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Factors Associated with Employee Retention Program: An Assessment for Program Improvement

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ABSTRACT

This study evaluates the employee retention program of Camarines Sur Polytechnic Colleges (CSPC) for the fiscal years 2020–2021, aiming to identify factors influencing retention and areas for improvement. Utilizing a descriptive-evaluative-correlational research design, data were collected from 190 respondents categorized as regular, casual, and job order employees. Key factors, including training attendance, career advancement, compensation, and awards, were found to significantly affect retention, with training ranked as the most influential. Results indicate disparities in access to benefits and development opportunities between regular and non-regular employees, emphasizing the need for equity-focused reforms. Retention strategies, such as morale-boosting activities and performance evaluations, strongly correlate with employee satisfaction. The study recommends enhancing inclusivity, equitable benefit distribution, and continuous professional development programs to strengthen workforce loyalty and reduce attrition. These findings underscore the critical role of sustainable human resource policies in fostering employee satisfaction and institutional efficiency.

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Introduction

The COVID-19 pandemic has significantly impacted various sectors, with education among the most affected. Institutions like Camarines Sur Polytechnic Colleges (CSPC) faced unprecedented challenges in maintaining operational continuity while safeguarding the welfare of their workforce. In response, CSPC took proactive measures to protect employees and maintain institutional stability, recognizing that employee retention became a critical concern amidst the economic and psychological disruptions brought by the pandemic. High employee turnover can undermine institutional productivity, disrupt service delivery, and erode workplace morale. To mitigate these risks, CSPC reinforced its commitment to labor protection by adhering to Article XIII, Section 3 of the 1987 Philippine Constitution, which guarantees complete protection to labor and promotes the welfare of workers.

Further solidifying this commitment, CSPC aligns its human resource management practices with Republic Act No. 2260 [1], which regulates the merit system in public employment, and Republic Act No. 6713 [2], which outlines standards for professionalism and accountability. During the pandemic, CSPC implemented flexible work arrangements through the Bayanihan to Heal as One Act, allowing institutions to adopt public health and employee safety emergency measures. These adaptations underscore CSPC's resilience and institutional responsiveness to external crises.

As the institution undergoes a significant transition to become the Polytechnic State University of Bicol, ensuring continuity in employee engagement and satisfaction remains a top priority. With a workforce comprising 131 faculty members and 203 administrative employees, CSPC has institutionalized several retention programs to foster long-term commitment. These include the Career Development Program, which supports academic and professional advancement, and the Provident Assistance Program for Employees (PAPE), which offers financial support. Recognition programs for exemplary performance further contribute to a culture of motivation and excellence.

CSPC's commitment to fair and transparent human resource policies is documented in the CSPC Employees Handbook [3], which outlines standards on compensation, benefits, code of ethics, and disciplinary procedures. The institution also complies with the Salary Standardization Law, ensuring equitable remuneration and contributing to job satisfaction and employee loyalty. These comprehensive efforts reflect CSPC's dedication to building a sustainable and empowered workforce.

This study explores the factors influencing the effectiveness of CSPC's employee retention strategies, aiming to identify potential areas for enhancement. It is informed by international studies and theoretical frameworks, including those by Lahkar Das and Baruah

[4], who emphasize the role of compensation and participative management, and Khalid and Nawab [5], who highlight how organizational practices affect employee commitment and retention. By examining CSPC's policies through these lenses, the study seeks to provide strategic insights into how the institution can further strengthen its workforce management practices. Ultimately, CSPC endeavors to build a positive organizational culture that aligns with its mission of delivering quality education and upholding exemplary public service.

Research Methods

A. Research Design

The study used a descriptive-evaluative-correctional research method to assess the employee retention program at Camarines Sur Polytechnic Colleges. This method effectively described and analyzed the current conditions of the program [6]. Descriptive research allows for in-depth analysis of the present status [7].

The research identified factors influencing employee retention, such as employment status, length of service, compensation, benefits, career advancement, training, and incentives. CSPC implemented strategies for recruitment, turnover management, performance, and employee morale, along with policy recommendations. A correlational method analyzed the rank orders of these factors among different respondent groups and explored their relationships, offering insights into CSPC employees.

B. Respondents

The study examined 190 Camarines Sur Polytechnic Colleges (CSPC) employees, comprising 91 regular, 34 casual, and 64 job order admin and faculty members. Using stratified and purposive sampling techniques, the research selected samples from 470 personnel, focusing on employment categories: permanent/regular, casual, and contract of service (COS).

Table 1. Respondent Distribution

Respondents	Frequency	Percentage
Regular Admin/ Faculty Employees	91	47.90
Casual Employees	34	17.89
Job Order or COS Admin/ Faculty Employees	64	34.21
Total	190	100.00

C. Research Instrument

Data for this study were collected using a self-designed questionnaire based on personnel experiences related to their employment categories. The questionnaire included factors associated with employee retention, such as employment status, length of service, compensation, and training. The research adviser validated the questionnaire for clarity and relevance, and it was distributed online via Google Forms and in printed copies, ensuring respondent anonymity for honest feedback.

D. Documentary Analysis and Statistical Treatment of Data

Data on casual, regular employees, and contract of service (COS) positions was gathered from the Human Resource Management Office. This information was analyzed using statistical tools to provide insights into CSPC's employee retention program.

- Percentage Technique: This method was used to determine the respondents.
- Slovin's Formula: To determine the sample size
- Weighted Mean: The weighted mean was calculated to determine the factors associated with employees' retention.
- Five-Point Rating Scale: The Likert-type scale quantifies and interprets each indicator's weighted mean.

Results and Discussion

A. The Factors Associated with Employees' Retention Program

Employee retention is an organization's ability to maintain its workforce by improving skills, knowledge, and job satisfaction. A structured retention program is vital to CSPC's mission of providing quality education for Bicolanos, as it reduces turnover, boosts morale, and enhances efficiency. This study explores factors affecting CSPC's retention program, such as employment status, compensation, career advancement, and training, presenting findings in narrative and tabular forms.

1. Employment Status.

Table 2 outlines the factors associated with the Employees' Retention Program based on Employment Status. All indicators were rated "Much Evident" (ME) with a general weighted mean of 4.30. The highest-rated was personal and professional growth (4.39), while flexible working hours was the lowest (4.22). Regular employees rated statutory rights (4.38) and guaranteed salary (4.30) as "Very Much Evident" (VME). Job order employees prioritized growth opportunities (4.40), highlighting their importance despite having fewer benefits.

This study examines employment status through indicators that promote retention programs, including tenure, income, rights, benefits, protections, and growth opportunities. All indicators received a "Much Evident" (ME) rating with a mean of 4.30. Regular employees (91 total) rated benefits from statutory rights, such as maternity leave and social security, as "Very Much Evident" (VME), which are not available to job order employees as they lack an employee-employer relationship with CSPC. Job order employees rated opportunities for growth and development (4.40, ME) as their highest priority, while permanent and casual employees ranked it lower.

Table 2. Factors Associated with Employees' Retention Program in terms of Employment Status

Indicators	Regular Employees			Casual Employees			COS/Job Order Employees			Average		
	WX	I	R	WX	I	R	WX	I	R	WX	I	R
Right of security of tenure	4.48	ME	3.5	4.21	ME	4	4.08	ME	6	4.26	ME	**4**
Guarantee of regular salary/ monthly income	4.52	VME	2	4.24	ME	3	4.15	ME	5	4.30	ME	**3**
Benefits of statutory rights include maternity rights, social security, and many others.	4.58	VME	1	4.34	ME	1	4.21	ME	4	4.38	ME	**2**
The privilege of flexible working hours	4.23	ME	6	4.17	ME	5	4.25	ME	3	4.22	ME	**6**
Protection and safeguard against illegal dismissal or any form of abuse arising from the exercise of authority	4.39	ME	5	3.97	ME	6	4.33	ME	2	4.23	ME	**5**
Opportunity to grow and develop personally and professionally	4.48	ME	3.5	4.28	ME	2	4.40	ME	1	4.39	ME	**1**
Right of security of tenure	4.48	ME	3.5	4.21	ME	4	4.08	ME	6	4.26	ME	**4**
Average Weighted Mean	**4.45**	**ME**		**4.20**	**ME**		**4.24**	**ME**		**4.30**	**ME**	

Legend: 4.50 – 5.00 – Very Much Evident, 3.50 – 4.49 – Much Evident, 2.50 – 3.49 – Evident, 1.50 – 2.49 – Fairly Evident, 0.00 – 1.49 – Not At All
W- Weighted Mean, I- Interpretation, R- Rank

Job order employees at CSPC are encouraged to remain in their positions due to available programs that promote personal and professional growth, enhancing their chances for future regular placements. Even if they do not transition to permanent roles, they can still improve their skills and efficiency, which aids in contract renewal. This highlights that employees' views on career development programs vary based on their experiences. A comprehensive career development program is a key motivator for employee retention.

On the contrary, differences in employment status, especially in rights and privileges enjoyed, bring inequality and indifference among the three groups of personnel, which threaten the fundamental principles of teamwork and productivity, leading to employee turnover. On the other hand, there is notable agreement among groups regarding the privilege of flexible working hours, despite job order employees lacking access to this benefit. This finding is crucial for the Human Resource Development (HRD) office. According to the Proposed Learning and Development Operational Manual of CPSC [8], the HRDO must provide an "Orientation and On-Boarding Program" for all new hires, ensuring they receive accurate information on job assignments, salaries, rights, and work standards, including cultural and ethical values prescribed by CPSC. Supporting this, Nasir and Mahmood [9] highlighted the importance of supervisor support, rewards, recognition, and work-life policies in improving employee retention, reinforcing the need for equitable and inclusive HR practices.

2. Length of Service

Table 3 shows the factors associated with the Employees' Retention Program in terms of Length of Service. The results show that the factors influencing employee retention received a "Much Evident" (ME) overall rating of 4.21. The highest-ranked factor was the organizational culture and reputation of the institution in the community (4.39), while the lowest was accessibility to special job benefits (4.06).

Table 3. Factors Associated with Employees' Retention Program in terms of Length of Service

Indicators	Regular Employees			Casual Employees			COS/Job Order Employees			Average		
	WX	I	R	WX	I	R	WX	I	R	WX	I	R
Organizational culture and reputation of the institution to the community	4.41	ME	2	4.38	ME	1	4.38	ME	3	4.39	ME	**1**
Comprehensive career plans for employees	4.27	ME	7	3.97	ME	4.5	4.18	ME	6	4.14	ME	**7**
Intensive employees' training program	4.28	ME	6	3.97	ME	4.5	4.21	ME	5	4.15	ME	**5.5**
Challenging career or work tasks	4.25	ME	8	4.28	ME	2	4.31	ME	4	4.28	ME	**3**
Positive, motivating, and safe work environment	4.35	ME	4	4.03	ME	3	4.5	ME	1	4.29	ME	**2**
Healthy, friendly, respectable, and ethical work relationships	4.38	ME	3	3.86	ME	7.5	4.43	ME	2	4.22	ME	**4**
Stability of income (for regular) or insured monthly income (for COS)	4.43	ME	1	3.93	ME	6	4.1	ME	7	4.15	ME	**5.5**
Accessibility to special job benefits	4.34	ME	5	3.86	ME	7.5	3.99	ME	8	4.06	ME	**8**
Average Weighted Mean	**4.34**	**ME**		**4.04**	**ME**		**4.26**	**ME**		**4.21**	**ME**	

Legend: 4.50 – 5.00 – Very Much Evident, 3.50 – 4.49 – Much Evident, 2.50 – 3.49 – Evident, 1.50 – 2.49 – Fairly Evident, 0.00 – 1.49 – Not At All
W- Weighted Mean, I- Interpretation, R- Rank

This finding indicates the regular employees' work tenure and stability of income, which are insured from when they get the job, unless terminated for reasonable grounds. In a conversation with several CSPC personnel, work tenure and income stability are the most critical factors influencing employees' decisions to stay and continue serving the institution.

This outcome leads to the second principle deemed applicable to the institution's experiences: "Security of tenure and income stability is a morale and performance booster to retain highly performing employees." It must be borne in mind that, in almost all conditions, the capacity of the institution to provide and satisfy employees, especially its hierarchy of needs, has been proven to be one of the most effective motivators for work efficiency [10].

On the other hand, casual and job order employees agreed that culture, reputation, and work environment are more impactful in persuading them to continue serving CSPC, while

maintaining a healthy environment and organizational culture will always be a challenge for CSPC and its employees. All three groups agreed that a strong and human resource-focused training program significantly impacts employee retention. It encourages employees with unique talents to pursue challenging tasks that enhance their skills and knowledge. Casual and job-order employees who have benefited from the organization's career development programs remain active, feeling valued and demonstrating increased loyalty to CSPC.

This situation is quite ironic, as the results from this part of the survey indicate that career plans and programs were not among the top priorities for respondents. In contrast, the previous study showed that these plans were a top priority, even though both surveys received the same verbal interpretation. However, when analyzing the responses based on employment classification, regular employees prioritized income stability. The results for the other two groups, casual and job order, revealed similar findings regarding this indicator.

3. Compensation and Benefits

Table 4 shows the factors associated with the Employees' Retention Program regarding Compensation and Benefits. The study revealed that compensation and benefits were rated "Much Evident" (ME) overall, with a comprehensive employees' compensation and benefits plan receiving the highest rating (4.40) and a competitive and attractive salary scheme receiving the lowest (4.11).

From this projection, it can be noted that CSPC employees are very much aware of the existing institutional compensation and benefits accorded to all kinds of employees, regardless of whether they are directly beneficiaries of the same. One thing is obvious, the organization is taking advantage of the compensation and benefits program to practically attract qualified new hires with permanent status and highly performing regular personnel to aspire for lifetime affiliation with CSPC while for casual and job order staff to inspire them with noticeable number of benefits that they can enjoy if permanent status is acquired.

The study identified that competitive compensation and benefits drive employee loyalty at CSPC. Satisfaction with these packages strengthens attachment, but there is a clear gap in understanding among employees. While casual and regular employees rated the benefits plan as "Very Much Evident" or "Much Evident," job order employees do not receive comparable benefits, as their salaries are based on contracts rather than the Salary Standardization Law of 2019.

Table 4. Factors Associated with Employees' Retention Program in terms of Compensation and Benefits

Indicators	Regular Employees			Casual Employees			COS/Job Order Employees			Average		
	WX	I	R	WX	I	R	WX	I	R	WX	I	R
Comprehensive employees' compensation and benefits plan	4.58	VME	1	4.38	ME	1	4.25	ME	1	4.40	ME	**1**
Comprehensive employees' health and medical programs	4.44	ME	6.5	4.24	ME	2.5	3.93	ME	6	4.20	ME	**4**
Competitive and attractive salary scheme	4.44	ME	6.5	3.90	ME	10	3.99	ME	4	4.11	ME	**10**
Paid vacations, holidays, and sick leave	4.47	ME	5	4.21	ME	5	3.89	ME	8	4.19	ME	**5.5**
Paid sabbatical leave, such as study leave, fellowships, travel, etc.	4.48	ME	4	4.24	ME	2.5	3.86	ME	9	4.19	ME	**5.5**
Extensive social security services, benefits, and support programs	4.43	ME	8.5	4.21	ME	5	3.78	ME	10	4.14	ME	**9**
Accessible career, work, and professional training benefits, and other enhancement and retooling programs	4.50	VME	3	4.17	ME	7.5	4.19	ME	2	4.29	ME	**2**
Equitable plan and support program for professional growth and development (e.g., postgraduate, thesis assistance, etc.)	4.52	VME	2	4.17	ME	7.5	4.06	ME	3	4.25	ME	**3**
Comprehensive Retirement Plan and benefits	4.43	ME	8.5	4.14	ME	9	3.97	ME	5	4.18	ME	**7**
Accessible health, Medical, and life insurance benefits	4.34	ME	10	4.21	ME	5	3.90	ME	7	4.15	ME	**8**
Average Weighted Mean	**4.46**	**ME**		**4.19**	**ME**		**3.98**	**ME**		**4.21**	**ME**	**4.46**

Legend: 4.50 – 5.00 – Very Much Evident, 3.50 – 4.49 – Much Evident, 2.50 – 3.49 – Evident, 1.50 – 2.49 – Fairly Evident, 0.00 – 1.49 – Not At All
W- Weighted Mean, I- Interpretation, R- Rank

This discrepancy underscores the need to revise CSPC's compensation structure to include job order employees, enhancing their confidence and effectiveness. Additionally, regular and casual employees view paid sabbatical leave as "Much Evident," while job order employees ranked it significantly lower. This highlights the unequal benefits among the different employee groups, further supported by the nature of the job order contracts, indicating an imbalance in the employee-employer relationship.

Compensation and benefits are vital for retaining qualified employees, as highlighted by the Individual Performance Commitment Rating Form (IPCRF). Competitive compensation motivates CSPC staff to excel and supports their professional development. As stated, "Job satisfaction from a strong compensation program encourages employees to perform well and stay with the company." This enhances workplace effectiveness and productivity. Compensation is essential in human resources for attracting, retaining, and

motivating staff [11]. Moncraz, Zhao, and Kay [12] provided evidence regarding the specific workforce category most impacted by rewards. They observed that pay reduces turnover and enhances commitment among managers. Onyango and Wanyoike [13] found a positive correlation between financial rewards and employee retention, while Pitts et al. [14] noted that compensation can predict employee turnover. Hong et al. [15] indicated that poor compensation planning contributes to a hostile work environment. Additionally, Kumar and Arora [16] reported that 27 percent of employees identified compensation as their main reason for leaving.

4. Eligibility

Table 5 shows the factors associated with the Employees' Retention Program regarding Eligibility. The study revealed that all indicators were rated "Much Evident" (ME). The highest-ranked indicator was an effective and efficient program for feedback and adjustment (4.30), while the lowest was a competitive program for promotion (4.18). Regular employees rated addressing identified training needs the highest, while casual and job order employees prioritized feedback and adjustment programs.

Table 5. Factors Associated with Employees' Retention Program in terms of Eligibility

Indicators	Regular Employees			Casual Employees			COS/Job Order Employees			Average		
	WX	I	R	WX	I	R	WX	I	R	WX	I	R
Sustainable career, professional plans, and programs	4.48	ME	2	4.07	ME	4	4.24	ME	3	4.26	ME	**2**
Comprehensive plans and programs for enrichment, enhancement, retooling, and up-skilling of employees	4.38	ME	6	4.00	ME	6.5	4.31	ME	2	4.23	ME	**4**
An effective and efficient program for performance monitoring and evaluation	4.44	ME	3	4.07	ME	4	4.22	ME	4	4.24	ME	**3**
An effective and efficient program for feedback and adjustment	4.36	ME	7	4.21	ME	1	4.33	ME	1	4.30	ME	**1**
An effective and efficient program to determine employees' training needs	4.39	ME	5	4.07	ME	4	4.14	ME	5	4.20	ME	**6**
An effective and efficient program to address identified employees' training needs	4.51	VME	1	4.10	ME	2	4.04	ME	7	4.22	ME	**5**
Competitive program for promotion	4.42	ME	4	4.00	ME	6.5	4.11	ME	6	4.18	ME	**7**
Average Weighted Mean	**4.43**	**ME**		**4.07**	**ME**		**4.20**	**ME**		**4.23**	**ME**	

Legend: 4.50 – 5.00 – Very Much Evident, 3.50 – 4.49 – Much Evident, 2.50 – 3.49 – Evident, 1.50 – 2.49 – Fairly Evident, 0.00 – 1.49 – Not At All
W- Weighted Mean, I- Interpretation, R- Rank

The target for each group of samples reflects their specific needs within the organization. Tenured regular employees focus on maximizing benefits for potential

promotions, while casual and job order workers prioritize feedback from the CSPC. This feedback drives their performance, which is crucial for contract renewal. Second, the regular employees gave the lowest evaluation rating to the indicator, in which the highest evaluation rating was noted among the casual and job orders. This seems paradoxical, given that regular employees in CSPC are evaluated biannually, or every semester. This evaluation schedule encourages them to be mindful of their performance and feedback, as it can impact various benefits and programs, including awards, performance bonuses, promotions, and more.

Casual and job order employees rated the competitive promotion program as “Much Evident” (ME), with rankings of 7th and 6th, respectively, compared to permanent employees, who ranked it 4th. This suggests that casual and job order employees understand that promotions primarily benefit tenured staff. According to the CSPC Employees Handbook [3], vacancies are filled by qualified government employees in lower positions. Permanent employees, however, have specific qualifications and available plantilla positions.

Job order employees value comprehensive enrichment and up-skilling programs, scoring an average of 4.32, as vital for their personal and career growth. Unlike permanent and casual employees, these opportunities enable them to enhance their qualifications at a low cost. This improves their chances for retention and promotion at CSPC, as government institutions prioritize qualified and competent candidates. Therefore, it is affirmed that “eligibilities are essential for security of tenure and promotion.”

5. Career Professional Advancement

Table 6 shows the factors associated with the Employees’ Retention Program regarding Career Professional Advancement**.** The study revealed a "Much Evident" (ME) rating for all indicators, emphasizing the value of partnerships and linkages for career enhancement. The highest-ranked indicator was the effective and efficient partnerships and linkages program for career enhancement (4.32), while the lowest was the availability of funding for career and professional training (4.20). These results highlight the critical role of partnerships in enhancing employee capabilities across employment categories.

The study found that regular employees (91 personnel) rated the institutional training programs for career advancement as "Much Evident" (ME) with a mean score of 4.49, indicating a strong perception of CSPC's practical seminars and workshops. Casual employees also have good access to training, while job order employees face limitations due to restricted funding for professional development. Overall, regular employees believe

the institution can effectively offer these programs without additional resources, as it is well-equipped for employee advancement.

Table 6. Factors Associated with Employees' Retention Program in terms of Career Professional Advancement

Indicators	Regular Employees			Casual Employees			COS/Job Order Employees			Average		
	WX	I	R	WX	I	R	WX	I	R	WX	I	R
Comprehensive program for career and professional development	4.38	ME	6	4.03	ME	9	4.24	ME	5.5	4.22	ME	**7**
Available funding for career and professional training	4.35	ME	7	4.17	ME	5	4.08	ME	9	4.20	ME	**9**
Institutional training programs for career and professional enhancement based on employees' training needs	4.49	ME	1	4.17	ME	5	4.13	ME	8	4.26	ME	**5.5**
Comprehensive scholarship programs for graduate and post-graduate education	4.40	ME	5	4.1	ME	8	4.28	ME	2	4.26	ME	**5.5**
Provision for membership in professional organizations	4.26	ME	9	4.21	ME	3	4.15	ME	7	4.21	ME	**8**
An effective and efficient program for instructional development and production	4.41	ME	4	4.14	ME	7	4.26	ME	3	4.27	ME	**4**
An effective and efficient program for research and community extensions	4.43	ME	3	4.24	ME	2	4.24	ME	5.5	4.30	ME	**2**
Effective and efficient partnerships and linkages program for career enhancement of employees	4.48	ME	2	4.17	ME	5	4.32	ME	1	4.32	ME	**1**
An effective and efficient program for technical assistance	4.34	ME	8	4.28	ME	1	4.25	ME	4	4.29	ME	**3**
Average Weighted Mean	**4.39**	**ME**		**4.17**	**ME**		**4.22**	**ME**		**4.26**	**ME**	

Legend: 4.50 – 5.00 – Very Much Evident, 3.50 – 4.49 – Much Evident, 2.50 – 3.49 – Evident, 1.50 – 2.49 – Fairly Evident, 0.00 – 1.49 – Not At All
W- Weighted Mean, I- Interpretation, R- Rank

Job order employees view available career and professional training funding as the least important factor, with a weighted mean of 4.08 (ME). This stems from insufficient budget allocations by the institution for these employees, as their tenure lacks a formal employee-employer relationship, limiting the availability of career advancement programs designed for their retention.

This indicates that professional career advancement helps employees develop a sense of loyalty to the institution, making them willing to invest in their potential. Employees perceive that if their organizations encourage career development, they feel more confident about their long-term career path. This prompted the study to advance the fifth principle learned from the experiences of CSPC: "Professional development or career advancement is an effective strategy to ensure career growth."

Aguenza and Som support this principle [17] study, which states that career development involves creating opportunities for promotion within an organization by offering training and skills development that enhances employees' employability in the market. Similarly, Kraimer et al. [18] found that organizational support for career development is associated with reduced voluntary employee turnover, as employees are more likely to perceive career development opportunities within the organization. Conversely, Mehta, Kurbetti, and Dhankhar [19] indicate that employees tend to stay longer when career opportunities are available and demonstrate greater loyalty to the company.

6. Training Attended

Table 7 shows the factors associated with the Employees' Retention Program regarding Training Attended.

Table 7. Factors Associated with Employees' Retention Program in terms of Training Attended

Indicators	Regular Employees			Casual Employees			COS/Job Order Employees			Average		
	WX	I	R	WX	I	R	WX	I	R	WX	I	R
Seminar/Workshop on personal growth and development	4.53	VME	8	4.24	ME	4.5	4.53	VME	2.5	4.43	ME	**4**
Seminar/Workshop on professional growth and development	4.61	VME	3	4.21	ME	6	4.40	ME	8	4.41	ME	**5**
Seminar/Workshop on effectiveness and efficiency in the performance of work	4.56	VME	6.5	4.10	ME	10	4.32	ME	10	4.33	ME	**9**
Seminar/ Workshop on Quality Assurance	4.45	VME	11	4.17	ME	7.5	4.19	ME	12	4.27	ME	**12**
Seminar/Workshop on International Standardization for Organizations (ISO)	4.56	VME	6.5	4.24	ME	4.5	4.28	ME	11	4.36	ME	**8**
Seminar/Workshop related to Gender and Development (GAD)	4.63	VME	1.5	4.55	VME	1	4.51	VME	4.5	4.56	VME	**1**
Seminar/Workshop on research, publication, dissemination, and utilization	4.57	VME	5	4.14	ME	9	4.50	VME	6	4.40	ME	**6**
Seminar/Workshop on trends and updates related to higher education	4.60	VME	4	4.28	ME	2.5	4.53	VME	2.5	4.47	ME	**3**
Seminar/Workshop on Work Ethics	4.63	VME	1.5	4.28	ME	2.5	4.56	VME	1	4.49	ME	**2**
Seminar/Workshop on Disaster Risk Reduction Management	4.47	ME	10	4.07	ME	11	4.38	ME	9	4.31	ME	**10.5**
Seminar/Workshop on Financial Literacy	4.43	ME	12	4.03	ME	12	4.47	ME	7	4.31	ME	**10.5**

Seminar/Workshop on Mental Health	4.50	VME	9	4.17	ME	7.5	4.51	VME	4.5	4.39	ME	**7**
Average Weighted Mean	**4.55**	**VME**		**4.21**	**ME**		**4.43**	**ME**		**4.39**	**ME**	

Legend: 4.50 – 5.00 – Very Much Evident, 3.50 – 4.49 – Much Evident, 2.50 – 3.49 – Evident, 1.50 – 2.49 – Fairly Evident, 0.00 – 1.49 – Not At All
W- Weighted Mean, I- Interpretation, R- Rank

The study revealed that respondents rated the Seminar/Workshop related to Gender and Development (GAD) as "Very Much Evident" (VME) with the highest score of 4.56. Other indicators were rated "Much Evident" (ME), with the lowest-ranked being Seminar/Workshop on Quality Assurance, scoring 4.27. These results highlight the importance of GAD-related training while identifying areas for potential improvement, such as quality assurance.

The results highlight employees' strong support for Gender and Development (GAD) initiatives, emphasizing empowerment, equity, and respect for human rights. This indicates alignment with the government's goal to mainstream gender across all institutions. Employees agree on key indicators promoted by CSPC, which are believed to enhance performance. CSPC hosts annual seminars and workshops to educate employees on workplace equality, aiming to equalize relations between men and women and address gender-related barriers to personal and professional growth.

Interestingly, regular employees rated seminars on professional growth as "Very Much Evident" (4.61) compared to casual and job order employees, who ranked lower. This suggests regular employees have more access to these resources due to funding limitations. All employees should be encouraged to participate in these programs to ensure retention.

Training is vital for employee retention, enhancing skills, and boosting confidence. This aligns with our study's sixth principle: "Participation in work-related training measures quality, effectiveness, and efficiency." Elnaga and Imran [20] emphasize that training is essential for equipping employees with the necessary skills and promoting professional development, benefiting individuals and organizations. Practical training correlates with higher retention rates [12].

7. Awards and Incentives

Table 8 shows the factors associated with the Employees' Retention Program in terms of Awards and Incentives. The study found all indicators of employee incentives were rated "Much Evident." The highest-ranked incentive was the Performance Enhancement Incentive (PEI) at 4.45, while the lowest was the Career and Self-Development Incentive at 4.30. These results highlight employees' awareness of CSPC's monetary and non-monetary incentives, though casual and job order workers do not receive these benefits.

The data indicates that both regular employees (91 personnel) and casual employees (34 personnel) rated their performance-based bonus (PBB) as "Very Much Evident" (VME)

with weighted means of 4.74 and 4.69, respectively. As per Executive Orders Nos., job order employees do not receive these incentives. 80s. 2012 and No. 201 s. 2016, which states that only regular, casual, and contractual personnel are covered.

Table 8. Factors Associated with Employees' Retention Program in terms of Awards and Incentives

Indicators	Regular Employees			Casual Employees			COS/Job Order Employees			Average		
	WX	I	R	WX	I	R	WX	I	R	WX	I	R
Performance Enhancement Incentive (PEI)	4.66	VME	5	4.59	VME	3.5	4.11	ME	1	4.45	ME	**1**
Career and Self-Development Incentive	4.55	VME	9	4.41	ME	9	3.94	ME	3	4.3	ME	**8.5**
Program on Awards and Incentives for Service Excellence (PRAISE)	4.72	VME	4	4.62	VME	2	3.94	ME	3	4.43	ME	**3**
Provident Assistance Program for Employees (PAPE)	4.63	VME	7	4.55	VME	5.5	3.94	ME	3	4.37	ME	**5**
Collective Negotiation Agreement (CNA)	4.74	VME	1.5	4.55	VME	5.5	3.92	ME	5	4.40	ME	**4**
Performance-Based Bonus (PBB)	4.74	VME	1.5	4.69	VME	1	3.9	ME	6	4.44	ME	**2**
Uniform Allowance	4.73	VME	3	4.45	ME	8	3.82	ME	7	4.33	ME	**7**
Service Awards and Cash Incentives	4.65	VME	6	4.59	VME	3.5	3.81	ME	8	4.35	ME	**6**
Most Outstanding Employee Award with Cash Incentive	4.61	VME	8	4.52	VME	7	3.78	ME	9	4.30	ME	**8.5**
Average Weighted Mean	**4.67**	**VME**		**4.55**	**VME**		**3.91**	**ME**		**4.37**	**ME**	

Legend: 4.50 – 5.00 – Very Much Evident, 3.50 – 4.49 – Much Evident, 2.50 – 3.49 – Evident, 1.50 – 2.49 – Fairly Evident, 0.00 – 1.49 – Not At All
W- Weighted Mean, I- Interpretation, R- Rank

Rewards and incentives are crucial in employee retention, particularly for high performers. CSPC should understand how various reward elements impact employees' willingness to stay. Aguenza and Som [17] emphasize that while bonuses enhance loyalty, they are not the only retention factor; effective reward programs significantly aid retention. Ndungu [21] further illustrates that explicit rewards, like salaries, and implicit rewards, such as recognition, motivate employees. For rewards to be effective, they must be fair, objective, and equitable.

B. Summary of the Factors Associated with Employees' Retention Program

The study revealed that all factors associated with the employees' retention program were rated "Much Evident." The highest-ranked factor was training attended (4.39), while the lowest was the length of service and compensation and benefits, both at 4.21.

Trainings attended ranked highest among retention indicators, showcasing CSPC's strong programs for regular employees, though limited funding affected job order and contract

workers. Awards and incentives ranked second, with CSPC recognizing excellent performance through award programs guided by DBM and CSC policies.

Regular and casual employees rated awards and incentives as "Very Much Evident," while job order employees ranked them lowest, favoring training instead. Investing in employee growth and fostering belonging significantly improves retention. Studies by Sinha & Sinha [22] and Umer [23] highlight the importance of rewards and recognition in motivating employees and enhancing organizational retention.

Table 9. Summary of the Factors Associated with Employees' Retention Program

Indicators	Regular Employees			Casual Employees			COS/Job Order Employees			Average		
	WX	I	R	WX	I	R	WX	I	R	WX	I	R
Employment Status	4.45	ME	4	4.20	ME	3	4.24	ME	3	4.3	ME	**3**
Length of Service	4.34	ME	7	4.04	ME	7	4.26	ME	2	4.21	ME	**6.5**
Compensation and Benefits	4.46	ME	3	4.19	ME	4	3.98	ME	6	4.21	ME	**6.5**
Eligibility	4.43	ME	5	4.07	ME	6	4.2	ME	5	4.23	ME	**5**
Career Professional Advancement	4.39	ME	6	4.17	ME	5	4.22	ME	4	4.26	ME	**4**
Trainings Attended	4.55	VME	2	4.21	ME	2	4.43	ME	1	4.39	ME	**1**
Awards and Incentives	4.67	VME	1	4.55	VME	1	3.91	ME	7	4.37	ME	**2**
Average Weighted Mean	**4.47**	**ME**		**4.20**	**ME**		**4.18**	**ME**		**4.28**	**ME**	

Employee retention is influenced by compensation, work environment, participation in decision-making, career development, and recognition systems [4], [5]. Khalid and Nawab [6] emphasized that competitive compensation structures and employee involvement significantly reduce turnover. Organizational support, particularly in training and development, also enhances employee commitment [22], [11]. Studies suggest that institutions with structured reward systems and clear career pathways foster a positive culture that supports retention [18],[21]. Moreover, effective human resource practices such as mentoring, performance appraisals, and employee engagement initiatives have been linked to higher job satisfaction and loyalty [24],[25]. Therefore, a comprehensive assessment of existing programs must consider these multidimensional factors to inform targeted improvements and promote sustainable employee retention strategies.

Conclusion

The study concludes that employee retention at CSPC is significantly influenced by factors such as training attendance, awards, career advancement opportunities, and compensation. While regular employees benefit from comprehensive programs and statutory rights, casual and job order employees face disparities in access to benefits and career development opportunities, highlighting a need for equity-focused reforms. Training programs and organizational culture were identified as critical retention drivers, underscoring

the importance of fostering a supportive work environment. Although current retention strategies are deemed adequate, enhancing inclusivity, regular feedback mechanisms, and equitable benefit distribution can further strengthen employee satisfaction and loyalty. Overall, the findings emphasize the need for holistic and sustainable human resource policies to improve retention and reduce turnover.

Conflict of Interest

The authors should declare that there is no conflict of interest.

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