Job Satisfaction and Retention in Business Process Outsourcing in Clark Freeport Zone

MARIA DULCE DE LEON-FIDELLAGA
Assistant Professor III
Management Department, School of Business & Accountancy
Holy Angel University
Sto. Rosario, Angeles City Pampanga, Philippines

Abstract:

This study primarily aimed to determine the level of employee job satisfaction and retention in Business Process Outsourcing in Clark Freeport Zone. The study employed the descriptive research method using a survey questionnaire as the main instrument in collecting data from the 411 respondents through convenience sampling which focused on levels of employee job satisfaction and retention in Business Process Outsourcing in Clark Freeport Zone. Job satisfaction was assessed in terms of motivators- achievement, recognition, the work itself, responsibility; and advancement and growth, as intrinsic factors, as well as hygiene factors consisting of supervisor quality, working conditions, co-worker relations, base pay/salary, and policies and rules. Retention was also measured based on the assessment of the respondents on their intention to stay. The assessment on motivators, hygiene factors, and retention were further analyzed between and among groups represented by the respondents' demographic profile, namely: age, sex, civil status, highest educational attainment, number of work experience in the company, average monthly income, job position level, number of job-related trainings participated in, and number of household members. The study employed statistical tools consisted of frequency distributions, percentages, weighted means, t-test, ANOVA, and tests of significance at 0.05 level of significance. The findings revealed that the most

number of the respondents were aged 23 to 28 years old, female, single, college degree holders, with two to three years of work experience in the company, with average income of Php15000 to Php20000, held job position as agents, participated in one to five job-related trainings, and with household members of four to six members. Based on the groupings of the respondents according to their profile, significant differences were yielded in their job satisfaction on the following: motivators versus job position level, hygiene factors versus job position level, hygiene factors versus number of household members, retention versus sex, and retention versus highest educational attainment.

Based on the findings, the following conclusions were derived as follows: regardless of age, the respondents had the same level of job satisfaction on motivators; there was no delineation between males and females as regard to their motivators; being single, married, legally separated, or widowed are not determinants on degree of satisfaction of the respondents under motivators; education was not a basis for considering how well a BPO employee was motivated in his/her job; whether new or old in the company, the respondents had the same level of satisfaction as regards the intrinsic motivators ;the level of job satisfaction of respondents on motivators were the same in their average monthly income; those with higher job positions tend to feel more motivated intrinsically; the extent of involvement in job-related training had nothing to do with the equally "satisfied" ratings of the respondents on motivators; and being part of a small or big family, the level of job satisfaction of respondents on motivators were the same which they all rated as average. On the other hand, regardless of age, the respondents had the same level of job satisfaction on hygiene factors; hygienic factors were apparently perceived to be implemented equally between male and female respondents; the respondents' civil status degree of job satisfaction on the external conditions in the BPOs were the same; regardless of the educational attainment of the respondents, they had the same level of job satisfaction on hygiene factors; the level of job satisfaction whether new or senior in the company is the same on hygiene factors whose ratings fell on the same "satisfied" mean ratings; those who had higher income have the same rating on hygiene factors as those with lower income; the higher the job position of the respondents, the more they seem to appreciate the hygiene factors; the level of job satisfaction based on the frequency of involvement in job-related trainings of the respondents were the same

in their ratings on the hygiene factors; and respondents grouped according to number of household members significantly differ in their satisfaction on hygiene factors. Moreover, age does not seem to be a significant determinant on whether the employee would stay in the company or not; the male respondents were shown to be more significantly adapted to their work than the females; the civil status of the respondents did not render significant influence on their retention in the companies; those with doctorate and masterate degrees were significantly considering retention in the company compared with the rest of the groups; monthly income cannot be considered as significant determinant on the retention factors; retention was not significantly dependent on the job level positions of the respondents; exposing the employees to job-related training do not "buy" their loyalty or the extent to which they will value their work; and being part of a small or big family does not exert influence on the ratings of the respondents on retention factors. In general, the job satisfaction of employees was average in terms of motivators and hygienic factors.

Key words: Job Satisfaction, Employee Retention, Motivators, Hygiene Factors, Business Process Outsourcing

I.   INTRODUCTION

The role of human capital in any company plays a vital role in achieving organizational success. Human capital or simply the organizational workforce is an integral component in aiming for sustainability in the challenging world of stiff competition. In order to attain success, managers strive to capitalize functional behavior among members of the organization while promoting organizational citizenship (Moorehead& Griffin, 2012).

Job satisfaction has been the center of attention in the recent years among researchers, academician, and practitioners. Job satisfaction refers to the extent to which people find gratification or fulfilment in their work (Moorehead& Griffin, 2012). Oshagbemi (2000), as cited by Swaminathan and Jawahar (2013), defined job satisfaction as

an emotional response that happens as a result of the interaction between the values of the workers in relation to his/her job and the profits he/she received from the job. It is a state of pleasure that employee obtains from his/her job and experience (Tanriverdi, 2008). Employee satisfaction is essential to the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees'satisfied with their careers should be a major priority for every employer (Gregory, 2009). So, when an employee enjoys his/her scope of work, achieving success becomes an easier task. Instead of thinking of the task assigned as a burden, the journey in accomplishing duties becomes an enjoyable undertaking. Success is relative, and in many cases, has nothing to do with money or any monetary amount (Collins, 2010).

Another important issue being faced by organizations is employee retention. Employee retention refers to policies and practices companies use to prevent valuable workers leaving their job Alhirchs (2000) as cited by Hong, Hao, Kumar, Ramendran, and Kadiresan (2012). It involves taking measures to encourage employees to remain in the organization for the maximum period of time. Researchers have found out that retaining workers is a huge challenge for organization as different employees are motivated by different factors. Employee retention is an issue facing most of corporate leaders due to high turnover rate (Paillé, 2012). Since employees are considered the backbone of an organization, retaining them is vital in keeping the business on track. In order to retain the best talents, strategies aimed at satisfying employees'needs should be implemented (Hong, Hao, Kumar, Ramendran, &Kadiresan, 2012). According to Mello (2007), as cited by Yadav and Saxena (2015), retaining the best workers would ensure the achievement of organization's objectives, customer satisfaction, and even effective succession planning.

Clark Freeport Zone has been the home of many business establishments such as hotels, restaurants, and BPOs. Because of its strategic location, Clark Freeport Zone has been reported to have a potential to be the country's next hub for business process outsourcing (BPO) companies because of the growing labor supply in the area. CBRE Philippines chairman and chief executive Rick Santos said Clark is seen as "possibly the next Fort Bonifacio for BPOs"as more property developers and investors are looking for projects outside the already congested Metro Manila. An estimated 60,000 graduates from Central Luzon are expected to join the workforce in the next two years, mostly from business administration and information technology-related courses, making the region an ideal spot for BPO expansions (Rodriguez, 2014).

With the impact created by the BPO industry in the Philippines, staff turnover among BPO employees decreased. In a recent survey by global professional services company Towers Watson showed that the staff turnover rate in the Philippine BPO industry has fallen to 20 percent in 2014, the lowest since 2007 (ABS-CBN News, 2015). With these figures, it is noteworthy to explore the factors that may affect the life of BPO employees, particularly, their level of job satisfaction and retention.

With Clark as the country's next hub for business process outsourcing companies, the researcher seeks to assess the level of job satisfaction and retention among the BPO employees. This can further discover relevant issues that contribute and affect their employees 'performance and loyalty which could somehow prevent higher attrition rate in the BPO industry. The focal points of the undertaking lies on how the demographic profile of the respondents affect employee job satisfaction and retention.

The expansion of the Business Process Outsourcing (BPO) industry in the Philippines is characterized by a sustained growth. Various market analysts and industry

experts predict that the outsourcing industry will become more dynamic in 2016 to 2020 (Ileva, 2016).

Business Process Outsourcing is outsourcing some of the business functions to a third party. It usually consists of the back office or front office operations. While front office services are related to client interaction and customer support, back office services are related to finance and HR. There are three types of outsourcing namely: nearshore outsourcing, onshore outsourcing, and offshore outsourcing. In addition, most BPOs have different schedules. They have the graveyard and the morning shifts. The Department of Trade and Industry (DTI) defines BPO as the "delegation of service-type business processed to a third-party service provider." The industry is generally divided into the following sectors: Contact centers, back office services, data transcription, animation, software development, engineering development and game development (investphilippines.gov.ph, 2016).

Business Process Outsourcing (BPO) deals mainly with non-core processes of an organization. Some of these processes are as follows (Tutorial-Report.com, 2016): administrative support, customer relationship management, document processes, finance and accounting, human resources and training, intellectual property research and documentation, legal services, medical transcription, payroll maintenance and other transaction processing, product development, publishing, research and analysis, sales and marketing including telemarketing, security, and supply chain management Asia's reformed business policies and business-friendly environment have contributed much to the sustained growth of the BPO industry over the years. In the Philippines, for instance, the government has initiatives and policies in place to provide strong support to the local BPO sector such as tax and non-tax incentives, the development of PEZA-accredited (Philippine Economic Zone Authority) IT districts and BPO hubs, and the creation of new wave cities in different parts of the country.

Different outsourcing destinations in Asia have pulled in global investments across different industries and sectors because of these (Ileva, 2016).

At present, the Philippines remains the top destination for IT-BPO firms given the educated talent pool, excellent infrastructure, cost competitiveness, and adequate government support for the industry (Gonzales, 2016). According to a report by the Asianomics Group Ltd, mentioned in Hong-Kong-based research company's report, "Philippines: Cruise Control."the BPOsector is expected to contribute 17% of the country's gross domestic product in 2016, bringing in USD25bn inflows. Philippines remains in an economic upswing that can spur further growth on the back of sustained investor confidence which can grow as much as 6.5-7% in 2016.(premierbpo.com, 2016).

The Philippines ranks 7th as prime BPO location out of 51 countries. Though the business districts of Makati; Bonifacio Global City in Taguig; and Mandaluyongcontinue to be attractive spots for global firms, the cities of Sta. Rosa, Davao, Cebu, Bacolod, and Iloilo have been pegged as areas for outsourcing growth. The exponential growth of the Philippine BPO industry has given credit rating agencies and financial institutions a rosy outlook for the country. It has also had positive effects on other aspects of the economy –helping drive the demand for commercial property space and creating job opportunities for college-educated Filipinos. The industry, along with remittances from overseas Filipino workers, continues to buoy the country's economy. All things considered, local BPO companies and their employees can look forward to bright prospects and further growth in 2016 (Magellan Solutions, 2016). However, with the availability of office spaces in Metro Manila nearing a saturation point and with office-space rental continuing its upward trend, research firm CBRE Philippines is touting Clark in Pampanga to be the next emerging BPO hub in the country.(Quirante, 2015).

In a recent survey by global professional services company Towers Watson showed that the staff turnover rate in the Philippine BPO industry has fallen to 20 percent in 2014, the lowest since 2007 (ABS-CBN News, 2015). It was noted that the attrition rate had fallen compared to 33 percent in 2011, 24 percent in 2012 and 26% in 2013. With these figures, it is interesting to explore the factors that may affect the life of BPO employees, particularly, the determinants of their level of job satisfaction and how these affect their retention as a whole.

Studies identified that several dimensions of job satisfaction are evidently the determining factors of employees stay in the industry. (Kumar, 2014)With the huge development and expansion of the BPO industry in the Philippines, it was timely to have thoroughly analyzed the human capital of the said sector. The contribution of BPO employees cannot be underrated thus, understanding their behaviors particularly in terms job satisfaction and employee retention was relevant and beneficial not only to the academe but also to the industry as a whole.

The study was based on one of the most popular theories on job satisfaction, Frederick Herzberg's two-factor theory or motivator-hygiene theory sometimes called the intrinsic and the extrinsic motivators. This theory contends that there are two different sets of job factors. One set can satisfy and motivate people, and the other set can only prevent dissatisfaction. A satisfier is a job factor that, if present, leads to job satisfaction. Moreover, a motivator is a job factor that, if present, leads to motivation. When a motivator is not present, the effect on motivation is neutral rather than negative (Dubrin, 2015).

Motivation-hygiene theory, developed by Frederick Herzberg, is the motivation theory that intrinsic factors are related to job satisfaction and motivation, whereas extrinsic factors are associated with job dissatisfaction. In addition, intrinsic motivators are rewards that employee feels when

doing a job. An employee in this situation is self-motivated. They include factors such as achievement, recognition, responsibility, and advancement and growth—factors associated with job content, or those things within the job itself (Robbins & Coulter, 2012).

Hygiene or extrinsic factors are factors that eliminate dissatisfaction or prevent employees' dissatisfaction. They include factors such as supervision, company policy, salary, working conditions, and co-worker relationships—they are associated with job context, or those things surrounding a job.

Motivation factors are intrinsic factors that will increase employees' job satisfaction while hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. Herzberg furthered explained that full supply of hygiene factors will not necessary result in employees' job satisfaction. In order to increase employees' performance or productivity, motivation factors must be addressed (Yusoff, Kian, &Idris, 2013).

Herzberg two-factor theory further explains that the intrinsic and extrinsic factors are interdependent to each other. Presence of extrinsic factors will only eliminate employees' work dissatisfaction; however, it will not provide job satisfaction. On the other hand, sufficient supply in intrinsic factor will cultivate employees 'inner growth and development that will lead to a higher productivity and performance; however, absent of this factor will only neutralize their feeling neither satisfy nor dissatisfy on their jobs. Extrinsic factors only permit employees willingness to work while intrinsic factors will decide their quality of work. These two groups of extrinsic and intrinsic factors are not necessary opposite with each other, as opposite of satisfaction are not dissatisfaction, but rather no satisfaction. Similarly, opposite of dissatisfaction are not satisfaction, but no dissatisfaction (Robbins, 2009; Yusoff, Kian, &Idris, 2013).

Another contributor to job satisfaction is the Maslow's hierarchy of needs. This theory suggests that human needs form a five-level hierarchy consisting of: physiological needs, safety, belongingness/love, esteem, and self-actualization. Maslow's needs hierarchy was developed to explain human motivation in general. However, its main tenants are applicable to the work setting, and have been used to explain job satisfaction. Within an organization, financial compensation and healthcare are some of the benefits which help an employee meet their basic physiological needs. Safety needs can manifest itself through employees feeling physically safe in their work environment, as well as job security and/ or having suitable company structures and policies. When this is satisfied, the employees can focus on feeling as though they belong to the workplace. This can come in the form of positive relationships with colleagues and supervisors in the workplace, and whether or not they feel they are a part of their team/ organization. Once satisfied, the employee will seek to feel as though they are valued and appreciated by their colleagues and their organization. The final step is where the employee seeks to self-actualize; where they need to grow and develop in order to become everything they are capable of becoming. Although it could be seen as separate, the progressions from one step to the next all contribute to the process of self-actualization. Therefore, organizations looking to improve employee job satisfaction should attempt to meet the basic needs of employees before progressing to address higher-order needs.

However, the framework of this study was based on the research undertaken by Tan Teck-Hong and AmnaWaheed entitled Herzberg's Motivation-Hygiene Theory and Job Satisfaction in the Malaysian Sector

Keeping the best talents is an important and crucial aspect of any organizations. Employee retention refers to policies and practices companies use to prevent valuable workers leaving their job Alhirchs (2000) as cited by Hong, Hao,

Kumar, Ramendran, and Kadiresan (2012). It involves taking measures to encourage employees to remain in the organization for the maximum period of time. Hiring knowledgeable people for the job is essential for an employer. But retention is even more important than hiring. This is true as many employers have underestimated costs associated with turnover of key staff. Thus, employee turnover is costly. In addition to replacement fees, there are hidden costs such as productivity loss, workplace safety issues, and morale damage. An improved selection process that assesses candidates' turnover risk and motivational fit early in the hiring process helps reduce turnover that translates into organization profitability (O'Connell & Kung, 2007). Employee turnover is recognized as costly and disruptive. The costs of employee turnover often exceed 100% of the annual salary for the vacated position. Yet managers are often unaware of the full range of tools and tactics available for effectively managing employee turnover (Bryant & Allen, 2013).

According to Hom and Kinicki (2001) as cited by Brown and Yoshica (2003), a multitude of factors explains why employees remain in or leave an organization, but scholars have consistently recognized employees' expressed intentions to stay as a reliable precursor to actual turnover and as reflective commitment to the organization. Major dimensions of retention such as job, support, compensation and recognition were the noted as major factors influencing employees' intention to stay in BPO industry Kerala (Kumar and Santhosh, 2014).

As the basis of this study, the researcher adopted the retention factors as discussed in the study of Kynt, Dochy, Michelsen, and Moeyaert (2009).

The level of job satisfaction of BPO employees at Clark Freeport Zonewas assessed using Herzberg's Two Factor Theory. This theory concludes that there are certain factors in the workplace that can cause job satisfaction and a separate set of factors that can cause dissatisfaction.

On the other hand, employee retention was also measured. The fundamental goal of the researcher was to identify which BPO companies can decrease employee turnover thereby decreasing training costs, recruitment costs and loss of talent and organizational knowledge.

Conceptual Framework

The conceptual framework discussed the flow of the study taken. The study used the systems approach. The system of three (3) frames was composed of input which went through the process or operation and emerged as the output.
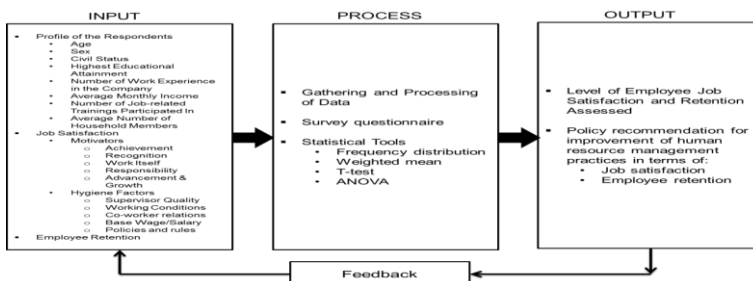

Figure 1. Paradigm of the Study

Statement of the Problem

The study aimed to determine the level of employee job satisfaction and retention in Business Process Outsourcing in Clark Freeport Zone.

Specifically, it sought to answer the following questions:

1. What is the profile of the respondents in terms of the following:
    1.1. Age
    1.2. Sex
    1.3. Civil Status
    1.4. Highest Educational Attainment
    1.5. Number of Work Experience in the Company
    1.6. Average Monthly Income

     1.7.   Job Position Level
     1.8.   Number of Job-Related Trainings Participated in
     1.9.   Average Number of Household Members

2. How do the respondents assess their level of job satisfaction in terms of the following aspects when grouped by profile:
     2.1. Motivators (Intrinsic)
     2.2. Hygiene Factors (Extrinsic)

3. Is there a significant difference in the respondents 'assessment on their level of job satisfaction when they are grouped according to profile?

4. How do the respondents assess their retention factors when they are grouped according to profile?

5. Is there a significant difference in the respondents 'assessment on their retention factors when they are grouped according to profile?

Hypotheses
The following hypotheses were tested at .05 margin of error:
1. There is no significant difference in the perceived level of job satisfaction of respondents when grouped according to profile.
2. There is no significant difference in the perceived level of retention of respondents when grouped   according to profile.

II. REVIEW RELATED LITERATURE

Job satisfaction is an inevitable concern, a challenge for modern organizations. Today people search for organizations where they can have a voice and be recognized for their personal contribution in a supportive working environment. Different authors have different approaches towards defining job satisfaction (Molla, 2014).

Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees. Job satisfaction falls into two levels: affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is a person's emotional feeling about the job as a whole. Cognitive job satisfaction is how satisfied employees feel concerning some aspect of their job, such as pay, hours, or benefits (boundless.com, 2016).

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. Employee satisfaction, while generally a positive in the organization, can also become a downer if mediocre employees stay because they are satisfied and happy with the work environment. Factors contributing to employee satisfaction include treating employees with respect, providing regular employee recognition, empowering employees, offering above industry-average benefits and compensation, providing employee perks and company activities, and positive management within a success framework of goals, measurements, and expectations. (Heathfield, 2016).

Job satisfaction of employees plays a vital role for organization performance. It was found that employees who are satisfied with their job are preferred to stay with their employers. According to SHRM survey report 2009, important aspects of job satisfaction are Job security, Benefits, compensation/pay, opportunity to use skills/ability, feeling safe in the work environment along with other individual job satisfaction aspect like career development, employees relation with management and work environment.

Employees job satisfaction is effected by both intrinsic variable related to personal growth and development that contribute to increase satisfaction while extrinsic factors are related to security of the work environment called hygiene factors, cause job dissatisfaction (Herzberg et al., 1959; Ssesanga and Garrett, 2005). From the literature review it was established that work-related factors such as pay, relationship with supervisor, opportunity for growth, responsibility, etc. could influence job satisfaction either positively or negatively. All the work related factors were found to correlate with the job satisfaction.

Employee retention on one hand refers to a function of the HR department tasked with reducing the number of employees leaving the company by improving key processes and conditions. The ultimate aim is happier, loyal employees that actively want to remain with the company.The first task, and one of the hardest, is measurement of key factors influencing retention rates, such as employee engagement, salary expectations, perception of working environment and perception of managerial ability. Once these measurements have been taken and the biggest influencers of employees leaving have been identified, initiatives can then be planned and implemented to improve the retention rate. Employees leaving the company but not subsequently replaced, leaving to a chronic reduction in workforce numbers, form part of the attrition rate (HR Zone, 2016).

Employee retention refers to the various policies and practices which let the employees stick to an organization for a longer period of time. Every organization invests time and money to groom a new joinee, make him a corporate ready material and bring him at par with the existing employees. The organization is completely at loss when the employees leave their job once they are fully trained. Employee retention takes into account the various measures taken so that an individual

stays in an organization for the maximum period of time (Management Study Guide, 2016).

While attracting and retaining employees is vitally important, it is employee engagement that is the most consistent predictor of business performance which is why an understanding of the drivers of employee engagement is so important to most companies (Watson, 2014).

Improving employee retention is a top goal - if not the top goal - for just about any call center manager you talk to. Employee attrition has long been a prevalent problem in high-volume hiring environments, especially call centers (James, 2015).

Business Process Outsourcing is outsourcing some of the business functions to a third party. It usually consists of the back office or front office operations. While front office services are related to client interaction and customer support, back office services are related to finance and HR. Outsourcing is a practice in which an individual or company performs tasks, provides services or manufactures products for another company to save costs.

There are three types of outsourcing namely: nearshore outsourcing, onshore outsourcing, and offshore outsourcing. Nearshore outsourcing is the practice of getting work done or services performed by people in neighboring countries rather than one's own country. Geographic proximity means that travel and communications are easier and less expensive. Onshore outsourcing, also called domestic outsourcing) is the obtaining of services from someone outside a company but within the same country. Meanwhile, offshore outsourcing, is the exporting of IT-related work from the United States and other developed countries to areas of the world where is both political stability and lower labor costs or tax savings, wherein internet and hi-speed internet connections make it possible for carrying out the process anywhere in the world.

There are four types of outsourcing services namely professional, manufacturing, process-specific and operational. Professional outsourcing services include accounting, legal, purchasing, information technology support, and other specialized services. This is the most common type of service because of the potential costs associated with this type of arrangement. Manufacturer outsourcing services usually are industry specific. Types of operational outsourcing include cleaning, landscaping, facilities maintenance, and property management.

Job satisfaction has been a well-recognized and well-researched management topic. For instance, Gounaris and Boukis (2013) examined the role of front line employee job satisfaction in customers' behavioral intentions. Findings revealed that employee job satisfaction influences a customer's perception of quality, customer satisfaction and the development of high relational switching cost. Hence the effect on repurchase intention is indirect but significant and strong while moderated by bank branch size and age of the employee.

Abdulla, Djebarni, and Mellahi (2011) identified the factors affecting job satisfaction in the UAE. Specifically, they investigated the relative effects of demographic and environmental factors on job satisfaction among Dubai police employees. Using a scale development process, the results magnified that in a collectivist culture such as the UAE, both intrinsic and extrinsic factors can be a source of job satisfaction or dissatisfaction.

Chaubey (2013) identified the factors that influence the satisfaction level of employees working in BPOs in Dehradun. Total 110 female employees engaged in BPO of Dehradun were surveyed and it was found there is no significant difference in the mean of different factors of job satisfaction towards their working in BPOs across the different age, marital status and designation of the employees except the training pattern and reward system.

Pisani (2009) investigated how education is related to job satisfaction and to different aspects of well-being and symptoms in a nationally representative cohort of middle-aged women and men with children. Moreover, the study investigated the associations between education, job satisfaction, working-hours, partner status, number of children and various aspects of health. Regardless of gender, a long education was associated with significantly higher levels of general job satisfaction, sense of coherence, self-acceptance, purpose in life, personal growth and fewer physical and mental symptoms. General job satisfaction was a significant predictor of all health-related measures, apart from purpose in life. On the whole, men reported a better health compared to women who reported significantly more physical as well as psychological symptoms.

Jordan and Troth (2011) examined the mediating effect of leader member exchange (LMX) on the relationship between followers' emotional intelligence and the outcomes of turnover intention and job satisfaction. Using a longitudinal design, the results showed that the quality of LMX mediated the relationship between follower emotional intelligence and both turnover intention and job satisfaction. The authors contend that encouraging more emotionally intelligent responses in employees may enhance the quality of LMXs and improve employee attitudes.

Bellou (2010) scrutinized how values comprising organizational culture impact on employees' job satisfaction, taking also into account their gender and age. Findings suggested that employees recognize certain cultural traits as job satisfaction amplifiers. These were fairness, opportunities for personal growth, enthusiasm for the job and good reputation. On the other hand, another cultural trait, that is aggressiveness, seemed to confine job satisfaction. Going a step further, it appeared that employee gender and age influence the way that the organizational values affect their job satisfaction.

This influence is in accordance with gender and age profiles identified by literature.

Lo and Ramayah (2011) hypothesized the direct impact of mentoring on employees' job satisfaction. A survey method was used to gather the information that was required in the study to examine the relationship between mentoring and employees' job satisfaction among employees from small and medium enterprises in Malaysia. The results showed that there was a positive relationship between career mentoring and all dimensions in job satisfaction such as co-workers, job itself, promotion and supervisors. On the other hand, no significant relationship was found between psychosocial mentoring and three aspects of employees' job satisfaction, namely co-workers, job itself, and promotion.

Toker (2011) investigated the levels of job satisfaction among academicians in the universities of Turkey and to examine the effects of demographics on levels of satisfaction among them. Findings revealed that the job satisfaction levels of the academicians were found to be moderately high. Social status was ranked as the highest and compensation was ranked as the lowest of the examined items. The results of the study indicated that professors reported a higher level of job satisfaction as compared to instructor and research assistants. Nonetheless, among the demographic variables age, length of service in present university and in higher education as a whole were significantly related to job satisfaction. Marital status and gender were not significantly related to job satisfaction.

Schermuly, Schermuly, and Meyer (2011) examined the relationship between psychological empowerment, job satisfaction, and burnout among vice-principals (VPs) in primary schools. A total of 103 VPs at 103 different primary schools in Germany were surveyed with a questionnaire that assessed the four dimensions of psychological empowerment (competence, meaning, self-determination, and impact), emotional exhaustion, and job satisfaction. Regarding the

consequences of empowerment, structural equation modeling (SEM) revealed a strong indirect relationship with emotional exhaustion via job satisfaction. The direct relationship between empowerment and emotional exhaustion did not reach statistical significance. Of the dimensions of empowerment, competence and meaning were the strongest predictors of the outcomes. Emotional exhaustion and days absent from work were positively related.

Hsu (2011) examined the moderating effects of perceived supervisor support (work environment variable) and internal locus of control (personality variable) on the relationship of work-family conflict with job satisfaction. Using hierarchical regression analysis, the finding showed that work-family conflict has a negative effect on job satisfaction. Perceived supervisor support and internal locus of control not only have direct effects on job satisfaction but also significantly moderate the relationship between work-family conflict and job satisfaction.

Andreassi, Lawter, Brockerhoff, and Rutigliano (2014) determined the effects of high-performance human resource practices on job satisfaction across four cultural regions –Asia, Europe, North America, and Latin America. High-performance human resource practices were used to predict job satisfaction for each region and then compared to determine significant differences. Hofstede's cultural dimensions were employed as a basis for structuring hypothesized differences across cultural regions. The results magnified that there are significant relationships between job characteristics and job satisfaction across all regions of the world, with a sense of achievement universally the most important driver. Although job characteristics impact job satisfaction across all regions, there are significant differences in the relative importance of job characteristics on job satisfaction, consistent with Hofstede's cultural dimensions.

Bogler and Nir (2012) investigated the mediating effect of teacher empowerment on the relationship between teachers' perception of their school support and their intrinsic and extrinsic job satisfaction. The results revealed that teacher empowerment mediated the relations between perceived organizational support and satisfaction, adding more than 30 per cent to the explained variance of each of the satisfaction types. Teacher empowerment shows different relationships when intrinsic versus extrinsic type of satisfaction is considered. The most influential dimension of empowerment predicting teacher intrinsic satisfaction is self-efficacy, a psychologically oriented variable, while the most powerful dimension of empowerment predicting extrinsic job satisfaction is earned status and respect, a sociologically oriented variable.

Badillo-Amador and Vila (2013) highlighted the relevance of examining education and skill job-worker mismatches as two different, although simultaneous, phenomena of the labor market. The statistical analysis showed that education and skill mismatches are weakly related in the Spanish labor market. The econometric analysis revealed that skill mismatches appear as key determinants of workers'job satisfaction, while education mismatches have much weaker impacts, if any, on workers'job satisfaction; however, both skill and education mismatches have negative impacts on wages.

Pantouvakis and Bouranta (2013) explored the links between the two service features (physical and interactive), job satisfaction and their impact on customer satisfaction. Structural equation modelling and regression analysis, the empirical data verified the structural relationships between service quality, customer satisfaction and job satisfaction, treating job satisfaction as a consequence of physical features and as an antecedent of interactive features. The direct impact of employee job satisfaction on customer satisfaction, together with its indirect influence via service features, were tested and supported by the empirical data.

Cullen, Edwards, Casper, and Gue (2014) examined the antecedents and the mediating role of perceived organizational support as explanations for employees'job satisfaction and performance. Results from both samples supported the role of perceived organizational support as a mediator of the relationship between employees 'adaptability and perceptions of change-related uncertainty and employees 'satisfaction and performance.

Kara, Uysal, and Magnini (2012) examined gender differences while controlling for select variables on job satisfaction using data collected from employees in the hospitality industry. Findings presented that the level of job satisfaction is determined by four factors: "management conditions", "personal fulfillment", "using ability in the job", and "job conditions". The study results also showed that significant gender differences exist with regard to the "using ability in the job"dimension of job satisfaction. After controlling such variables as age, marital status, monthly income level, education, type of department, position held, length of time in the organization, length of time in the tourism sector, and frequency of job change, most gender differences remained significant.

On the other hand, Pelit, Öztürk, and Arslantürk (2011) determined the impact of employee empowerment on job satisfaction. The findings suggested that the most positive aspects related to job satisfaction are relations with the colleagues and physical conditions, while the most negative aspect is the wage issue, i.e. unfair payment. Furthermore, correlation and regression analyses indicated that psychological and behavioral empowerment has a significant effect on job satisfaction, and the effect is much greater when psychological and behavioral empowerment is taken as a whole.

Westover and Taylor (2010) explored the cross-national differences in job satisfactions and its determinants over time (1989-2005), which, in turn, impact long-term worker

productivity and performance. Utilizing non-panel longitudinal data from the International Social Survey Program on Work Orientations I, II, and III for 1989, 1997 and 2005, various bivariate and multivariate descriptive statistics and ordinary least squared regression analysis, findings clearly showed that in all countries, intrinsic rewards explain the most variance in the respondents' job satisfaction, followed by work relations with management. In contrast, public service motivation-fit (PSM-fit) and work relations with co-workers are found to play a less prominent role in shaping job satisfaction. Additionally, findings showed that the above-mentioned determinants of job satisfaction vary by country. Additionally, apart from age, which was found to be a significant antecedent of job satisfaction for 1989, 1997 and 2005 waves, the significance of the personal antecedents tends to vary with each wave.

Stringer, Didham, and Theivananthampillai (2011) explored the complex relationships between intrinsic and extrinsic motivation, pay satisfaction and job satisfaction at the retailer that uses a pay-for-performance plan for front-line employees. The results provided some support for the complementary nature of intrinsic and extrinsic motivation. Intrinsic motivation was positively associated with pay and job satisfactions, whereas extrinsic motivation was negatively associated with job satisfaction, and not associated with pay satisfaction. The qualitative insights indicate that pay fairness is important, and those who perceived pay was not fair generally made comparisons with others or felt that pay did not reflect their effort. It is also found that the majority of employees perceived that goals were clear.

Smith, Stokes, and Wilson (2014) examined the perceptions and understandings of individuals in six organizations undergoing Investors in People (IiP - a UK government-backed scheme aimed at enabling organizations to develop their training and development cultures and, thereby, their competitiveness) and explored recent claims within the

literature concerning the Standard's impact on training and development, and job satisfaction. Results identified three key findings in response to recent literature: first, the findings do not support a causal relationship between IiP and training and development; second, the findings do not support a causal relationship between IiP and job satisfaction; third, and to support the other findings, the results indicate little employee awareness of IiP.

Bipp and Kleingeld (2011) investigated how individual perceptions by employees of a goal-setting program and personality traits influence job satisfaction and goal commitment. The results showed that job satisfaction is predicted by content and setting-related aspects, whereas content-related aspects affected goal commitment. Conscientiousness explained variance in goal commitment independent of individual perceptions of the goal-setting program, whereas neuroticism affected job satisfaction indirectly via the perceptions of goal content.

J. Westover, A. Westover, and L. Westover, (2010) explored key work domains that impact worker job satisfaction and organizational commitment, which in turn impact long-term worker productivity and performance. Utilizing factor analysis, ordinary least squares (OLS) regression analysis, and basic descriptive statistics (Pearson Correlations, standard deviations, means), findings confirmed 17 statistically valid and reliable work domains that are relevant to understanding worker job satisfaction and organizational commitment. Additionally, OLS regression results produced highly explanatory models of worker motivation and job satisfaction.

Artz (2010) identified the theoretically ambiguous relationship between employer fringe benefit provision and worker job satisfaction. Using the five most recent waves of the National Longitudinal Survey of Youth, results magnified that fringe benefits are significant and positive determinants of job satisfaction. The potential endogeneity between fringe benefits

and job satisfaction was not shown in the dataset while controlling for fixed effects did not remove the significant impact of fringe benefits.

Cambré, Kippers, Veldhoven, and De Witte (2012) explained the group level differences in job satisfaction in the banking sector in Belgium. Findings showed that there are substantial and reliable between-group differences in job satisfaction within the banking sector. These effects were partially explained by job characteristics from the job-demand-control-support (JDCS) model at the individual level. At the aggregated level, only decision authority is statistically significant. Morganson, Major, Oborn, Verive, and Heelan (2010) examined differences in work-life balance (WLB) support, job satisfaction, and inclusion as a function of work location. Using multiple regression analyses, results showed that main office and home-based workers had similar high levels of WLB support and job satisfaction. Main office workers reported higher levels of WLB support than satellite and client-based workers. Additionally, main office workers reported the highest levels of workplace inclusion.

Bang, Ross, and Reio, Jr. (2013) investigated the mediating role of job satisfaction in the relationship between volunteers 'motivation and affective commitment in non-profit sport organization. A mail survey was conducted with a sample of 214 individuals who volunteered at 22 non-profit sport organizations in a Midwestern state of the USA. Results from structural equation modeling analysis supported the partial mediation role of job satisfaction. The values factor of volunteers'motivation had a significant direct impact on affective commitment, and job satisfaction partially mediated the relationship between values and affective commitment.

Elias and Mittal (2011) assessed the importance of a supervisor's support for a change initiative in relation to employee job satisfaction and job involvement. Using archival data, findings showed that supervisor support for the change

initiative was found to be related to job satisfaction and job involvement, job satisfaction mediated the supervisor support-job involvement relationship.

Robertson, Gockel, and Brauner (2013) examined whether trust in teammates and trust in management influenced transactive memory and how strongly transactive memory, in turn, influenced perceived team performance and job satisfaction. Data were collected via questionnaires from two samples of employees (n1=383 and n2=40). Regression and mediational analyses were employed to test the hypotheses. The findings revealed that trust in teammates predicted transactive memory and transactive memory, in turn, predicted perceived team performance and job satisfaction. Trust in management did not predict transactive memory, but it did predict job satisfaction.

Gowan (2012) investigated the changes in psychological well-being over time for individuals who experienced a career disruption in the form of a company closing, and examined the relationships between employability, well-being, and job satisfaction. ata were collected at the time of job loss (T1) and six years later (T2). The 73 respondents at T2 represent a stratified random sample of the T1 respondents. Hypotheses were tested with paired sample t-tests and hierarchical multiple regression. Results indicated that the negative psychological impact of job loss diminishes over time. Additionally, employability predicted well-being and job satisfaction. The results of the study provide guidance for the design and administration of outplacement and related programs that focus on increasing employability and psychological well-being, and suggest ways that individuals can shield themselves from the negative consequences associated with a job loss.

De Menezes (2012) assessed the relationship of job satisfaction and quality management. Findings presented that although job satisfaction was positively associated with desired

workplace outcomes (organizational commitment, productivity and quality), no significant link between quality management and employee job satisfaction was found. By contrast, a positive association between job enrichment and job satisfaction was confirmed, which may be weakened in the presence of quality management.

Chung, Rutherford, and Park (2012) examined the multi-faceted job satisfaction of retail employees and investigated the moderating effect of gender on the relations between proposed antecedents and multifaceted job satisfaction. The seven facets of job satisfaction include satisfaction with supervision, overall job satisfaction, company policy and support, promotion, pay, co-workers, and customers. The result suggested that perceived organizational support, role ambiguity, and emotional exhaustion were the most influential factors for most facets of retail employees' job satisfaction. Role conflict and work-family conflict only predict satisfaction with promotion, and family-work conflict did not predict any facets of job satisfaction. Gender differences only played a part in satisfaction with customers. All other variables, such as perceived organizational support, work-family conflict, family-work conflict, and emotional exhaustion affected male and female employees differently.

Eskildsen, KKristensen, and Antvor (2010) explored the relationship between job satisfaction and national culture. The analysis covered 22 nations with a job satisfaction sample size of more than 25,000 respondents. The satisfaction data were subsequently related to Hofstede's national scores on five dimensions of national culture. The analysis demonstrated that national culture does influence the result of job satisfaction studies.

Bigliardi, Dormio, Galati, and Schiuma (2012) tested a framework of the relationship between satisfaction of knowledge workers and organizational culture from a previous theoretical study, within a specific industry, specifically, the

pharmaceutical one; and investigated which of the constructs that constitute such a framework are the most important in the above mentioned industry. The main result of the research was the validation of the research framework by knowledge workers operating in the pharmaceutical industry. It emerged that a bureaucratic organizational culture has a negative influence on knowledge workers' job satisfaction, while innovative or supportive organizational culture have a positive impact. Moreover, the study made it possible to understand which aspects of their job satisfaction are more influenced by the organizational culture. Results indicated to managers the essential features of an organizational culture that positively influence job satisfaction, and in particular to introduce in the industries (like the pharmaceutical one) where R&D is the key activity, carrier ladders and forms of participation for the knowledge workers. Moreover, they help managers in detecting the things to be improved in the organization in order to improve the job satisfaction of their knowledge workers.

Pantouvakis and Mpogiatzidis (2013) investigated the perceptions of clinical leaders in hospital care services in the context of the Greek public health system and defined the impact of internal service quality characteristics and learning organization dimensions on job satisfaction. The sample comprised doctors –department heads of 123 clinical departments of basic medical specialties operating in 15 hospitals and was addressed by the use of a questionnaire specifically designed for the purposes of this research effort. The results were processed with the use of exploratory factor analysis and multiple linear regression was applied. The research results revealed a positive impact of interactive internal service quality characteristics and learning organization dimensions, namely, empowerment and continuous learning, on job satisfaction in hospital care services.

Gajderowicz, Grotkowska, and Wincenciak (2014) addressed the problem of job satisfaction determinants of higher education graduates across six selected study domains. Based on the theoretical considerations, derived from human capital theory and signalling theory, the authors formulated the model explaining job satisfaction as a broad measure of labor market success. The results of research showed the important role of characteristics of educational process, as well as individual graduates'early work-related experience in predicting job satisfaction. Differences in job satisfaction determinants across domains may be to some extent explained by the differences in the labor market characteristics for graduates in given discipline. Variety of education-related characteristics were taken into account in the empirical analysis of determinants of job satisfaction is a key valuable contribution to the research in the field.

Chen, Zhao, Liu, and Wu (2012) explored the mechanism through which conflict management behavior impacts job satisfaction and innovation performance, and verified this relationship with the empirical analysis in the context of China. Results showed that integrating and compromising conflict management behaviors were positively related to job satisfaction; integrating conflict management behavior was positively related to innovation performance; and avoiding conflict management behavior was negatively related to innovation performance.

Niu (2014) investigated the moderating effect of job satisfaction on the relationship between personality and employees' individual innovative behavior in the service industry. A total sample of 626 employees in five service industry categories was taken in Taiwan's service industry. The descriptive statistical analyses and hierarchical regression were adopted. The results magnified that job satisfaction positively affects individual innovative behavior, and also has moderating effect on personality traits and innovative behavior.

Voon, Lo, Ngui, and Ayob (2011) examined the influence of leadership styles on employee's job satisfaction in public sectors in Malaysia. Two hundred Malaysian executives working in public sectors voluntarily participated in the study. The two types of leadership styles namely transactional and transformational were found to have direct relationships with employees'job satisfaction. The results showed that transformational leadership style has a stronger relationship with job satisfaction. This implies that transformational leadership is deemed suitable for managing government organizations.

Yang (2010) investigated the antecedents (i.e., role ambiguity and conflict, burnout, socialization, and work autonomy) and consequences (i.e., affective and continuance commitment, absenteeism, and employee turnover intention) of employee job satisfaction. Data obtained from a sample of 671 respondents drawn from 11 international tourist hotels in Taiwan were analyzed. According to the results, role conflict, burnout, socialization, and work autonomy, but not role ambiguity, significantly predicted job satisfaction. In addition, job satisfaction significantly contributed to psychological outcomes in terms of organizational effectiveness (i.e., greater affective and continuance commitment and lower employee turnover intentions).

Danish and Usman (2010) explored the major factors that motivate employees and the relationship among reward, recognition and motivation while working within an organization. The data was collected from employees of diverse type of organizations to gain wide representation of sectoral composition. In all, 250 self-administered questionnaires were distributed among the employees of different sectors and they returned 220 completed useable questionnaires for response rate of 88%. The participation in survey was voluntary and confidentiality of responses was ensured. The statistical analysis showed that different dimensions of work motivation

and satisfaction are significantly correlated and reward and recognition have great impact on motivation of the employees.

Klassen, Usher, and Bong (2010) examined how teachers'collective efficacy (TCE), job stress, and the cultural dimension of collectivism are associated with job satisfaction for 500 teachers from Canada, Korea (South Korea or Republic of Korea), and the United States. Multigroup path analysis revealed that TCE predicted job satisfaction across settings. Job stress was negatively related to job satisfaction for North American teachers (i.e., teachers from Canada and the United States), whereas the cultural dimension of collectivism was significantly related to job satisfaction for the Korean, but not for North American teachers. For motivation theorists, the results from this study provide evidence that cultural context influences how motivation beliefs are understood and expressed in diverse settings. For educators, this study underlines the importance of collective motivation as a source of individual job satisfaction.

Mozafari, Asli, and Bejestani (2012) examined the relationships between certain motivational factors and job satisfaction and the relationship between job satisfaction and organizational citizenship behavior (OCB) (seasonal employees 'intention to return and doing more than expected at work). The results showed that the job satisfaction influences on the intention to return but not strong influence on the organizational citizenship behavior (that is, doing more than expected at work).

De Vos and Meganck (2008) explored HR managers' and employees' views on the factors affecting employee retention using the perspective of the psychological contract. The HR managers 'survey indicated that retention practices focus more on the factors believed to cause employee turnover (career opportunities and financial rewards) than on those believed to affect employee retention (social atmosphere, job content, work-life balance). The focus on career opportunities is

supported by the employee survey. The delivery of career opportunities had the strongest impact on employee loyalty while the impact of the delivery of financial rewards was much smaller.

Hayes (2015) determined if a relationship existed between age, education, gender, income, length of tenure, and employee turnover intention among full-time employees in Texas. The results of the multiple regression analysis indicated a significant relationship between age, income, and turnover intentions; however, the relationship between education, gender, and length of tenure was not statistically significant.

Tsai and Wu (2010) explored the relationships between organizational citizenship behavior, job satisfaction and turnover intention. The results reveal that the nurses 'job satisfaction has a significantly positive correlation with organizational citizenship behavior and a negative correlation with turnover intention.

Azim et al (2013) identified the level of job satisfaction of employees in Bangladesh and to test whether job satisfaction level differs among employees in terms of their gender and marital status. Data were collected from 224 respondents. It is found that Bangladeshi employees, irrespective of gender and marital status, are 'moderately satisfied'. No statistically significant evidence is observed indicating differences in job satisfaction level between 'male'and 'female'or between 'married 'and 'unmarried'.

In terms of employee retention, Hong et al (2012) explored how employees regard importance of their empowerment, equity of compensation, job design through training and expectancy toward effective performance management on their retention. Results revealed that training and development, appraisal system compensation are significant to employee retention except employee empowerment. Based on the results, training, compensation and appraisal is a fundamental consideration for

University of Y lecturers' retention decision; while empowerment is less fundamental to lecturers' consideration as this can be attributed to the Asian culture characteristic of higher authority conformity.

Agyeman and Ponniah (2014) attempted to analyze the various employee demographic characteristics and their effects on turnover and retention in MSMEs. The findings reveal that retention factors are strongly associated to different demographic characteristics. Further, voluntary turnover of key employees have a number of adverse consequences for MSMEs, including, lowered productivity and profitability. It is therefore concluded that increasing job satisfaction, providing good working environment and career development opportunities, increasing recognition and rewards are some of the strategies that can help minimize Emiroğlu (2015) determined the relation between the demographic factors (eg. age, gender, marital status, education) and the factors such as tenure, wage, position, working department and the turnover intention of employees working in hospitality industry. The study has been conducted in the various departments of five-star hotels in Istanbul and with a total of 297 hotel managers and staff from different ranks. In the data analysis of the study, t-test and ANOVA tests have been performed in order to determine the relationship between the demographic factors such as age, gender, marital status, education and the factors such as tenure, wage, position, working department and turnover intention. The result of the study indicated that the demographic factors such as age, gender, marital status, education, as well as the factors such as tenure, wage, position, working department are determinants for turnover.

Frey, Bayón, and Totzek (2013) examined how customer satisfaction affects employee satisfaction and retention. Results magnified that client satisfaction is an important determinant of employee satisfaction, which in turn increases employee retention. Furthermore, Kwenin, Muathe, and Nzulwa (2013)

investigated the influence of employee rewards, job satisfaction and human resource policies on employee retention in Vodafone Ghana Limited. The results showed that when organizations 'reward systems are adequate, it does not only lead to equity, but increase retention. Moreover, it showed that job satisfaction and favorable human resource policies have positive link with retention.

Terera and Ngirande (2014) explored the impact of rewards on job satisfaction and employee retention among nurses.The study revealed that employee rewards lead to employee retention but however, they do not result in job satisfaction.

Furthermore, Coetzee and Stoltz (2015) explored how career adaptability relates to employees' satisfaction with factors that organizations regard important for their retention. The results showed that career adaptability, especially career concern, significantly explained the participants' level of satisfaction with their experiences of the career opportunities, work–life balance, training and development opportunities and characteristics of the jobs offered by the company. The study findings suggest that employees' career concerns, goals and plans and how these relate to retention practices are important for retaining them.

Robinson, Kralj, Solnet, DGoh, and Callan (2014) examined employee retention of hotel workers. The findings indicated that a six factor solution is the best explanation. Testing a model of the embeddedness-commitment and embeddedness-turnover relationship, the embeddedness dimensions of organizational sacrifice and community links displayed a positive relationship with organizational commitment. A negative relationship was found between organizational sacrifice and intentions to leave, while a positive relationship was found between community links and intentions to leave. In addition, Van Dyk, Coetzee, and Takawira (2013) determined whether employees 'satisfaction

with retention factors (measured by the Retention Factors Scale) significantly predicted their job embeddedness (measured by the Job Embeddedness Scale).The findings showed that retention factors such as training and development, career opportunities, supervisor support and the characteristics of the job (skills variety, challenge and autonomy) were shown to significantly predict the participants 'sense of job embeddedness. Satisfaction with training and development opportunities was the best predictor of organizational fit, while satisfaction with career opportunities was the best predictor of organizational sacrifice.

Khan (2014) examined the impact of reward system on job satisfaction. The findings revealed that the relationship between job satisfaction and rewards system is positive. Moreover, job satisfaction has positive correlation with the level of commitment to the organization. Furthermore, Sesen and Basim (2012) examined the impact of job satisfaction and organizational commitment on teachers 'organizational citizenship behavior (OCB) in a structural equation model. The study was employed to a group of teachers and their supervisors. The results indicated that job satisfaction and commitment to the school had an impact on OCBs of the teachers and organizational commitment mediated the relation between job satisfaction and OCB.

Jena and Goswami (2013) explored the relationship of OCB and job satisfaction among shift workers in India. The results of the study showed that there was a significant relationship between OCB and several workplace elements that contribute to employees' job satisfaction.

Anantharaja (2009) examined the main causes which increase the employee turnover in BPO companies and to find out the way to control attrition. The results showed that new hires need to be constantly added, further costs in training them, getting them aligned to the company culture, etc.,-all pose a challenge. Organizations also face difficulties in

retaining the remaining employees as well as attracting potential employees. High attrition rates also lead to a chronic or systemic cycle. All this has a significant impact on the strength of a company in managing their business in a competitive environment.

Padmini and Venkatramaraju (2013) mentioned that most of the respondents working in BPO's company has the working experience of 2 to 5 years and very few respondents have the experience of more than 10 years in this organization. Because mainly for 2 to 5 year experience people requires a job change usually due to work stress and recognition problem.

Danish and Usman (2010) attempted to find out the major factors that motivate employees and it tells what is the relationship among reward, recognition and motivation while working within an organization. The statistical analysis showed that different dimensions of work motivation and satisfaction are significantly correlated and reward and recognition have great impact on motivation of the employees.

BPO employees from different job-related training brackets have average level of job satisfaction in terms of intrinsic motivation on achievement, recognition, their work itself, responsibility, and advancement and growth. Previous studies have found that training and development is a significant source of employee job satisfaction (Mukhtar, Sial, Imran, &Jilam, 2012; Schmidt, 2007).

Dube et al (2012) prepared a status report on the service conditions, benefits and hazards of working women in the BPO sector. In the study, Unmarried/single women constitute the maximum (approx 60%) of the BPO employees in the surveyed areas. However, 39% of the respondents in Kolkata were married which is higher to that of Bangalore accounting for merely 30%. A few were also recorded to be either widowed or divorced in both cities.

Mafini and Dubihlela (2013) explored antecedent factors contributing to the mass exodus of aircraft technicians from an air force in Southern Africa. The findings magnified that job satisfaction was found to be the most important factor and internal equity was the least important factor that contributed to the attrition of aircraft technicians. To retain their specialist staff, managers in military organizations must pay special attention to the factors identified in this study. Optimization of these factors is important in reducing the intention to quit among specialists in military organizations.

Gberevbie (2008) examined the relationship between employee retention strategies and organizational performance.The results showed that organizations with adequate employee retention strategies in form of enhanced and regular monthly salary package, workers participation in decision-making on issues affecting them, policies that favors job security and provision of incentives that bothers on staff family welfare retains and enhances employee performance.

Da Silva and Shinyashiki (2014) identified whether practices in Human Resources Management –Recruitment and Selection, Integration, Training and Development, Benefits, Compensation and Performance Evaluation –have any relation to turnover. The results indicated that companies intending to slow or reduce employee turnover need to invest in practices of Recruitment and Selection, Benefits, and Training and Development. On the other hand, the practices of Compensation, Integration and Performance are not significantly linked to turnover, unlike indicated in other studies.

Kasekende, Byarugaba, and Nakate (2013) evaluated the relationship between organizational service orientation, employee satisfaction and employee retention, using cluster and simple random sampling. The paper revealed that consideration of organizational service orientation and employee retention is crucial for employee retention in public primary schools in

Uganda. It also emphasized the need for public primary schools to adapt policies that promote service orientation in order to improve employee satisfaction and retention.

Teck-Hong and Waheed (2011) examined what motivates employees in the retail industry, and their level of job satisfaction using Herzberg's hygiene factors and motivators. In the study, sales personnel were selected from ladies clothes stores in the shopping mall of Bandar Sunway, Selangor using convenient sampling. The results have showed that hygiene factors dominated motivators in terms of job satisfaction of sales personnel in Malaysia. The working condition was the most significant factor in motivating sales personnel. Recognition was second, followed by company policy, and salary.

Mehrad, Redzuan, and Abdullah (2015) examined the relationship between gender and job satisfaction of academic staff at public universities in Malaysia. The Job Descriptive Index inventory (JDI) was used to measures five dimensions of job satisfaction among academic staff. The data of this research taken from 440 academic staff were occupied in Malaysian public universities. The findings illustrated there is a significant relationship between supervision as one of the dimension of job satisfaction and gender that analyzed by t-test.

Kyndt et al (2009) explored employee retention both on organizational and personal perspectives. The results showed a large positive contribution of appreciation and stimulation of the employee to employee retention. This result was consistent with findings of earlier research. However, the retention benefits arising from personal development offer new possibilities when attempting to enhance employee retention. This study also showed that individual differences influence employee retention. Leadership skills and seniority have a positive relationship with employee retention and the level of readiness and initiatives regarding learning are negatively related to retention.

Samuel and Chipunza (2009) identified intrinsic and extrinsic motivational variables influenced the retention and reduction of employee turnover in both public and private sector organizations. The results showed that employees in both public and private sector organizations were, to a very large extent, influenced to stay in their respective organizations by a combination of intrinsic and extrinsic motivational factors. The following motivational variables were found to have significantly influenced employee retention in both the public and private sector organizations: training and development, challenging/interesting work, freedom for innovative thinking, and job security.

Kumar and Santhosh (2014) explored the major dimensions of retention in BPO industry in Kerala. Using Factor Analysis, Correlation and Regression to extract dimensions of employee retention and to know the influence of these dimensions on employee's intention to stay, the results showed that out of the dimensions extracted, job support, compensation and recognition are identified as major factors determining the stay of employees in BPO industry in Kerala.

Sinha and Sinha (2012) identified the main factors of retention management strategies in organizations. The organizations taken into consideration were two heavy engineering manufacturers based in India. The factor analysis of the component 'retention management strategies 'led to the extraction of 3 factors each from both the organizations. The factors for EEPL* were "competence & relationship oriented", "scholastic & futuristic oriented" and "developmental & reward oriented"; while for MBPL*, the factor were "relationship oriented", "competence & scholastic oriented" and "reward oriented". The results indicated that these factors have substantial roles to play in making employees stay and how at middle managerial level different aspects are valued while deciding upon the retention strategies in similar contexts.

Kossivi, Xu, and Kalgora (2016) focused on reviewing the findings of previous studies conducted by various researchers on factors determining employee retention. They concluded that the need for organizations to retain their talents is crucial for their ability to remain in business depends on it. Although this study attempted to bring forth all the factors related to employee retention, this complex area of human resource needs further investigations. Some factors such as organization culture, training and development, autonomy are less explored than supervision and leadership for instance. The workforce of an organization can be classified into three categories: directors, managers and employees. Existing researches did not lay enough emphasis on the category of employees, the sector of the economy and the type of businesses that are particularly affected by one factor or the other, though some studies did.

Cowan (2013) explored employee retention in the Irish Financial Sector since the Financial Crisis. Results showed that a high percentage of financial sector employees are moving jobs and an even higher percentage feel that they could easily move jobs if they wanted to do so. It can also be seen why these employees are interested in moving jobs and what has caused them to either consider leaving their job or to actually leave. The outcomes of this study would be of great interest to those in the financial sector who are looking to retain their employees and motivate them to perform to the best of their abilities. In order to retain employees it is important to satisfy their needs and motivate them so the company can get the most out of its workforce.

Das and Baruah (2013) reviewed several literatures related to employee retention. The researchers concluded that Human resources are complex and not easy to understand. These are the assets which can make as well as break an organization. Retaining them will help in the long-term growth of an organization and will also add to their goodwill. But the most difficult task faced by an organization today is retaining

as well as satisfying these resources. Although the research paper tried its level best to reveal the various research works done and the contributions forwarded by various researchers in the area of employee retention and job satisfaction, but still much scope remains for more exploration in the field of employee retention and it by taking into consideration the factors like compensation practices, leadership and supervision, career planning and development, alternative work schedule, working conditions, flexible working hours etc.

Suminar and Yulianti (2013) examined the relationship among emotional exhaustion, work satisfaction, and lecturer performance. The results revealed that emotional exhaustion has no direct influence on the lecturer's job satisfaction. Furthermore, emotional exhaustion has no direct influence on the performance of the lecturers; lecturer's job satisfaction has a direct and significant influence on the performance of lecturers; and job satisfaction did not mediate the influence of emotional exhaustion on the performance of the lecturers.

Brown and Yoshioka (2003) investigated employee attitudes toward the mission in a youth and recreation service organization. In general, the employees expressed positive attitudes toward the organization's mission, and those attitudes were related to employee satisfaction and intentions to remain with the organization. However, dissatisfaction with pay tended to override employee's mission attachment as explanation of why they may leave the organization.

It is a fact that call centers in the Philippines are growing rapidly because of its competitive advantage. For the past decade, the Philippines has been an attractive call-center destination due to its educated, English-speaking population employing 350,000 workers. This has opened doors for many job seekers who want to pursue their call center career. It is no doubt that many Philippine call center agents are enjoying the benefits of choosing such job but on the other hand, some don't

seem to understand their roles and expectations at all that leads to job dissatisfaction.

Employee satisfaction and retention have always been important issues for call center industry. After all, high levels of absenteeism and staff turnover can affect bottom line, recruitment, and retraining take their toll. But few practices have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them. Satisfied employees tend to be more productive, creative and committed to their company (http://ebcallcenter.com/philippine-call-center-job-satisfaction, 2011).

The Philippines has the highest job satisfaction rate in Asia, as the fast-growing economy lifts companies' productivity and their workers' happiness, a report showed. The Happiness Index, compiled by online employment portal Job Street, showed Filipinos were happiest with their jobs compared to workers from six other Asian countries. According to the Happiness Index Report, the most important factor for Filipinos to feel satisfied at work is having good relationships with their colleagues. A convenient work location also boosts job happiness, especially given the traffic jams around Metro Manila, the report read. A strong company reputation is also important to Filipinos since they feel it lends stability to their career.

On the other hand, the top factors that convince a Filipino employee to leave a job are: low pay, lack of benefits and lack of training opportunities. One in three Filipinos said they would feel happier at work if they were paid more, the report read. One in five said they would be more satisfied if they got a new job instead. Broken down by sector, workers in the government, education and energy industries reported the highest job satisfaction. Those employed in retail, banking and business process outsourcing (BPO) were the least satisfied, the report showed (Jiao, 2016).

With an average age of around 25, Philippine BPO workers command higher incomes and are able to spend more freely on lifestyle products. In particular, these young consumers are tech-savvy, thanks partly to their higher education levels and the nature of their work. They have a keen interest in the latest telecom technology products, such as mobile phones and electronic gadgets, for both entertainment purposes and communicating with family and friends (Chan, 2014).

In 2005, the Philippine Statistics Authority identified that more than half (55.4%) or 45,225 of the 81,578 workers engaged in business process outsourcing activities were women. Women workers dominated in medical transcription industries (74.5%), data processing (65.2%) and call center activities (58.8%). Moreover, almost half (226 or 44.7%) of the BPO activities were engaged in call centers activities (voice) –agents.

The large supply of college educated, English-speaking labor force has being one of the main factors behind this growth. Owing in part to their past colonial history as well as their modern education system, a high number of Filipinos speak English with an American accent. Their culture is Western oriented and many of them have studied or worked in the US or being taught to speak with an American accent at school (Vidaurri, 2015).

Most employees have been in the BPOs for two to four years. But it is also noted in various studies that employee attrition is a major issue in the business process outsourcing sector. While there are opportunities aplenty in the market, youngsters are more impatient (Simhan, 2016).

The top reason why employees stay with their current employers is because they love what they are doing, 'a survey conducted by Job Street.com. Stated. According to a survey result released over the weekend, seventy-five percent of respondents, who are currently looking for work, said salary is a very important factor when it comes to job satisfaction. However, respondents also claimed that salary is not the main

reason why they stay with their current employer (www.edgewise.ph, 2013).

In the BPO industry, there are four basic skills most outsourcing companies are looking for and screen applicants for: English proficiency, learning ability, computer literacy, and speed & accuracy. Other areas that are measured by BPAP's official screening test - known as the Global Competitiveness Assessment Tool (GCAT) - are overall behavior, learning orientation, courtesy, empathy and reliability (Visconti, 2012).

Attrition rate in the Philippine business process outsourcing (BPO) industry dramatically improved as it dropped to an average of 50 percent from 70 percent, because of factors like salary, training, government intervention and continuous education. The improvement may also be due to the new career paths in BPO for young people (sourcefit.com, 2016).

On the other hand, in 2015, turnover rates in Philippine companies continued to increase in 2015 as more employees sought better pay opportunities and flexible work arrangements based on the global advisory firm Willis Towers Watson. According to the Towers Watson survey, the most commonly cited reasons why employees left a company were: better pay opportunity (70 percent), relocation or family migration (32 percent), and relationship with supervisor (29 percent), health-related reasons (15 percent), and flexible work arrangement or work-life balance (14 percent). Contrary to the perception that the BPO and information technology sectors dominated employee pay in the country, the survey results showed the banking and financial services industry paid the highest, followed by the consumer products/manufacturing sector (Remo, 2016).

Based on the Jobstreet.com's 2014 Annual Salary Report, the average salary of BPO junior executives is Php21,590, BPO supervisors is Php P33,691, and BPO managers is Php P57,688.

Surveys indicate that older workers are more satisfied with their jobs than younger workers. The higher job satisfaction among older employees may be due to the perks that come with maintaining a long career, including higher salaries, better benefits and success in the workplace (Burks, 2016).

Several studies on job satisfaction and employee retention were conducted in the Philippines. Saporno and Claveria (2013) determined how job satisfaction dimensions and organizational commitment influence turnover intentions among employees in selected low cost hotels in Oriental Mindoro, Philippines. The result of the study shows that all job satisfaction dimensions are important to the respondents.

On the other hand, job satisfaction dimensions are related to turnover intentions in terms of job nature and career development. Meanwhile, no relationship exists between organizational commitment and turnover intentions.

Bay, An, and Laguador (2014)explored on the organizational satisfaction and level of work engagement of the teachers which are important aspects to consider in understanding the performance of the organization as well as its people especially the faculty members who are in the forefront of the delivery of quality instruction to the primary customer of the university. Results showed that the faculty members were normally satisfied in the services provided by the university in terms of learning and development; reward and recognition; leadership; and work environment. Program accreditation also helps improve the educational background of the faculty members through requiring them to finish graduate studies. The faculty development program also provides guidance and clear plan for the career of the teachers in terms of the time frame when to complete their master's and doctorate degrees. Providing the employees with enough services would generate an impact on their behavior to become more engage on their work assignments.

Presbitero, Roxas, and Chadee (2016) argued that the effectiveness of HRM practices in tackling employee retention can be enhanced by improving the compatibility between employee and organizational values. Using structural equation modeling on a sample of 258 employees in business process outsourcing (BPO) firms in the Philippines, the results showed that the fit between employee and organization values positively and partially mediates the effects of HRM practices on employee retention.

Garay (2006) investigated the relationship between job satisfaction and OCB among Indonesian and Filipino high school teachers.he result shows that there is a difference in the level of OCB dimensions among Indonesian and Filipino high school teachers as helping dimension is found to be significantly different while the other three dimensions (courtesy, civic virtue and sportsmanship) are similar among Indonesian and Filipino high school teachers; there is a positive relationship between job satisfaction and OCB among Filipino high school teachers; there is no positive relationship between job satisfactions and OCB among Indonesian high school teachers; the relationship between job satisfaction and OCB among Indonesian teachers is weaker than the relationship of job satisfaction and OCB among Filipino high school teachers.

Andal (2015) examined the level of job satisfaction and performance of faculty at Laguna State Polytechnic University, San Pablo City Campus for the AY 2008-2009.Correlation analysis between respondent's profile and job satisfaction and faculty performance revealed no significant relationship, except for length of teaching experience, (p-value=0.341). The regression analysis revealed that the positive beta coefficient for physiological needs (beta=.121, p=.014), social needs (beta=.000, p=.347) and intellectual needs (beta=.218, p=.016) implies that job satisfaction registered significant effect on faculty performance. The F-value of 10.456 for ANOVA at 0.000 probability means that equation is significant.

Usop, Askandar, Langguyuan-Kadtong, and Usop (2013) attempted to find out the relationship of work performance and job satisfaction among teachers of Division of Cotabato City, Philippines. The findings concluded that the teachers of Division of Cotabato City display a high level of performance. They were contented with their job satisfaction facets such as school policies, supervision, pay, interpersonal relations, opportunities for promotion and growth, working conditions, work itself, achievement, recognition, and responsibility. This implies that a teacher's satisfied with their job is also a productive one.

Ramos (2014) determined the relationship between transformational leadership of the PSBank managers in the province of Batangas and the job satisfaction of PSbank employees. The findings showed that the transformational leadership style of managers of PS Bank Batangas Branches significantly affects the employee's satisfaction in terms of their communication with their employees. A proposed measure to enhance the transformational leadership style of the managers of PS Bank has been formulated to increase the level of job satisfaction among its employees.

Javier and Deligero (2014) identified the level of job satisfaction of the teaching and non-teaching staff of Lyceum of the Philippines University, Batangas City. The descriptive method with Pearson correlation analysis was used in the study. The results revealed that staff LPU-Batangas has high level of job satisfaction in terms of maintenance/hygiene factors and satisfiers/motivation factors. There is a significant relationship between hygiene and motivation factors based on the level of job satisfaction of teaching and non-teaching staff. Implement and monitor the programs that would promote the growth and development for employees, recognition and awards, the improvement of work itself and the programs that would make employees feel they have achievements.

Bautista (2014) proved that majority of the respondents rated their level of satisfaction in terms of compensation and benefits, job security, promotions and career with somewhat satisfied which meant that the employees are not well compensated while employees were satisfied with management and working environment.

Hualin (2012) found out that there was no significant difference in the assessment of the respondents on their level of satisfaction in terms of achievement, meaningfulness of work, supervision, company rules and policies, and security when grouped according to length of years living in the Philippines. The respondents were satisfied in terms of promotion, achievement, supervision, company rules, interpersonal relationship, and security.

Loquias and Sana (2013) explored job satisfaction among faculty members in the Colleges of Pharmacy in Metro Manila, Philippines. A descriptive, correlational research design using survey to collect data was conducted among faculty members employed in the twelve schools of pharmacy in Manila. The results showed that the average job satisfaction score was 4.46. Among its different dimensions, faculty members scored highest in collegiality (4.89) and lowest in scholarship (4.11). Job satisfaction scores were higher for females, those with doctorate degree, single, with associate professor rank, tenured, full time and with higher salaries. Multiple regression analysis revealed perceived institutional support ($\beta=0.314; p=0.007$) and stress ($\beta= 0.224; p=0.014$) to significantly explain 33.7% of the variation in job satisfaction.

Lim (2011) assessed the rank and file employees job satisfaction in selected accounting firm engaged in BPO. The study revealed that in terms of workload leadership and capability supervisor, working conditions and selection practices, the employees were "somewhat satisfied; in terms of rewards and advancement, the employees were dissatisfied; policies and rules as satisfied; interpersonal relationships, the

employees were very satisfied. But the overall job satisfaction of the respondents to 3.09 meant to be somewhat satisfied level of job satisfaction.

From all the related literatures and studies previously cited, it is evident that job satisfaction and employee retention can tremendously impact organizations and people. The importance of job satisfaction and employee retention cannot be underrated since researchers, practitioners, and academics put emphasis on their significance. It is also vivid in the review of related literature and studies that job satisfaction and employee retention can be treated as factors that have significant relationship with other variables. As for the undertaking at hand, the research will analyze the effect of job satisfaction and employee retention of BPO companies in Clark Freeport Zone. Thus, additional body of knowledge will be added in the field of human behavior that can impact BPO industry and/or the society at large.

III. RSEARCH METHODS

The study used the descriptive research method using a survey questionnaire as the main instrument in collecting data from the respondents which focused on levels of job satisfaction and retention of employees of Business Process Outsourcing in Clark Freeport Zone, Pampanga. A survey questionnaire was used in this study. Part one of the questionnaire dealt with the profile of the respondents. It dealt with the information from age, sex, civil status, highest educational attainment, number of work experience in the company, average monthly income, job position level, number of job related trainings participated in, and average number of household members.

Part two contained questions about the dimensions of job satisfaction – motivators and hygiene factors which were adopted from the study of Tan Teck-Hong and Amna Waheed (2011) entitled Herzberg's motivation-hygiene theory and job

satisfaction in the Malaysian Retail Sector: the mediating effect of love of money. Asian Academy of Management Journal, Vol. 16, No. 1, 73–94, January 2011

Part three contained questions about employee retention based on employee's intention to stay which were adopted from the study of Kyndt, Dochy, Michelsen, and Moeyaert (2009). Data for the level of job satisfaction and employee retention practices were presented by mean rating. For all the parts of the survey questionnaire, all variables used the 5- point Likert. The researcher used the list of BPOs provided by VP-Business Development and IT departments of Clark Development Corporation, Clark Freeport Zone which was the government agency tasked to managed Clark Freeport Zone. The study employed statistical tools consisted of frequency distributions, percentages, weighted means, t-test, ANOVA, and tests of significance at 0.05 level of significance

IV. RESULTS

1. Profile of the Respondents

In terms of age, the respondents were mostly aged 23-25 or 25.55% (105) of the total respondents and 0.97% or 4 respondents whose age were below 20. Moreover, majority of the respondents were female comprising 59.85% (246) of the total number of participants. In terms of civil status, single dominated the tally with almost 65.94% (271) frequency while the least in terms of number were those legally separated at 0.73%

Furthermore, almost half of the respondents 48.91% (201) finished bachelor's degree and 0.24% and only one who had a doctorate degree. In terms of the number of years of experience in BPO company, 52.07% (214) of the total respondents had 2-3 years whereas only 5.11% (21) who indicated 1-2 years of experience. The average monthly income of the 45.99% (189) of the respondents was between Php15,000-

Php20,000, whereas the least number of respondents belong to 5.84% (24) was at P31,000-P35,000. In terms of job position level, majority of the respondents held the position of agents 61% (254) while those who held top job level position of Account Manager had 4.62% (19). Sixty two and 53 percent (257) of the respondents had participated in 1-5 job-related trainings, while 3.89% (16) participated in 16-20 job-related trainings. Most of the respondents had household members of 4-6 members 58.39% (240).

2. Respondents 'Level of Job Satisfaction When Grouped According to Profile:

2.1. Motivators. The results revealed that when the respondents were grouped according to age, sex, civil status, number of years of experience, average monthly income, number of job-related trainings, and average number of household members, all group ratings on achievement, recognition, work itself, responsibility, and advancement and growth are "satisfied". However, when respondents were grouped according to highest educational attainment, work itself and advancement and growth were all on the level of "satisfied". Meanwhile, factors such as achievement, recognition, and responsibility, with the doctorate degree group fell on the level of "very satisfied", while the rest of the groups had "satisfied "ratings. When the respondents were grouped according to job position level, on achievement, recognition, work itself, and advancement and growth, the overall rating among groups was "satisfied "with the exception of account manager group rated as "very satisfied" the factor on responsibility.

2.2. Hygiene. When the respondents were grouped according to age, supervisor quality, working conditions, and co-worker relations, were all on the level of "satisfied. "Meanwhile, base

wage/salary with the age groups 23 to 25, 29-31, and 32 and above were "somewhat satisfied". The rest of the groups rated the said factors as "satisfied". When the respondents were grouped according to sex, on hygiene factors supervisor quality, working conditions, co-worker relations, and policies and rules were all on the level of "satisfied" while on the base wage/salary, females were "somewhat satisfied". When the respondents were grouped according to civil status, on supervisor quality, working conditions, co-worker relations, and policies and rules, the ratings were "satisfied". On base wage/salary, the widowed group was the only group who was "satisfied" and the rest of the groups were "somewhat satisfied". However, supervisor quality, working conditions, co-worker relations, and policies and rules, the groups representing the masteral, bachelor's degree, college level, and high school graduates were all "satisfied" but on base wage/salary, the group's bachelor's degree and college level were "somewhat satisfied". Meanwhile, the doctorate group had "very satisfied" ratings on all the factors. When the respondents were grouped according to number of work years in the company, supervisor quality, working conditions, and co-worker relations were all on the level of "satisfied". On factor base wage/salary, the groups with two to three years in service, three to four years, and four to five years were "somewhat satisfied." On policies and rules, the group three to four years were "somewhat satisfied" while the rest of the groups were "satisfied". When the respondents were grouped according to average monthly income, supervisor quality, working conditions, co-worker relations, in all the groups were all on the level of "satisfied", but on motivator's base wage/salary and policies and rules, the group with less than Php15, 000 income rated the factors as "somewhat satisfied." Meanwhile, all the other groups were "satisfied" with the base wage/salary and policies and rules. In Job position level group, ratings were varied. On supervisor quality, and policies and rules, all the groups were "satisfied. "On factor

working conditions, the account manager group was "very satisfied" while the rest of the groups were "satisfied". In terms of factor base wage/salary, the agent and the team leader groups rated it "somewhat satisfied", while the rest of the other groups were "satisfied". With the number of job-related trainings group, supervisor quality, working conditions, co-worker relations, and policies and rules, were all on the level of "satisfied". On factor base wage/salary, the groups with 16-15 number of trainings were "satisfied" whereas the groups with 1-5 and 16 and above training were "somewhat satisfied". When the respondents were grouped according to number of household members, supervisor quality, working conditions, and co-worker relations were all on the level of "satisfied". On factor base wage/salary, the groups with 1-3, 4-6, 10-12 ten to twelve number of household members as "somewhat satisfied", while on policies and rules, the group with 10-12 number of household members were "somewhat satisfied" while the rest of the groups were "satisfied".

3. Group Differences on Level of Job Satisfaction

The results revealed that there was no significant difference on the level of job satisfaction on motivators when the respondents were grouped according to age, sex, civil status, highest educational attainment, number of years of work experience, average monthly income, number of job-related trainings and number of household members. However, there was a significant difference on the level of job satisfaction when the respondents were grouped according to job position level.

It also showed that there was no significant difference on the level of job satisfaction on hygiene when the respondents were grouped according to age, sex, civil status, highest educational attainment, number of years of experience in the company, average monthly income, and job-related trainings. Only in the level of job satisfaction on hygiene when the respondents were grouped according to job level position and

average number of household members that showed that there were significant differences.

4. Respondents 'Assessment of Retention When Grouped According to Profile

When the respondents were grouped according to age, all the age groups except those ages 29 to 31 "agree". The group with ages 29-31 rated Retention as "somewhat agree". The female group rating was "somewhat agree", while the males "agree". With civil status, the group of single respondents "somewhat agree" and the rest of the groups "agree" on retention. With according to highest educational attainment, the groups consisting of bachelor's degree and high school graduates "somewhat agree" on Retention and the rest of the groups "agree".

However, when the respondents were grouped according to number of years of experience, the 3-4 years groups and five and above "somewhat agree", while the rest of the groups "agree" on Retention. In average monthly income, the group with Php15000 below income, Php21000-25000, Php26000-30000 "somewhat agree" and the other groups "agree". Meanwhile, on job position level groups, the groups agent and team leader "somewhat agree" and the rest of the groups "agree". When the respondents were grouped according to number of job-related trainings, three groups "somewhat agree" on Retention, namely, those with 1-5, 6-10, and 11-15 trainings and the other groups agree. Finally, when the respondents were grouped according to number of household members, the groups with 1-3 and 4-6 household members "somewhat agree "while the rest of the groups "agree."

5. Group Differences on Assessment on Retention

The results revealed that when respondents were grouped according to age, civil status, number of years of experience in the company, average monthly income, job position level,

number of job related trainings, and number of household members, there was no significant difference in the respondents 'assessment on retention. Only when they were grouped according to sex and highest educational attainment that showed that there was indeed a significant difference in their level of assessment on retention.

V. CONCLUSIONS

Based on the findings, the following conclusions were derived as follows: regardless of age, the respondents had the same level of job satisfaction on motivators; there was no delineation between males and females as regard to their motivators; being single, married, legally separated, or widowed are determinants on degree of satisfaction of the respondents under motivators; education was not a basis for considering how well a BPO employee was motivated in his/her job; whether new or old in the company, the respondents had the same level of satisfaction as regards the intrinsic motivators ;the level of job satisfaction of respondents on motivators were the same in their average monthly income; those with higher job positions tend to feel more motivated intrinsically; the extent of involvement in job-related training had nothing to do with the equally "satisfied" ratings of the respondents on motivators; and being part of a small or big family, the level of job satisfaction of respondents on motivators were the same which they all rated as average.

On the other hand, regardless of age, the respondents had the same level of job satisfaction on hygiene factors; hygienic factors were apparently perceived to be implemented equally between male and female respondents; the respondents' civil status degree of job satisfaction on the external conditions in the BPOs were the same; regardless of the educational attainment of the respondents, they had the same level of job satisfaction on hygiene factors; the level of job satisfaction whether new or senior in the company is the same on hygiene

factors whose ratings fell on the same "satisfied" mean ratings; those who had higher income have the same rating on hygiene factors as those with lower income; the higher the job position of the respondents, the more they seem to appreciate the hygiene factors; the level of job satisfaction based on the frequency of involvement in job-related trainings of the respondents were the same in their ratings on the hygiene factors; and respondents grouped according to number of household members significantly differ in their satisfaction on hygiene factors.

Moreover, age does not seem to be a significant determinant on whether the employee would stay in the company or not; the male respondents were shown to be more significantly adapted to their work than the females; the civil status of the respondents did not render significant influence on their retention in the companies; those with doctorate and masterate degrees were significantly considering retention in the company compared with the rest of the groups; monthly income cannot be considered as significant determinant on the retention factors; retention was not significantly dependent on the job level positions of the respondents; exposing the employees to job-related training do not "buy" their loyalty or the extent to which they will value their work; and being part of a small or big family does not exert influence on the ratings of the respondents on retention factors. In general, the job satisfaction of employees was average in terms of motivators and hygienic factor. Thus, the following are recommended: BPOs may find measures to effect highest level of job satisfaction among its employees. There is a need for BPOs to motivate more the frontliners or agents who seem not so much satisfied with their pay and company policies and rules. BPOs should review their compensation schemes since it is a major factor for the employees to stay in the company. Base wage and salary may be discussed well during hiring of employees to avoid issues cropping up when the employee is already in.

Other compensatory benefits, not necessarily monetary, may be threshed out through needs assessment surveys. There should be recognition and rewards programs that are at par or far better than the recognition and rewards programs of other BPOs to increase the morale of the people thus increases the chance of attrition. BPOs should have clear policies in terms of responsibility, advancement and growth of the people. As evident with the results of the study, employees consider advancement and growth as a factor for job satisfaction. BPOs should also unceasingly provide excitement at work and find ways to deliver enthusiasm with the work itself. Job enrichment and enlargement are relevant tools in creating a working atmosphere conducive to growth thus increasing job satisfaction. The findings of this research may be a basis for BPO employees for non-discriminative hiring, or to continue its non-discriminative hiring. Researches on whether the respondents' level of job satisfaction significantly influences their job performance may also be undertaken.

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