Long Paper

Retention, Satisfaction, and Motivation Enablers of a Higher Education Institution in the Philippines amidst Teacher Migration

Client William M. Malinao
College of Business and Management, Ifugao State University, Lagawe, Ifugao, Philippines
clint13william@gmail.com
https://orcid.org/0000-0002-0613-6342
(corresponding author)

Jacqueline G. Agustin
Cagayan Valley Computer and Information Technology College, Inc., Santiago City, Philippines

Abstract

Confronting the rapid structural changes in the education brought by the implementation of the Enhanced Basic Education Act of 2013 and Universal Access to Quality Tertiary Education Act in selected SUCs, private colleges are in stiff competition with public universities in terms of retaining qualified teachers. The teacher shortage is real, significant, growing, and worse than Higher Education Institutions thought due to the massive hiring of public offices. Retaining the workforce is an imperative goal of every organization. Hence, this study explores the retention strategies a Private HEI uses, including their satisfaction level. It also attempts to identify factors that motivate employees that can significantly impact employee retention in an organization. The population for the study was 52 employees taken from a family-owned private HEI in the Philippines. Results indicated that the school uses competitive strategies to satisfy, retain and maintain its best employees and attain its vision, mission, and objectives. More so, employees are satisfied with their jobs, and their retention is affected by several aspects of their work. On the other hand, rewards and recognition appeared to be the least

motivation among employees. At the same time, interpersonal relations with leaders are the primary reason they stay within the organization. Thus, enhancement activities to address the needs were developed and proposed.

Keywords – family-owned business, retention, satisfaction, motivation, teacher migration

INTRODUCTION

Retaining the workforce is imperative to every organization because employees are considered a competitive advantage factor for every business. Greater heights that firms want to achieve can be possible because of competent and knowledgeable employees. Their capabilities are considered a vital contributor to the yet-to-come success. Similarly, unskilled employees can be why successful business empires meet their end. Hence, employees today need to be gratified in their employment to perform efficiently and effectively. In that case, the continuing challenge in a tight labor market is how to keep and maintain an asset employee and develop employee loyalty. To aid staff retention and strengthen human resources' commitment to the business, creating an exciting workplace and providing employment opportunities must be considered (Sekyi et al., 2016).

Moreover, the need for human resource managers is to hold onto effective and efficient management of employees wherein it conveys a favorable environment for the management and the workforce provided as well with the right resources, all combined directed towards organizational goals and objectives (Burn & Thompson, 2003). Generalized emotional attitude toward the organization is the result of Employee loyalty. In other words, the more gratified an employee is concerning their job, the more expected that s/he will develop a sense of commitment & assurance towards the business in general (Wan, 2014). Employee benefits, working environment, peer cooperation, professional development through training, autonomy, managers attitude, and leadership style are determinants. They directly influence an organization's ability to maintain its workforce, thus leading to employees' satisfaction, retention, and commitment to the triumph of the organization (Preko & Adjetey, 2013; Kossivi et al., 2016).

According to Ahmad Azam et al. (2022), strategies and approaches put in place by an organization to maintain its employees and reduce turnover can be denoted as employee retention. It is a manner in which the employees remain with the organization for the maximum period or until the completion of the project because they are motivated and encouraged. Even though retaining employees is now becoming a challenging task, it would be beneficial for the organization and the employee in the long run, as it can reduce wastage in terms of time, effort, and money spent in hiring and training new employees in the organization. Sandhya and Kumar (2011) stated that

retaining employees is effective and efficient when a systematic effort is made to develop and foster an environment that encourages and supports employees to remain employed. It is done perfectly if it places the right person for the right job at the right place and time by maintaining strategies and practices that address its employee's diverse needs. Henceforth, motivation, satisfaction, and retention are more important than hiring.

A capable employee will never have a shortage of opportunities. Either for personal or professional reasons, employees can stay or leave organizations. Employees who are satisfied and happy with their jobs show more dedication, determination, and passion for working for the organization's growth. However, switching to another company of his choice is the only way if an employee is unsatisfied with the present job. To keep workforce and gratification high while maintaining good communication within the organization, companies must implement all three employee retention strategies: Respect, recognition, and rewards. Respect is referred to as self-esteem, special concern, or particular consideration given to employees. Respect serves as the foundation of keeping employees.

Additionally, recognition and rewards will have little effect if you don't respect employees. Difficulties with retention and morale occur because management is not paying attention to people's needs and reactions. While taking respect into account, firms should consider rewards, as rewards are extra perks that the company can offer beyond the basics of respect and recognition. Therefore, a good employer should know how to attract and retain human resources to let employees feel their worth (Matimaran & Kumar, 2017).

Other factors such as career opportunities, interactive relationships with co-workers, compensation, and leadership style are essential factors that motivate employees and lead to job satisfaction, thus creating employee retention. Moreover, from a business perspective, it is known that retaining the company's best employees ensures customer satisfaction, increased product sales, satisfied colleagues, adequate reporting staff, and efficient succession planning can deeply imbibe organizational knowledge and learning (Naim &Lenka, 2017).

In the Philippines, through a training needs analysis, teachers are offered professional training and development opportunities at least once a year. However, training fund allotment is minimal. Health insurance, a retirement plan, a salary, compensation and incentive package, academic help, and in-service training are all included. However, wages and other advantages differ significantly across and within private institutions. Teachers have defined professional pathways, and qualified employees are offered opportunities for advancement and advancement. A well-defined department strategy for career and development, on the other hand, is restricted. The school administration creates a conducive working environment for effective and efficient teaching by considering all school users' health, safety, and welfare. In terms of supervision, relationships with colleagues, working conditions, compensation,

responsibility, the job itself, promotion, security, and recognition, teachers are typically happy (Bueno & Galangue, 2017)

Teaching, administrative activities, and research are the three primary components of faculty members' job descriptions in higher education institutions. Maintaining a healthy distribution balance across these three aspects throughout an academic year, whether in a semester-based or yearly-based system, is critical to a faculty member's work satisfaction. Time, passion, dedication, abilities, and knowledge are all required for all three components (Khan et al., 2021).

Viewed as economic entities, private HEIs, like other prominent colleges and universities, rely on three primary sources of income: tuition fees, grants, and distributions from their endowments. Small private colleges of higher education have been under pressure for some time. Confronting the rapid structural changes happening in the education brought about by the preparations for the full implementation of the Enhanced Basic Education Act of 2013 and the free tuition fee in selected SUCs, private colleges and universities are in stiff competition with public universities in terms of several teachers, students' enrolment and establishment growth. Unfortunately, the turnover of academics at most of these private universities is critical. According to Porcalla (2015), more than 30,000 professors/instructors coming from State universities and colleges will be prioritized by the government in hiring faculty members for the senior high school program, leaving private HEIs in the trail. Moreover, President Rodrigo Duterte signed the bill "Universal Access to Quality Tertiary Education," law granting free tuition to students studying in state universities and colleges (Morallo, 2017). Thus, to fill the gap, this research is designed to investigate the role of retention strategies, particularly identifying the factors that best encourage employees to stay within the private organization.

Problem Statement

This study aimed to assess employee retention strategies, job satisfaction, and motivation that would likely motivate the employees to stay in the organization and conceptualize activities for effective employee retention.

Specifically, it answered the following questions:

1. What are the employee retention strategies of a family-owned HEI in Santiago City, Philippines?
2. What is the level of employees' satisfaction in terms of employee retention strategies?
3. Which employee retention strategies likely motivate employees to stay in the organization?
4. What activities can improve employee loyalty to enhance retention, satisfaction, and motivation?

LITERATURE REVIEW

Retention Strategies

It is said that employee retention programs are proven effective when an effort is created by keeping strategies and practices in place that address employees' diverse needs. It is a process in which the workforce is encouraged to stay with the organization for the maximum period or until the accomplishment of organizational goals (Sandhya & Kumar, 2011). Strategies used to retain employees help organizations facilitate effective communication that develops commitment, enhancing employees' support for corporate plans. Retention of employees is a significant concern because issues such as training and expensive employee search are involved. Therefore, retaining an effective and efficient employee is costly for any business organization (Mathimaran & Kumar, 2017).

Leadership

To guarantee the continuity of the business is one of the utmost duties for leaders. Real leadership potentials and abilities are indispensable to continue in the twenty-first century's unstable and competitive economy. Motivation is one of the ultimate factors of leadership. There is a mutual interaction between leadership and motivation. The most motivated followers have the most satisfying work and vice versa. They claim that leadership is the capability to motivate others to do their part towards the efficient accomplishment of goals of the groups of which they are members. The survival and growth of a company in a dynamic and highly uncertain environment lies with motivated and satisfied individuals. Motivation strongly influences employees' performances and involvement in achieving company goals (Bubble et al., 2014).

Someone who has a position in a group, inspires and motivates others in harmony with the role expectation of the position, synchronizes and directs the group in upholding itself towards reaching its goals, is a leader. With that, it can be suggested that how a leader influences, motivates, synchronizes, and coordinates others towards the realization of a goal within an organization can affect their behavior and intention to stay in business.

Bavemdum (2000) states that job satisfaction is affected by intrinsic and extrinsic factors, the quality of supervision, social relationships with the workgroup, and the degree to which individuals succeed or fail in their work. Factors that promote job satisfaction are opportunity, good leadership, an increase in relative strength, work standards, fair reward, and adequate authority.

Leaders and managers play a significant role in creating a favorable and exciting atmosphere and culture of interest, passion, and efficiency among the employees that help them do what they need to do. Leaders are also responsible for encouraging and helping others to work enthusiastically while contributing toward achieving company

goals and objectives (Voon et al., 2011). A leader plays the most critical role in influencing the employee's commitment. Practices might intensify the chance that an employee will remain committed over time, directly affecting employee turnover (Canadian Food Industry Council, 2008). In today's globalization, personnel chooses business organizations that use stimuli and retention benefits, wherein they will continue to impart knowledge and dedication to their work (Kazmi, 2011).

Furthermore, through proper leadership, employees can also be motivated. It's all about getting things done the right way. The employer-employee relationship helps attain high levels of morality and motivation (Baldoni, 2005).

Rewards and Recognition

Monetary rewards or the use of money can satisfy needs. It can retain and motivate individuals towards better performance. Thus, pay is a crucial motivator aside from employees' diligence and commitment. When talking of its significant value, money represents the most considerable encouragement, and employees want to earn rational salaries (Kumari et al., 2021).

Nevertheless, pay does not guarantee enhanced productivity in the long term. Furthermore, deteriorated employee attitude might result if companies concentrate only on this aspect as they might pursue only financial gains. Luckily, studies have shown that other non-financial elements such as rewards, social recognition, and performance feedback positively influence motivation (Zeng, 2022).

Moreover, rewards such as pay, promotion, bonuses, and other types of rewards to motivate employees and increase their performance are the most effective tools of management when influencing individual or group behavior. But, when considering compensation, salary structures must be developed based on the significance, difficulty of each job, individual performance, and special allowances. Incentives are meant to induce or stimulate employees. Financial incentives and non-financial incentives are two types of incentives. Incentives have the power to encourage employees. The money or extra money is given to employees who perform well, which comes in the form of wages and salaries, bonuses, retirement benefits, and medical reimbursement, which refers to financial incentives. These are needed not only to make workers perform but also to maintain people. Financial incentives are very significant to everyone. As discussed in Maslow's hierarchy of Needs, this makes a person satisfy their basic needs.

However, it should be noted that money is not the only instigator which gives positive results. Non-Financial Incentives refer to something that satisfies human needs aside from money. Job enlargement, participative management, recognition, plaques, trophies, etc., are some non-financial incentives that can make employees happy (Jeffrey, 2020).

Appreciation of work done is another non-financial motivator. Appreciation or praise can be shown through a certificate of appreciation or plaque of appreciation. However, praising employees should be done with utmost care and be given only to those who deserve to be praised and appreciated (Jeffrey, 2020). Rewards and recognition lead to job satisfaction, retention, and loyalty which can positively influence the workers' performance.

Working Environment

Physical elements around an employee's work area, including all that form part of the employee's participation in the work itself, deal with the working environment. The working environment is the whole bunch of noticeable emotional, behavioral, and physical components in the workplace. A conducive working environment is believed to make the workforces feel good about coming to work and provide the essential motivation to sustain them throughout the day. An organization must offer appropriate confidentiality and sound control at work to improve employees' motivation and commitment levels. It can please and maintain employees. Thus, a working environment that is friendly to employees forms a worthy sense of trust that will be a significant contributory factor related to commitment (Msengeti & Obwogi, 2015).

Wellness Measures

Nowadays, in the modern business world, some of the world's most successful and ground-breaking organizations focus on employee well-being. Business firms have invested excessive effort, dynamism, and resources into making a workplace that holds wellness programs, as the organization considers it a vital part of a retention strategy. A good wellness program means healthy employees. Thus, it can improve productivity and has potential financial benefits to their organization. Proper attention and better ability to manage employee health and well-being levels must be considered because ineffective management of employees' health and well-being issues can have severe consequences. Employers need to be active in preventing the problems. Organizations that capitalize time and resources on their wellness programs will now be better positioned for future success (De-la-Calle-Durán & Rodríguez-Sánchez, 2021). Moreover, businesses should consider changing their business strategies depending on how their people like to work. Businesses must safeguard employees when physical reporting is necessary for the workplace (Malinao & Ebi, 2022).

Training and Opportunities for Advancement

Increasing difficulty, instability, and uncertainty of the business requires different and more excellent knowledge among employees. Customer service, productivity, employee retention and growth, safety, the recession in the economy, and coping with the retirement of skilled employees affect the workplace, making training a key ingredient towards the business's success. Achieving significant levels of productivity is

influenced by the degree of effectiveness of the staff. Therefore, companies must develop and implement employee training programs that will allow employees to grow. In addition, to lessen the ambiguity level, good communication between the managers and the workforce must be present (Noe, 2010).

Job Satisfaction

Job satisfaction is indispensable for a higher competitive level and business realization of goals and objectives. If the business provides opportunities that allow employees to learn, develop and establish a clear career path, job satisfaction and loyalty connections would be positive. Moreover, recognition, intrinsic and extrinsic rewards, working conditions, relationships with supervisors, teamwork, and leadership styles, possess strong correlations between employee satisfaction and loyalty based on these variables. These are also considered essential factors significantly affecting employee performance (Waqas et al., 2014).

An organizational citizenship behavior that reflects the satisfaction and loyalty of the group to the advancement of its interests and image to the consumers talks about Employee loyalty. When an employee shows commitment and believes that it is the paramount decision to work for the business, an employee is satisfied and loyal to the organization. Employee commitment is the main instrument in performance supervision. When personnel is not given the essential task, amenities, and working environment, workers are not fully engaged, meaning job satisfaction does not develop. Workers who are physically eager, passionately connected, mentally attentive, and feel aligned with the organization's purpose are said to be engaged with the organization. Hence, it can develop organizational satisfaction and loyalty (Preko & Adjetey, 2013).

Employee loyalty depends on the leadership style of the management or the group. Though to hold leadership skills primarily to communicate with their subordinates and listen to them when the need arises, such pose a significant challenge that cannot be denied. One of the sources of motivation for employees to stay with employers, be dedicated to their responsibilities, and protect and preserve their organizational concentration is management's leadership style. The victory of any company depends upon the quality of its employees and their loyalty in the long run. Loyal employees can be considered incredible assets to a growing business (Preko & Adjetey 2013).

Having discussed job satisfaction as the main feature responsible for employee retention, other factors may also contribute. Job satisfaction is one of the major determinants that causes them to stay within the organization.

METHODOLOGY

The quantitative-descriptive methodology was used in this study to investigate the retention strategies of a family-owned HEI, employees' satisfaction, and motivation.

The study respondents comprised all the employees of a family-owned (Private) Higher Educational Institution. The convenience and drop and collect method was used using the whole population. Respondents were tapped conveniently, which depended on their availability. Data were speedily and economically collected as the respondents provided a specified time for collection. This study included employees (From Middle Management down to its operatives) holding the position for more than six months.

Data were personally collected among the leaders and employees of a Private HEI within Santiago City, Philippines, through a channeled internal communication to the college officials. Hence, this effort was endeavored for academic purposes, wherein respondents' identity was kept confidentially. The management serves as leaders within the organization and is responsible for maintaining employees. Moreover, employees were involved as they were the ones who directly interacted with their Leaders within the organization. They also contribute a lot towards attaining the study's objectives and would bring answers to the problems.

For this research, the researchers used the quantitative data technique, where the questionnaire was considered an appropriate tool for data collection. Given the large population covered under this study, the researchers used a modified questionnaire in a close-ended form to collect relevant data for both factors that induce satisfaction and retention of employees. The instrument was patterned after the open-sourced studies of Vijayalakshmi and Gurunathan (2012) and Osakwe (2014). To ensure the validity and reliability of the questionnaire, it was subjected to a validation process (a=.78). The closed-ended questions were typically structured for respondents to select their choices of the statement from a list of questions. The data collected from the management (Top Management) was designed to validate data supplementary to the data collected from the employees of the private college in Santiago City through interviews. The interview was also conducted to clarify answers and obtain additional information necessary for the study.

The questionnaire comprised several sections answering the problems of the study. Questionnaires were divided into two parts. Part I includes the demographic profile of the respondents in terms of age, sex, educational attainment, nature of employment, position, and years in Service. Part II includes retention strategies used by the HEI.

The researchers, with the chosen organization (Private Higher Educational Institution in Santiago City), sought the College President's approval. After approval, coordination with the Human Resource Department about the data collection process was established. The responsibility for the dissemination of questionnaires was transferred to their employees. When questionnaires were collected, the Human Resources department was assured of the confidentiality of responses. Participants' data were transferred to excel in a number-coded format. Except for the researchers, no one

could identify the participant as the respondent in this study. After the survey was completed, all the data in Google drive were deleted to protect data among study participants. Data gathered were tallied, treated, triangulated, and analyzed to illuminate the formulated research problems. Verification of the benefits available or practices that might induce employee satisfaction and retention was validated by the Management (Top Management). Manuals also were used for confirmation. Employees were asked to evaluate the retention strategies provided by the institution. Moreover, they assessed themselves on what particular factor satisfies and motivates them to stay in the HEI. Respondents had to consider each question and mark their choice that best suits their view or opinion.

The frequency and percentage distribution, weighted mean, and ranking were employed in this study. SPSS version 21 was used in treating and analyzing the gathered data. Results of the survey were interpreted using the four-point Likert Scale shown in Tables 1 and 2.

Table 1. Evaluation Scale for the extent of retention strategies used by Private HEI in Santiago City, Philippines.

Numerical Evaluation	Range	Qualitative Description
1	1.00-1.49	Not Extensive
2	1.50-2.49	Slightly Extensive
3	2.5-3.49	Extensive
4	3.50-4.0	Very Extensive

Table 2. Evaluation Scale for the level of satisfaction with retention strategies used by Private HEI in Santiago City, Philippines.

Numerical Evaluation	Range	Qualitative Description
1	1.00-1.49	Not Satisfied
2	1.50-2.49	Slightly Satisfied
3	2.5-3.49	Satisfied
4	3.50-4.0	Very Satisfied

RESULTS AND DISCUSSIONS

Table 3 shows that the HEI implements retention strategies extensively. It can be gleaned from the table that employees know, practice, encounter, and receive those beneficial strategies (Overall Mean= 3.03). To support the data gathered from the employees, an interview was conducted with top management, including the Vice President and President. They testified that the institution provides employee benefits that satisfy employees and increase employee productivity.

Table 3. Retention Strategies

Employee Retention Strategies	Mean	Qualitative Description
1. The working environment is desirable and conducive	3.13	Extensive
2. The school provides wellness measures	2.98	Extensive
3. Rewards and recognition are adequate/available/provided.	3.03	Extensive
4. Leadership is outstanding and very motivating/inspiring.	3.05	Extensive
5. Training, advancement opportunities, and Resources are available.	3.00	Extensive
Overall Mean	**3.03**	Extensive

Tables 4-9 below present the actual retention practices of a Family-owned Private HEI.

Table 4. Actual Retention Practices of the Family-owned Private HEI fostering Good Working Environment

Areas	Actual Practices
Working environment	• Project PAZ (Peaceful and Amiable Zone) • Observation of 5's (Sort, Set in Order, Shine, Standardize, & Sustain) • Each Office is well ventilated due to installed air conditions and electric fans. • Clean as you Go, Practice.

Table 5. Actual Retention Practices of the Family-owned Private HEI for Wellness Measures

Areas	Actual Practices
Wellness Measures	• Regular Zumba • Annual Rest and Recreation • Annual Medical and Dental Check-up • Pure and Clean water drinking facilities in each Office and on every floor • Insurance schemes • Year-end program

Table 6. Actual Retention Practices of the Family-owned Private HEI in giving rewards and recognitions

Areas	Actual Practices
Rewards and Recognition	- Statutory Benefits - SSS, Philhealth, Pag-ibig - 13th Month Pay - Retirement Benefits - Fringe Benefits - Incentive Leaves - Uniform Allowance - Educational Benefits for children of employees - Annual Medical and Physical Examination and Dental Service - Emergency Loans - Position Allowance - Travel Incentives with Meal allowances - Research Funding - Educational Assistance Program - Staff House for Key Officers - Other Perks - Longevity Pay - Personal Accident Insurance - Regular recognition program for faculty and staff with outstanding performance. - Teachers Day

Table 7. Actual Retention Practices of the Family-owned Private HEI as to Leadership

Areas	Actual Practices
Leadership	- Regular executive, administrative and faculty meetings - Regular performance appraisal

Table 8. Actual Retention Practices of the Family-owned Private HEI for Training, Opportunities for advancement, and resources

Areas	Actual Practices
Training, Opportunities for Advancement, and resources	- Post-graduate studies - Doctorate Scholars = 3 - Master's degree Scholars = 23 - Promotions and Job Rotations - Annual Faculty Development - Regular attendance in seminars, training, and workshops outside the school campus related to their specialization.

Table 9. Overall Employees' Satisfaction with Retention Strategies

Retention Strategies	Mean	Qualitative Interpretation
Working Environment	2.93	Satisfied
Wellness Measures	2.71	Satisfied
Rewards and Recognition	2.95	Satisfied
Leadership	3.29	Satisfied
Training, Opportunities for Advancement, and Resources	3.00	Satisfied
Overall Mean	**2.78**	Satisfied

Table 9 above revealed the following strategies to motivate and induce employees to stay and work at the private HEI. The results showed that employees are satisfied with the working environment provided for them to work on (Mean= 2.93). Most respondents expressed satisfaction with the availability of enough training, materials, and other resources with a mean of 3.00; rewards and recognition (Mean=2.95); and good leadership (mean=3.00). At the same time, however, some teachers complained about the maintenance of the school canteen, which falls under wellness measure with a mean of 2.71. Employees must have a place within its buildings where they can have good food and a clean area to eat. All in all, personnel are generally satisfied with the retention strategies used by their present employer.

Table 10. Motivation Enablers to Remain in the Organization

Factors	Rank
Leadership	1
Working environment	2
Training, Advancement Opportunities, and Resources	3
Wellness Measures	4
Rewards and Recognition	5

From 1 as most influential to 6 as least influential

Private colleges and universities are in stiff competition with public schools and universities regarding the number of students' enrollment and establishment growth due to free tertiary and K-12 transition. Hence, this study was conducted to determine factors that might attract employees to stay and maintain their loyalty to a private institution. As can be gleaned from Table 10 above, it reveals the rank among factors influencing employees in a family-owned HEI in Santiago City, Isabela, Philippines, to stay within the organization. It shows that among the elements, leadership or the process of encouraging and helping others to work enthusiastically towards personal, professional, and organizational objectives is number one.

The second and third highest ranked factors (opportunities for advancement and working environment) that encourage employees to stay within the institution are compared with Adams's equity theory. According to the idea, the contributions are inputs

an individual makes to an endeavor. In an organization, the qualifications that an individual possesses and the contributions made to the organization, including education, experience, special skills, and training, are referred to as Inputs. More so, Outcomes are what an Individual receives from work like pay, benefits, job security, advancement opportunities, and autonomy. Employees compare their outcomes-to-inputs ratio to another person. Most individuals prefer the outcome to be relatively commensurate with their inputs, especially when compared with results gained from similar inputs provided by a colleague or another person in a relationship. Suppose an employee within the firm feels that there are no opportunities for advancement even if employees are doing their part towards achieving organizational goals. In that case, the employee will be motivated, then later leaves the organization. Further, suppose all the employees at the university feel that there is a lack of opportunities for some employees and are only given to those close to the management. In that case, inequity may exist (Kuchava & Bucrehashvili, 2016).

The following example compares the highest factor (Leadership-1st rank) and the lowest factor (Rewards and Recognition- 5th rank) to Herzberg's two-factor theory. According to the idea, administration, salary, status, job security, working conditions, personal life, and interpersonal relations are hygiene factors or job context factors linked to or can lead to job dissatisfaction (Burton & Hughes, 2012). However, when present, it may lead to satisfaction. Contrary to Frederick Herzberg's theory, the hygiene factor or the pay for the work performed is the biggest motivator that helps the employees retain in a particular workplace for a more extended period. Results show that organizations should motivate employees by adopting a democratic approach to management to encourage and motivate employees in this specific private HEI. Empowering employees means delegating more power and making their own decisions in certain areas of their working life, guided and supported by a person who inspires them; a person with vision and passion wherein it can achieve great things, and the way to get things done is by injecting enthusiasm and energy and those are leaders.

Developing and executing various retention techniques will assist employees to be satisfied, resulting in employees being more dedicated to staying at their employment. Findings are supported by Ghani et al. (2022), which state that employee satisfaction, and hence retention, is based on four variables, a sustainable and good work environment; sustainable growth opportunities; sustainable and effective communication; and sustained effective recruiting and selection processes.

In developing a sustainability plan to retain employees, enhancing the leadership's role is vital to employee trust (Xiong et al., 2016) and work satisfaction (Meng & Berger, 2019). Employees become creative and productive. A leader is responsible for keeping the organizational climate stable and favorable to creative work behavior (Arsawan et al., 2020). Employee satisfaction should increase due to this assistance, and employees should be more excited at work. Also, a leader's support may help keep employees' faith in the business and boost satisfaction and loyalty. Thus, by maintaining the internal

environment, organizational culture, and climate, leadership support may assist companies in improving performance (Aristana et al., (2021).

Employee retention depends on identifying and resolving variables that influence employee satisfaction. In this regard, firms should develop and implement effective human resource strategies and policies that will help them enhance employee retention (Zanabazar & Jigjiddorj, 2018). Based on the findings, Table 11 to Table 15 presents the proposed activities for employees to motivate, satisfy and retain employees in a Private HEI.

Table 11. Proposed Activities for Employees (Working Environment)

Retention Strategies	Specific Activities	
Working environment	- To sustain orderliness and cleanliness in each Office for better work efficiency	- Five (5) S for Success
	- The school must purchase additional transportation facilities and repair and maintain the existing ones.	- Provision of Transportation facilities
	-The school must rent a vacant area nearby to serve as the parking area for employees and students.	- Provision of Parking Space

Table 12. Proposed Activities for Employees (Wellness Measures)

Wellness Measures	-To maintain a clean and safe area for employees and students to eat.	- Clean as you go
	-Support work/life balance activities by providing family-friendly policies	- Family Day
	- Improve the health, safety, and well-being of all employees	- Health and Safety Seminar (Mental Health)

Table 13. Proposed Activities for Employees (Rewards and Recognition)

Rewards and Recognition	- To ensure the benefits, particularly insurance schemes, remains fit for purpose	- Review the current insurance scheme addressing the varying needs of employees
	- Explore the best ways to develop a total reward package and employee benefits. - To have a competitive pay and grading scheme reflecting professional career paths and the need for flexibility across sectors working in the changing environment of HEI services.	- Benchmark on competitive pay, reward package, and benefits to local markets (or national markets for key roles), taking into account the unique setting and motivation for staff to live and work in the HEI.

Table 14. Proposed Activities for Employees (Leadership)

Leadership	- To allow leaders/and or potential leaders to possess the skills required to manage their services effectively and efficiently	- Develop a program of management training for all senior, operational and aspiring managers
	- To make leaders and professional staff develop "in-house" to support succession planning activities	- Identify critical managerial and professional roles and provide opportunities for aspiring employees to gain the skills to fill these roles through in-house training and mentoring

Table 15. Proposed Activities for Employees (Training, Opportunities for Advancement, and Resources)

Training, Opportunities for Advancement, and Resources	- To ensure that employees receive training opportunities to develop critical skills to meet the Organizational Plan objectives, innovation, creative decision making, and effective customer service.	- Ensure Corporate Training Program remains fit for purpose
		- Develop service-specific training skills matrix addressing the identified training needs and gap analysis of Organizational Plan concerning skills requirement review
	- Establish apprenticeship schemes to introduce young people into different fields. Hence, skills are being developed.	- Coaching / mentoring/ buddying to address the needs of the employees

CONCLUSIONS

In previous research, more than one-half of HR professionals said they had trouble recruiting highly skilled and capable employees in this period of sizable employment growth. In this study, employees in a family-owned (Private) HEI receive benefits and agree that the institution uses strategies as provided in their institutional manuals that might attract employees to stay within the institution. This study summarizes the retention strategies, level of satisfaction, and motivation enablers of a private Higher Education Institution in Santiago City, Philippines. According to findings, most respondents are satisfied with all the retention strategies of Work Environment, Leadership, Rewards and recognition, Wellness Measures, training, Opportunities for Advancement, and Resources. These retention strategies are extensively implemented to retain employees. This implies that the school uses a competitive and comprehensive approach to stay in the organization. Among these retention strategies, leadership is the primary factor in employee retention. Work environment and opportunities for improvement are the second-highest ranks as a factor for retention of employees in their present organization. Rewards and recognition were found to be the lowest, implying that it is not what the employees consider so much for staying in the said HEI. Rewards and recognition is the least preferred factor by the employees. This indicates that employees are more focused on how the management treats and value their employees along with career development.

RECOMMENDATIONS

As part of the management function, talent plays a vital role in managing all employees within the organization, which leads to good performance. HRM's function has evolved significantly from focusing on hiring, employee benefits, and payroll to strategic human resources, where the emphasis is on maintaining and driving company strategy. Thus, to keep the best talents, the School heads/administrators should sustain the existing retention programs such as spiritual and values formation, annual rest and recreation activity, and monetary and non-monetary incentives for outstanding employees that enable employees to be productive in the workplace.

School heads/administrators should maintain a good relationship with employees wherein equity and fairness among all their employees and delegation of work are observed. They must interact and mingle with their staff (teaching and non-teaching) to know if there are rifts and concerns among the teachers and the school. The teachers, as part of the organization, should be more understanding of the shortcomings of the school where they work at. As much as possible, they should avoid doing things that violate the norms of the organization. Hence, to achieve job satisfaction, the teachers should observe proper behavior that makes their co-teachers comfortable in their workplace, maintaining a harmonious relationship with them.

Furthermore, to increase productivity, thus resulting in job satisfaction which can be a significant factor towards retention and loyalty, higher education institutions must adopt and implement new and additional programs such as 14th-month pay, year-end bonuses, and advancement for professional growth like scholarship, formal training, and industry immersion that provide opportunities for employees to show their competence in areas of expertise.

Effective incentives strategies must be carried out. This could improve employees' enthusiasm and enhance their performance and interest in continuing the profession. Promotion among employees should be well-defined and let employees contribute to setting these standards.

The remuneration for employees should be competitive, reasonable, and attractive. Merit pay based on their performance should be given to employees for effective implementation. Employee salary structures that provide salary increases based on teacher knowledge and skills should be taken into consideration by educational policy makers. With policy innovations, the possibility of having a positive and more significant impact on employee retention, morale, job satisfaction, and school performance may be ensured.

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