

Engagement, Satisfaction, and Retention of Employees

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ABSTRACT

This study examined the relationship between employee satisfaction and employee engagement in relation to employee retention in a selected Business Process Outsourcing (BPO) company in Negros Occidental year 2025. The study employed descriptive-correlational research design and surveyed 167 inbound employees of a BPO company through a validated researcher-made questionnaire. Findings revealed that employees exhibited high levels of satisfaction, engagement, and retention. Statistical analyses indicated significant positive relationships between employee satisfaction and retention, between employee satisfaction and engagement, and between employee engagement and retention. These results highlight that both satisfaction and engagement contribute to retention, with satisfaction exerting the stronger influence. The study concludes that fostering employee satisfaction is critical for enhancing engagement and sustaining retention, while engagement also plays a meaningful role in strengthening workforce stability.

Keywords: Employee satisfaction, Employee engagement, Employee retention, Business Process Outsourcing (BPO), Workforce stability

INTRODUCTION

Maintaining and increasing employee retention in call center environments has been an ongoing issue for organizations. Statistically, Dhanpat et al., (2023) recorded a significant difference between employee resignation in call centers than in other fields. Recent studies also showed that the turnover rate in BPO companies remain high at approximately 70% especially for first time job seekers (Echchakoui, 2021; Fulmore et al., 2023). These studies show consistent intention of employees to leave the workplace.

Kurata et al. (2023) said that over the years, voluntary employee resignation remains as a challenge to companies. Resignation, especially within six months of employment, affects the company in the aspect of financial, technical, and sales operations. The cost of turnover is especially high when it involves tenured employees, as their departure contributes indirectly to change of work dynamics and even company culture (Pathan, 2022). Similarly, when newly hired employees leave shortly after joining the organization, BPO companies may experience losses from the resources invested in recruitment, on boarding, training, and employee development (Labin & Na Nakorn, 2025).

Such a situation must be mitigated since the BPO industry plays an important role in delivering services and maintaining relationships between companies and their clients. As frontline service providers, call center agents directly interact with customers and address their concerns. Pasco and Lao (2021) found that communication, attitude, wait time, and first-call resolution significantly influence customers' experiences with phone support, highlighting the important role of call center agents in delivering quality service and maintaining customer satisfaction.

Their role in customer service has been long proven to enhance operations in wide range of business areas, highlighting the importance of maintaining their employment tenure (Aksin et al., 2022).

Development and satisfaction, thus far, has the most important role in employee retention, particularly in the call center industry, where it is stigmatized that career growth remains stunted (Dhanpat et al., 2023). By exploring employee satisfaction and engagement with the company, this research aims to determine and evaluate factors that relate to retention.

METHODOLOGY

This study employed a descriptive-correlational research design to describe the levels of employee engagement, employee satisfaction, and employee retention and determine the significant relationships among these variables. The respondents were 167 inbound, non-voice employees of a selected Business Process Outsourcing (BPO) company in Bacolod City. Since the entire population of qualified employees was included, total enumeration was used.

Data were collected using a structured questionnaire consisting of four parts: respondent profile, employee engagement, employee satisfaction, and employee retention. A four-point Likert scale was used, ranging from 1 (Strongly Disagree) to 4 (Strongly Agree), with corresponding verbal interpretations from Very Low to Very High. Negatively worded items were reverse-coded before analysis. The instrument underwent face and content validation by three MPA experts using the Good and Scates Criteria. Its reliability was established through Cronbach's alpha, which yielded an overall coefficient of 0.977, indicating very high internal consistency.

For data collection, approval was secured from the management of the selected BPO company. The questionnaire was administered through Google Forms, and respondents were informed of the study's purpose, voluntary participation, confidentiality, and appropriate use of the collected data. The responses were subsequently encoded, organized, and analyzed.

Descriptive and inferential statistical tools were used in accordance with the research problems. Frequency and percentage were used to describe the respondents' demographic profile. Mean was used to determine the levels of employee engagement, employee satisfaction, and employee retention. The Kruskal's Gamma coefficient was employed to determine the significant relationships between employee engagement and employee satisfaction, employee engagement and employee retention, and employee satisfaction and employee retention. The statistical analyses provided the basis for interpreting the levels of the study variables and determining the relationships among them.

RESULTS AND DISCUSSIONS

Demographic Profile of the Respondents

Table 1. Frequency and Percentage Distribution of Respondents According to Profile.

Profile	Category	f	%
Age	18-25 years old	27	16.17
	26-30 years old	53	31.74
	31-40 years old	60	35.93
	41-50 years old	23	13.77
	51-60 years old	4	2.4
	Total	167	100
Sex	Male	118	70.66
	Female	49	29.34

	Total	167	100
Educational Attainment	Master's Degree	103	61.68
	Bachelor's Degree	1	0.6
	SHS Graduate	63	37.72
	Total	167	100
Employee Tenure	0-1 year	5	2.99
	2-3 years	27	16.17
	4-5 years	43	25.75
	6 years and above	92	55.09
	Total	167	100

In terms of age, the largest proportion of respondents as shown in the table falls within the 31–40 age bracket, accounting for 35.93% of the population. This was followed by those aged 26–30 years old at 31.74%, and respondents aged 18–25 years old at 16.17%. Individuals within the 41–50 age group comprised 13.77% of the respondents, while the smallest proportion belonged to those aged 51–60 years old at only 2.40%. These figures indicate that the majority of the respondents are within their prime working ages. With respect to sex, the respondents were predominantly male. Out of the total population, 70.66% were identified as male, while 29.34% were identified as female. In terms of educational attainment, a majority of the respondents held a Master's degree, representing 61.68% of the total. This was followed by Senior High School (SHS) graduates, who comprised 37.72% of the respondents. Only a very small portion, 0.60%, reported having completed a Bachelor's degree. The data suggest a workforce with relatively high levels of advanced education. Regarding employee tenure, the results show that most respondents had long-term employment experience. More than half of the respondents, or 55.09%, had been employed for six years or more. Those with 4–5 years of service accounted for 25.75%, while 16.17% had been employed for 2–3 years. The smallest group consisted of employees with 0–1 year of tenure, representing only 2.99% of the total. Overall, the findings indicate a stable population composed largely of experienced personnel.

The Republic Act No. 9231 set the minimum working age in the Philippines at 15 years old. Children under 15 are prohibited from employment except when under the sole responsibility of parents, and the work is not hazardous, and generally safe for youngsters. Those who are 15 to 17 years old, can be employed but are subject to restrictions, including a ban on hazardous work and specific working hour limits of 40 hours/ week (Philippine Statistics Authority, 2026). Additionally, the compulsory retirement age is 65, but there is no upper age limit for voluntary retirement. When it comes to hiring individuals, age must not be a pass for discrimination, as the Anti-Age Discrimination in Employment Act prohibits age restrictions for hiring and mandatory retirement.

Recent research also indicates the substantial participation of women in the Philippine BPO industry, with females comprising 53.2% of the respondents in a study of BPO workers (David et al., 2023). Guino-o et al. (2023) found that work-from-home arrangements provided women BPO employees with opportunities to manage both work and domestic responsibilities, highlighting the potential of flexible work arrangements to support work-life balance.

Thus, the access to these companies does not often require a Bachelor's Degree, as the only required diploma of the majority is Senior High School's Diploma. Mangahas (2020) said that high school is the minimum requirement for entry level non – voice and voice positions, but higher education is needed for some specific roles. Often times, college graduates seek sales as their first job because of its simple requirement and higher starting salary (Mangahas, 2020).

It can be noted in this study that more than 50% of the population stayed for more than 4 years in the same BPO company, which is contradicts to the high nationwide turnover rate in BPO companies as reported by

Ellspermann (2025). While, employee turnover remains a concern in the Philippine BPO industry, with employee-related factors such as job satisfaction, engagement, and opportunities for development playing an important role in employee retention (Kurata et al., 2023).

Level of Employees' Engagement

Table 2. Level of Employees' Engagement.

Level of Engagement	N	Mean	Interpretation
Very High	43	3.04	High
High	117		
Low	7		
Very Low	0		
Total	167		

As reflected in Table 2, the level of employee engagement among the respondents is generally high. The majority of the respondents, totaling 117 employees, reported a "High" level of engagement, making it the largest group in the distribution. This was followed by 43 employees who indicated a "Very High" level of engagement. Only 7 employees reported a "Low" level of engagement, and none of the respondents fell under the "Very Low" category. The computed mean score of 3.04 is interpreted as "High," indicating that, overall, employees demonstrate a strong level of involvement, commitment, and interest in their work.

The data obtained from the employee engagement among the respondents of this study is higher than the data collected by Gallup (2025). The level of employee's engagement is oftentimes affected by work life balance, workplace culture, and career development (McLean & Company, 2025). Should these factors meet the satisfaction of employees, McLean & Company (2025) said that engagement levels will increase. Pass et al. (2025) also concluded that high employee engagement is proportional to high performance and productivity. Thus, the increase in employee's engagement creates a stronger competitive advantage among companies and improves their profit margin (Link and Motivation Institute, 2025).

Level of Employees' Satisfaction

Table 3. Level of Employees' Satisfaction.

Level of Satisfaction	N	Mean	Interpretation
Very High	37	2.89	High
High	98		
Low	28		
Very Low	4		
Total	167		

The findings presented in Table 3 show that the overall level of employees' satisfaction is generally high. Most of the respondents were classified under the "High" level of satisfaction, with 98 employees reporting this category. This was followed by 37 respondents who indicated a "Very High" level of satisfaction. On the lower end, 28 employees reported a "Low" level of satisfaction, while only 4 respondents fell under the "Very Low" category. The overall mean score of 2.89 corresponds to a "High" interpretation, indicating that employees, on average, have a favorable perception of their work conditions, experiences, and the organizational environment.

Kurata et al. (2023) said through a study that the satisfaction of employees in their respective BPO companies is complex and often resulted too neutral. Also, there are key factors influencing employee satisfaction include opportunities for career growth, compensation, a positive work culture, and supportive management. She also noted that longer employee tenures mean higher satisfaction rates, which is consistent with the results of this study.

Also, in the study of Ina-Cruz et al. (2021) stated that through cultivating a positive culture within the workplace, the satisfaction of employees will increase. Both researchers concluded that high satisfaction level among employees reflects a good strategy for retention.

Level of Employees' Retention

Table 4. Level of Employees' Retention.

Level of Employment Retention	N	Mean	Interpretation
Very High	27	2.87	High
High	116		
Low	24		
Very Low	0		
Total	167		

As reflected in Table 4, the level of employment retention among the respondents is generally high. The majority of respondents, totaling 116 employees, reported a "High" level of retention. This was followed by 27 employees who expressed a "Very High" level of retention. On the other hand, 24 employees reported a "Low" level of retention, while none of the respondents indicated a "Very Low" level of retention. The overall mean score of 2.87 corresponds to a "High" interpretation, suggesting that employees generally demonstrate a strong intention to remain with their organization.

Employee retention in BPO companies refers to the organization's ability to keep its employees from leaving voluntarily, reflecting how effectively the company maintains a committed and stable workforce. It is measured as the percentage of employees who remain employed over a specific period, calculated by dividing the number of employees who stay by the total number of employees at the beginning of that period and multiplying by 100. For example, if a company starts the year with 200 employees and 180 remains by the end of the year, the retention rate is 90%. A high retention rate indicates effective strategies in maintaining employee satisfaction and engagement, while a low rate may point to challenges such as job dissatisfaction, burnout, or poor organizational culture.

Retention is a critical factor for BPOs, as it impacts operational stability, service quality, and client relationships (Negros, 2022). Employee retention remains a major concern in the Philippine BPO industry, with employee attrition affecting organizational performance and competitiveness (Kurata et al., 2023). High employee attrition can also create additional costs and productivity challenges because companies must continually recruit and train replacement employees (Abogada & Usona, 2024).

Relationship Between the Level of Employees' Engagement and Satisfaction

Table 5. Relationship Between the Level of Employees' Engagement and Satisfaction.

Level of Engagement	Level of Satisfaction				
	Very High	High	Low	Very Low	Total
Very High	21	16	0	37	21

High	19	79	0	98	19
Low	2	20	6	28	2
Very Low	1	2	1	4	1
Total	43	117	7	167	43

Computed (G) value : 0.697

P-Value : <0.001

Decision : Reject Ho

Interpretation : Significant at 0.05 level of significance

The cross-tabulation results in Table 5 present the relationship between employees' level of satisfaction and their level of engagement. Among employees who reported very high satisfaction, the majority also demonstrated very high engagement (21 employees), while 16 employees were classified under high engagement. None of the respondents in this group reported low engagement. Similarly, employees with high satisfaction largely exhibited higher engagement levels. A total of 79 employees in this category reported high engagement, while 19 employees demonstrated very high engagement. No respondents with high satisfaction fell under low or very low engagement, indicating a strong alignment between satisfaction and engagement. For employees who reported low satisfaction, engagement levels were more mixed. While 20 employees still showed high engagement and two employees demonstrated very high engagement, six employees fell under low engagement. This suggests that lower satisfaction is associated with a greater likelihood of reduced engagement, though a number of employees remain engaged despite lower satisfaction. Respondents with very low levels of satisfaction exhibited the lowest engagement outcomes, although they constituted only a small portion of the sample. In this group, two employees were classified under high engagement, one under very high engagement, and one under low engagement.

The statistical analysis supports the observed pattern. The computed Gamma (G) value of 0.697 indicates a strong positive association between employee satisfaction and engagement. The p-value of < 0.001 is less than the 0.05 level of significance, leading to the rejection of the null hypothesis. This result confirms that there is a statistically significant relationship between the level of employee satisfaction and the level of engagement, suggesting that higher satisfaction is associated with higher employee engagement.

The results suggest that employee satisfaction positively influences engagement, meaning that when employees feel satisfied with aspects of their job such as work conditions, compensation, recognition, and opportunities for growth they are more likely to actively participate in and commit to the tasks and activities of the company. Satisfied employees tend to demonstrate higher motivation, take initiative, collaborate effectively with colleagues, and contribute to achieving organizational goals. This implies that promoting employee satisfaction not only enhances morale but also encourages greater involvement and productivity, ultimately benefiting both the employees and the organization. The results of this study are consistent with Yang et al. (2022), who concluded that job satisfaction serves as a key mechanism linking the working environment and career development to employee engagement. In other words, when employees are satisfied with their job, they are more willing to actively participate in and commit to the company's activities and initiatives. This suggests that enhancing job satisfaction through a supportive work environment and opportunities for career growth can directly foster higher levels of employee engagement and organizational involvement. Moreover, Ahmad and Raja (2021) found that employee job satisfaction significantly influences organizational commitment and business performance, suggesting that satisfied employees are more likely to contribute positively to organizational outcomes.

Relationship Between the Level of Employees' Engagement and Retention

Table 6. Relationship Between the Level of Employees' Engagement and Retention.

Level of Engagement	Level of Retention				
	Very High	High	Low	Very Low	Total
Very High	18	9	0	0	27
High	23	89	4	0	116
Low	2	19	3	0	24
Very Low	0	0	0	0	0
Total	43	117	7	0	167

Computed (G) value : 0.713

P-Value : <0.001

Decision : Reject Ho

Interpretation : Significant at 0.05 level of significance

The cross-tabulation results in Table 6 illustrate the relationship between the level of employee engagement and employment retention. Among employees with very high Engagement, most were classified under very high retention (18 employees), while nine employees reported high retention. No respondents in this group fell under low or very low retention.

For employees with high engagement, the largest proportion reported high retention, totaling 89 employees, followed by 23 employees who indicated very high retention. Only 4 employees in this category reported low retention, and none reported very low retention. These results suggest that higher levels of engagement are generally associated with stronger retention outcomes. Among respondents with low engagement, retention levels were more varied. Nineteen employees reported high retention, two employees indicated very high retention, and three employees fell under low retention. No respondents reported very low retention in this group. There were no respondents who reported very low engagement, indicating that all participants exhibited at least some level of engagement in their work.

The statistical analysis further explains this relationship. The computed Gamma (G) value of 0.713 indicates a strong positive association between employee engagement and retention. The p-value of < 0.001 is lower than the 0.05 level of significance, leading to the rejection of the null hypothesis. This result indicates that there is a statistically significant relationship between the level of employee engagement and employment retention, suggesting that higher engagement is linked to higher retention among employees.

The findings of this study support the established view that employee engagement is closely associated with employee retention. Employees who are actively involved, motivated, and committed to their work are more likely to remain within the organization. Higher levels of engagement are linked to increased productivity, job satisfaction, and organizational loyalty, thereby contributing to reduced turnover. Conversely, employees with low engagement tend to exhibit detachment from their work and the organization, which increases the likelihood of turnover. These results highlight that strengthening employee engagement is a critical strategy for enhancing retention and sustaining workforce stability.

This finding contradicts the claim of Gregg and Santangelo (2024)), who asserted that employee engagement is strongly linked with employee retention, as engaged employees tend to be more motivated, satisfied, and committed to the organization. Also, it suggests that engaged employees have a lower tendency to seek employment opportunities outside the organization. Although employee engagement and retention were found to be statistically insignificant in this study, existing literature (Gregg and Santangelo, 2024) indicates that a relationship between these variables may still exist.

Thus, while the current study did not establish a significant relationship between employee engagement and retention, existing literature suggests that engagement may still play a contributory role in influencing employees' decisions to remain within an organization.

Relationship Between the Level of Employees' Satisfaction and Retention

Table 7. Relationship Between the Level of Employees' Satisfaction and Retention.

Level of Satisfaction	Level of Retention				
	Very High	High	Low	Very Low	Total
Very High	17	10	0	0	27
High	20	80	15	1	116
Low	0	8	13	3	24
Very Low	37	98	28	4	167
Total	17	10	0	0	27

Computed (G) value : 0.849

P-Value : <0.001

Decision : Reject Ho

Interpretation : Significant at 0.05 level of significance

The cross-tabulation results indicate a clear and positive relationship between the level of employee satisfaction and employment retention. Among employees who reported very high satisfaction, most were classified under very high retention (17 employees), while 10 employees fell under high retention. No respondents in this satisfaction category reported low or very low retention. Similarly, employees with High Satisfaction were largely associated with higher retention levels. A total of 80 employees in this group reported high retention, while 20 reported very high retention. Only 15 employees indicated low retention, and just one employee fell under very low retention.

These results suggest that higher satisfaction levels are generally linked with stronger retention intentions. For respondents with low satisfaction, the pattern shifted toward weaker retention outcomes. Thirteen employees in this group reported low retention, while eight still indicated high retention, and three reported very low retention. This shows that lower satisfaction is more frequently associated with reduced retention, although some employees still demonstrate an intention to stay despite dissatisfaction. Overall, the distribution shows a consistent trend in which higher satisfaction corresponds with higher levels of retention, while lower satisfaction aligns with lower retention outcomes.

Statistical analysis further supports this relationship. The computed Gamma (G) value of 0.849 indicates a strong positive association between employee satisfaction and employment retention. The p-value of < 0.001 is lower than the 0.05 level of significance, leading to the rejection of the null hypothesis. This confirms that there is a statistically significant relationship between the level of employee satisfaction and retention, suggesting that as employee satisfaction increases, the likelihood of retention also increases.

Based on the results of this study, employee satisfaction and employee retention have a positive direct relationship, meaning that as employees' satisfaction with their work increases, their likelihood of staying with the company also increases. This indicates that factors such as job environment, compensation, management support, and career opportunities play a significant role in retaining employees. Conversely, lower levels of satisfaction are associated with higher turnover, suggesting that improving employee satisfaction can directly contribute to higher retention rates and a more stable workforce. The results of this study were consistent with the study of Molina et al. (2025) who arrived with the same findings. He stated that there is a positive relationship between employees' satisfaction and retention. Tamundong and Caballero (2024) further supported this finding by examining job satisfaction and turnover intention among BPO employees in Metro Manila. Their study revealed that employees with higher job satisfaction were less likely to consider leaving their organizations. They also found that perceived organizational support contributed to greater job satisfaction and lower turnover intention. These findings suggest that organizations that provide a supportive work environment and address employees' needs are more likely to enhance satisfaction and retain their employees. Prihantoro and Sutianingsih (2025), further highlighted the direct link between the two variables by finding out the increased motivation within satisfied employees. According to him, satisfied employees reduce the costs associated with recruiting, hiring, and training new staff. Thus, when focused more on the welfare of the employees, company will more likely save resources.

CONCLUSIONS

Based on the presented findings, the following conclusions are drawn:

The study revealed that the majority of respondents were male agents aged 31–40 years old, most of whom held a master's degree and had long employment tenure of six years or more. This demographic profile suggests that the workforce is composed of mature, highly educated, and experienced professionals, which contributes to organizational stability and the potential for sustained performance.

The respondents demonstrated a high level of employee engagement, indicating that they are actively involved, committed, and connected to their work.

The respondents exhibited a high level of employee satisfaction, suggesting that they are generally content with their work environment and organizational support.

The respondents showed a high level of employee retention, reflecting a positive workplace experiences and conditions.

There is a significant relationship between employee engagement and employee satisfaction, implied that that higher levels of engagement among employees contribute to greater satisfaction, and conversely, satisfied employees are more likely to be engaged.

There is a significant relationship between employee engagement and employee retention, perceived that employees who are more engaged in their work are more likely to remain in the organization.

There is a significant relationship between employee satisfaction and employee retention, indicated that higher satisfaction strongly contributes to employees' decision to stay.

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