

# Employee Retention in Concentrix: Basis for Attrition Reduction Strategies

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**Abstract**—This study investigates employee retention at Concentrix-Bridgetowne in Quezon City, Philippines, focusing on the perspectives of both existing and recently resigned employees. In the highly competitive Business Process Outsourcing (BPO) sector, employee turnover presents significant operational and financial challenges. The study explores key factors influencing employee retention, namely job satisfaction, career development opportunities, employee contentment, work-life balance, and compensation and benefits. Utilizing a quantitative descriptive-comparative methodology, the research employed a validated survey instrument and gathered data from 100 respondents—70 current and 30 former employees. Results indicate high levels of employee retention, particularly among existing employees, and reveal statistically significant differences in the perceptions of former and current employees in four out of five key retention dimensions. The only area without a significant difference was work-life balance. The findings underscore the importance of aligning organizational policies with employee expectations, especially in providing clear growth paths and competitive compensation. Based on these insights, a strategic plan was proposed to enhance employee satisfaction and reduce attrition, featuring initiatives across career development, cultural alignment, and compensation benchmarking. The outcomes of this research offer actionable guidance for organizational leaders seeking to improve retention and serve as a reference for future academic inquiries into BPO workforce dynamics.

**Index Terms**—Employee retention, job satisfaction, work-life balance, BPO industry, Concentrix.

## 1. Introduction

Employee retention is a critical challenge within the Business Process Outsourcing (BPO) industry, which is known for high attrition rates and complex workforce dynamics. The ability of organizations to retain employees is pivotal for maintaining operational continuity, reducing recruitment costs, and fostering a productive workplace environment. In the BPO sector, factors such as job satisfaction, alignment of personal and organizational values, professional development, inclusivity, and cultural fit play crucial roles in determining employee retention. The BPO industry continues to face significant challenges in retaining talent. Employees often seek workplaces that offer supportive cultures, growth opportunities, and flexibility. Adeoye and Hope (2020) emphasized that companies that fail to adapt to evolving employee needs often experience higher turnover rates. Inadequate diversity, lack of

inclusivity, and limited employee engagement contribute to voluntary resignations.

Globally, different countries encounter retention challenges influenced by cultural and economic factors. In Finland, a strong emphasis on work-life balance and employee autonomy affects turnover rates. Meanwhile, the Philippines' community-oriented culture and resilience during the pandemic demonstrated that culturally aligned practices could improve retention. However, challenges remain, particularly in offering professional growth while maintaining cultural harmony. Despite global efforts, there is a lack of focused studies examining the retention dynamics within specific locations, such as Concentrix's Quezon City branch. The turnover rates in this branch underscore the need for a localized understanding of employee experiences. Gathering insights from both current and resigned employees can help organizations address the underlying reasons for attrition and improve their retention strategies.

This study investigates employee retention at Concentrix Quezon City, focusing on factors influencing retention and resignation decisions. It aims to identify areas such as managerial support, career development, work-life balance, and inclusivity that affect employee experiences. By analyzing quantitative data from current and former employees, the study provides targeted strategies for improving retention specific to the Quezon City branch.

The results of this study offer valuable insights to Concentrix management and HR teams, enabling informed policy revisions and cultural initiatives. Furthermore, findings contribute to the broader BPO sector by serving as a reference for improving retention practices, especially in urban centers facing high attrition rates.

## 2. Literature Review

The BPO industry is characterized by high-volume hiring and elevated turnover rates, creating unique challenges for employee retention. Organizational culture plays a vital role in shaping employee experiences and determining whether individuals remain within a company. A culture that prioritizes inclusivity, flexibility, well-being, and employee engagement tends to foster loyalty and reduce attrition.

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### A. Job Satisfaction

Job satisfaction is one of the most influential factors affecting employee retention. Employees who are satisfied with their tasks, relationships, and organizational support are more likely to stay committed. Herzberg's Two-Factor Theory underscores the importance of intrinsic motivators such as achievement, recognition, and personal growth (Jabbar, 2021). Bernardo *et al.* (2023) found a strong link between employee engagement and job satisfaction, indicating that when employees feel emotionally connected to their work, retention rates increase.

### B. Career Development Opportunities

Opportunities for career progression and skill development significantly affect retention, especially among younger employees. LinkedIn's Workforce Learning Report (2020) noted that 94% of employees would stay longer at a company that invests in their career development. Providing clear growth paths, training programs, and mentorship fosters organizational commitment. An (2022) observed that a culture of continuous learning enhances retention by making employees feel valued and prepared for long-term growth.

### C. Employee Contentment

Employee contentment goes beyond job tasks to include emotional and psychological well-being. Content employees feel respected, recognized, and aligned with their company's values. Morgan (2020) emphasized the importance of culture, technology, and environment in creating positive employee experiences. A 2019 Gallup study found that content employees are 59% less likely to leave their jobs, reinforcing that well-being is a powerful predictor of retention.

### D. Work-Life Balance

A strong work-life balance reduces stress and burnout, two major contributors to turnover. Flexible schedules, remote work, and family leave policies support this balance. Lerio and Bandiola (2023) highlighted that organizations promoting flexibility experienced lower attrition. Barnes and Jones (2022) further argued that shortened workweeks and wellness programs increase employee loyalty by prioritizing personal time and well-being.

### E. Compensation And Benefits

Fair and competitive compensation is foundational to employee satisfaction and retention. Elacio *et al.* (2020) emphasized that comprehensive benefits—such as health coverage, retirement plans, and performance-based bonuses—enhance retention. Martocchio (2021) noted that transparency in pay and recognition-based incentives motivate employees and reduce dissatisfaction. Aligning compensation with employee expectations and market standards is critical in retaining top talent.

### F. Impact of COVID-19 On Retention Strategies

The COVID-19 pandemic transformed workplace expectations, making remote work, flexibility, and mental health support key to retention. Abdullah and Bangcola (2024) noted that organizations responsive to employee needs during

the pandemic saw increased loyalty. Jahya *et al.* (2020) highlighted the need for adaptive cultures that support employees through crises, demonstrating that organizational responsiveness directly influences retention.

### G. Research Gap

Although existing literature extensively discusses factors affecting retention, there is limited longitudinal data capturing the long-term effects of organizational culture. There is also a lack of research focusing on remote work dynamics, innovation support, and how cultural misalignment specifically impacts retention in post-pandemic settings. This study addresses these gaps by examining both resigned and current employees to identify key retention factors within a localized BPO context.

## 3. Methodology

### A. Research Design

This study utilized a quantitative descriptive-comparative design to assess employee retention in Concentrix-Bridgetowne, Quezon City. The descriptive aspect aimed to present an accurate portrayal of employee experiences, while the comparative component examined differences in perceptions between former and current employees. The methodology allowed for the systematic collection and analysis of numerical data to identify significant trends and relationships among key retention variables.

### B. Research Locale

The research was conducted at Concentrix-Bridgetowne located in Quezon City, Philippines. This specific branch was chosen due to its prominence within the organization and the observable challenges it faced concerning employee retention.

### C. Respondents of the Study

The study involved 100 respondents, composed of 70 existing employees and 30 former employees of Concentrix-Bridgetowne. To qualify, participants were required to have been employed for at least six months. Former employees included only those who voluntarily resigned within the past year. This ensured relevant and recent feedback reflecting the organizational climate and culture.

### D. Sampling Design

A convenience sampling technique was employed in selecting participants based on their availability and willingness to participate. Though non-random, this method allowed for efficient data collection under time and resource constraints. Measures such as increasing the sample size and diversifying roles were applied to enhance the reliability of the results.

### E. Instrumentation

The primary instrument used was a researcher-made questionnaire divided into two parts: demographic profile and employee retention factors. The retention component focused on five key areas: job satisfaction, career development opportunities, employee contentment, work-life balance, and compensation and benefits. A 5-point Likert scale ranging from 1 (Disagree) to 4 (Strongly Agree) was used.

The questionnaire underwent expert validation and a pilot test involving 30 respondents (15 resigned and 15 current employees). Cronbach's Alpha coefficients of 0.969 and 0.966 confirmed high reliability.

#### F. Data Gathering Procedure

The researcher obtained the necessary approvals from the university and Concentrix management. Data collection was carried out using printed and online questionnaires, with assurances of confidentiality and voluntary participation. Collected responses were tallied, encoded, and submitted to a statistician for analysis.

#### G. Treatment of Data

The data were analyzed using the following statistical tools:

Weighted Mean – To determine the level of employee retention in each dimension.

Paired T-test – To compare responses between current and former employees and determine the significance of differences.

#### H. Ethical Considerations

The study followed ethical research guidelines in line with the Data Privacy Act of 2012 (RA 10173). All respondents provided informed consent, were briefed on the study's purpose, and assured of the anonymity and confidentiality of their responses. Ethical approval was secured from the university's Research Ethics Committee.

### 4. Results

#### A. Level of Retention Among Former and Existing Employees

The study assessed employee retention in Concentrix-Bridgetowne based on five dimensions: job satisfaction, career development opportunities, employee contentment, work-life balance, and compensation and benefits. The following tables present the computed mean scores for each dimension.

##### 1) Job Satisfaction

The Level of Retention Among Former and Existing Employees in Concentrix in terms of Job Satisfaction, as shown in Table 1, had a general assessment of 3.12, which was verbally interpreted as High Retention. Furthermore, the indicator "I feel satisfied with my job responsibilities and tasks" had the highest computed mean of 3.19, which was verbally interpreted as High Retention meanwhile, the indicator "I feel that my work was fulfilling and meaningful" had the lowest computed mean of 3.04 which was verbally interpreted as High

Retention. It can be concluded that the overall retention level among former and existing employees is high. This indicates that employees generally experience satisfaction in their roles, contributing positively to their decision to stay with the organization. The data suggest that clarity in job responsibilities and engaging in work tasks are crucial factors in employee retention. Although all indicators fell within the high retention range, the relatively lower score for work being fulfilling and meaningful implies there may be room for improvement in enhancing the intrinsic value of employees' roles. These findings suggest that management should continue to promote role clarity and provide engaging tasks, as these are key drivers of retention. Enhancing the meaningfulness of work through employee feedback and growth opportunities can further improve satisfaction. The overall high retention levels indicate that current strategies are effective, but they should be regularly reviewed to stay relevant. Additionally, the positive organizational culture observed can be used to strengthen employer branding and attract top talent. This study is supported by research conducted by Jiang & Po (2023), wherein they emphasize that employees who experience job satisfaction are more likely to remain with their organization, perceiving their roles as fulfilling, rewarding, and aligned with their personal and professional goals. Such satisfied employees tend to be more productive and engaged, while also showing a lower likelihood of seeking other job opportunities. Multiple factors influence job satisfaction, including the nature of the work, the work environment, relationships with colleagues and supervisors, opportunities for professional development, and compensation and benefits. Additionally, a positive correlation exists between employee engagement and job satisfaction, productivity, and retention. Engaged employees often exhibit higher motivation to perform well, a decreased inclination to explore alternative job options, and a greater willingness to contribute positively to the organization's success (Bernardo et al., 2023).

##### 2) Career Development Opportunities

The Level of Retention Among Former and Existing Employees in Concentrix in terms of Career Development Opportunities, as shown in Table 2, had a general assessment of 3.12, which was verbally interpreted as High Retention. Furthermore, the indicator "I feel that the company provided opportunities for my career growth" had the highest computed mean of 3.19, which was verbally interpreted as High Retention meanwhile, the indicator "I feel encouraged to pursue professional development" had the lowest computed mean of 3.04 which was verbally interpreted as High Retention. It can

Table 1  
The level of retention among former and existing employees in Concentrix in terms of job satisfaction

Indicators	Former Employees		Existing Employees		Combined mean	
	$\bar{x}$	Interpretation	$\bar{x}$	Interpretation	$\bar{x}$	Interpretation
1. I feel satisfied with my job responsibilities and tasks.	3.00	High Retention	3.37	Very High Retention	3.19	High Retention
2. I feel valued and respected by my colleagues and supervisors at work.	2.87	High Retention	3.40	Very High Retention	3.14	High Retention
3. I feel that my work was fulfilling and meaningful.	2.87	High Retention	3.20	High Retention	3.04	High Retention
4. I am generally happy with my overall experience at the company.	2.93	High Retention	3.37	Very High Retention	3.15	High Retention
5. I feel motivated and engaged in my daily tasks.	2.80	High Retention	3.37	Very High Retention	3.09	High Retention
<b>Composite mean</b>	<b>2.89</b>	<b>High Retention</b>	<b>3.34</b>	<b>Very High Retention</b>	<b>3.12</b>	<b>High Retention</b>

Legend: 3.25 – 4.00 Very High Retention, 1.75 – 2.49 Moderately High Retention, 2.50 – 3.24 High Retention, 1.00 – 1.74 Low Retention

Table 2  
The level of retention among former and existing employees in Concentrix in terms of career development opportunities

Indicators	Former Employees		Existing Employees		Combined mean	
	$\bar{x}$	Interpretation	$\bar{x}$	Interpretation	$\bar{x}$	Interpretation
1. I feel that the company provided opportunities for my career growth.	3.07	High Retention	3.11	High Retention	3.19	High Retention
2. I believe that there were clear paths for advancement within the organization.	2.77	High Retention	2.96	High Retention	3.14	High Retention
3. I feel encouraged to pursue professional development.	2.70	High Retention	2.91	High Retention	3.04	High Retention
4. I have access to training and resources that helped me improve my skills.	2.80	High Retention	3.03	High Retention	3.15	High Retention
5. I receive regular and constructive feedback from my supervisor to help me grow in my career.	2.70	High Retention	3.03	High Retention	3.09	High Retention
<b>Composite mean</b>	<b>2.81</b>	<b>High Retention</b>	<b>3.00</b>	<b>High Retention</b>	<b>3.12</b>	<b>High Retention</b>

Legend: 3.25 – 4.00 Very High Retention, 1.75 – 2.49 Moderately High Retention, 2.50 – 3.24 High Retention, 1.00 – 1.74 Low Retention

Table 3  
The level of retention among former and existing employees in Concentrix in terms of employee contentment

Indicators	Former Employees		Existing Employees		Combined mean	
	$\bar{x}$	Interpretation	$\bar{x}$	Interpretation	$\bar{x}$	Interpretation
1. I feel a sense of overall contentment in my position.	2.80	High Retention	2.97	High Retention	2.89	High Retention
2. I believe that my contributions were valued by the company.	2.73	High Retention	3.04	High Retention	2.89	High Retention
3. I feel a strong sense of belonging within the organization.	2.63	High Retention	3.04	High Retention	2.84	High Retention
4. I feel that the company culture supported my well-being.	2.83	High Retention	2.97	High Retention	2.90	High Retention
5. I see myself staying with the company for a long time.	2.73	High Retention	2.87	High Retention	2.80	High Retention
<b>Composite mean</b>	<b>2.74</b>	<b>High Retention</b>	<b>2.98</b>	<b>High Retention</b>	<b>2.86</b>	<b>High Retention</b>

Legend: 3.25 – 4.00 Very High Retention, 1.75 – 2.49 Moderately High Retention, 2.50 – 3.24 High Retention, 1.00 – 1.74 Low Retention

be concluded that both former and existing employees at Concentrix perceive career development opportunities as a significant factor contributing to employee retention, with an overall assessment of High Retention. The highest rating was attributed to the provision of career growth opportunities, while the lowest was recorded for encouragement to pursue professional development. These findings suggest that while Concentrix successfully offers career advancement structures and access to training, there remains a need to actively promote and encourage individualized professional development initiatives. It indicates that enhancing personal career support and strengthening mentorship or coaching programs may further improve employee engagement and retention. By addressing this area, Concentrix can foster a more inclusive and growth-oriented work environment, aligning employee career aspirations with organizational goals and sustaining long-term retention. A study by Malinao and Agustin (2023) indicated that employees who perceived insufficient opportunities for advancement were more inclined to pursue employment opportunities outside their current organization. Career development opportunities were not just a perk; they were strategic investments in the future of both employees and the organization. By offering employees the tools, training, and support they needed to advance in their careers, companies fostered a loyal, engaged workforce that was more likely to stay long-term.

### 3) Employee Contentment

The Level of Retention Among Former and Existing Employees in Concentrix, in terms of Employee Contentment, as shown in Table 3, had a general assessment of 2.86, which was verbally interpreted as High Retention. Furthermore, the indicator “I feel that the company culture supported my well-being” had the highest computed mean of 2.90 which was verbally interpreted as High Retention meanwhile, the indicator “I see myself staying with the company for a long time” had the

lowest computed mean of 2.80 which was verbally interpreted as High Retention. It can be concluded that employee contentment significantly contributes to high retention levels among both former and existing employees of Concentrix. The positive perceptions across various indicators suggest that employees generally feel valued, supported, and aligned with the company's culture. These findings imply that maintaining a supportive work environment, particularly through initiatives that promote well-being, recognition, and a sense of belonging, is essential for sustaining high retention. However, the relatively lower sentiment regarding long-term commitment highlights the need for more robust strategies aimed at career development and future growth opportunities within the organization. This study is supported by Galay et al. (2022), who emphasized that employee contentment fosters retention by promoting fulfillment and encouraging a positive contribution to the work environment.

### 4) Work-life Balance

The Level of Retention Among Former and Existing Employees in Concentrix in terms of Work-life Balance, as shown in Table 4, had a general assessment of 2.86, which was verbally interpreted as High Retention. Furthermore, the indicator “I feel I had a good balance between my work responsibilities and personal life” had the highest computed mean of 2.99 which was verbally interpreted as High Retention meanwhile, the indicator “I believe my company supports and promotes a healthy work-life balance for its employees, and, I am generally satisfied with the flexibility provided to accommodate my personal needs” had the lowest computed mean of 2.82 which was verbally interpreted as High Retention. It can be concluded that work-life balance plays an important role in employee retention at Concentrix, with a general assessment interpreted as High Retention. The findings suggest that both former and existing employees perceive their ability to manage responsibilities and personal time positively,

Table 4  
The level of retention among former and existing employees in concentrix in terms of work-life balance

Indicators	Former Employees		Existing Employees		Combined mean	
	$\bar{x}$	Interpretation	$\bar{x}$	Interpretation	$\bar{x}$	Interpretation
1. I feel I had a good balance between my work responsibilities and personal life.	3.11	High Retention	2.87	High Retention	2.99	High Retention
2. I am able to manage my workload without it overwhelming my personal time.	3.03	High Retention	2.63	High Retention	2.83	High Retention
3. I believe my company supports and promotes a healthy work-life balance for its employees.	2.91	High Retention	2.73	High Retention	2.82	High Retention
4. I feel that my schedule allowed me to meet both professional and personal commitments.	2.93	High Retention	2.77	High Retention	2.85	High Retention
5. I am generally satisfied with the flexibility provided to accommodate my personal needs.	2.86	High Retention	2.77	High Retention	2.82	High Retention
<b>Composite mean</b>	<b>2.97</b>	<b>High Retention</b>	<b>2.75</b>	<b>High Retention</b>	<b>2.86</b>	<b>High Retention</b>

Legend: 3.25 – 4.00 Very High Retention, 1.75 – 2.49 Moderately High Retention, 2.50 – 3.24 High Retention, 1.00 – 1.74 Low Retention

Table 5  
The level of retention among former and existing employees in Concentrix in terms of compensation & benefits

Indicators	Former Employees		Existing Employees		Combined mean	
	$\bar{x}$	Interpretation	$\bar{x}$	Interpretation	$\bar{x}$	Interpretation
1. I am satisfied with my current salary and benefits.	2.60	High Retention	2.84	High Retention	2.72	High Retention
2. I believe that my salary is competitive compared to similar roles in the industry.	2.57	High Retention	2.84	High Retention	2.71	High Retention
3. I feel that my salary adequately reflects my skills, experience, and performance.	2.67	High Retention	2.89	High Retention	2.78	High Retention
4. I receive regular salary increases that are in line with my performance.	2.63	High Retention	2.93	High Retention	2.78	High Retention
5. I believe that salary discussions and adjustments are transparent within the organization.	2.60	High Retention	2.97	High Retention	2.79	High Retention
<b>Composite mean</b>	<b>2.61</b>	<b>High Retention</b>	<b>2.89</b>	<b>High Retention</b>	<b>2.75</b>	<b>High Retention</b>

Legend: 3.25 – 4.00 Very High Retention, 1.75 – 2.49 Moderately High Retention, 2.50 – 3.24 High Retention, 1.00 – 1.74 Low Retention

particularly in maintaining a balance between work and life. However, the slightly lower scores in areas related to organizational support for work-life balance and flexibility in meeting personal needs indicate areas for potential improvement. These results imply that while employees generally feel supported, there is room to enhance flexibility and work-life policies. Strengthening such initiatives could further boost employee satisfaction and long-term commitment to the company. This study aligns with Lerio and Bandiola (2023), who found that flexible work arrangements reduce turnover by supporting employees' work-life balance, which in turn enhances well-being, job satisfaction, and retention.

##### 5) Compensation and Benefits

The Level of Retention Among Former and Existing Employees in Concentrix in terms of Compensation and Benefits, as shown in Table 5, had a general assessment of 2.75, which was verbally interpreted as High Retention. Furthermore, the indicator "I believe that salary discussions and adjustments are transparent within the organization" had the highest computed mean of 2.79 which was verbally interpreted as High Retention meanwhile, the indicator "I believe that my salary is competitive compared to similar roles in the industry" had the lowest computed mean of 2.71 which was verbally interpreted as High Retention. It can be concluded that both former and existing employees of Concentrix perceive the organization's compensation and benefits as significant factors contributing to employee retention. The consistent classification of all indicators under the "High Retention" category suggests that the

company has established effective strategies to ensure employee satisfaction with salary, benefits, and transparency in compensation practices. Notably, existing employees reflected slightly higher weighted means compared to former employees, indicating a potential improvement in organizational practices over time. However, the indicator "I believe that my salary is competitive compared to similar roles in the industry" received the lowest combined mean, suggesting a perceived gap in external salary competitiveness. This finding highlights an area where the organization may consider benchmarking and realigning compensation structures to meet or exceed industry standards. Overall, the data affirms the critical role of transparent and equitable compensation practices in fostering a committed and stable workforce, and it underscores the necessity of continuous evaluation and enhancement of these practices to sustain employee retention. his study is supported by Gupta (2020), who emphasized that aligning compensation with performance expectations and ensuring transparency in pay practices increases employee retention. Elacio et al. (2020) further noted that comprehensive benefits, such as health insurance, retirement plans, and paid time off, significantly enhance job satisfaction and reduce turnover.

##### B. Significant Difference Between Former and Existing Employees

A paired t-test was performed to evaluate the significance of differences in retention assessment between former and existing employees across the five variables.



Table 6  
Significant difference in the assessment of the two groups of respondents on the level of retention in concentrix

Variable	Former Employees	Existing Employees	Mean Difference	T-test	p-value	Decision	Remarks
Job Satisfaction	2.89	3.12	3.00	-9.10	.001	Reject Ho	Significant
Career Development Opportunities	2.81	3.00	3.12	-2.62	.015	Reject Ho	Significant
Employee Contentment	2.74	2.98	2.86	-5.02	.000	Reject Ho	Significant
Work-life Balance	2.97	2.75	2.86	1.00	.172	Accept Ho	Not significant
Compensation & Benefits	2.61	2.89	2.75	-9.17	.000	Reject Ho	Significant

Table 6 shows the significant difference in the assessment of the two groups of respondents on the level of retention in Concentrix. It presents a comparative analysis of former and existing employees of Concentrix across several key variables, particularly Job Satisfaction, Career Development Opportunities, Employee Contentment, Work-life Balance, and Compensation & Benefits. For each variable, the mean assessment for former employees and existing employees is listed, along with the mean difference, T-test value, p-value, remarks on significance, and the decision regarding the null hypothesis (Ho). Here are the key distinctions evident from the data:

**Job Satisfaction.** A significance difference exists between the two groups in their assessment of job satisfaction. Former employees had a mean of 2.89, and existing employees has a mean of 3.12. The p-value of .001, indicates this difference is statistically significant, resulting in the rejection of the null hypothesis. It shows that existing employees reporting substantially higher job satisfaction than former employees. This suggests that improvements in this area could significantly impact retention.

**Career Development Opportunities.** Former employees had a mean of 2.81, and existing employees had a mean of 3.00. The p-value of .015, indicates this difference is statistically significant, leading to rejection of the null hypothesis. It shows that existing employees perceive more robust career development opportunities than former employees. This highlights a need to thoroughly review and possibly enhance career progression pathways.

**Employee Contentment.** Former employees had a mean assessment of 2.74 while existing employees had a mean assessment of 2.98. The p-value of .000 indicates this difference is statistically significant, resulting in the rejection of the null hypothesis. It shows that existing employees are exhibiting greater contentment. These necessities require a comprehensive investigation into the factors contributing to employee contentment, looking at the work environment, management style, and overall well-being initiatives.

**Compensation & Benefits.** There is also a significant difference in the assessment of compensation and benefits between former and existing employees. Former employees reported a mean of 2.61, and existing employees reported a mean of 2.89. With a p-value of .000, this difference is statistically significant, resulting in the rejection of the null hypothesis. It shows that existing employees rate their compensation and benefits more positively. This indicates a need to evaluate the competitiveness and adequacy of the company's compensation and benefits packages to ensure they align with industry standards and attract and retain talent.

Conversely, the table indicates that there was no significant

difference in the assessment of:

**Work-life Balance.** Former employees had a mean of 2.97, and existing employees had a mean of 2.75. The p-value is .172, indicates this difference is statistically not significant, resulting in the acceptance of the null hypothesis. It suggests that while important, work-life balance might not be the primary driver of employee attrition at Concentrix.

The results of the study revealed significant differences between former and existing employees of Concentrix in their assessments of Job Satisfaction, Career Development Opportunities, Employee Contentment, and Compensation & Benefits. Existing employees reported significantly higher levels of satisfaction in all these areas, 0.05. However, no significant difference was found in assessments of Work-Life Balance between the two groups. These findings suggest that improvements in job satisfaction, career development opportunities, employee contentment, and compensation & benefits could significantly impact employee retention at Concentrix.

This study draws inspiration from Martocchio (2021) this study examines how performance-based incentives in BPOs, where turnover is high, improve employee retention by boosting satisfaction and loyalty. Effective compensation strategies are crucial for retention in this competitive sector.

## 5. Discussion

### A. Overview of Retention Levels

The findings of the study indicated that employee retention in Concentrix-Bridgetowne is generally high across all five measured dimensions—job satisfaction, career development opportunities, employee contentment, work-life balance, and compensation and benefits. Both current and former employees acknowledged that these factors were present to a considerable extent within the organization. The consistently “High Retention” interpretation across categories reflects Concentrix’s efforts to establish a positive work environment.

### B. Job Satisfaction as a Key Retention Driver

Job satisfaction emerged as a significant factor influencing retention. Existing employees reported higher satisfaction levels than former employees, which suggests improvements over time or differences in individual experiences. This aligns with the findings of Jiang & Po (2023) and Budomo (2022), who emphasized that fulfilled and engaged employees are more likely to remain in their roles. While satisfaction was generally high, the slightly lower scores on work meaningfulness point to the need for management to enhance the perceived value and purpose of roles.

### *C. Career Development Opportunities and Employee Growth*

Both groups perceived career development opportunities positively, though current employees viewed them more favorably. This highlights the organization's effort in supporting employee growth through training and promotions. However, the relatively lower score among former employees suggests a gap in the perception or accessibility of development paths at the time of their tenure. As An (2022) and LinkedIn's 2020 report support, career growth is a primary motivator for retention, especially in dynamic sectors like BPO.

### *D. Employee Contentment and Organizational Culture*

Employee contentment was also assessed as high, with current employees showing greater contentment than those who resigned. This supports the findings of Galay *et al.* (2022) and Morgan (2020), who linked contentment to employee well-being, respect, and cultural alignment. Despite the overall positivity, the lower scores for "seeing oneself staying long-term" reflect that while contentment is present, some employees may still seek opportunities elsewhere, especially if long-term goals are not clearly supported.

### *E. Work-Life Balance Remains a Shared Priority*

Interestingly, work-life balance was the only variable with no significant difference between former and current employees. Both groups perceived it favorably, indicating that Concentrix has effectively implemented flexible and supportive policies in this area. As noted by Lerio & Bandiola (2023) and Gallup (2019), organizations that prioritize employee wellness and flexibility typically experience lower turnover, and this was consistent in the findings.

### *F. Compensation and Benefits Require Continuous Review*

Although rated high, compensation and benefits received the lowest mean scores. Former employees, in particular, expressed concerns regarding competitiveness. This suggests an opportunity for Concentrix to revisit its compensation packages in comparison with industry benchmarks. Gupta (2020) and Elacio *et al.* (2020) affirmed that fair compensation and transparency are foundational for retention. Disparities in perception between existing and former employees highlight that competitive pay alone may not suffice if not paired with clear communication and recognition.

### *G. Differences in Perception and Implications*

Statistical tests showed significant differences between the two respondent groups in job satisfaction, career growth, contentment, and compensation. The lack of difference in work-life balance suggests that this dimension is consistently upheld across the organization. The disparities in other areas reveal evolving employee expectations or gaps in organizational delivery at the time of exit. Addressing these insights through strategic, targeted initiatives could enhance retention rates further and reduce turnover-related costs.

## **6. Conclusion**

### *A. Retention Levels are Generally High Across Key Factors*

The study concluded that Concentrix-Bridgetowne demonstrates high employee retention across all assessed dimensions—job satisfaction, career development opportunities, employee contentment, work-life balance, and compensation and benefits. These findings suggest that the organization has implemented effective strategies to foster a supportive and stable work environment.

### *B. Job Satisfaction and Career Growth are Critical Retention Drivers*

Job satisfaction and opportunities for professional development were found to significantly influence employee retention. Current employees reported higher satisfaction and perceived more accessible career pathways compared to resigned employees, indicating that recent organizational efforts may be positively impacting the existing workforce. This emphasizes the importance of continuous support for career advancement and meaningful job roles.

### *C. Organizational Culture Enhances Employee Contentment*

A strong sense of contentment was reported among employees, primarily attributed to a positive organizational culture and supportive work environment. However, the lower score among former employees regarding long-term commitment highlights the need for strengthened employee engagement programs, especially for those at risk of resignation.

### *D. Work-Life Balance is a Strength of the Organization*

Work-life balance received consistently high ratings from both current and former employees, with no statistically significant difference between the two groups. This suggests that Concentrix effectively implements flexible work arrangements and wellness support, contributing to employee satisfaction and reduced burnout.

### *E. Compensation and Benefits Require Strategic Alignment*

Although still rated as high, compensation and benefits were the lowest among the five factors, particularly from the perspective of former employees. This indicates a need for strategic evaluation of salary structures, industry competitiveness, and transparency in reward systems to better attract and retain talent.

### *F. Differences in Perception Reveal Areas for Improvement*

The significant differences observed between former and existing employees—particularly in job satisfaction, career development, contentment, and compensation—highlight areas where enhancements are needed. Bridging these perception gaps is essential to prevent turnover and to create a more inclusive and future-ready organization.

### *G. Strategic Interventions are Essential for Sustained Retention*

The study underscores the importance of implementing data-driven, targeted retention strategies. A holistic approach

addressing employee development, compensation, culture, and engagement will help Concentrix strengthen its retention framework and maintain its competitive edge in the BPO industry.

### Acknowledgement

This research is a product of hardships, with amalgamation of knowledge and efforts, through the participation and support of significant persons. The researcher would like to extend sincerest gratitude for the help and support of the following:

To Almighty God for his worthy undying love, endless guidance, strength, and blessings throughout this research journey. Without His divine providence, this undertaking would not have been possible.

I wish to extend my heartfelt gratitude to my ever-supportive thesis adviser, Dr. Maricris G. Unico, for her relevant ideas, knowledge, support and guidance in conceptualizing this research much easy. Her dedication and constant encouragement inspired the researchers to strive for excellence and overcome challenges throughout the course of this study.

To the most compassionate and hardworking research teacher, Dr. Lani D. Deada, for letting us know everything about research and to pursue this research.

To the esteemed panel members who analyzed the research, are sincerely thanked for their insights and expertise. Their thoughtful feedback, constructive suggestions, and keen attention to detail significantly enhanced the quality and depth of the research, ensuring its academic rigor and relevance.

To my research instrument validators, Dr. Marilou C. Urbina, Randy D. Punzalan, and Dr. Jeffrey A. Astillero, is acknowledged for their invaluable contribution. Their critical evaluation and suggestions helped refine the instruments, ensuring that they were reliable and effective for the study.

To the management and employees of Concentrix especially to AR Roncesvalles, thank you for your cooperation, time, and honesty in responding to the survey questions. Your input served as the backbone of this study, and your willingness to contribute made a profound impact.

I would also like to express my heartfelt appreciation to my statistician, Dr. Marilou C. Urbina, for your technical assistance, patient explanations, and expert handling of the data analysis. Your support made the quantitative side of this research more rewarding.

I extend my deepest gratitude to my esteemed professors in graduate program, for your invaluable guidance and support throughout my academic journey. Your dedication to teaching and mentorship has been instrumental in my success, and I am incredibly grateful for the knowledge and skills I have gained under your tutelage. Thank you for helping me reach this significant milestone.

To my incredible classmates and friends, I am deeply grateful for your unwavering support and friendship throughout our academic journey. I especially appreciate Cherry H. Espelita, our friendship has made this experience so much richer and more rewarding. Thank you for being such an important part of my success. I couldn't have done it without you.

I dedicate this accomplishment to you, my beloved family.

Thank you for your unwavering love and support. To my Mama and Papa your patience and sacrifices have been the bedrock of my success. Thank you for your support - financial and emotional. Your belief in me has given me the strength to persevere, and your love has made this journey so much more meaningful. This is as much your achievement as it is mine.

To my precious son John Hiro, the joy and inspiration you brought into my life, even amidst the challenges of motherhood and the demands of this research, fueled my perseverance and determination to complete this work. Thank you for being my inspiration.

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