

Post-pandemic analysis on drivers of employee loyalty: input to employee wellness planning

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Abstract: The Covid-19 epidemic brought many realization, among this is the importance of having been employed regardless of how much one receives. As the world welcomes back the in-person appearance, workplaces may have posted new expectations which could be affirmative or not as new innovations in work set-up becomes available to the work force. With this, present study explored on a different dimension of job turnover analyzing the institutional factors that contribute in decision-making to stay in the company particularly after the pandemic. When job-turnover continues to increase, human resource intervention shall be enacted to figure out causes and solutions. With the aim of discovering why employees stay, the study involved participants nationwide from one of the biggest companies in education and training. Using a survey-questionnaire and purposive quota sampling, 48 participants from Luzon to Mindanao casted responses via online on what makes them stay. The study revealed with a mean of 3.46 affirmed that many institutional factors increased their drive to stay in the present employment leading with state-of-the-art facilities gaining a mean of 3.63, positive work culture, strong employee-client and inter-branch relationship followed as primary reason why employees decide to stay. Surprisingly, compensation was least among the factors identified with a mean of 3.21. Likewise, with 5% margin of error, all individual profiles did not show any statistical differences when compared to the various institutional factors, which means that experiences in the workplace is the key determinant to increase employee retention. This emphasized that compensation and benefit does not show loyalty but drivers of employee loyalty maybe found within the institution. Thus, employers are recommended to continue to include practices that promotes satisfying workplace such as those revealed by the study.

Keywords: Institutional factors, Retention, Employee, Job turnover, Workplace

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INTRODUCTION

At present time, the world of work is facing several challenges and one among is the concern on job turnover. It is noticed that employee retention issues are emerging as one of the most critical workforce management challenges of the immediate future (Akinyomi, 2016). With the present of Covid-19 where employment Satisfaction and retention of employees are affected by the COVID-19 pandemic, which has impacted the world of business and economics to a prodigious extent. The pandemic has created chaos in the world and caused a distressing social and economic crisis that led to anxiety and depression for many workers (Chow et al., 2021; Rotas & Cahapay, 2020; Sapkal, 2020).

The COVID-19 pandemic has had a significant impact on economies worldwide, causing disruptions in various sectors, including the job market (Al-Fatih et al., 2023). Many companies in the Philippines were affected by the pandemic, leading to a high number of employee job turnovers. According to research conducted by various sources, the closure of businesses and shops during the pandemic has resulted in significant losses for companies, leading to layoffs and job insecurity for employees. The pandemic has forced companies to adopt online activities as a means of survival, but it has also led to financial difficulties and bankruptcy for many firms.

Similarly, several studies which focuses on workplace wellness were conducted more in developed countries as compared to lesser developed (Schulte. Al, 2014). However a

report from World Health Organization in 2013 stated that in countries categorized a developing showed more issues of occupational health and workplace wellness. In other countries such as Sri Lanka, workplace study reports that a large majority of workers are in small-scale industries and face occupational hazards such as manual labor and long hours. In their study, the most commonly cited work-related health problem of workers is musculoskeletal pain (Sureweera, Wijesinghe, Senanayake, Herath, & Jayalal, 2016).

Many workers are getting unsatisfied due to confusion and negativity (Jarosz, 2021). According to Carnevale and Hatak (2020), there are issues and problems on employee retention confronted by human resource managers in most retail organizations. Perhaps, retaining employees saves time and money from tedious recruitment processes and trainings and helps the company achieve its goals (Monica & Reddy, 2021). Hence, supervisors need to possess the right leadership and social skills to effectively lead and manage their workers on the right path (Dirani et al., 2020).

In view of the above, it is pertinent to note that job turnover issues is counter-productive to the attainment of schools' goals and government objective of providing jobs for the citizenry. Due to the persistent labor turnover among employees in private company, this study seeks to find out the institutional factors, those which are only present inside the institution and that which the institution can cover and control, which includes salary, workplace, and others that contributes to employee retention in private company as input to workplace management.

Statement of the problem

This study sought to answer the following questions:

- 1) How may the profile of the respondents be described in terms of age, sex, civil status, years in service, job position, place of assignment, and work designation?
- 2) How may the respondent described the institutional factors affecting employee-retention in terms of employee monitoring, work culture, salary compensation and benefits, administrative leadership and policy, employee-client relationship, inter-branch relationship, physical environment, and workload assignment?
- 3) Is there a significant difference between the demographic profile of the respondents and the factors associated with employee- retention?
- 4) How may the result of the study be used as inputs to employee wellness planning?

METHODOLOGY

Research design

In order for the researcher to gain perspectives and draw attention on institutional factors increasing employee retention, descriptive research will be applied. Specifically, it followed descriptive-survey method of research.

In survey method research, participants answer questions administered through interviews or questionnaires. After participants answer the questions, researchers describe the responses given. In order for the survey to be both reliable and valid it is important that the questions are constructed properly. Questions should be written so they are clear and easy to comprehend (Jackson, 2009).

In this study, the institutional factors increasing employee retention will be identified and the socio-demographic profile of the respondents will be examined against the institutional factors identified.

Moreover, the study was made in such terminology that it can be understood by the general reading public.

Locale of the study and respondents

The study was conducted with a scope of nationwide from Luzon to Mindanao as the participating company has numerous branches all throughout the country. The primary source of data of the study was from a private educational company with nationwide branch.

The study employed purposive quota sampling targeting at least 40 participants due to the very strict requirement and the difficulty of getting responses nationwide. Respondents of the study shall at least have stayed for a year and still affiliated at present during the administration of the questionnaire. The respondents are the employees nationwide of the private educational company.

A total of 48 respondents participated during the entire dissemination of the survey questionnaire.

Research instruments

The study used a rating scale questionnaire which was divided into two parts: part 1 for the socio-demographic profile of the respondents, and part 2 for the rating of institutional factors.

The questionnaire was a researcher-made based on the readings of relevant researches conducted locally and internationally. After constructing the questionnaire, it was sent to 3 experts in the field related to it. To add more inputs to the questionnaire, it was posted in the Facebook of the researcher for 3 days for public commenting, as well as to Facebook groups of research enthusiasts and experts. Inputs given were incorporated to the questionnaire.

After the validation, the questionnaire was subjected to reliability test of at least 10 employees who will not participate in the actual research. A Cronbach alpha of 0.82 was calculated indicating its high reliability.

Data analyses procedure

The data analysis procedure involved tabulating and analyzing the collected data using statistical methods such as frequency count, weighted mean, and ANOVA to test for significant relationships. Specific formulas used included calculating percentages for the profile of respondents, weighted means for institutional factors, and ANOVA for comparing differences between institutional factors and the socio-demographic profiles of the respondents .

FINDINGS AND DISCUSSION

Socio-demographic profile of the respondents

The researcher found that majority of the respondents were in the age group of 21-32yrs. Old, male, single, less than 3 years in service, placed in the Visayas, and designated in various branches. This shows a wide and diverse scope of the origin of the respondents.

Institutional factors increasing employee retention

The researcher found that the institutional factors increases the employee retention. With an overall statistic of 3.46 interpreted as “strongly agree”, respondents recognized that stated institutional factors are present in their institution that contribute to their decision-making in staying in the company.

Specifically, physical environment factor ranked 1st among the major consideration in deciding to stay. This includes functional facilities and availability of physical resources in the workplace. Shaari et. Al (2023) revealed that a significant relationship exists between the

performance of the employee and the physical environment in which they work. A conducive work environment with the present of complete, adequate, and functional material resources provides employee with comfort to complete their tasks accurately.

Close to physical environment is work place culture. Hechanova & Caringal (2018) stated that the presence of a positive work culture is beneficial in developing the well-being of employees. Strategies should be integrated in the planning stage to ensure the creation and maintenance to build a culture of wellness in the workplace.

Surprisingly, as a common knowledge that compensation will play the prime consideration, data revealed that it was the opposite, the least. This shows that employees as they stay longer in the company do not just only consider what they will get but what they are experiencing. This is in contrary to Twalib & Magutu (2021) that job turnover is correlated with higher compensation. Despite the common knowledge that compensation plays a deciding factor in staying, things could have been changing due to the various employee realization after the pandemic.

This only proves that the institution has demonstrated a positive employee-employer relationship which leads to a lower job turnover.

Significant difference between the demographic profile of the respondents and the factors associated with employee-retention

The result of this study revealed that no factor indicated in the study demonstrated any significant differences when tested against the factors influencing employee retention. This means that, despite the existence of diversity in the workplace, it may have any not direct have an impact to the decision to stay longer.

Inputs to employee wellness planning

Employee welfare plays a critical role in ensuring the safety and well-being of every individual who works in the company. Employers particularly the executives need to ensure that every employee is satisfied in what they are receiving and what they are feeling inside. Findings revealed that there were employees who remain loyal to their work even the compensation is not the paramount cause. This shows that other aspects of the company drive employees to stay longer. Executives should capitalize on areas which employees may feel equally compensated not in terms of finances but in terms of experiences. It shall form part of the employee welfare to consider state of the art facilities where employees may rest during their breaktime, eat in their high-end pantries and have a very comfortable restroom. In addition to this, executives need to consider policies being implemented, a more employee-friendly policy based on the nature of the job description will be more agreeable to both ends. These may ensure a lower job turnover over the years.

CONCLUSIONS

Employees play a critical role in the success of any organization. Undoubtedly, no organization can stand any challenges without the active participation and high performances of each employee. Considering the welfare of every employee is paramount consideration in any management plan which shall lessen job turnover resulting to a maximized resources utilization and lessen wastages of resources due to rehiring, retraining and similar actions. Employees stay not only because of monetary compensations but other factors may also contribute such as the presence of state-of-the-art facilities, inclusive and positive work culture and a strong client-employee relationship. While individual profile does not

contribute to factors that may affect employee retention, it is equally important to consider that this individual differences form part of the inclusive and diverse work force.

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