

Employees’ Behavior of Retention and Organizational Commitment in Taal Polymedic Hospital: Basis for Proposed Action Plan

Jan D. Perez *, Mary Rieshel G. Sandoval** Dr. Nickie Boy Manalo***

*(College of Accountancy, Business, Economics and International Hospitality Management, Graduate School Student, Batangas State University, Philippines
Email: 21-53611@g.batstate-u.edu.ph)

** (College of Accountancy, Business, Economics and International Hospitality Management, Graduate School Student, Batangas State University, Philippines
Email: 21-55295@g.batstate-u.edu.ph)

*** (College of Accountancy, Business, Economics and International Hospitality Management, Graduate School Faculty, Batangas State University, Philippines
Corresponding Author Email: nickieboy.manalo@g.batstate-u.edu.ph)

Abstract:

Employee retention is a strategy in which employees are encouraged to stay with the organization for the rest of their lives or for as long as possible. It is a strategic tool for the firm's success. Employee retention is a method used by firms to maintain an effective workforce while satisfying operational needs. Employees are an organization's most valuable asset and as a result, every organization must approach its personnel as ends, rather than means to an end, because they provide value to the organization. The study's objective was to assess employees' attitudes toward staff retention. The researchers conducted a survey of 79 employees at Taal Polymedic Medical Hospital in Taal, Batangas, for this purpose. The descriptive design technique was implemented. The acquired data were analyzed using a means comparison. According to the findings of the study, Taal Polymedic Medical Hospital staff are pleased with how the organization manages them. Despite the positive outcomes obtained by the company, management must continue to improve and exceed the expectations of its employees, particularly in terms of affective commitment of the workforce. Human resources are extremely tough to understand, and in order to satisfy the employees and to retain them forever is a challenging task of a business firm. Employees possess so much influence that they have the potential to destroy the organization. Therefore, the employers must develop the best employee retention tactics in order to expand their operations and retain their staff in this competitive world.

Keywords —Employee Retention, Strategy in Employee Retention, Job Security.

I. INTRODUCTION

Employee retention is an issue for organizations and enterprises in this competitive job market since there are many job prospects for competent people, and the better the employee's skill level, the higher the demand for their services. [10]Employee retention is emerging as the most critical workforce management challenges in

the immediate future. In today's condition, there are no guaranteed employees to stay at their jobs especially in the healthcare industry. Retention strategies to achieve personnel commitment are more vital than ever before in an organization's success and competitive advantage.

In challenging economic times, especially for privately held businesses, retaining high-performing

staff is important for preserving and strengthening competitive advantage. Employees that have been with the company for a long time maintain corporate memory, continue to foster long-standing customer connections, are generally productive, and are typically powerful advocates for the company. Long Service employee retention also limits the costs associated with employee's turnover including reduced sales, lower productivity due to training stages, recruitment time and process cost. [5]

The study entitled "Employees' Behavior of Retention and Organizational Commitment in Taal Polymedic Hospital Amidst Covid-19 Pandemic : Basis for Proposed Action Plan" aims to look at what makes employees more likely to stay with their employer and how employee behavior of retention affects the employees' commitment to the organization. This study will be conducted to help the organization to improve the ability of every employee to practice the employee behavior of retention that the organization has.

Employees of the Taal Polymedic Hospital in Taal, Batangas were chosen as the study's subject area since the healthcare industry has a high turnover rate, especially during this time of pandemic, but given this, the organization's retention rate is interesting since amidst being 15 minutes away from public hospitals with better benefits, the employees chose to stay. Employees in the healthcare industry tend to leave the company when the organization has inadequate employee behavior of retention. Thus, there is really a need to develop a competitive retention strategy that will also help organizations to reduce cost incurred in hiring and training employees and more importantly, these strategies help them to retain the most productive and skilled employees in their organization and to help the human resource team in maintaining the commitment of their employees in the organization. It is clearly seen that in hiring employees, there are different factors to be considered in making them stay in the company.

II. JUSTIFICATION OF THE PROPOSED TOPIC

Taal Polymedic Hospital has 99 Personnel with the bed capacity of 64 persons given that the organization is only 15mins away from the public hospital. With the rising number of Covid 19 patients that cause full occupation of hospitals in the country the number of medical frontliners resigns also increases. This July 2021 there is already more than 40 nurses in a Private Hospital resigns according to Saint Luke's Union President Roldan Clumia most of them choses to leave due to fatigue in work and feeling of underpaid and

underappreciated that's why they choose to leave the company and go work overseas[13]. Also 40% nurses of Private Hospitals already resign even after a year and half of the pandemic they still feel underappreciated[13]. With the rising number of employees who were in quarantine because of the nature of work and who resigned, the retained personnel are required to call back on their proper day off and not only that, with the approximate 20,000 Pesos a month including overtime this pushed them to seek better jobs abroad. [13]

The better paying jobs abroad are also making the filling of loss of manpower difficult. The replacement process of the resigned cost the organization usually is 2.5 times the salary of the individual[6]. The costs associated with turnover may include lost customers and business and damaged morale. In addition, there are the hard costs of time spent in screening, verifying credentials, references, interviewing, hiring, and training the new employee. Employees are always regarded to be a business's biggest asset because they are a heavyweight component of any firm. Organizations will not be able to deliver business results, fulfill organizational goals, or satisfy financial targets if they do not have personnel.. Most organizations recognize the importance of human resources in realizing the success of their businesses.

III. STATEMENT OF THE PROBLEM

This study aims to describe the factors that affect employee behavior of retention and organizational commitment of the employees. Specifically, this study seeks answer to the following questions:

1. What is the profile of the respondents in terms of:
 - 1.1. age
 - 1.2. sex
 - 1.3. Employment Status
 - 1.4. Salary Grade
 - 1.5 Civil Status?
2. As assessed by the employees, how may the extent of utilization of the factors affecting employee behaviour of retention be described in terms of:
 - a. Career development opportunities.
 - b. Job security.
 - c. Rewards and recognition; and
 - d. Working environment?
3. What is the assessment of the respondent on organizational commitment in terms of:
 - a. Affective commitment.
 - b. Continuance commitment; and
 - c. Normative commitment

4. How may the responses on the extent of utilization of the factors affecting the employee behavior be compared when respondents are grouped according to profile?

5. How may the responses on the extent of utilization of the factors affecting employee behavior and assessment on organizational commitment be compared?

6. Based on the findings, What plan of action may be proposed to enhance the organizational commitment of the employees?

IV. RESEARCH LITERATURE

There are several studies made in the past that are related to the present study. Some of the discussions made are somehow fit to the concept of this study.

The study of Gam et.al (2012), showed that in the results of the analysis that has been conducted, the authors were able to prove their hypothesis that Employee Job Related Factors, Organizational Commitment, External Job Opportunities and Employee Related Factors will affect employee retention in BDO industry and with that there are significant relationship between factors underlying employee retention[1]. The results of the correlation analysis period show that working compensation, health and work schedule and commitment to work have a significant relationship to an employees' to leave in an organization.[1]

The study of Shao (2013) showed that most employees require financial incentives such as a high wage, with financial incentives such as job security receiving a lot of attention.[2] As a result, management should speak with employees on a one-on-one basis on a frequent basis to learn what important to them[2]. Because the workers of the Mwanza Regional Secretariat still have the mentality of job hopping, it was observed that the factors/strategies do not provide a conducive climate for employee retention if circumstances of other employment chances arise. In this context, the government faces a significant challenge in developing new strategies and fully implementing existing ones that will improve employee retention, while remembering that "different strokes for different folks" – that is, different people will perceive things differently and will be retained by different strategies – is required. [2]

The result of the study about A Study of Employee Retention by Gorde (2019) presents the reasons for the high turnover rate and costs it affects the organization[3]. Most employees showed that the reasons they leave are due to organization frustration, constant friction with their superior or other team members[3]. The study also covers the organizations

work environment, work culture, salary negotiation, compensation management, rewards and recognition, leadership and relationship between employees and management and with this the organization can communicate to boost the employee's moral, strengthen and sustain the organization through the use of various welfare and using the retention strategies[3].

V. THEORETICAL FRAMEWORK

The focus of this study was to describe the factors affecting the employee behavior of retention and organizational commitment of employees in the hospital. Organizational commitment has an important role in the study of the employee behavior of retention. The reasons for studying organizational commitment are related to employees' retention such as career opportunities, securing a job, rewards and recognition and the working environment of the employees. It is the concept that employee retention program is a great help in preventing valuable employees from leaving their job

Career Development Opportunities is one of the Vital elements in employee retention as stated in by Kroon and Freese (2013) they highlighted that this element can lead to increase of employee intention to stay[13]. Nouri and Parker(2013) also stated that in the views of employees they take the career growth opportunities as a part of benefits. Kohlmeyer et al. (2017) added that there is a higher commitment level in the organizations who provide career organization and have a low percentage in leaving the organization[15]. Through this the researchers will be able to identify the development plan of the organization to their employees and with this the researchers will be able to assess the goal of the employees aligned to the opportunities that the organizations offers. [15]

Staniškien (2021) cited that job insecurity drives and leads to low happiness in all job dimensions and area[16]. This also affect the job satisfaction that drives to low positive feelings toward the organization and work[16]. The research also shows that the result of job insecurity makes the employees low level of emotional attachment, involvement and identification to their employers also can be observed.[16]. Low sense of significance, challenge, and low enthusiasm, lower concentration and engrossment in work can be some of the results of job insecurity.[16]. Through this variable the researchers will be able to assess if the tenure and job contract that the organization offers and presents gives the employees happiness and contentment thus leads to the retention of employees[16]. On the contracts signed or offered to the employees such as benefits, salary, allowances the researchers will be able to assess the factors that satisfy the employees to retain in the organization.

Rajkumar(2013) presented that rewards and recognitions have a factor in the employees motivations and satisfaction in work[5]. It was discovered that if the rewards and recognitions are altered, there is a sudden change to the motivations and satisfactions[5]. In his study on the business unit, 46% of the respondents strongly agree that employee's performance increases after rewards and recognition[5]. With this the researchers will be able to identify the reward and recognition program of the organization through time that makes the employees engaged and retained in the company.[5].

As stated in the study of Bacotic and Babic (2013) they found out that working conditions are a factor in job satisfaction.[6]. There is dissatisfaction on the workers when they are working in difficult working conditions[6]. That's why there must be an improvement on the working conditions to improve the satisfaction during difficult work conditions especially in times of outbreak[6]. The researchers will use this variable to see the employees satisfaction on the organization current retention strategies and with this the effectiveness of the strategies will be able to assess. The researchers will be able to identify the factors that make the workplace satisfying and dissatisfying.

The employee retention program is part of human resource planning[7]. Many factors affect the employee behavior of retention; they may include personality traits, company incentive programs and the changes in the macro environment such as compensation and benefits, rewards and recognition, work environment and culture, recruitment and selection, career development and training, securing for a job and job design, performance management and evaluation and communications (Dec, 2015). [7]. Retention strategies refer to policies and practices companies use to prevent valuable employees from leaving their jobs[9]. How to retain valuable employees is one of the biggest problems that plague companies in the competitive marketplace [9]. Not too long ago, companies accepted the "revolving door policy" as part of doing. Nowadays, businesses often find that they spend considerable time; effort and money to train an employee only to have them develop into a valuable commodity and leave the company for greener pastures[9]. To create a successful company, employers should consider as many options as possible when it comes to retaining employees, while at the same time securing their trust and loyalty so they have less of a desire to leave in the future.

Al-Jabari, B. & Ghazzawi, I. (2019) stated that leaders have a vital role in employee commitment[8]. Given belief that power struggles and a change in organization leadership have an effect in the organizational commitment[8]. It is also stated in the

study that high organizational commitment means identifying with one's employing organization.[8]. There are three separate dimensions to organizational commitment. First is the affective commitment which is an emotional attachment to the organization and a belief in its values.[8]. The employee commits to the organization because he/she "wants to". Second is the continuance commitment. It is the perceived economic value of remaining with an organization compared to leaving it.[8]. The employee remains a member of the organization because he/she "has to". Lastly is the normative commitment which is the obligation to remain with the organization for moral or ethical reasons. [8].

VI. CONTRIBUTION OF RESEARCH

This Retention Research study can be a great step in the retention strategies for the Private Hospitals amid the time of Pandemic. With the rising number of both resignations and quarantined personnel's the remaining personnel suffer as well. With this paper the researchers will be able to identify the general and specific reasons of employees withdrawals and identify the key retention factors, the researchers will be able to create and improve the current retention strategies of Taal Polymedic Hospital. The improvement on the retention strategies that will be aligned on the Pandemic situation.

In this study the researchers will be able to evaluate the work commitment and job retention of medical personnel despite the danger of the COVID 19 situation. The researchers will be able to determine the difference of medical personnel in Behavior of Retention and Organizational Commitment based on their characteristics

VII. PROPOSED RESEARCH METHODOLOGY

The main purpose of the study is to determine the extent of retention strategies and the level of organizational commitment of employees in Taal Polymedic Hospital.

The researcher will use a descriptive design method because it would help them to gather more reliable information and to come up with a more precise conclusion which is useful in completing the study. Descriptive method of research is the most applicable type of research that can be used in conducting this research. It is also useful for the researchers to obtain information concerning the current study with respect to variables and conditions in the situation.

VIII. RESULT AND DISCUSSION

A. Profile of the Respondents

TABLE I
DISTRIBUTION OF THE RESPONDENTS IN TERMS OF AGE

Age Groupings	Frequency	Percent
18-25	18	22.78
26-35	38	48.10
36-45	16	20.25
46-55	6	7.59
56-65	1	1.26
Total	79	100.0

Table 1 shows the distribution of the respondents in terms of age. The data shows that the organization has the highest population in the age bracket of 26-35 with the 38 respondents and percentage of 48.10 percent. This is followed by the age ranging from 18-25 or 22.78 of the respondents. Next was age range 36-45 which has the frequency of 16 with the percentage of 20.25 percentage. It was followed by the age range 46-55 which comprised 6 respondents with the percentage of 7.59. The age range with the lowest frequency was 56-65 with 1 respondent and 1.26 percent.

TABLE III
DISTRIBUTION OF THE RESPONDENTS IN TERMS OF SEX

Sex	Frequency	Percent
Male	43	54.43
Female	36	45.57
Total	79	100.0

Table 2 Presents that there is this close gender balance in which the male are composed of 54.43percent respondents and the female respondents are 45.57 percent.

TABLE IIIII
DISTRIBUTION OF THE RESPONDENTS IN TERMS OF EMPLOYMENT STATUS

Employment Status	Frequency	Percent
Full-Time Employees	78	98.74
Contractual	1	1.26
Total	79	100.0

As presented in table 3 wherein the full time employees respondents are composed of 98.74 percent while there is this one respondent who is contractual.

TABLE IV
DISTRIBUTION OF THE RESPONDENTS IN TERMS OF SALARY GRADE

Salary Grade	Frequency	Percent
₱ 90,000 – ₱ 100, 000	2	2.54

₱ 40,000 – ₱ 59,999	12	15.19
₱ 30,000 – ₱ 39,999	21	26.59
₱ 20,000 – ₱ 29,999	24	30.37
₱ 10,000 – ₱ 19,999	17	21.52
₱ 1,000 – ₱ 9,999	3	3.79
Total	79	100.0

In this study the salary grade of the respondents are also identified as seen in Table 4. The data revealed that the majority of the respondents are receiving ₱ 20,000 – ₱ 29,999 with the percentage of 30.37 in the organization. This is followed by the respondents who are receiving ₱ 30,000 – ₱ 39,999 which is 36.59 of the respondents population. Next was the respondents receiving ₱ 10,000 – ₱ 19,999 which is the 21.52 percent of the respondents followed by the one who are receiving ₱ 40,000 – ₱ 59,999 in which 15.19 percent of the respondents. Respondents who are receiving ₱ 1,000 – ₱ 9,999 are 3.79 percent of the respondents and lastly ₱ 90,000 – ₱ 100, 000 is the lowest, which is 2.45 percent of the respondents.

TABLE V
DISTRIBUTION OF THE RESPONDENTS IN TERMS OF CIVIL STATUS

Civil Status	Frequency	Percent
Married	23	29.11
Single Parent	11	13.92
Separate	17	21.53
widowed	3	3.79
Single	25	31.65
Total	79	100.0

As seen in the table the majority of the respondents in this study are Single which is 31.65 percent of the respondent. This is followed by the Married personnel which is 29.11 percent. Next to these are the respondents who are Separate which is 21.53 percent of the respondents and Single Parents which is composed of 13.92 percent of the respondents. Lastly are the widowed respondents which is 3.79 percent.

B. Factors affecting employee behavior of retention

TABLE VI
FACTORS AFFECTING EMPLOYEE BEHAVIOUR OF RETENTION IN TERMS OF CAREER DEVELOPMENT OPPORTUNITIES

Statement	Mean	Verbal Interpretation
1. Provides opportunities for further education and training.	3.91	Strongly Agree
2. Provides opportunity for	3.62	Strongly

employees' career to be developed through their job assignment.		Agree
3. Promotes equal opportunity for employees' advancement in the company.	3.46	Agree
4. Make sure that employees' knowledge, skills, ability and others are continually developed through training, education and opportunities of promotion.	3.51	Strongly Agree
5. Conducts Career development for employees to enhance new skill and knowledge.	3.57	Strongly Agree
6. Provides follow up tools including job aids and action plan to help employees in their continuous development in their field	3.57	Strongly Agree
7. Provides seminars and training for employees' career development for both technical and soft skill.	3.54	Strongly Agree
8. Has company supervisors who are engaging their employees in terms of career development.	3.61	Strongly Agree
9. Has programs for employees that highlight career development.	3.48	Agree
10. Gives one on one coaching to employees for future promotion opportunities.	3.61	Strongly Agree
Composite Mean	3.59	Strongly Agree

As Kohlmeyer et al. (2017) stated in his study that the organization that provides career organization obtains higher commitments levels and low percentage of leaving the company[15]. Table 6 presents that the composite mean of factors affecting employee behavior of retention in terms of career development opportunities is 3.59 with the verbal interpretation Strongly Agree. This shows that the respondents are satisfied and confident with the organization programs in terms of career development opportunities. The statement with the highest mean was the question “Does the company Provides opportunities for further education and

training?” with the weight mean of 3.91 and verbal interpretation of Strongly Agree. The table also presents that the lowest weight means with the question that the company promotes equal opportunity for employees' advancement in the company. 3.46 with the verbal interpretation of agree.

TABLE VII
FACTORS AFFECTING EMPLOYEE BEHAVIOR OF RETENTION IN TERMS OF JOB SECURITY

Statement	Mean	Verbal Interpretation
1. Provides clear rules and regulations about employees' security for tenure.	3.81	Strongly Agree
2. Practices fair and unbiased rules about employee termination between contractual and regular employees..	3.47	Agree
3.Provides a secure atmosphere of job setting.	3.44	Agree
4. Values employees which makes them feel more secure in their job.	3.51	Strongly Agree
5. Gives the assurance or confidence that they will keep their employees on their current work.	3.59	Strongly Agree
6. Gives a chance for employees to participate in different decision making.	3.53	Strongly Agree
7. Communicates about possible changes or decisions that may affect employees.	3.85	Strongly Agree
8. Remains transparent in terms of business update.	3.51	Strongly Agree
9. Has supervisors who are giving performance evaluation for excellence and improvements of the employees.	3.56	Strongly Agree
10. Has an effective conflict resolution procedure in place.	3.57	Strongly Agree
11. Makes sure that The Code of Conduct is well presented and refresher programs are implemented.	3.51	Strongly Agree
Composite Mean	3.56	Strongly Agree

Staniškien (2021) cited that the assurance in work in terms of job security itself has a strong effect in the positive approach and feelings in the job[4]. As seen in Table 7 the respondents agreed that factors affecting employee behavior of retention in terms of Job security with the composite mean of 3.56 and verbal interpretation of “Strongly Agree. The statement with the highest weighted mean was does the company communicate about possible changes or decisions that may affect employees. The respondents presents that the communication about possible changes or decisions that may affect the employees is a very important factor in job security so it is the highest mean of 3.85 with the verbal interpretation Strongly agree however the respondents present that the organization in the field of providing a secured atmosphere of job setting is the lowest with the weighted mean of 3.47 and verbal interpretation of Agree.

TABLE VIII
FACTORS AFFECTING EMPLOYEE BEHAVIOR OF RETENTION IN TERMS OF REWARDS AND RECOGNITION

Statement	Mean	Verbal Interpretation
1. Conducts a pay scale system to determine employees’ salary.	3.78	Strongly Agree
2. Provides allowances for the employees per month.	3.59	Strongly Agree
3. Gives reward and recognition on employees’ achievement.	3.62	Strongly Agree
4. Practices a merit system whereby employees are promoted and rewarded on the basis of ability and achievement.	3.56	Strongly Agree
5. Provides a bonus incentive program for outstanding employees.	3.54	Strongly Agree
6. Offers competitive salary or bonuses.	3.44	Agree
7. Has supervisors and managers who are conducting man to man talk or email to give appreciation for job excellence.	3.61	Strongly Agree
8. Has Recognition System which is engaging and challenging.	3.51	Strongly Agree
9. Has Company supervisors	3.56	Strongly

and managers who are giving extra financial rewards for outstanding employees.		Agree
10. Has Company recognition process that leaves a good impression to employees.	3.59	Strongly Agree
Composite Mean	3.58	Strongly Agree

Rewards and Recognition Is an indicator of status within the organization and the society at large, that contributes to people's self-worth[5]. Rajkumar (2013) Table 8 presents the Factors affecting employee behavior of retention in terms of reward and recognition. It presents that most of the respondents are satisfied with the reward and recognition program of the organization with the composite mean of 3.58 and verbal interpretation Strongly Agree. The organization Conducts a pay scale system to determine employees’ salary which satisfies the respondents with the mean of 3.78 and verbal interpretation of Strongly Agree. The data also presents that the company Offers competitive salary or bonuses is the lowest satisfaction in the organization with the mean of 3.44 and verbal interpretation Agree.

TABLE IX
FACTORS AFFECTING EMPLOYEE BEHAVIOR OF RETENTION IN TERMS OF WORKING ENVIRONMENT

Statement	Mean	Verbal Interpretation
1. The Company promotes a good working relationship between top management and their subordinate.	3.86	Strongly Agree
2. There is a program to resolve workplace issues fairly and quickly.	3.43	Strongly Agree
3. The company promotes an atmosphere wherein everyone has an opportunity to share their ideas to work.	3.47	Agree
4. The company supports honest way of communication between managers and employees.	3.61	Strongly Agree
5. The company gives the employees the freedom to express their concern and complaints.	3.85	Strongly Agree

6. The company promotes a balance between work and personal life of the employees.	3.58	Agree
7. I personally promote and encourage others to work in this organization.	3.52	Strongly Agree
8. The company is dedicated to gender equality,	3.51	Strongly Agree
9. The company has a positive impact to the employees and its customers.	3.56	Strongly Agree
10. My work environment enables me to perform better and gives enough recognition for a job well done.	3.62	Strongly Agree
11. My organization has a low rate of absenteeism that allows us not to work in double shifts or load.	3.54	Strongly Agree
Composite Mean	3.57	Strongly Agree

Affective Commitment is an individual’s emotional attachment to the organization[17] (Nazneen 2017) Table 9 presents the Factors affecting employee behavior of retention in terms of Working Environment with the composite mean of 3.57 and verbal interpretation of Strongly Agree. The respondents are satisfied with the company imitative in promoting a good working relationship between top management and their subordinate with the highest mean of 3.86 and verbal interpretation of strongly agree. However in the last rank the respondents presents that the organization stands in promoting a balance between work and personal life of the employees is the lowest in the working conditions with the mean of 3.47

TABLE X
FACTORS AFFECTING EMPLOYEE BEHAVIOR OF RETENTION IN TERMS OF AFFECTIVE COMMITMENT

Statement	Mean	Verbal Interpretation
Question 1	3.80	Strongly Agree
Question 2	3.44	Agree
Question 3	3.63	Strongly Agree
Question 4	3.52	Strongly Agree
Question 5	3.48	Agree

Question 6	3.54	Strongly Agree
Question 7	3.49	Agree
Question 8	3.47	Agree
Question 9	3.53	Strongly Agree
Question 10	3.53	Strongly Agree
Question 11	3.51	Strongly Agree
Composite Mean	3.52	Strongly Agree

Working Environment sum of the interrelationship that exists among the employees and the employers and the environment in which the employees work which includes the technical, the human and the organizational environment [12] Table 10 presents the factors affecting employee behavior of retention in terms of affective commitment with the composite mean 3.52 and verbal interpretation of strongly. The respondents show that they are happy to spend their whole career in this organization with the highest mean 3.80 and verbal interpretation Strongly Agree. The data also presents that the respondents in terms of enjoying discussing the organization with the people outside it have the lowest mean of 3.44 and verbal interpretation agrees.

TABLE XI
FACTORS AFFECTING EMPLOYEE BEHAVIOUR OF RETENTION IN TERMS OF CONTINUANCE COMMITMENT

Statement	Mean	Verbal Interpretation
Question 1	3.80	Strongly Agree
Question 2	3.44	Agree
Question 3	3.63	Strongly Agree
Question 4	3.52	Strongly Agree
Question 5	3.48	Agree
Question 6	3.54	strongly Agree
Question 7	3.49	Agree
Question 8	3.47	Agree
Question 9	3.53	Strongly Agree
Question 10	3.53	Strongly Agree
Question 11	3.51	Strongly Agree
Composite Mean	3.52	Strongly Agree

Continuance Commitment is based on the individual’s recognition of costs associated with leaving the organization (Miralam 2017) [18] Table 11 shows the composite mean of Factors affecting employee behavior of retention in terms of Continuance Commitment of 3.52 and verbal interpretation of Strongly agree. This table presents that one of the factors in retention of the respondents are other organizations cannot give same level of benefits and

salary compared to the company where they are currently employed with the highest mean of 3.80 and verbal interpretation of Strongly Agree while the lowest mean is the statement that respondents believe in the value of remaining loyal to one organization with the mean of 3.47 and verbal interpretation of Agree

TABLE XII
FACTORS AFFECTING EMPLOYEE BEHAVIOUR OF RETENTION IN TERMS OF NORMATIVE COMMITMENT

Statement	Mean	Verbal Interpretation
Question 1	3.67	Strongly Agree
Question 2	3.62	Strongly Agree
Question 3	3.47	Agree
Question 4	3.43	Agree
Question 5	3.70	Strongly Agree
Question 6	3.48	Agree
Question 7	3.61	Strongly Agree
Question 8	3.54	Strongly Agree
Question 9	3.53	Strongly Agree
Question 10	3.61	Strongly Agree
Composite Mean	3.55	Strongly Agree

Normative Commitment is based on the employees' feelings of obligation to remain with the organization (Guillen 2008) [19]Table 12 presents the factors affecting behavior of retention in terms of normative commitment with the composite mean of 3.55 and verbal interpretation of Strongly Agree. The statement with the highest mean is that the respondents believe that they are destined to work in the organization with a weighted mean of 3.70 and verbal interpretation of strongly agree. On the other hand, the statement with the lowest weighted mean of 3.43 and verbal interpretation agree that the respondents feel that their organization and co-employees are depending on them.

TABLE XIII
FACTORS AFFECTING EMPLOYEE BEHAVIOUR BE COMPARED WHEN RESPONDENTS ARE GROUPED ACCORDING TO AGE

Age	I1	VI	I2	VI	I3	VI
18-25	3.53	SA	3.63	SA	3.55	SA
26-35	3.62	SA	3.59	SA	3.59	SA
36-45	3.64	SA	3.60	SA	3.64	SA
46-55	3.38	A	3.39	A	3.50	SA
56-65	3.50	SA	3.36	SA	3.50	SA
CM	3.58	SA	3.58	SA	3.58	SA

Age	I4	VI	I5	VI	I6	VI	I7	VI
18-25	3.58	SA	3.48	A	3.56	SA	3.57	SA
26-35	3.62	SA	3.60	SA	3.53	SA	3.58	SA

36-45	3.65	SA	3.60	SA	3.66	SA	3.59	SA
46-55	3.35	A	3.23	A	3.33	A	3.42	A
56-65	3.27	A	3.27	A	3.60	SA	3.30	A
CM	3.59	SA	3.54	SA	3.55	SA	3.57	SA

Based on the tabulated data of data according to age bracket. Working Environment is the highest composite mean with the value of 3.59 and verbal interpretation of Strongly Agree. Career development, Job security, rewards and recognition were next with a composite mean of 3.58 and verbal interpretation of Strongly agree. However the organization ranks last in the affective commitment with the composite mean of 3.54 and verbal interpretation of strongly agree. This presents that the emotional attachment of the respondents are the lowest.

TABLE XIV
FACTORS AFFECTING EMPLOYEE BEHAVIOUR BE COMPARED WHEN RESPONDENTS ARE GROUPED ACCORDING TO SEX

Sex	I1	VI	I2	VI	I3	VI
Male	3.54	SA	3.45	SA	3.56	SA
Female	3.64	SA	3.63	SA	3.61	SA
CM	3.58	SA	3.58	SA	3.58	SA

Sex	I4	VI	I5	VI	I6	VI
Male	3.53	SA	3.51	SA	3.57	SA
Female	3.66	SA	3.58	SA	3.53	SA
CM	3.59	SA	3.54	SA	3.55	SA

Sex	I7	VI
Male	3.52	SA
Female	3.62	SA
CM	3.57	SA

As presented in Table 14 the affecting the employee behavior be compared when respondents are grouped according to sex. The data presents that the working environment has the highest composite mean with the value of 3.59 and verbal interpretation of Strongly Agree. The data also present that the female respondents are more satisfied with the organization with the composite mean of 3.61 and verbal interpretation of Strongly agree.

TABLE XV
FACTORS AFFECTING EMPLOYEE BEHAVIOUR BE COMPARED WHEN RESPONDENTS ARE GROUPED ACCORDING TO EMPLOYMENT STATUS

Status	I1	VI	I2	VI	I3	VI
Fulltime	3.58	SA	3.58	SA	3.58	SA
Job Order	3.60	SA	3.45	SA	3.30	A
CM	3.58	SA	3.58	SA	3.58	SA

Status	I4	VI	I5	VI	I6	VI
Fulltime	3.59	SA	3.54	SA	3.55	SA
Job Order	3.27	SA	3.27	SA	3.50	A

CM	3.59	SA	3.54	SA	3.55	SA
----	------	----	------	----	------	----

Status	I7	VI
Fulltime	3.57	SA
Job Order	3.0	SA
CM	3.57	SA

Table 15 presented the factors affecting the employee behavior be compared when respondents are grouped according to Employment Status. The data presented that the working environment has the highest composite mean of 3.59 and verbal interpretation strongly agrees. The data also presented that affective commitment has lowest mean value of 3.54 and verbal interpretation of strongly agree.

TABLE XVI
FACTORS AFFECTING EMPLOYEE BEHAVIOUR BE COMPARED WHEN RESPONDENTS ARE GROUPED ACCORDING TO SALARY GRADE

Status	I1	VI	I2	VI	I3	VI
Class 1	3.60	SA	3.58	A	3.50	SA
Class 2	3.65	SA	3.45	SA	3.67	SA
Class 3	3.57	SA	3.58	SA	3.56	SA
Class 4	3.58	SA	3.59	SA	3.60	SA
Class 5	3.52	SA	3.55	SA	3.54	SA
Class 6	3.77	SA	3.64	SA	3.53	SA
CM	3.58	SA	3.58	SA	3.58	SA

Status	I4	VI	I5	VI	I6	VI	I7	V I
Class 1	3.64	S A	3.45	A	3.45	SA	3.80	S A
Class 2	3.67	S A	3.64	S A	3.69	SA	3.63	S A
Class 3	3.61	S A	3.54	S A	3.60	SA	3.60	S A
Class 4	3.58	S A	3.61	S A	3.56	SA	3.60	S A
Class 5	3.51	S A	3.37	A	3.35	SA	3.48	A
Class 6	3.58	S A	3.61	S A	3.63	SA	3.40	A
CM	3.59	S A	3.54	S A	3.55	SA	3.57	S A

Table 16 presented the factors affecting the employee behavior be compared when respondents are grouped according to Salary Grade. The data presents that the working environment has the highest composite mean of 3.59 and verbal interpretation of Strongly agree. The data also show that the respondents who are earning ₱ 40,000 – ₱ 59,999 have the highest composite mean of 3.65 and verbal interpretation of Strongly agree with the retention strategy of the company. However the respondents who are earning ₱ 20,000 – ₱ 29,999 have the lowest composite mean of 3.47 and verbal interpretation of Agree.

TABLE XVII
FACTORS AFFECTING EMPLOYEE BEHAVIOUR BE COMPARED WHEN RESPONDENTS ARE GROUPED ACCORDING TO CIVIL STATUS

Status	I1	VI	I2	VI	I3	VI
Married	3.60	SA	3.62	SA	3.63	SA
Single Parent	3.58	SA	3.59	SA	3.55	SA
Separate	3.56	SA	3.59	SA	3.58	SA
Widowed	3.53	SA	3.39	A	3.67	SA
Single	3.59	SA	3.56	SA	3.54	SA
CM	3.58	SA	3.58	SA	3.58	SA

Status	I4	VI	I5	VI	I6	VI
Married	3.64	SA	3.64	SA	3.63	SA
Single Parent	3.58	SA	3.54	SA	3.65	SA
Separate	3.61	SA	3.55	SA	3.59	SA
Widowed	3.36	A	3.42	A	3.67	SA
Single	3.56	SA	3.45	A	3.39	A
CM	3.59	SA	3.54	SA	3.55	SA

Status	I7	VI
Married	3.64	SA
Single Parent	3.53	SA
Separate	3.58	SA
Widowed	3.57	SA
Single	3.50	SA
CM	3.57	SA

Table 17 shows the responses when they are grouped according to civil status in employee behavior. The data presents that the highest composite mean with the value of 3.59 and verbal interpretation of Strongly Agree is the working environment. However the affective commitment of the respondents has the lowest composite mean with the value of 3.54 and verbal interpretation of Strongly Agree. This also presents that the married respondents has the highest satisfaction in the retention strategy of the company with the composite mean of 3.63 and verbal interpretation of strongly agree.

C. Comparison of the Responses on the Extent of Utilization of the Factors affecting Employee Behavior and Assessment on Organization

TABLE XVIII
COMPARISON OF THE RESPONSES ON THE EXTENT OF UTILIZATION OF THE FACTORS AFFECTING EMPLOYEE BEHAVIOUR AND ASSESSMENT ON ORGANIZATION

Factors Affecting Employee Behaviour		
Indicator	Composite Mean	Verbal Interpretation
Career Development Opportunities	3.59	SA

Job Security	3.56	SA
Rewards and Recognition	3.58	SA
Working Environment	3.57	SA
Total:	3.58	SA
Assessment on Organizational Commitment		
Affective Commitment	3.52	SA
Continuance Commitment	3.53	SA
Normative Commitment	3.55	SA
Total:	3.53	SA

According to Table 18, the composite mean of the extent of utilization of the factors influencing employee behavior is 3.58, which is higher than the 3.53 composite mean of organizational commitment assessment. Despite the small difference of .5 in the composite mean, both interpretations result in "Strongly Agree," indicating that the employees believe they are valued by the Taal Polymedic Hospital, leading them to stay despite the good benefits offered by other hospitals.

D. Proposed Plan of Action to Enhance the Organizational Commitment of the Employees

While keeping customers and clients happy has traditionally been a focus of business success, it has become clear that ensuring employee happiness should be prioritized. After all, satisfied staff yield better profits and productivity. It is essential that management prioritizes employee retention by implementing small but effective changes to their workplace culture that make employees feel valued, motivated, and thus a loyal asset to the company. Management must provide constructive feedback rather than criticism. Employees should be given constructive feedback as needed. They should be recognized for the good they are doing, as this will boost their morale. There is a difference between criticism and constructive feedback. Criticism tells you what is wrong only, whereas constructive feedback tells you what is wrong, why it is wrong, and how to fix it. Next, Taal Polymedic may offer more incentives. When an employee performs admirably, organizations must recognize and value his or her contribution. In such cases, rewarding the employee for his or her hard work and dedication is a good idea. If an organization wants its employees to make sufficient work commitments, it must adequately reward them, as different things motivate different people. Finally, uphold one’s work ethics. Employees want to have a favorable attitude toward the company for which they work. Having high work ethics standards motivates employees and makes them respect the

organization. Employees who are aware of a company's high morals are more likely to stay. A strong work ethic ensures that all employees have an equal opportunity to succeed and advance within the organization.

REFERENCES

[1] Amit Bijon Duttal & Sneha Banerjee “Study Of Employee Retention” International Journal of Business Management & Research (IJBMR), 2013.

[2] Huang, J. L., Cropanzano, R., Li, A., Shao, P., Zhang, X. A., & Li, Y. (2017) “Employee conscientiousness, agreeableness, and supervisor justice rule compliance: A three-study investigation. Journal of Applied Psychology, 102(11), 1564

[3] Gorde, Sangita Ulhas. “A Study Of Employee Retention.” 2019 JETIR June 2019, Volume 6, Issue 6, 2019

[4] EgleStaniškien and Joana Ramanauskait .”The Impact of Job Insecurity on Employee Happiness at Work:A Case of Robotised Production Line Operators in Furniture Industry in Lithuania.” Sustainability 2021, 13, 1563. <https://doi.org/10.3390/su13031563>

[5] Dr. R. RajkumarMr. J. Vinoth Kuma (2018), “Employee Retention –A Conceptual Study.” IJEMR –January 2018-Vol 8Issue 01-Online -ISSN 2249–2585 Print -ISSN 2249-8672

[6] Tomislav Babić, Danica Bakotić “Relationship between Working Conditions and Job Satisfaction: The Case of Croatian Shipbuilding Company, International Journal of Business and Social Science Vol. 4 No. 2; February 2013

[7] Dee, Jay R. "Turnover intent in an urban community college: Strategies for faculty retention." Community College Journal of Research & Practice 28.7 2004

[8] Al-Jabari, Basel, and IssamGhazzawi. *Organizational Commitment: A Review of the Conceptual and Empirical Literature and a Research Agenda.*, International Leadership Journal 2017.

[9] Reeves, T. Zane. "Mentoring programs in succession planning." State and Local Government Review 42.1 (2010): 61-66.

[10] Kyndt, Eva, et al. "Employee retention: Organisational and personal perspectives." Vocations and Learning 2.3 (2009): 195-215.

[11] Behera, Neeraja, Chandan Kumar Sahoo, and B. K. Sundaray. "Retaining high performing employees through job satisfaction: A theoretical construct." (2011).

[12] Taiwo, Akinyele Samuel. "The influence of work environment on workers productivity: A case of selected oil and gas industry in Lagos, Nigeria." African journal of business management 4.3 (2010): 299-307.

[13] Kroon, Brigitte, and Charissa Freese. "Can HR practices retain flexworkers with their agency?." International Journal of Manpower (2013).

[14]Nouri, Hossein, and Robert J. Parker. "Career growth opportunities and employee turnover intentions in public accounting firms." The British accounting review 45.2 (2013): 138-148.

[15] Hofman-Kohlmeyer, Magdalena. "Customer engagement with a brand in the context of social media." CBU International Conference Proceedings. Vol. 5. 2017.

[16]Idris, A. D., & Suleiman, W. (2021). A Conceptual Review of Self Awareness, Relational Transparency, Internalized Moral Perspective, Balance Processing and Task Performance. *International Journal of Intellectual Discourse*, 4(1), 67-79.

[17] Qazi, Sayeeduzzafar, and Afroze Nazneen. "A comparative study of organizational role stress and organizational commitment among the university faculty members of India and Saudi Arabia." European scientific journal 12.31 (2016): 108-127.

[18] Qazi, Sayeeduzzafar, Mohammad Saleh Miralam, and Pretty Bhalla. "Organizational culture and job satisfaction: A study of organized retail sector." Journal of Business and Retail Management Research 12.1 (2017).

[19]Guillen, Montserrat, Jens Perch Nielsen, and Ana M. Pérez-Marín. "The need to monitor customer loyalty and business risk in the European insurance industry." The Geneva Papers on Risk and Insurance-Issues and Practice 33.2 (2008): 207-218.