

The Relationship Between Job Satisfaction and Intention to Stay: A Case Study of Business Process Outsourcing Employees in Mandaluyong City, Philippines

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ABSTRACT: The research explores the relationship between job satisfaction and intention to stay among Business Process Outsourcing (BPO) employees in Mandaluyong City. It sought to discover what job satisfaction factors play a key role in affecting an employee's decision to stay at their company. A survey questionnaire was answered by agents, supervisors, managers, and executives on a structured survey with a Likert scale for quantitative analysis and interpretation. Job satisfaction components such as promotion, work itself, pay, co-workers, and supervision were used to explore the relationship in relation to intention to stay. The results revealed that job satisfaction variables such as Promotion Satisfaction, Work Itself Satisfaction, and Pay Satisfaction had a very strong relationship with the intention to stay of BPO employees; these factors are the primary reason BPO employees choose to stay at their company. While Co-worker and Supervision both share a strong relationship towards Intention to Stay, they are only secondary factors that relate to employees' desire to stay. Statistical analysis verified that there was a strong positive correlation between job satisfaction and retention. Job satisfaction factors had a significant effect on employees' desire to remain. These results highlight the critical need for business process outsourcing firms to implement retention initiatives emphasizing competitive compensation, career advancement opportunities, and a supportive workplace culture. Enhanced productivity, superior service quality, and greater organizational stability are all facilitated by a workforce that is both satisfied and committed, which is essential for maintaining competitiveness in the BPO industry

Keywords—Job Satisfaction, Intention to Stay, BPO Employees

1. INTRODUCTION

The Business Process Outsourcing (BPO) field in the Philippines faces hurdles with the high turnover rate, even with its high impact on national employment. In the Philippines, employees resign and are absent without official leave (AWOL) because of dissatisfaction with their work. Contributing factors to this dissatisfaction include limited promotional opportunities, inadequate wages, insufficient supervisory support, and poor relationships with coworkers. According to Tamundong and Caballero (2024), employee perceptions of organizational supportiveness are associated with increased job satisfaction and reduced turnover intentions. Although earlier studies have examined general employee retention determinants, there is still a gap in both conceptual understanding and literature that specifically addresses the relationship between job satisfaction and the intent to remain employed among BPO workers. This study seeks to address that gap by investigating how various

elements of job satisfaction influence the retention of BPO employees in this vital urban area.

Several studies have been conducted on Business Process Outsourcing (BPO) about employee retention in its industry, a distinct research gap exists directly between job satisfaction and employees' intention to stay. Previous research either focused on identifying general factors influencing BPO employee retention—like recruitment practices, government policy, or training programs or has explored job satisfaction in isolation without thoroughly examining its impact on the employees' decision to stay in the organization (Kurata et al., 2023; Ariola et al., 2017). This indicates a literature gap where there are no analytical frameworks that have explored and examined the correlation between the several dimensions of job satisfaction—such as pay, supervision, coworker satisfaction, promotional satisfaction, and the work itself and their intention to stay. It is through theoretical frameworks, say, for example, the Value Percept Theory of Locke, As stated by Miller (2023), this theory believes that job benefits and promotions are one of the primary causes of the happiness of the employee at work. However, it is said that the attitude that the employees show towards their work is the strongest and most direct contact with the employees' job happiness. Additionally, Adams' Equity Theory, As per The Mind Tools Content Team (n.d.), asserts that establishing a fair balance is crucial for having a strong foundation in the workplace, ensuring employee satisfaction and motivation. The theory holds significant implications. Managers must maintain an awareness of how their employees perceive the distribution of resources. When employees perceive fair treatment, it can result in positive outcomes, including enhanced productivity and reduced turnover rates. Thus, the other existing conceptual gap is achieved, concerning the application in the peculiar working environment and cultural context of the Philippines Business Process Outstanding companies. Filling in this internal gap are the objectives of this study to provide empirical and theoretical provision for validated insights toward retention strategy enhancement in this location.

This research aimed to conduct a comprehensive analysis of job satisfaction and the intention to remain among BPO employees in Mandaluyong City, Philippines. The researchers were motivated by the objective of gathering relevant information and data related to these two important aspects. By gaining insight into the factors that impact employee satisfaction and retention in the BPO sector, companies in Mandaluyong City could improve their organizational practices. Additionally, the study intended to explore various elements influencing satisfaction and retention, such as job satisfaction, salary satisfaction, and other workplace factors that contribute to the strength of Business Process Outsourcing organizations in Mandaluyong City, Philippines.

2. RESEARCH METHODOLOGY

Research Design

The main objective of this study is to determine the relationship between job satisfaction, the independent variable, and intention to stay, the dependent variable.

Purposive and Convenience sampling techniques were applied in this research study that takes participants based on the objective of the research study question and the availability of BPO employees to answer the questionnaire. BPO employees were approached directly, and those who were willing to participate in answering the survey questionnaire will be a part of the data collected. This method allows for accessible data gathering without facing challenges that are linked with non-probability sampling. Managers, team leaders, and agents at various ranks within the organization will also be part of the sampling, as their years of experience would provide valuable insights and relevant information to determine what influences employees' job satisfaction and intention to stay.

Statistical Treatment of Data

The research used a correlational method to investigate and evaluate the extent to which the selected variables specified a relationship with each other. To achieve the vital data for the research, the researchers carefully designed and administered a comprehensive survey questionnaire. This study employed a correlational research design to investigate the relationships between key variables, specifically to correlate and understand the connections between job satisfaction levels and employees' intentions to remain in their companies. MSED (2023) defined a correlational study as a research design that explored and examined the relationships and associations between multiple variables, offering a valuable approach to understanding their interconnections. Chiang et al. (2015) state that since correlational studies are not experimental, the experimenter could not manipulate or control any of the variables being studied. As defined in the website Stats Test, Spearman's rho recognized the stability of the connection that existed between the two variables. This method was used in the research focusing on job satisfaction and the intention to stay of employees working in the business process outsourcing companies in Mandaluyong City

Survey Questionnaire Validation

A validated survey questionnaire was administered to the researchers; validation was conducted by the respective department heads of marketing management, office administration, and human resources management. The validation process was conducted by Rizal Technological University's College of Business, Entrepreneurship, and Accountancy (CBEA) department heads, all possessing Master of Business Administration (MBA). All validators contributed insightful suggestions, leading to a concise, accessible, and inclusive survey questionnaire design. The researchers settled the survey questionnaire, incorporating all gathered recommendations.

Survey Questionnaire Reliability Test

The survey questionnaire undergoes reliability testing. 30 random BPO employees from Mandaluyong City were asked by the researchers to answer the questionnaire to check if the questions were reliable for the study. Upon gathering the data with the help of the researcher's statistician, the data gathered were examined and analyzed using the Cronbach Alpha statistical tool was used to measure the internal consistency of the set questions per problem. The results showed that the questionnaire validated by the researchers was reliable.

Reliability Test Result

Indicators	Cronbach's Alpha	Internal Consistency
Promotion Satisfaction	0.85	Good
Work Itself Satisfaction	0.91	Excellent
Pay Satisfaction	0.98	Excellent
Co-worker Satisfaction	0.98	Excellent
Supervision Satisfaction	1.01	Excellent

Legend: If $a \geq 0.90$ Excellent, $0.90 > a \geq 0.80$ Good, $0.80 > a \geq 0.70$ = Acceptable, $0.70 > a \geq 0.60$ = Questionable, $0.60 > a \geq 0.50$ = Poor, $0.50 > a$ = Unacceptable.

3. PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

In this chapter, the researchers discuss the data analysis and findings from the gathered data of this study. The questionnaire used in this study was thoroughly examined and analyzed to make sure that the data collected was presented clearly with the support of tables and percentages, and some statistical techniques were applied to obtain the interpretations.

Table 1: Respondents' Mean Assessment of their Job Satisfaction in terms of the following:

Indicators	Weighted Mean	Interpretation
Promotion Satisfaction	4.16	Satisfied
Work Itself Satisfaction	4.08	Satisfied
Pay Satisfaction	3.76	Satisfied
Co-worker Satisfaction	4.10	Satisfied
Supervision Satisfaction	4.04	Satisfied
General Weighted Mean	4.03	Satisfied

Legend: 1.00 – 1.80 = Very Dissatisfied, 1.81 – 2.60 = Dissatisfied, 2.61–3.40 = Neutral, 3.41 – 4.2 = Satisfied, 4.21 –5.00 = Very Satisfied

This section of research provides the respondents' perception of their job satisfaction with their current BPO company. It aims to establish whether the employees' job satisfaction can affect their intention to stay within the BPO companies. The results revealed that the employees positively view their job satisfaction in their current BPO company, as evidenced by the overall weighted mean of the variables; respondents are satisfied with the handling of promotions, they tend to enjoy a good job and remain with the firm (4.16), employees are satisfied with the work itself and indicates that enjoying and being motivated on work will be the key to teamwork and success (4.08), business process outsourcing employees are also satisfied with the amount of money they earn, it correlates to them being pleased and satisfied with their overall job experience (3.76), employees are also satisfied with their co-worker satisfaction which indicates that it is also a crucial role in promoting the job satisfaction of BPO employees (4.04). Additionally, employees indicated that proper supervision leads to enhanced employee development (4.10). Overall, the findings showed that employees maintain a positive attitude toward their job, with all variables falling under the "satisfied".

The results of this study relates to the previous research, which highlights what employees feel when they are supported by their organization. Tamundong & Caballero (2024) found that job satisfaction was significantly positively impacted by perceived organizational support, while turnover intention was negatively affected by perceived organizational support. Likewise, job satisfaction had a significant negative impact on turnover intention. However, Aazami et al. (2015) found that there is a link between job satisfaction and psychological distress as well as four somatic complaints. Psychological distress, headaches, sleep disturbances, and gastrointestinal issues were all most strongly predicted with job satisfaction

Table 2: Respondents' Mean Agreement of their Intention to stay

Indicators	Weighted Mean	Interpretation
I'm alright with working a few extra hours; in some cases it is needed	4.02	Agree
I'm content with the salary i earn even though I have many years of service	3.77	Agree
I will gladly accept the offer of the company if they wish to transfer me to another branch, no matter the distance.	3.61	Agree
I will prefer this company over other competitors.	3.90	Agree
I plan to remain employed at this company for the foreseeable future.	3.86	Agree
I intend to continue my career with this company and look forward to contributing significantly.	3.89	Agree
My continued employment with this company seems expedient.	3.94	Agree

I anticipate remaining employed at my firm for as long as possible.	3.97	Agree
I will stay in this company unless something unexpected happens.	4.00	Agree
If given a choice, I would prefer to continue working.	4.05	Agree
General Weighted Mean	3.90	Agree

Legend: 1.00 – 1.80 = Disagree, 1.81 – 2.60 = Slightly Agree, 2.61 – 3.40 = Moderately Agree, 3.41 – 4.2 = Agree, 4.21 – 5.00 = Strongly Agree

Table 2 presents the findings of a survey among Business Process Outsourcing employees working in Mandaluyong City about their intentions on keeping employment in their current workplace.

The results show that the overall mean of intention to stay is verbally interpreted as Agree. Given the opportunity to choose between various options, BPO employees opt to continue their current work (4.05) and are interpreted as Agree. Given the lowest weighted mean score (3.61) and verbally interpreted as Agree, their acceptance of a company offer for inter-branch transfer is highly probable, irrespective of the distance to the new branch, provided the company takes up the transfer. A certain amount of overtime work is acceptable to BPO employees (4.02). Their compensation is satisfactory, irrespective of their years of service (3.77). Among business process outsourcing employees, their current company is foreseen to have a higher preference rating than competing firms (3.90). For some time to come, they intend to continue working for their current company (3.86). The respondents hope to make a substantial contribution and plan to continue working for the company (3.89). It might appear more practical for them to stay employed by this company (3.94). Respondents hope to work for their company for as long as possible (3.97). Lastly, unless an unforeseen circumstance arises, they will remain with this company (4.00) were all verbally interpreted as Agree.

Alam, A., & Asim, M. (2019) reports that high job satisfaction among BPO employees shows that there is a positive relationship of employees with their intention to remain at the company. Contrary to this research against Gebregziabher et al. (2020), when workers are not given proper treatment and feel unhappy and dissatisfied with the management, it moves in the direction of a negative influence, suggesting that the employees will quit and seek better prospects outside.

This study presents that some of the employees may have an outstanding benefit and support since the results show that they will remain working at their company over other companies. Despite the possibility of being relocated to another branch, their willingness to contribute to their company is still anticipated. They would still prefer working, even for extra hours, for they are also content with the salary they earn.

The research study provides an additional insight into employees' assessment of staying at their job. Through this study it can be stated that the employees who are satisfied with how they are treated in their workspace through various factors are more likely to stay in their company, implying that management upholds a high standard towards employees satisfaction by providing them all the tools they need to succeed at their job to obtain a strong and high retention rate.

Table 3: Spearman Rho Correlation: Relationship Between Respondents' Job Satisfaction and their Intention to Stay

Variables	R-Value	Interpretation	P-value	Decision	Remarks
Promotional Satisfaction	0.72	Very Strong Positive Relationship	.000	Reject Ho	Significant
Work Satisfaction	0.72	Very Strong Positive Relationship	.000	Reject Ho	Significant
Pay Satisfaction	0.74	Very Strong Positive Relationship	.000	Reject Ho	Significant
Co-worker Satisfaction	0.66	Strong Positive Relationship	.000	Reject Ho	Significant
Supervision Satisfaction	0.69	Strong Positive Relationship	.000	Reject Ho	Significant

Note: If p-value is less than 0.05 level of significance, the null hypothesis is rejected. Otherwise, failed to reject.

Legend for rho-value: $\pm 0.00 - 0.19$ = Very weak, $\pm 0.20 - 0.39$ = weak, $\pm 0.40 - 0.59$ = Moderate, $\pm 0.60 - 0.79$ = Strong, $\pm 0.80 - 1.00$ = Very Strong

Table 3 reveals a statistically significant relationship, implying a strong connection between how satisfied employees are with their jobs and their stated plans to continue their employment.

Among the independent variables, pay satisfaction had the highest correlation at 0.74, considered a very strong positive. Meanwhile, co-worker has the least or lowest correlation, with a 0.66 rho-value interpreted as a strong positive relationship, and yet statistically significant. The study found a significant relationship between job satisfaction and the intention to stay. Statistical analysis showed that as job satisfaction increases, the chances of employees wanting to stay in the company also increase.

Chen et al. (2015) showed in research that social support, work stress, job satisfaction, and self-esteem based on the organization had a major impact on the intention to stay. In addition, social support and job satisfaction influenced the intention to stay, both directly and indirectly, through organizational membership self-esteem. Moreover, AbuAlRub et al. (2016) found a strong positive correlation between work environment and job satisfaction. Based on the results obtained from the logistic regression model, the intention to stay in a job was significantly influenced by three key factors, namely housing, job satisfaction, and the work environment. However, Gebregziabher et al. (2020) demonstrated that over half (64.9%) of 148 employees surveyed were planning to leave their employer. Employees who had lower job autonomy satisfaction ratings exhibited an increased inclination to consider exiting their current employment. A high turnover intention rate among employees was observed and strongly correlated with a lack of autonomy and inadequate training opportunities. Carthon (2021) found that, within adjusted models controlling for variables related to job dissatisfaction (salary, advancement opportunities, autonomy, and tuition benefits), employees' reported intention to leave decreased. Strategies to mitigate employee attrition may be identified by employee administrators focusing on areas of dissatisfaction.

This study implies a strong positive correlation between employee job satisfaction and their intent to stay with the company. This exemplifies the tendency of satisfied employees to exhibit greater organizational commitment. Study findings reveal a statistically significant correlation between employee job satisfaction and retention intentions. Maintaining the happiness of employees with their pay, work environment, bosses, colleagues, and job advancement increases the chances that they will be.

4. CONCLUSION

1. Respondents' Mean Assessment of their Job Satisfaction

This section is an analysis of employee assessment within Mandaluyong City's Business Process Outsourcing workforce on crucial job satisfaction elements promotional satisfaction, work-itself satisfaction, pay satisfaction, co-worker satisfaction, and supervision satisfaction.

Based on the results, most respondents were satisfied with the promotional aspects of their work. Many of them found the training sessions beneficial for their professional growth and appreciated the opportunities for personal development provided by the company. The training programs were also viewed as engaging. Additionally, employees expressed satisfaction with how their performance was recognized and rewarded, as well as with the fairness and transparency of the company's promotional policies. The highest satisfaction was observed in the usefulness of training sessions.

According to the findings, employees were generally satisfied with the nature of their work itself. They shared that their daily tasks are enjoyable, and many felt engaged and motivated in their everyday responsibilities. Employees noted that they look forward to coming to work and often feel positive about their contributions. Most importantly, the strongest area of satisfaction was the sense of achievement and satisfaction received from their job roles. While all statements were rated positively, the lowest score was recorded in terms of employees looking forward to work each day, suggesting a slight area for improvement despite overall positive feedback.

Based on the results, most respondents were satisfied with their salaries. Many of them acknowledged that a major element influencing their general job satisfaction is the financial compensation they receive. Additionally, they expressed satisfaction with their employers' extra benefits and allowances, as well as the incentives and bonuses they received, which they found inspiring. Furthermore, they felt content with their existing pay and the possibility of future raises. Though still favorable, the area with the lowest level of satisfaction was associated with the yearly pay increase, which some felt could be better.

Employees consistently expressed satisfaction with their interactions at work in terms of coworker satisfaction. The greatest satisfaction was noted for how well teamwork helps achieve objectives. Workers also conveyed a great sense of gratitude for the team's collective achievements, the caliber of work produced by coworkers, and the equal contributions made by team members to assigned tasks. All areas showed satisfaction, however, volunteering for extra work and initiatives was given less consideration by the respondents, even if it was still seen favorably.

In terms of satisfaction with supervision, supervisors' courteous and encouraging communication received an outstanding rating. Additionally, respondents enjoyed the support they received for their professional development, believed their efforts were recognized and appreciated, and thought their supervisors' input was useful for enhancing performance. Setting reasonable expectations by supervisors was associated with the lowest satisfaction, while still within a good range, showing an area for managerial improvement.

2. Respondents' Mean Agreement of their Intention to stay

Analysis of this study's data reveals a prevailing intention to remain within their current organizations amongst BPO employees of Mandaluyong City. The responses received evince a great degree of loyalty and commitment, motivated by workplace contentment and a preference for maintaining the status quo. Mandaluyong City's business process outsourcing firm's dedication to their employees is proven through their excellent level of service consistently, thus strengthening their mutual collaboration in furthering the company's goal. This can be a model for other businesses to look at factors affecting employee retention and address future issues. However, their choice to stay is based on crucial considerations like insufficient yearly salary increases and the possibility of out-of-Mandaluyong reassignments. This could be at variance with the potential that they would be relocated to another branch, which may be as a result of a preference for their current branch — fear of leaving their current workplace and adapting to a new one, or the remuneration not changing despite the need to commute far from home. Employees can utilize their salaries to take care of everyday expenses but not enough to save for the future. Despite all these issues, the general tendency is still in a positive direction, which suggests that employees will be likely to stay motivated and loyal to their current employer if minimum expectations are

fulfilled, especially in terms of salary and place of work. Unexpected life events, such as severe diseases, natural catastrophes, and other unforeseen circumstances, could happen soon and may impact their desire to stay in their firm. Regarding this, the majority of employees believe that they should stay with the company despite the difficulties that come with their jobs.

3. Spearman Rho Correlation: Relationship Between Respondents' Job Satisfaction and their Intention to Stay

The results of this study presents that Job Satisfaction and Intention to stay has a strong connection between Business Process Outsourcing Employees in Mandaluyong City. While Co-worker Satisfaction and Supervision Satisfaction display a high correlation towards intention to stay. Unexpectedly, work-itself satisfaction indicates a

very strong relationship, implying that employees who feel motivated and have a sense of fulfillment in their work are more likely to stay. This means the behavioral aspect of an employee towards their work matters, as employees who are consistently happy and pleased at their work are more likely to stay. Promotional Satisfaction also plays a key role in the intention to stay. As employees who feel they are provided with the opportunities for effective training, skills enhancement, and proper recognition with a transparent and fair policy by the company, it contributes to their overall factor of staying in their company. Lastly, the highest indicator towards intention to stay is Pay Satisfaction, as BPO employees perceived this as the most important factor in choosing to stay in their company. This means that employees seek a sufficient amount of income to meet their needs. Moreover, the company's benefits and incentives policies are also a strong determinant, as the additional compensation contributes to their overall decision-making, implying that if the employees are satisfied with their pay grade level, they are going to stay loyal to that company, as it meets the most contributing factor of BPO employees in Mandaluyong City.

5. RECOMMENDATIONS

1. Students may consider exploring the relationship between job satisfaction and the intention to stay as part of their academic and career preparation. Learning about the connection might inform them better while selecting a profession or considering employers. By knowing what the key components of job satisfaction such as promotional, work itself, pay, co-worker and supervision, these factors of job satisfaction can be key advancements for students that might help them seek out better careers. This knowledge is particularly useful in selecting roles and organizations that best align with their professional aspirations and values. Through proper evaluation of these components in different companies. It allows students long-term commitment and promotes individual satisfaction in their working career.
2. Employees may use this study as an indicator of their satisfactory needs in their respective jobs. Through this study of the analysis of various job satisfaction components, the employees may reflect and look back at their own state if their employers are meeting the needs to maintain their satisfactory level, prompting a healthy work-life balance. This may also be used as a weighting scale for employees to push for much better management that pushes in promoting the overall well-being of their employees. Lastly, it gives insights into the working conditions of BPO employees who are currently employed at Mandaluyong City. allowing employees to evaluate if such a place possesses a positive working environment and culture.
3. This study offers employers significant insights into the crucial determinants of employee retention and job satisfaction. It could help improve the supervisory capabilities of employers. It is foreseen to yield lower turnover, reduce recruitment and training expenditures, and increase employee morale. Supervision satisfaction data analysis may adapt the application of enhanced leadership practices that encourage trust, motivation, and professional growth. Employee pay satisfaction analysis may foster companies to assess their compensation schemes for the competitiveness and satisfaction of employees. It may help BPO employers with actionable knowledge to build a more stable, productive, and engaged workforce. Employee job satisfaction and dissatisfaction could be reviewed, and businesses could adopt innovative methods and engaging benefits packages to foster employee satisfaction and loyalty.
4. Researchers recommend that both government and companies strengthen policies that promote a better

work environment, competitive benefits, and clear career development paths. Improving job satisfaction directly contributes to employee retention, which helps reduce turnover costs, maintain service quality, and attract global clients, strengthening the BPO workforce. Moreover, this may also be used as a benchmarking tool for international investors or corporations planning to start a new venture in the Philippines or grow their already existing BPO operations in the Philippines, specifically in Mandaluyong City. This study can help inform strategic choices on employee engagement, staff administration, and operational execution that allow for the expectations of the workforce and the local context. This way it supports in stabilizing and continuing the growth of one of the largest contributors to the Philippine economy, which are the BPO companies.

5. To enhance the utility of localized data in high-demand and service-driven environments, it is recommended that future research continue to collect and analyze context-specific information. This helps fill the population gap and knowledge gap to strengthen its foundation in the literature and offers a basis for future studies on relevant topics that focus on job satisfaction and organizational setting. Additionally, collaboration and partnership with the Philippine Statistics Authority (PSA) can further augment its base information by giving comprehensive statistical data on BPO employees' job satisfaction and intention to stay, specifically in Mandaluyong City. Moreover, continuous research of local data can help aid regional planning and development by providing a better image of labor satisfaction trends in city business districts.
6. Future researchers are encouraged to expand the scope of their study, such as using a different occupation, a wider range of locations, a bigger sample, and additional problems that will continue to further the study. By expanding the scale and sample of this type of study, future researchers might be able to conclude a different outcome that may contribute more to the overall context of job satisfaction and intention to stay between employees and their organizations. Moreover, future researchers might want to take a different approach, such as a qualitative or mixed method, to investigate and further enhance the understanding of this study and look into much deeper aspects, such as describing non-numerical data through qualities, characteristics, and, most importantly, employees' personal experiences, and even both numerical and non-numerical data at the same time. Lastly, they may also look into and investigate how organizational culture determines the relationship between BPO workers' intention to stay and job satisfaction. Specifically, understanding what influence workplace norms, leadership, communication style, and core values have on employee commitment may yield a deeper insight into retention strategies to compare which among job satisfaction and organizational culture leads to a better retention rate.

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