

# Factors Affecting Employee Retention in Bakeshops in Dapa, Surigao Del Norte: Basis for Recommendation

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## ABSTRACT

This study examined the factors affecting employee retention in bakeshops in Dapa, Surigao del Norte, with emphasis on compensation and benefits, work environment, supervisory and management support, career growth and training, work-life balance, and job security.

Using a descriptive-quantitative research design, data were gathered from 55 bakeshop employees through a structured questionnaire.

Descriptive statistics, Mann–Whitney U test, and Kruskal–Wallis test were used to analyze the data.

Results showed that all identified factors significantly influence employee retention, with work environment obtaining the highest mean rating.

Comparative analyses revealed no significant differences among the effects of the factors overall; however, significant differences were observed when grouped according to age (work environment and work-life balance), sex (career growth and training), and length of service (compensation and benefits).

No significant differences were found when respondents were grouped according to civil status and position. The findings suggest that employee retention in bakeshops is influenced by a combination of interrelated factors rather than a single dominant factor, highlighting the need for holistic and inclusive retention strategies to improve workforce stability.

**Keywords:** Employees retention, bakeshops, work environment, compensation and benefits, supervisory support, career growth and training, work-life balance, job security..

## I. INTRODUCTION

Employee retention is complex in nature in a competitive market, though it is vital in achieving long-run competitive advantage and organizational success and longevity; nonetheless, it is the situation that has witnessed employee retention become the major problem facing organizations globally (Yousaf et al., 2019). Low levels of employee retention in an organization give rise to various problems, such as increased training/recruitment costs, less skilled workforce, and disruption of organizational operations (Ping et al., 2021). Due to these situations, small and medium-sized enterprises perceive employee retention as highly complex and uncertain in nature (Park et al., 2019; Tian et al., 2020). This study is concerned with the particular context of Bakeshop; it is intended to identify the factors that influence em

ployee retention in this particular retail industry.

Leadership plays a pivotal role in fostering a culture where employees feel valued and motivated. Leaders who prioritize open communication, provide opportunities for career advancement, and acknowledge employee contributions are more likely to retain their staff. Strong leadership practices are vital for fostering employee loyalty and dedication, which is particularly relevant in a branch setting like Bakeshop (Pulver, 2024).

Organizations must implement deliberate strategies that address both tangible and intangible aspects of the employee experience. This includes not only competitive compensation and benefits packages but also focusing on employee engagement, recognition, and opportunities for growth. A holistic retention strategy, tailored to the specific needs and challenges Of Bakeshop, is essential for achieving sustained organizational success (Barnard, 2022).

Leadership is an essential factor in developing an organizational culture in which employees Following Siargao's rapid transformation into a major global tourism hub after 2019, the island saw a notable increase in the cost of living, particularly in food, rentals, and services. However, retail wage rates in Siargao, such as those in Bakeshop, were still generally consistent with regional minimum wage levels rather than those dictated by the island's tourism-driven economy's inflationary pressures. This created an economic scenario of wage depreciation in Siargao, resulting in what can be called economic unhappiness among its workers. This created a strong "push-out effect" among workers who sought employment in other places such as in urban centers or in the mainland where the net disposable income is high, even if nominal salary levels offered were slightly better (Philippine Statistics Authority, 2022; Department of Labor and Employment [DOLE], 2023).

Furthermore, the low level of professional mobility within the island-based branches, like Bakeshop, contributes to the problem of stagnation in the employees' career paths. The absence of diversity in the hierarchical structure of the branches, as well as the lack of cross-branch mobility, results in a kind of "pull-out effect" for the more skilled or ambitious employees. In contrast, the metropolitan branches provide more opportunities for career promotion and diversification of roles, which makes them more attractive to the high-potential employees. As a result, the island of Siargao experiences the phenomenon of "brain drain" as the more experienced or skilled employees seek better career opportunities outside the island, which negatively impacts the stability of the workforce (Garcia & Ramos, 2021; Asian Development Bank, 2022).

## 1. LITERATURE REVIEW

Employee retention has long been a challenge among retail businesses in provincial areas of the Philippines. Inza-Cruz (2022) explained that compensation and benefits mediate the relationship between job satisfaction and retention, indicating that fair financial rewards directly influence employees' willingness to remain in their positions. Therefore, Bakeshop must ensure competitive pay structures and incentives to prevent attrition, particularly because limited employment alternatives exist on the island. Additionally, the work environment plays a pivotal role in retaining employees. Reyes (2020) emphasized that provincial supermarket employees highly value clean, safe, and supportive workplaces. Equally important, supervisory and management support cannot be overlooked. Lopez and Garcia (2022) highlighted that front line workers in Philippine supermarkets tend to stay longer when supervisors communicate openly, recognize contributions, and provide guidance. Consequently, cultivating transparent leadership and supportive managerial practices at Bakeshop could significantly reduce

turnover. Moreover, career growth and training opportunities in provincial areas are often limited compared to urban centers like Metro Manila. Tolentino (2021) found that provincial employees frequently resign due to lack of promotion pathways and professional development. The work environment in Philippine retail is equally significant, and Santos and Vergara (2020) reported that overcrowded, poorly organized, or stressful workplaces increase turnover, even when salaries are competitive.

Furthermore, in the Philippine context, job security is particularly significant for employees in small towns and island provinces like Siargao, where alternative employment opportunities are limited (Tamundong & Caballero, 2024). Because retail workers often face seasonal fluctuations in workload due to tourism patterns, which can create uncertainty regarding hours and job stability, Bakeshop can mitigate these risks by providing clear contracts, consistent schedules, and assurance of employment continuity, thereby fostering employee loyalty and reducing turnover.

Supervisory and management support is another key factor in retention. Employees are more likely to remain in their jobs when supervisors provide clear communication, recognize performance, and offer guidance (Lopez & Garcia, 2022; Villanueva, 2021). Strong leadership fosters a sense of belonging and motivation among workers, which reduces turnover and improves overall workplace morale. In contrast, poor supervisory practices often lead to dissatisfaction and higher resignation rates.

Career growth and training opportunities are also important in retaining employees. In many provincial areas, limited promotion pathways and skill development opportunities cause employees to leave for better prospects (Tolentino, 2021; Manalo & Rodriguez, 2022). Providing structured training, mentorship, and clear career progression helps employees feel valued and encourages long-term commitment to the organization, while also improving their skills and performance (Feldman & Ng, 2021).

Finally, work–life balance and job security significantly influence employee retention. Flexible schedules, predictable shifts, and stable employment reduce stress and help employees manage personal responsibilities (Greenhaus & Allen, 2021; Khalid et al., 2021). In addition, addressing local challenges such as rising living costs and seasonal employment fluctuations through allowances, benefits, and consistent scheduling can strengthen loyalty (Tamundong & Caballero, 2024). Overall, improving these factors helps businesses like Bakeshop reduce turnover and build a more stable and committed workforce.

### 3. FRAMEWORK OF THE STUDY

This study was anchored in Job Satisfaction theory, integrating Social Exchange Theory (SET) by (Ahmad et al., 2023) and Job Demands-Resources (JD-R) theory by (Bakker and Demerouti 2023), to understand factors affecting employee retention. Social Exchange Theory (SET) suggests employees see their relationship with the organization as an exchange, offering effort and loyalty for benefits. When employees feel fairness, recognition, and support, they're more likely to reciprocate with loyalty and stay with the company. This exchange shapes their attitudes and behaviors, influencing their decision to remain.

The Job Demands-Resources (JD-R) theory complements SET. Job demands are aspects of the job requiring sustained effort, while job resources help achieve work goals, reduce demands, and stimulate growth. According to JD-R, when resources like fair pay, supportive management, and training balance job demands like heavy workloads, employees are more likely to be engaged and less likely to

experience The Job Demands-Resources (JD-R) theory complements SET by focusing on balancing job demands and resources to predict employees well-being and retention (Bakker & Demerouti, 2023). Job demands are aspects of the job requiring sustained effort, while job resources help achieve work goals, reduce demands, and stimulate growth. According to JDR, when resources like fair pay, supportive management, and training balance job demands like heavy workloads, employees are more likely to be engaged and less likely to experience burnout.

Integrating SET and JD-R provides a strong framework for analyzing employee retention. SET highlights the importance of a fair exchange between the employees and organization, while JD-R underscores balancing job demands with resources to promote well-being. By examining these, this study aims to identify key factors influencing employees retention, offering insights into creating a supportive work environment that fosters loyalty and reduces turnover. This study is anchored on the assumption that employee retention is influenced by several interrelated organizational and personal factors. The conceptual framework presents the structure that guides the investigation of how specific variables contribute to retaining employees in bakeshops.

The framework is composed of three major components or “boxes”. The first box represents the profile of the respondents, which includes age, sex, civil status, and position in the organization. These characteristics are considered important because individual differences may shaped employees’ perceptions, attitudes, and work-related needs. Understanding the demographic profile provides a basis for determining whether variations in retention factors exist across different groups.

The second box contains the independent variables or factors presumed to influence employee retention. These variables include compensation and benefits, work environment, supervisory and management support, career growth and training opportunities, work-life balance, and job security. These factors reflect key dimensions of the workplace that may affect employees’ satisfaction, motivation, commitment, and decision to remain in the organization. Each variables is examined to assess its level of influence on employee retention.

The third box presents the proposed recommendations, which are derived from the findings of the study. This component emphasizes that the results will serve as the foundation for developing strategies and interventions aimed at improving employee retention practices in bakeshops.

Overall, the framework illustrates the relationship between the respondents’ profile, the influencing factors, and the resulting recommendations. It serves as visual and theoretical guide in analyzing how workplace conditions and employee characteristics collectively affect retention.



## 2. RESEARCH QUESTIONS

This study determined the factors affecting employee retention in Bakeshop. Specially, this sought answer to the following questions.

1. What is the demographic profile of employees in Bakeshop in terms of;
  - Age;
  - Sex;
  - Civil Status;
  - Position;
  - Length of Service;
2. How do the following factors affect employee retention in Bakeshop in terms of:
  - 2.1 Compensation and Benefits
  - 2.2 Work Environment
  - 2.3 Supervisory and Management Support
  - 2.4 Career Growth and Training Opportunities
  - 2.5 Work-Life Balance
  - 2.6 Job Security
3. Is there a significant difference on the factors affecting employee retention in Bakeshop?
4. Is there a significant difference on the factors affecting employee retention when grouped according to the profiled variables?
5. Based on the result of the study, what recommendations can be proposed?

## 5. METHODOLOGY

This study employed a quantitative, descriptive survey research design to investigate the factors influencing employee retention at Bakeshop, with respondents selected through convenience sampling from both regular and part-time employees.

Questionnaire was used as the major data gathering instrument. The questionnaire comprised of two sections: (1) the demographics of the respondents, and (2) the retention challenges based on Compensation and benefits, Work Environment, Supervisory and Management Support, Career Growth and Training Opportunities, Work-Life Balance, Job Security. Likert scale was used in the instrument. Permission was obtained from the institution before conducting the study. The questionnaires were distributed to the respondents and collected after answering them.

Frequency and percentages were used to analyze the data collected in order to portray the profile of the respondents. The mean and standard deviations were computed to find out the level of retention problems faced by the respondents. Non-parametric test was conducted to find out the significant difference among the profiles.

## 6. Results and Discussion

Profile of the respondents

Variable	Category	Frequency (f)	Percentage (%)	Cumulative %
Age	18-27 years old	26	47.3	47.3
	28-37 years old	15	27.3	74.5

	38-47 years old	7	12.7	87.3
	48-60 years old	7	12.7	100.0
<b>Sex</b>	Male	18	32.7	32.7
	Female	37	67.3	100.0
<b>Civil Status</b>	Single	34	61.8	61.8
	Married	18	32.7	94.5
	Widowed	3	5.5	100.0
<b>Year of Length Service</b>	1-2 years	43	78.2	78.2
	3-5 years	12	21.8	100.0
<b>Position</b>	Manager	2	3.6	3.6
	Baker	11	20.0	23.6
	Cashier	16	29.1	52.7
	Sales Clerk	12	21.8	74.5
	Others	14	25.5	100.0

From the respondents' profile, the majority of Bakeshops in Dapa, Surigao del Norte employees are mostly comprised of younger people, aged 18 to 27 years old (47.3%), implying that the majority of employees are at the earlier stage of their career and thus looking for more career opportunities. As far as gender is concerned, the majority of employees are females (67.3%), implying that there are more females employed at the organization than males. When it comes to civil status, the majority of employees are singles (61.8%), while married individuals comprise only 32.7% of the respondents, implying that the majority of employees do not have a lot of family responsibilities yet, which can affect career mobility. Moreover, when it comes to years of length in service at the company, the majority of respondents have 1-2 years of experience (78.2%). Thus, most of the respondents are rather new at the organization or are in the beginning stage of their tenure. In addition, with regard to position, the largest number of respondents has received a cashier (29.1%), while others is (25.5%).

Overall, the concentration of employees in non-managerial positions such as cashiers, sales clerks, and bakers, with very few in managerial roles, indicates limited opportunities for promotion and career progression. This structure may further contribute to employee turnover, as workers may seek employment elsewhere for better advancement prospects. Existing literature supports that frontline employees are more sensitive to compensation, work environment, and supervisory support, and are more likely to leave when these factors are lacking (Manalo & Rodriguez, 2022). Overall, these findings reinforce the importance of improving compensation, providing career development opportunities, and fostering a supportive work environment to enhance employee retention (Reyes, 2020; Tamundong & Caballero, 2024).

**Table 2. Effects of the factors on employee retention in bakeshop**

Variables	N	Mean	Median	SD
Compensation and Benefits	55	3.07	3.00	0.416
Work Environment	55	3.23	3.00	0.358

Supervisory and Management Support	55	3.17	3.00	0.371
Career Growth and Training	55	3.13	3.00	0.372
Work-Life Balance	55	3.08	3.00	0.384
Job Security	55	3.15	3.00	0.348

Regarding factors on employee retention in bakeshops in Dapa, Surigao del Norte using the mean, median, and standard deviation. All variables obtained mean scores above 3.00, indicating that respondents generally agreed that these factors affect their decision to stay in their jobs. The highest mean is recorded for work environment at 3.23, followed by supervisory and management support at 3.17, job security at 3.15, career growth and training at 3.13, work-life balance at 3.08, and compensation and benefits at 3.07. The medians for all variables are 3.00, showing a consistent central tendency in responses. The relatively low standard deviation values, ranging from 0.348 to 0.416, suggest that employees' perceptions are fairly homogeneous, with little variation in how they view these factors.

	$\chi^2$	df	p
Effects	5.93	5	0.313

The Kruskal Wallis test results comparing the effects of the different factors on employee retention in bakeshops in Dapa, Surigao del Norte. The computed chi square value is 5.93 with 5 degrees of freedom and a p value of 0.313. Since the p value is greater than the 0.05 level of significance, the result indicates that there is no significant difference among the effects of compensation and benefits, work environment, supervisory and management support, career growth and training, work life balance, and job security on employee retention.

**Table 4.1. Kruskal-Wallis Test on the effects of the different factors towards employee retention in bakeshop when grouped according to age.**

Variables	$\chi^2$	df	p
Compensation and Benefits	0.245	3	0.970
Work Environment	10.334	3	0.016
Supervisory and Management Support	7.589	3	0.055
Career Growth and Training	3.628	3	0.1304
Work-Life Balance	11.760	3	0.008
Job Security	0.406	3	0.939

The Kruskal Wallis test results on the effects of the different factors on employee retention in bakeshops in Dapa, Surigao del Norte when grouped according to age. This indicates that employees of different ages perceive these factors in a similar way when it comes to their influence on retention.

Variables	Test	Statistic	p
Compensation and Benefits	Mann-Whitney U	322	0.839
Work Environment	Mann-Whitney U	261	0.176
Supervisory and Management Support	Mann-Whitney U	311	0.679
Career Growth and Training	Mann-Whitney U	217	0.030
Work-Life Balance	Mann-Whitney U	282	0.352
Job Security	Mann-Whitney U	287	0.390

Note.  $H_a \mu_1 \neq \mu_2$

The Mann Whitney U test results show that compensation and benefits ( $p = 0.839$ ), work environment ( $p = 0.176$ ), supervisory and management support ( $p = 0.679$ ), work life balance ( $p = 0.352$ ), and job security ( $p = 0.390$ ) do not have significant differences between male and female employees since all p values are greater than 0.05. However, career growth and training show a significant difference between the two groups, with a p value of 0.030, which is less than the 0.05 level of significance.

Variables	$\chi^2$	df	p
Compensation and Benefits	2.015	2	0.365
Work Environment	0.101	2	0.951
Supervisory and Management Support	0.308	2	0.857
Career Growth and Training	1.647	2	0.439
Work-Life Balance	1.673	2	0.433
Job Security	0.922	2	0.631

All variables were inclusive in the analysis to determine the retention concerns of employees at both the single and married (including widow) levels ( $p > 0.05$ ). Retention challenges are consistent among these different positions.

Variables	Test	Statistic	p
Compensation and Benefits	Mann-Whitney U	137	0.012
Work Environment	Mann-Whitney U	227	0.515
Supervisory and Management Support	Mann-Whitney U	193	0.165
Career Growth and Training	Mann-Whitney U	197	0.195
Work-Life Balance	Mann-Whitney U	191	0.161
Job Security	Mann-Whitney U	178	0.088

Note.  $H_a \mu_1 \neq \mu_2$

The Independent Samples Mann-Whitney U test on the effects of different factors on employee retention

in bakeshops in Dapa, Surigao del Norte, grouped according to length of service. The results show that compensation and benefits ( $p = 0.012$ ) has a significant difference between employees with different lengths of service, as the  $p$  value is less than 0.05. On the other hand, work environment ( $p = 0.515$ ), supervisory and management support ( $p = 0.165$ ), career growth and training ( $p = 0.195$ ), work-life balance ( $p = 0.161$ ), and job security ( $p = 0.088$ ) show no significant differences, indicating that these factors are perceived similarly regardless of how long employees have been in service.

Variables	$\chi^2$	df	p
Compensation and Benefits	4.39	4	0.355
Work Environment	5.69	4	0.224
Supervisory and Management Support	5.74	4	0.219
Career Growth and Training	5.97	4	0.201
Work-Life Balance	1.00	4	0.910
Job Security	5.12	4	0.275

The Kruskal Wallis test results on the effects of different factors on employee retention in bakeshops in Dapa, Surigao del Norte, when grouped according to position. The results show that compensation and benefits ( $p = 0.355$ ), work environment ( $p = 0.224$ ), supervisory and management support ( $p = 0.219$ ), career growth and training ( $p = 0.201$ ), worklife balance ( $p = 0.910$ ), and job security ( $p = 0.275$ ) all have  $p$  values greater than 0.05.

## 7. CONCLUSION AND RECOMMENDATIONS

Employee retention in bakeshops in Dapa, Surigao del Norte is influenced by both workplace factors and employee characteristics. The workforce is mostly young, female, and single with short job tenure, indicating high turnover and limited advancement opportunities. Among all factors, the work environment is the most significant, followed by supervisory support and job security, while compensation, career growth, and work-life balance also contribute. Overall, retention depends on a combination of organizational practices and demographic factors, with a supportive work environment being the most critical.

To improve employee retention, bakeshop management should provide fair compensation, maintain a positive and supportive work environment, and offer training and career development opportunities. They should also promote work-life balance through flexible scheduling and practice supportive leadership to build trust and encourage long-term commitment. Bakeshop management should provide fair compensation, maintain a positive and supportive work environment, and offer training and development opportunities. They should also promote work-life balance through proper scheduling and practice good leadership to build trust and improve long-term employee retention.

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