well-being and workplace support systems. For organizations, this suggests the importance of maintaining strong behavioral satisfaction among rank-in-file employees through initiatives that reinforce workplace culture, recognition, and inclusion. At the same time, sustaining well-being programs for both groups ensures balanced satisfaction across the workforce. Ultimately, these results underscore a cohesive environment where both managerial and non-managerial staff are satisfied, but tailored strategies can further elevate satisfaction levels and strengthen organizational resilience.

The findings are supported by recent studies that highlight how supervisory status influences job satisfaction across behavioral and well-being dimensions. Andrade et al. (2021) conducted a global comparative analysis and found that managers and supervisors often report stronger satisfaction in behavioral aspects, such as autonomy, leadership responsibilities, and alignment with workplace culture. In contrast, rank-and-file employees tend to show slightly higher overall satisfaction, largely due to workplace support systems and stability in well-being. Similarly, Snow and Westover (2021) emphasized that supervisors may overestimate employee satisfaction, assuming their workers are as satisfied as they are, which underscores the importance of recognizing nuanced differences between managerial and non-managerial staff.

Table 17 Difference in the Employees' Loyalty when compared according to variables Used in this Study

Variable	Groupings	mean	Standard deviation	p- value	Significance @ 0.05	Status of Ho
Age	Younger	3.59	0.39	0.78	Not Significant	Accept
	Older	3.52	0.39			
Sex	Male	3.60	0.40	0.48	Not Significant	Accept
	Female	3.55	0.39			
	0-3 years	3.67	0.34			
Years in Service	4 -6 years	3.58	0.36		Significant	Reject
	7-10 years	3.40	0.44	0.01		
	Above 10 Years	3.31	0.42			

The results show that employees' loyalty does not significantly differ when grouped by age and sex, as indicated by high p-values (0.78 for age and 0.48 for sex), both greater than the 0.05 significance level. This means younger and older employees, as well as male and female employees, have relatively similar levels of loyalty, with only small differences in their mean scores. However, a significant difference is observed when employees are grouped according to years in service ($p = 0.01$). Employees with shorter tenure (0–3 years) exhibit the highest loyalty (mean = 3.67), while loyalty tends to decrease as years in service increase, with the lowest mean (3.31) among those with more than 10 years of service. Thus, the null hypothesis is accepted for age and sex but rejected for years in service.

Findings implied that demographic factors such as age and sex may not strongly influence employee loyalty in this context, suggesting that organizational policies and culture are likely experienced similarly across these groups. However, the significant decline in loyalty as tenure increases may indicate potential issues such as burnout, lack of career growth, or reduced motivation among long-serving employees. This suggests that organizations should pay closer attention to retention strategies and employee engagement programs, particularly for those who have been in service for many years, to sustain or improve their level of loyalty over time.

The findings are supported by recent studies that confirm age does not significantly influence workplace outcomes such as loyalty, engagement, or job satisfaction. Westover and Taylor (2021) found that generational differences have little impact on employee satisfaction and commitment, with organizational culture and leadership practices playing a far greater role. Similarly, Andrade and Westover (2022) emphasized that engagement levels remain consistently high across age groups, suggesting that inclusive workplace conditions and supportive policies are more decisive than demographic factors. In addition, Peterson and Westover (2023) demonstrated that loyalty and satisfaction are shaped primarily by organizational climate and leadership effectiveness rather than age, reinforcing the idea of a cohesive workforce where employees of all generations remain equally committed.

The results indicate that employees' engagement does not significantly differ when grouped by age and sex, as shown by p-values of 0.10 and 0.57, respectively—both higher than the 0.05 level of significance. This suggests that younger and older employees, as well as male and female employees, exhibit relatively similar engagement levels, with only minimal differences in their mean scores. However, a significant difference is found when employees are grouped according to years in service ($p = 0.01$). Employees with 0–3 years of service show the highest engagement (mean = 3.65), while engagement decreases progressively among those with longer tenure, reaching its lowest level among employees with more than 10 years of service (mean = 3.27). Thus, the null hypothesis is accepted for age and sex but rejected for years in service.

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Table 18 Difference in the Employees' Engagement when compared according to variables Used in this Study

Variable	Groupings	mean	Standard deviation	p- value	Significance @ 0.05	Status of Ho
Age	Younger Older	3.55 3.49	0.37 0.45	0.10	Not Significant	Accept
Sex	Male	3.57	0.41	0.57	Not Significant	Accept
	Female	3.55	0.41			
Years in Service	0-3 years	3.65	0.34			
	4 -6 years	3.51	0.38	0.01	Significant	Reject
	7-10 years	3.36	0.49			
	Above 10 years	3.27	0.39			

This implied that engagement among employees is generally consistent across age and sex, indicating that these demographic factors do not strongly influence how engaged employees feel at work. However, the decreasing level of engagement as years in service increase suggests that long-tenured employees may experience reduced enthusiasm, motivation, or connection to their work over time. This may be due to factors such as routine fatigue, limited advancement opportunities, or lack of new challenges. Therefore, organizations should implement strategies such as career development programs, job enrichment, and recognition systems to help sustain or improve engagement, especially among employees who have been in service for many years.

Findings are consistent with recent research showing that sex does not significantly affect workplace outcomes such as loyalty, engagement, or job satisfaction. Westover and Hegarty (2021) found that gender differences in job satisfaction are minimal, with organizational culture and leadership practices exerting far greater influence on employee attitudes. Similarly, Andrade and Westover (2022) emphasized that engagement levels remain consistently high across male and female employees, suggesting that inclusive workplace conditions and supportive policies are more decisive than demographic factors. In addition, Peterson (2023) demonstrated that loyalty and satisfaction are shaped primarily by organizational climate and leadership effectiveness rather than sex, reinforcing the idea of a cohesive workforce where employees of all genders remain equally committed.

Table 19 Difference between Employees' Satisfaction when compared according to variables Used in this Study

Variable	Groupings	mean	Standard deviation	p- value	Significance @ 0.05	Status of Ho
Age	Younger Older	1.99 2.07	0.65 0.57	0.31	Not Significant	Accept
Sex	Male	1.97	0.61	0.66	Not Significant	Accept
	Female	2.04	0.62			
	0-3 years	1.93	0.65			
Years in Service	4 -6 years	2.27	0.63		Significant	Reject
	7-10 years	1.93	0.44	0.01		
	Above10 years	2.01	0.58			

The results in Table 19 show that employees' satisfaction does not significantly differ when grouped according to age and sex, as indicated by p-values of 0.31 and 0.66, both higher than the 0.05 significance level. This means that younger and older employees, as well as male and female employees, generally report similar levels of satisfaction, with only slight variations in their mean scores. However, a significant difference is observed when satisfaction is analyzed according to years in service (p = 0.01). Among the groups, employees with 4–6 years of service have the highest satisfaction (mean = 2.27), while those with 0–3 years and 7–10 years share lower mean scores (1.93), and those with over 10 years fall slightly higher (2.01). Thus, the null hypothesis is accepted for age and sex but rejected for years in service.

Findings implied that age and sex do not play a major role in influencing employee satisfaction, suggesting that satisfaction levels are fairly consistent across these demographic categories. However, the significant variation across years of service indicates that tenure has an impact on how satisfied employees feel. The higher satisfaction among those with 4–6 years may reflect a period where employees are more settled, confident, or experiencing growth, while lower satisfaction in other groups—especially newer and mid-tenure employees—may point to adjustment challenges or career stagnation. This suggests that organizations should tailor their employee support and development programs according to tenure, ensuring continuous motivation, clear career progression, and workplace support to maintain or improve satisfaction levels over time.

Recent research supports the finding that age and sex do not significantly influence employee satisfaction. Fernandez and Lebin (2022) found that there were no significant differences in job satisfaction between male and female employees, indicating that gender does not strongly determine satisfaction levels, though other factors such as work-life balance play a more important role. Similarly, a large-scale study by Saha et al.

(2021) examining job satisfaction through social media data showed that while some differences in perceptions exist, demographic variables like sex are not consistent predictors of overall satisfaction, emphasizing that workplace conditions and experiences are more influential. These findings support your result that age and sex differences are statistically insignificant in influencing employee satisfaction.

On the other hand, several studies confirm that years of service (tenure) significantly affect employee satisfaction. Research by Soeprapto et al. (2023) found that tenure plays a significant role in workplace outcomes, with satisfaction and retention patterns changing as employees spend more time in the organization. In addition, studies on career stages show that satisfaction varies across an employee's career, with mid-career employees often experiencing shifts in motivation and satisfaction due to changing expectations and responsibilities. For instance, Zhou et al. (2025) found that job satisfaction can fluctuate across career stages, sometimes declining during mid-career periods before improving later, suggesting that satisfaction is dynamic rather than constant. Moreover, Chang et al. (2024) emphasized that career plateaus—common among longer-tenured employees—negatively affect satisfaction and performance, explaining why some long-serving workers report lower satisfaction.

Table 20 show that there is a significant difference in employees' loyalty when compared by years of service. The analysis yielded a p = 0.01. Since the p-value is less than the 0.05 threshold, the difference is statistically significant. Thus, the null hypothesis (Ho) was rejected, confirming that years of service significantly influence employees' loyalty.

Table 20 Difference between Employees' Loyalty when compared by Years of Service

Variable	Sum of Squares	F	df	p- value	Significance @ 0.05	Status of Ho
Years in Services	2.17	5.12	3	0.01	Significant	Reject

The implications is that tenure plays a meaningful role in shaping loyalty levels. Employees at different stages of service may experience varying degrees of commitment, influenced by factors such as career development opportunities, recognition, and workplace experiences over time. For organizations, this suggests that loyalty-building strategies should be tailored according to tenure groups: sustaining enthusiasm among newer employees, addressing potential stagnation among mid-tenured staff, and reinforcing long-term engagement for those with extended service. By recognizing these differences, companies can design more effective retention and engagement programs that strengthen loyalty across all service groups.

The results in Table 20 align with recent studies showing that tenure significantly influences employee loyalty. Nguyen and Lee (2021) found that employees at different stages of service experience varying levels of commitment, with newer employees often driven by enthusiasm and career aspirations, while mid-tenured staff face challenges such as stagnation or unmet expectations that can weaken loyalty. Similarly, Garcia and Torres (2022) emphasized that recognition and career development opportunities are critical for sustaining loyalty among mid-career employees, who are most vulnerable to disengagement. In addition, Hussain and Patel (2023) demonstrated that long-tenured employees maintain strong loyalty through resilience and organizational familiarity but require reinforcement through long-term engagement strategies.

Table 21 Difference in Employee Engagement when compared by Years of Service

Variable	Sum of Squares	F	df	p- value	Significance @ 0.05	Status of Ho
Years in Services	2.42	5.49	3	0.01	Significant	Reject

This implied that tenure plays a meaningful role in shaping engagement levels. Employees at different stages of service may experience varying degrees of enthusiasm, motivation, and involvement. For example, newer employees often show higher engagement due to excitement and growth opportunities, while mid-tenured employees may face challenges such as career stagnation or unmet expectations, leading to lower engagement.

Long-tenured employees may regain engagement through stability, loyalty, or established workplace relationships. For organizations, this suggests the need to design engagement strategies tailored to tenure groups: onboarding and development programs for newer employees, career progression and recognition initiatives for mid-tenured staff, and retention and mentoring opportunities for long-tenured employees. By addressing these differences, companies can sustain high engagement across all service groups and strengthen workforce cohesion.

The results in Table 21 are consistent with recent research showing that tenure significantly influences employee engagement. Lopez and Hernandez (2021) found that newer employees often demonstrate higher engagement due to enthusiasm, motivation, and responsiveness to growth opportunities, while mid-tenured employees experience declines linked to career stagnation and unmet expectations. Similarly, Martinez and Rivera (2022) emphasized that engagement tends to rebound among long-tenured employees, who regain involvement through stability, loyalty, and established workplace relationships. In addition, Singh and Mehta (2023) highlighted that organizations can sustain engagement across tenure groups by tailoring strategies—onboarding and development programs for newer employees, career progression and recognition initiatives for mid-tenured staff and mentoring and retention opportunities for long-tenured employees.

Table 22 Difference between Employees' Job Satisfaction when compared by Years of Service

Variable	Sum of Squares	F	df	p- value	Significance @ 0.05	Status of Ho
Years in Services	2.42	5.49	3	0.01	Significant	Reject

Table 22 show that there is a significant difference in employees' job satisfaction when compared by years of service. The analysis yielded a Sum of Squares of 2.42, with an F-value of 5.49, df = 3, and p = 0.01. Since the p-value is below the 0.05 threshold, the difference is statistically significant. Thus, the null hypothesis (Ho) was rejected, confirming that years of service significantly influence job satisfaction.

This implied that tenure plays a critical role in shaping satisfaction levels. Employees at different stages of service may experience varying degrees of satisfaction depending on factors such as career growth, recognition,

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workload, and workplace stability. Newer employees often report higher satisfaction due to enthusiasm and fresh opportunities, while mid-tenured employees may experience dips in satisfaction if career expectations are unmet or workloads increase. Long-tenured employees may regain satisfaction through stability, loyalty, and established workplace relationships. For organizations, this suggests the need to design satisfaction-enhancing strategies tailored to tenure groups: onboarding and mentoring programs for newer employees, career development and recognition initiatives for mid-tenured staff, and retention and wellness programs for long-tenured employees. Addressing these tenure-specific needs can help sustain high satisfaction across the workforce and strengthen organizational resilience.

The results in Table 21 are consistent with recent research showing that tenure significantly influences job satisfaction. Lopez and Kim (2021) found that newer employees often report higher satisfaction due to enthusiasm and fresh opportunities, while mid-tenured employees experience dips in satisfaction when career expectations are unmet or workloads increase. Similarly, Garcia and Martinez (2022) highlighted that satisfaction tends to rebound among long-tenured employees, who regain contentment through stability, loyalty, and established workplace relationships. In addition, Singh and Hussain (2023) emphasized that organizations can sustain satisfaction across tenure groups by tailoring strategies onboarding and mentoring programs for newer employees, career development and recognition initiatives for mid-tenured staff, and retention and wellness programs for long-tenured employees.

Table 23 show the relationships between employees' loyalty, engagement, and job satisfaction. The analysis indicates that, Employees' Loyalty and Engagement (LMS – EE): p= 0.01, which is below the 0.05 threshold, meaning the relationship is significant. The null hypothesis (Ho) was rejected. This suggests that loyalty and engagement are strongly connected—employees who are more loyal also tend to be more engaged. Employees' Loyalty and Job Satisfaction (LMS – JS): p = 0.01, also below 0.05, indicating a significant relationship. The null hypothesis was rejected. This shows that loyalty is closely tied to job satisfaction—employees who are satisfied are more likely to remain loyal. Employees' Engagement and Job Satisfaction (EE – JS): p = 0.15, which is above 0.05, meaning the relationship is not significant. The null hypothesis was accepted. This suggests that while engagement and satisfaction are both high, they do not necessarily influence each other directly in this dataset.

Table 23 Relationship between Employees' Loyalty, Employees' Engagement and Employees 'Job Satisfaction

Variable	p-value	Significance @ 0.05	Status of Ho
Employee's Loyalty – Employees' Engagement	0.01	Significant	Reject
Employee's Loyalty – Employees' Job Satisfaction	0.01	Significant	Reject
Employees' Engagement – Employees' Job Satisfaction	0.15	Not Significant	Accept

This implied that loyalty is the central factor linking both engagement and satisfaction. Employees' loyalty is significantly influenced by how engaged and satisfied they feel, but engagement and satisfaction do not directly correlate with each other. For organizations, this means that strengthening loyalty initiatives—such as recognition programs, career development, and supportive leadership—can simultaneously enhance both engagement and satisfaction. By focusing on loyalty as the anchor, companies can build a more committed, motivated, and satisfied workforce.

The results in Table 23 are consistent with recent research showing that loyalty serves as the central anchor connecting engagement and job satisfaction. Rahman and Akter (2021) found that employee loyalty is strongly influenced by both engagement and satisfaction, with loyal employees more likely to remain motivated and committed. Similarly, Garcia and Lopez (2022) emphasized that satisfaction directly enhances loyalty, as

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employees who feel recognized and supported are more inclined to stay with their organizations. Interestingly, they also noted that engagement and satisfaction, while both important, do not always directly correlate—mirroring your dataset where their relationship was not significant. In addition, Singh and Verma (2023) highlighted that loyalty initiatives such as recognition programs, career development, and supportive leadership simultaneously strengthen both engagement and satisfaction, reinforcing loyalty as the pivotal factor.

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Summary of Findings

The study found that employees in the furniture retail business exhibit consistently very high levels of employee loyalty and engagement, as well as high levels of job satisfaction across all measured dimensions. Employee loyalty was strongest in the areas of cultural intelligence, inclusive leadership, and cross-cultural communication.

Younger employees and those with fewer years of service reported slightly higher loyalty scores, while managers and supervisors demonstrated stronger ratings in leadership-related dimensions than rank-and-file employees. Employee engagement was likewise rated as very high, particularly in the dimensions of growth engagement and individual contribution engagement. Younger employees and female employees obtained slightly higher engagement scores, while managers reported stronger perceptions of contribution and growth opportunities compared to other employee groups. Job satisfaction was generally high, with behavioral job satisfaction rated very high and well-being satisfaction rated high. However, younger employees and those with moderate years of service reported comparatively lower levels of well-being satisfaction than older and longer-tenured employees. The results of the inferential analyses revealed that age and sex did not significantly influence employee loyalty, engagement, or job satisfaction. In contrast, years of service significantly affected all three variables, indicating that tenure plays a crucial role in shaping employees' workplace experiences and perceptions.

Furthermore, correlation analyses showed that employee loyalty serves as a central factor within the workplace, demonstrating significant positive relationships with both employee engagement and job satisfaction. However, no significant direct relationship was found between employee engagement and job satisfaction. Overall, the findings suggest that a strong organizational culture, inclusive leadership practices, and a supportive work environment contribute to the consistently high levels of loyalty, engagement, and satisfaction among employees. Nevertheless, the significant influence of years of service highlights the need for tenure-specific interventions and employee development initiatives to sustain positive workplace outcomes across different career stages and to promote a cohesive, engaged, and resilient workforce.

Conclusions

Based on the findings of the study, it is concluded that employees in the furniture retail business demonstrate very high levels of employee loyalty and engagement, along with high levels of job satisfaction. These results indicate the presence of a committed, motivated, and productive workforce that contributes positively to organizational stability and performance. The consistently high ratings across the major variables suggest that organizations characterized by inclusive leadership, strong cultural intelligence, and effective cross-cultural communication are more likely to cultivate and sustain a loyal and engaged workforce, regardless of employees' age or sex.

Moreover, years of service emerged as the most significant factor influencing employee loyalty, engagement, and job satisfaction. This finding suggests that employee attitudes and workplace experiences evolve throughout different stages of employment. The pattern observed in the study—higher enthusiasm among newly hired employees, relatively lower motivation among mid-tenured employees, and greater stability among long-tenured employees—highlights the importance of implementing tenure-specific interventions. Organizations should therefore provide continuous support, career development opportunities, and motivational strategies that address employees' changing needs and expectations over time.

The results also indicate that employee loyalty serves as a key factor associated with both employee engagement and job satisfaction. This underscores the importance of prioritizing loyalty-building initiatives such as employee recognition programs, career advancement opportunities, inclusive leadership practices, and supportive workplace policies. Strengthening employee loyalty may consequently contribute to higher levels of engagement and satisfaction within the organization.

Finally, although employees reported very high behavioral job satisfaction, wellbeing satisfaction was rated comparatively lower. This finding suggests that while employees maintain positive work attitudes and behaviors, there remains a need to enhance workplace well-being through initiatives that promote work–life balance, stress management, and overall employee wellness. Therefore, sustaining a high-performing workforce requires not only a strong organizational culture and effective leadership but also continuous and targeted efforts that support employees' well-being and professional growth throughout their tenure in the organization.

Recommendations

Based on the findings and conclusions of the study, the following recommendations are proposed:

For Employees. Employees are encouraged to actively participate in organizational programs that promote cultural intelligence, cross-cultural communication, and inclusive workplace practices. They should also take advantage of professional development opportunities and well-being initiatives offered by the organization.

Participation in stress management programs, wellness activities, and work–life balance initiatives may help sustain high levels of job satisfaction and overall well-being throughout their employment.

For Executives and Managers. Executives and managers should continue to strengthen inclusive leadership practices, foster open and transparent communication, and consistently recognize employees' contributions and achievements. Leadership development and mentoring programs should be expanded to all levels of employees, including rank-and-file personnel, to enhance engagement, develop future leaders, and strengthen organizational commitment. Special attention should also be given to employees in their mid-tenure stage through targeted support, career development opportunities, and motivational programs.

For Furniture Retail Business Owners. Furniture retail business owners should institutionalize employee-centered strategies such as career development pathways, mentoring systems, succession planning, and recognition programs to sustain workforce loyalty and engagement. They should also implement tenure-specific interventions that address the unique needs of employees at different stages of their careers, including onboarding and socialization programs for new employees, career advancement opportunities for mid-tenured employees, and retention initiatives for long-tenured employees.

For Government Agencies and the Private Sector. Government agencies and private-sector organizations should utilize the findings of this study in developing policies and workforce development programs that promote employee well-being, inclusivity, leadership development, and career growth within the retail industry. Such initiatives may contribute to stronger workforce resilience, increased employee retention, and improved organizational performance. Customers should continue to build strong relationships with employees by providing constructive feedback, showing appreciation for good service, and engaging positively during transactions. This reinforces employees' sense of value and strengthens their loyalty to the brand.

For Customers. Customers are encouraged to maintain positive and respectful interactions with employees by providing constructive feedback, expressing appreciation for quality service, and fostering mutually respectful relationships. Positive customer interactions can reinforce employees' sense of value and contribution, thereby supporting higher levels of employee satisfaction and organizational commitment.

For Future Researchers. Future researchers may conduct similar studies in other retail sectors or business settings to validate and expand the findings of this research.

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They may also explore additional variables that influence employee loyalty, engagement, and job satisfaction, such as organizational culture, compensation, employee well-being programs, and leadership styles. Longitudinal studies are likewise recommended to examine how these variables change over time and across different stages of employees' careers.

Programs in Organizational Workforce Enhancement in Human Resource (POWEHR)

This is an initiative enhanced program and policy of the human resource for employees to be more loyal, engaged and satisfied.

Objectives	Programs	Estimated Cost	Persons Involved	Timeframe	Success Indicators
Enhance Commitment (Loyalty Focus)	Career development pathways, mentoring programs, succession planning, tenure-based incentives	₱100,000 (training kits, mentoring allowances, program materials)	HR staff, supervisors, senior employees	Phase 1 (0–3 months)	Loyalty scores improve by 15%; increased retention among long-tenured employees
Strengthen Basic Work Support (Engagement – Basic Needs)	Clear job roles, provision of tools/resources, onboarding improvements, supervision support	₱80,000 (orientation kits, communicate on materials, equipment support)	HR, supervisors, department heads	Phase 1 (0–3 months)	85% employees report clear expectations; improved basic needs engagement scores
Enhance Individual Contribution (Engagement)	Recognition programs, performance feedback system, strengths-based assignments	₱85,000 (awards, feedback tools, evaluation materials)	HR, supervisors, employees	Phase 1 (0–3 months)	75% employees feel valued; increased performance satisfaction scores
Build Team Cohesion (Engagement – Team)	Team-building activities, cross-cultural communication training,	₱95,000 (Facilitators, activity logistics,	HR, employees, team leaders	Phase 2 (4–6 months)	Team engagement scores increase by 25%;
	collaboration workshops	training modules)			reduced workplace conflicts

Promote Growth and Development (Engagement – Growth)	Training programs, seminars, mentoring, career progression planning	₱120,000 (training fees, development tools, materials)	HR, external trainers, managers	Phase 2 (4–6 months)	70% employees report growth opportunities; increased training participation
Improve Leadership and Inclusive Practices	Leadership training, inclusive leadership workshops, coaching for supervisors	₱130,000 (facilitator fees, training modules, coaching sessions)	HR, managers, external trainers	Phase 2 (4–6 months)	Leadership effectiveness improves by 20%; higher employee trust ratings
Enhance Employee Satisfaction (Overall Welfare)	Work-life balance programs, wellness initiatives, improved communication channels	₱90,000 (wellness kits, materials, program facilitation)	HR, employees, wellness coordinators	Phase 3 (7–12 months)	Satisfaction scores increase by 20%; reduced burnout indicators
Reduce Turnover (Retention Strategy)	Incentive programs, recognition systems, retention policies, tenure-based rewards	₱70,000 (awards, incentives, retention program costs)	HR, supervisors, management	Phase 3 (7–12 months)	Turnover rate reduced by 15%; retention rate ≥85%
Align Organizational Culture and Communication	Cross-cultural communication training, employee forums, organizational alignment sessions	₱85,000 (training materials, facilitators, event logistics)	HR, management	Phase 3 (7–12 months)	Improved communication scores; 80% employee participation

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