ORGANIZATIONAL CULTURE TOWARD EMPLOYEE RETENTION OF YAHSHUA OUTSOURCING WORLDWIDE INCORPORATED
By

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Abstract

This research study investigated the correlation between organizational culture and employee retention at YAHSHUA Outsourcing Worldwide Incorporated. Utilizing a quantitative approach, data was collected through a Google Form questionnaire administered to 34 employees. The analysis involved frequency count, percentage distribution, weighted mean, standard deviation, and Pearson's correlation coefficient (R). The findings revealed highly effective associations between organizational culture and employee retention across various dimensions. Leadership styles significantly impact organizational culture, particularly in facilitating job development. The alignment of organizational culture with values and beliefs underscored the importance of fostering innovation. The work environment played a crucial role, emphasizing the need for professional development opportunities.

Additionally, empathy within the organizational culture promoted understanding and open communication. Employee retention within YAHSHUA Outsourcing thrived across compensation and benefits, work-life balance, job satisfaction, and motivation metrics. Fair compensation practices and non-monetary benefits were valued, while work-life balance support was commendable. Job satisfaction and motivation levels were notably high, though maintaining consistent motivation was identified as an area for improvement. The study established a significant positive correlation between organizational culture and employee retention, as evidenced by Pearson's correlation coefficient (R). This highlighted the importance of fostering a positive culture aligned with retention goals. Recommendations included regular reviews of compensation packages, individualized development plans, and additional initiatives to promote work-life balance and employee well-being. In conclusion, YAHSHUA Outsourcing demonstrated a commitment to employee retention through comprehensive strategies, emphasizing the importance of continued investment in employee satisfaction and organizational success.

Keywords: Organizational culture, leadership styles, values and beliefs, work environment, empathy, employee retention, compensation and benefits, work-life balance, job satisfaction, and motivation.

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INTRODUCTION

In the dynamic and competitive landscape of today's business environment, retaining employees has become a paramount challenge for organizations. The significance of employee retention was underscored by its direct impact on operational stability, productivity, and overall profitability. In an era of constant innovation and fierce talent competition, understanding the intricate relationship between organizational factors and employee retention has become essential. This research study addressed the multifaceted connection between an organization's internal environment and the inclination of its employees to stay engaged and committed. While the factors contributing to employee turnover had been extensively studied, the reciprocal influence of organizational elements on retention rates remained a critical yet less explored aspect. Organizational culture, as a subtle yet pervasive force, shapes the very fabric of an organization. It influenced the structure, working conditions, and day-to-day operations.

Employee retention, therefore, went beyond mere numerical metrics; it encapsulated the essence of an organization's culture, leadership effectiveness, and human resource policies. To effectively address the challenge of retaining employees, businesses had to move beyond superficial strategies and delve into the root causes and interplay of factors influencing employee tenure. (Galindo, 2022)

Employee retention was more than just a numbers game; it encapsulated the essence of an organization's culture, leadership effectiveness, and human resource policies. To effectively address this challenge, businesses had to move beyond superficial strategies and dive deeper into the root causes and interplay of factors that influenced employee tenure. The researchers aimed to shed light on the complicated

system of correlations between organizational characteristics, such as leadership styles, work environment, compensation structures, career development opportunities, and employee retention rates. By gaining a comprehensive understanding of these connections, organizations could make informed decisions and implement targeted interventions to enhance employee retention, thus creating a stable and sustainable workforce. As the researchers embarked on this research journey, they investigated the pivotal role of organizational elements in shaping employee loyalty and commitment. The findings of this study held the potential to guide organizations in formulating strategies that not only reduced turnover but also fostered a workplace culture where employees were motivated to stay and contribute their best, through a meticulous examination of the relationship between organizational culture and employee retention.

Theoretical Framework

The study was grounded in Herzberg's Two-Factor theory, the Motivation-Hygiene Theory or the Dual-Factor Theory. It was a psychological theory proposed by Frederick Herzberg in the late 1950s. This theory focused on the factors that influenced job satisfaction and dissatisfaction in the workplace, which, in turn, could impact employee retention. (Herzberg, 1950)

The theory suggested that there were two separate sets of factors that affected employees' feelings about their work and their overall job satisfaction:

Firstly, Hygiene Factors (Maintenance Factors). These factors were essential to prevent job dissatisfaction but did not necessarily lead to high job satisfaction when they were present. They encompassed organizational culture, leadership style, values and beliefs, work environment, and empathy. Within hygiene factors, organizational culture influences satisfaction through its impact on employee perceptions of fairness, communication, and collaboration. Leadership style contributed by shaping the overall work atmosphere, and values and beliefs set the tone for employee engagement. The work environment, encompassing physical and social aspects, was a significant hygiene factor influencing job satisfaction, as was the presence of empathy within the organizational framework. Inadequacies in any of these hygiene factors could lead to dissatisfaction, making them essential considerations for preventing attrition. However, when these factors were sufficient, they might not act as strong motivators for high satisfaction.

Secondly, Motivational Factors. These factors were linked to the nature of the work itself, personal growth, and achievement. Compensation and benefits, work-life balance, job satisfaction, and motivation were integral components within the realm of motivational factors. Compensation and benefits played a crucial role in motivating employees by providing tangible rewards for their efforts. Work-life balance contributed to the overall well-being and satisfaction of employees, directly impacting motivation. Job satisfaction, as a motivational factor, encompassed various aspects, including the fulfillment of individual needs and desires related to the job. The intrinsic motivation derived from the nature of the work, recognition, responsibility, advancement opportunities, challenging tasks, and a sense of achievement were all examples of motivational factors. Organizations seeking to enhance employee retention and motivation should focus on providing these factors to create a satisfying and fulfilling work environment. (Herzberg, 1950) In the context of employee retention, Herzberg's theory suggested that merely addressing hygiene factors could help prevent employees from leaving due to dissatisfaction with their work environment or company policies. However, to truly retain and motivate employees, organizations should have emphasized the provision of motivational factors. By offering opportunities for growth, recognition, challenging work, and a sense of achievement, employers could have increased job satisfaction and, in turn, improved employee retention rates.

Conceptual Framework

Employees were the cornerstone of an organization, embodying its strength and vitality. They were the driving force behind a company's success, with the unique capacity to propel business growth and enhance profitability. In the grand tapestry of organizational resources, employees stood as the most valuable and adaptable asset, capable of shaping the present and securing the future. Employee retention stood as a foundational pillar of organizational success, one that could not be overstated in its significance. The organizational culture, which included leadership styles, values, and norms, was recognized as a key element contributing to employee retention at YAHSHUA Outsourcing Worldwide Incorporated.

Employee Retention

Employee turnover could be costly and disruptive to a company's operations. Understanding how organizational culture affected employee retention was crucial for YAHSHUA Outsourcing Worldwide Incorporated. By identifying factors that contributed to higher retention rates, the company could potentially save money and maintain a more stable workforce. Retention has consistently been regarded as an ongoing

commitment to engage in continued business relationships or transactions with a specific company. (Uwimpuhwe, et.al, 2018). Employee retention was a critical organizational capability that referred to the ability of a company to retain its workforce over time. It was a dynamic process characterized by the continuous motivation and encouragement of employees to remain with the organization for an extended duration, thereby contributing to the long-term sustainability and success of the company. (Gorde D. S., 2019). Employee turnover's impact on a company is expensive and disruptive. For YAHSHUA Outsourcing Worldwide Incorporated, understanding how organizational culture influenced employee retention was essential. By identifying factors that boost retention, the company could save costs and maintain a more stable workforce. Employee retention involves fostering ongoing relationships with the company. It was a crucial organizational capability that focused on keeping employees motivated and committed to the long-term success of the company.

Compensation and Benefits

Compensation and benefits significantly influenced employee retention within a company, as they played a pivotal role in demonstrating the organization's commitment to meeting employee needs and fostering a sense of care. Compensation exerted a profound impact on employee retention within a company, as it served as a tangible indicator of the organization's commitment to fulfilling employee needs. Employee satisfaction, reflected in their tenure or retention, was a direct consequence of providing satisfactory compensation. (Syahreza D. S., Lumbanraja, Dalimunthe, & Absah, 2017)

To craft a compelling compensation package that elevated employee retention rates, it was imperative to strike a balance between competitive wages and impactful employee benefits. While offering higher salaries was enticing, without accompanying benefits that enhanced the quality of employees' lives, it might have fallen short in deterring job changes. Conversely, an array of benefits, without competitive salaries, might not have sufficed either. It was only when competitive wages and meaningful benefits synergized that a company could achieve the heightened retention rates it aspired to attain. (Maervoet, 2022)

Compensation and benefits were vital for employee retention as they demonstrated the organization's commitment to meeting employee needs. Satisfactory compensation directly influences employee satisfaction and retention. A compelling compensation package should have balanced competitive wages and meaningful benefits to deter job changes and achieve higher retention rates.

Work-Life Balance

Work-life balance stood as a cornerstone within the framework of a wholesome work environment. Its significance extended beyond mere convenience, as it wielded the power to diminish stress and served as a bulwark against workplace burnout, both of which could profoundly impact the physical and mental well-being of employees. The repercussions of neglecting this equilibrium were far-reaching: exhaustion, diminished performance, fluctuating moods, irritability, the emergence of a toxic workplace culture, and an array of other challenges. Yet, by prioritizing and enhancing the work-life balance of employees, organizations could substantially mitigate these issues, fostering an atmosphere where employees thrive and flourish. (Group, 2022). An individual's psychological well-being hinged on a healthy work-life balance, where key indicators such as high self-esteem, satisfaction, and an overall sense of life harmony emerged as markers of successful equilibrium between professional and personal roles. This balance crucially depended on psychological adjustments encompassing personality, motivation, perception, values, attitudes, and continuous learning. For organizations to foster this equilibrium, they had to not only address the logistical aspects of work but also delve into the psychological dimensions of their workforce. Nurturing positive attitudes and behaviors through self-worth, self-esteem, and a positive identity within the workplace was paramount. (Panda & Sahoo, 2021). Furthermore, individuals' psychological well-being comprises elements such as elevated self-esteem, life satisfaction, and an enduring sense of life harmony, all of which manifest when there is a harmonious balance between work and family roles. Thus, their work role should embrace concepts like participative management, self-leadership, and employee empowerment, all contributing to a fulfilling and balanced professional and personal life.

Job Satisfaction

The connection between employee retention and job satisfaction was a focal point of extensive research across various professions within the field of management. This emphasis on employee retention was not without reason; it played a pivotal role in an organization's competitive edge, wielding significant influence over factors like efficiency, productivity, and the organization's long-term viability.

In essence, employee retention represented a purposeful endeavor to create an environment that attracted employees to stay with the organization for extended periods, whether until the completion of a project or throughout their careers. Although achieving employee retention in the modern and ever-changing work

landscape could present difficulties, its advantages went beyond the organization's financial statements, providing concrete benefits to both the organization and its employees. (Biason, 2020)

Employees made choices about their organizational affiliations driven by a multitude of factors, which could stem from personal or professional origins. However, there was an intrinsic correlation between employee contentment and organizational allegiance, where content and fulfilled employees tended to exhibit unwavering dedication toward contributing to the organization's progress. Employees who basked in the radiance of elevated job satisfaction tended to radiate positivity throughout the workplace. They not only found their work more fulfilling but also demonstrated heightened productivity and a remarkable dedication to remaining steadfastly committed to the organization over extended durations. (Galindo, 2022) In essence, when employees found satisfaction and fulfillment in their roles, they became more than just contributors; they became advocates of the organization's mission. It could be succinctly put that job satisfaction often translates into employee retention.

Motivation

Motivation took center stage in cultivating a joyful and committed workforce. According to (Kaliyamoorthy, & Ghosh, 2018), motivation was placed in the spotlight, portraying it as the maestro skillfully directing the ensemble of factors determining whether employees remained dedicated or bid farewell. While elements such as training, salary, and work environment contributed their essential notes, it was the spark of inspiration, the compelling force of purpose that authentically sustained the harmonious tune of employee retention. In addition, motivation, in its literary sense, encapsulated the underlying reasons that defined behavior, marked by willingness and commitment. Beyond a mere definition, it encompassed a spectrum of internal and external factors that ignited desire and energy within individuals, fostering a continuous interest and unwavering commitment to a job, role, or subject. Motivation served as the driving force that propelled individuals to exert persistent effort in the pursuit of a goal (Sarmad, PhD, Ajmal, Shamim, Saleh, & Malik, 2016). In a broader context, motivation stood as the pivotal factor that kept employees dedicated to their work, fueling their interest and propelling them toward innovation and uniqueness. Effective and well-considered managerial decisions, aimed at maximizing output, consistently leveraged motivational tools to harness the full potential of individuals within the organizational framework.

Organizational Culture

Organizational culture is a cornerstone in every organization, a topic extensively studied to understand its complex relationship with organizational effectiveness and long-term sustainability. Its deep impact and importance have been acknowledged across various aspects of organizations, including procedures, staff, and overall performance. Additionally, it played a crucial role in aligning and consolidating diverse corporate cultures, especially within the framework of corporate groups. (Akpa, Asikhia, & Nnjei, 2021). Organizational culture is a foundational element in any organization, subject to extensive research due to its profound influence on organizational performance and long-term viability. It played a pivotal role in various organizational aspects and served as a unifying factor, particularly in the context of corporate group structures.

Leadership Styles

Leadership style emerged as a formidable force, wielding a notably positive and substantial influence on employee retention. In essence, the efficacy of an organization's leadership style was directly linked to the propensity of its employees to stay committed. A refined leadership approach translated to an elevated desire among employees to forge enduring relationships with the company. (Dwipayana & Suwandana, 2021). Furthermore, the impact of leadership style on employee retention gained even greater traction when coupled with the intangible facets of the non-physical work environment. When a commendable leadership style harmonized seamlessly with a conducive non-physical work environment, the result was a potent synergy that further amplified the employee's inclination to remain steadfast within the organization. In such a scenario, the company became an enticing sanctuary where employees not only thrived but also aspired to stay and contribute over the long haul.

Values and Beliefs

As organizations were often regarded as microcosms of society, exemplifying their unique values, norms, and structures, it became imperative for employees to assimilate into this cultural milieu. This assimilation served as a linchpin for enhancing the likelihood of meeting organizational expectations and achieving its overarching goals. Within the tapestry of every organization lay a distinct and evolving

culture, a rich mosaic that defines acceptable values, ideals, and norms. This organizational culture, akin to a compass, not only guided but also interpreted and drove action, providing a framework for delineating appropriate behavior across diverse situations. (Galindo, 2022). In organizations, employees needed to adapt to the unique cultural environment, which was essential for aligning with organizational expectations and goals. Organizational culture, like a guiding compass, sets the tone for values, ideals, and behavior across various situations, shaping the organization's identity and actions.

Work Environment

The work environment wielded a profound influence on elevating or diminishing employee morale, productivity, and engagement. It acted as a crucible, capable of shaping individuals' experiences both positively and adversely.

The term 'environment' encompassed all elements, surroundings, and factors that exerted an impact on the human experience throughout their lifetime. In the context of the workplace, it signified the intricate amalgamation of conditions and variables that shaped employees' daily experiences as they collaborated toward a common objective. (Sharma & Madan, 2020). Employees were the invaluable pillars upon which any organization stood. A truly commendable organization was distinguished by its ability to nurture and inspire its workforce through the creation of an enriching work environment. It was here, within the confines of the workplace, that employees dedicated a significant portion of their lives to the pursuit of organizational goals and the cultivation of their professional growth. The work environment, thus, emerged as a pivotal determinant in the organization's quest for heightened productivity and employee satisfaction. It served as the canvas upon which daily activities were painted and where the tapestry of innovation, collaboration, and achievement was woven. Consequently, the quality of this environment was not merely a matter of convenience but a strategic imperative, as it profoundly influenced the well-being and output of those who called it their professional home. (Sharma & Madan, 2020)

Empathy

Leadership styles were as diverse as individuals themselves, yet in today's dynamic workplace, empathy emerged as an increasingly vital trait. It was the timeless wisdom of walking in another's shoes to genuinely grasp and share their emotions. It underscored the significance of mindful consideration for the impact of your actions or inactions on those in your orbit. Within organizations, it served as the linchpin for fostering a resilient culture and nurturing employee retention. While empathy was inherently rooted in human connection, organizations often found it more challenging to embody empathetic qualities compared to one-on-one relationships. (International, 2023).

For individuals aspiring to cultivate deeper empathy in their leadership roles, a transformative path involved wholeheartedly embracing open communication within their teams and fostering meaningful, face-to-face dialogues with employees. At times, the most profound understanding of others' desires, needs, and emotions could only be attained by unveiling one's vulnerability. When a leader authentically shared their own experiences, it fostered an environment of openness that encouraged others to reciprocate in kind.

METHODOLOGY

We explored the intricate details of the methodology employed to execute this study. It encompassed an in-depth exploration of the research design, respondent, and sampling procedures. Furthermore, we provided comprehensive insights into the research tool used, the procedures employed to collect data, and the rigorous examination of the reliability and validity of our instruments. Additionally, we expounded upon the guidelines for scoring, elucidated the statistical methods and procedures applied, and conscientiously addressed ethical considerations that underpinned this research.

Research Design

The researchers followed the quantitative method of gathering data, which was done through a questionnaire, and the descriptive-survey method of research was employed in this study as it helped interpret the data easily and describe the characteristics and/or behavior of the sample population. The primary objective of this research was to comprehensively investigate the organizational culture at YAHSHUA Outsourcing Worldwide Incorporated and analyze its impact on employee retention, with 12 participants from the software department, 11 from the operations department, and the remaining 11 representing the support department. This diversity in departmental representation ensured a well-rounded perspective on the organizational culture and its impact on employee retention across different functional areas of the company.

Research Locale

The research team selected YAHSHUA Outsourcing Worldwide Inc. as the organization to carry out the research investigation. This choice was made due to their establishment at the 2F E-Max Building, 12 Masterson Ave, Cagayan de Oro, 9000 Misamis Oriental. YAHSHUA Outsourcing Worldwide Incorporated was deemed a suitable candidate for the study because of its extensive expertise in internal controls and management reporting, spanning over a decade. This wealth of experience enhanced the dependability of the research's capacity to assess the correlation between organizational culture and employee retention.

Research Respondents

The respondents of the study encompassed 34 employees from YAHSHUA Outsourcing Worldwide Incorporated. Among these, 12 individuals belonged to the software department, 11 were affiliated with the operations department, and the remaining 11 were part of the support department.

Table 1: Number of respondents in each department.

Departments	Number of Employees
Software Department	12
Operations Department	11
Support (Training, HR, Sales, and Marketing)	11
Total	34

Sampling Procedure

The researchers opted for the universal sampling technique to meticulously select respondents from managerial, supervisory, and rank-and-file employees, recognizing them as key sources capable of offering valuable insights crucial for testing the hypotheses of this research. In total, 34 respondents participated in the study, comprising 12 individuals from the software department, 11 from the operations department, and 11 from the support department. This approach was designed to ensure a comprehensive and representative sample, enhancing the reliability and robustness of the study's findings.

Data Gathering Procedures

The development of the questionnaire involved a rigorous process of review and refinement, with input from both the research adviser and the research instructor at Tagoloan Community College. Their valuable feedback was carefully integrated into the final version of the questionnaire, with the primary goal of enhancing its clarity and effectiveness as a survey instrument. In seeking approval to conduct the study, the researchers efficiently leveraged the power of Telegram to establish contact with the HR manager of the company. This choice of communication platform expedited the exchange of information and feedback, ensuring a swift response. Once the HR manager granted permission to proceed, the researchers promptly transmitted the survey questionnaire using Google Survey Form via email. This email also included a comprehensive explanation of the study's objectives, providing the HR manager with all the necessary context to grasp the purpose and extent of the research. In alignment with the HR manager's preferences, the survey link was disseminated to the employees' email addresses by the HR manager, thereby ensuring the broadest possible distribution of the questionnaire. Responses from the employees were seamlessly collected in real-time through the Google survey form, automating the process and facilitating immediate access to the collected data by the research team. This method streamlined the research endeavor, fostering efficient and effective communication throughout the study.

Research Instrument

In this study, questionnaires served as the primary research instrument and data source due to their exceptional efficiency in data collection, surpassing other methods in terms of speed and convenience. The questionnaire's measures were constructed around five distinct factors, thoughtfully adapted, modified, and refined based on prior research, as comprehensively outlined in Tables 2 and 3. These measures were thoughtfully organized into three sections: "Leadership Styles," "Values and Beliefs," "Work

Environment," "Empathy," "Compensation and Benefits," "Work-Life Balance," "Job Satisfaction," and "Motivation." These sections encompass factors perceived to exert either a direct or indirect influence on employee job performance. The eighth and final section, "Employee Retention," was designed to gauge the participants' perceived job performance. The questionnaire was thoughtfully structured to comprise a total of 90 statements, with each section containing ten statements tailored to its specific focus. Its overarching objective was to assess the respondents' experiences across five pivotal domains: "Leadership Styles," "Values and Beliefs," "Work Environment," "Empathy," and "Employee Retention." Respondents were tasked with rating each statement using a 5-point Likert scale, spanning from 1 (never) to 5 (always). This scale provided a robust framework for participants to articulate their degree of agreement or disagreement with each statement, thereby yielding a quantitative measurement of their perceptions and experiences concerning these critical aspects of their remote work environment.

Reliability and Validity of the Instrument

The questionnaire employed in this study was carefully curated by drawing upon the wisdom and insights of prior research endeavors. It had already undergone rigorous content validity and reliability assessments, which served to affirm the questionnaire's trustworthiness in measuring the key constructs or variables under investigation. These meticulous tests were instrumental in ensuring that the questionnaire's items accurately gauged the phenomena of interest. In a commitment to transparency and academic integrity, due acknowledgment was granted to the sources from which these survey questionnaires were adapted. To facilitate traceability and uphold scholarly standards, comprehensive citations were meticulously provided for each survey questionnaire incorporated into the study. A detailed catalog of these citations, along with specific questionnaire details, can be readily accessed within Tables 2 and 3 of this research endeavor.

Scoring Procedure

The following scoring procedures were used in describing the data of the study.

Table 4. Five-Point Likert Scale

Scale	Range	Description	Interpretation
5	4.21 – 5.0	Always	Highly effective
4	3.41 – 4.20	Most of the time	Effective
3	2.61 – 3.40	Sometimes	Moderately Effective
2	1.81 – 2.60	Rarely	Less Effective
1	1.0 – 1.80	Never	Not Effective

Ethical Consideration

In the exploration of the organizational culture of YAHSHUA Outsourcing Worldwide Incorporated concerning employee retention, it is imperative to prioritize ethical considerations that revolve around employee well-being and equitable treatment. These ethical considerations aim to safeguard the rights and dignity of all employees while fostering a culture that promotes their retention within the organization. The researchers reassured the participants that their personal information would be handled confidentially to protect their anonymity. They guaranteed that only the researchers would have access to the data and that responses would be securely stored, both online and offline. After analyzing the data, the researchers deleted all documents containing responses and raw data. Additionally, they maintained transparency by explaining to participants how their responses would be used, the study's objectives, and why they were chosen. Contact information was provided to participants in case they had any concerns or wanted updates on the study's progress or outcomes. However, individual responses were not disclosed to anyone unless specifically requested by the participant. The study posed no known emotional, physical, or psychological risks to participants, as they completed the questionnaire at their own pace. Participation was voluntary, and participants were informed that they could withdraw at any time without penalty, which the researchers respected.

RESULTS AND DISCUSSION

This chapter included the presentation, analysis, and interpretation of the data gathered in the study. The presentation of data was based on the sequence of the problem presented. The first part answered the extent of the correlation that existed between the organizational culture's impact on employee retention at YAHSHUA Outsourcing Worldwide Incorporated when analyzed within distinct groups based on leadership styles, values and beliefs, work environment, and empathy. The second part answered the extent to which employee retention thrived within YAHSHUA Outsourcing Worldwide Incorporated, as measured by compensation and benefits, work-life balance, job satisfaction, and motivation. Lastly, it addressed the significant relationship between organizational culture and employee retention.

1. What was the extent of the correlation that exists between the organizational culture's impact on employee retention at YAHSHUA Outsourcing Worldwide Incorporated when analyzed within distinct groups based on:
1.1 Leadership Styles,
1.2 Values and Belief,
1.3 Work Environment, and
1.4 Empathy?

Table 5: The extent of correlation that exists between the organizational culture's impacts on employee retention at YAHSHUA Outsourcing Worldwide Incorporated when analyzed within distinct groups based on leadership styles

Mean	Std. Deviation	Description	Interpretation
4.79	0.41	Always	Highly Effective
4.82	0.39	Always	Highly Effective
4.62	0.55	Always	Highly Effective
4.82	0.46	Always	Highly Effective
4.50	0.71	Always	Highly Effective
4.59	0.66	Always	Highly Effective
4.56	0.61	Always	Highly Effective
4.74	0.51	Always	Highly Effective
4.71	0.52	Always	Highly Effective
4.24	0.70	Always	Highly Effective
4.64	0.55	Always	Highly Effective

Table 5 presented the extent of the correlation that existed between the organizational culture's impacts on employee retention at YAHSHUA Outsourcing Worldwide Incorporated when analyzed within distinct groups based on leadership styles. The data revealed that the average mean of the extent of the correlation that existed between the organizational culture's impact on employee retention at YAHSHUA Outsourcing Worldwide Incorporated when analyzed within distinct groups based on leadership styles was 4.64, with a standard deviation of 0.55, indicating it was "Highly Effective". This suggested that certain leadership styles within the organization were particularly effective in fostering a positive organizational culture conducive to employee retention. (Emeka, 2018)

On the other hand, the highest item on the extent of the correlation that existed between the organizational culture's impact on employee retention at YAHSHUA Outsourcing Worldwide Incorporated when analyzed within distinct groups based on leadership styles was that "Leaders helped subordinates to develop themselves in their jobs," with a mean of 4.82 and a standard deviation of 0.46, also considered "Highly Effective". This indicated that the emphasis on leaders assisting subordinates in their job development underscored the importance of fostering a learning culture within the organization. (Esterman, 2019). The lowest item was "Leaders in my organization provided rewards in exchange for good performance," with a mean of 4.24 and a standard deviation of 0.70, still considered "Highly Effective". Thus, this item suggested introducing various forms of recognition, such as verbal praise, written commendations, awards, and public acknowledgment, to cater to different preferences and motivations.

Table 6: The extent of the correlation that exists between the organizational culture's impacts on employee retention at YAHSHUA Outsourcing Worldwide Incorporated when analyzed within distinct groups based on values and beliefs.

Mean	Std. Deviation	Description	Interpretation
4.56	0.56	Always	Highly Effective
4.59	0.56	Always	Highly Effective
4.71	0.46	Always	Highly Effective
4.53	0.66	Always	Highly Effective
4.50	0.56	Always	Highly Effective
4.62	0.55	Always	Highly Effective
4.91	0.29	Always	Highly Effective
4.85	0.36	Always	Highly Effective
4.82	0.39	Always	Highly Effective
4.62	0.55	Always	Highly Effective
4.67	0.49	Always	Highly Effective

Table 6 presented the extent of the correlation that existed between the organizational culture's impact on employee retention at YAHSHUA Outsourcing Worldwide Incorporated when analyzed within distinct groups based on values and beliefs. The data revealed that the average mean of the extent of the correlation that existed between the organizational culture's impact on employee retention at YAHSHUA Outsourcing Worldwide Incorporated when analyzed within distinct groups based on values and beliefs was 4.67, with a standard deviation of 0.49, indicating it was "Highly Effective". This indicated that the organization's culture aligned well with the values and beliefs of its employees. YAHSHUA Outsourcing should have continued to emphasize and reinforce these shared values throughout the organization to maintain alignment and strengthen employee retention. (Abbas, 2020). Moreover, the highest item on the extent of the correlation that existed between the organizational culture's impact on employee retention at YAHSHUA Outsourcing Worldwide Incorporated when analyzed within distinct groups based on values and beliefs was that "The organization effectively fostered innovation and creativity among its employees," with a mean of 4.91 and a standard deviation of 0.29, also considered "Highly Effective". This indicated that YAHSHUA Outsourcing had successfully cultivated a culture that valued and promoted innovation and creativity. This fostered an environment where employees felt empowered to explore new ideas, experiment with novel approaches, and contribute to the company's growth and success. (Iqbal, 2019) Furthermore, the lowest item was "The leader allowed employees the autonomy to make their own decisions but influenced them to make decisions in line with her/his vision," with a mean of 4.50 and a standard deviation of 0.56, still considered "Highly Effective". Thus, this item suggested ensuring that the leader effectively communicated their vision to employees to provide context and guidance for decision-making. This could help employees understand how their decisions contributed to the bigger picture.

Table 7: The extent of the correlation that exists between the organizational culture's impacts on employee retention at YAHSHUA Outsourcing Worldwide Incorporated when analyzed within distinct groups based on the work environment.

Mean	Std. Deviation	Description	Interpretation
4.74	0.45	Always	Highly Effective
4.26	0.86	Always	Highly Effective
4.68	0.53	Always	Highly Effective
4.82	0.46	Always	Highly Effective
4.59	0.61	Always	Highly Effective
4.76	0.43	Always	Highly Effective
4.68	0.53	Always	Highly Effective
4.53	0.61	Always	Highly Effective
4.47	0.71	Always	Highly Effective
4.68	0.53	Always	Highly Effective
4.62	0.57	Always	Highly Effective

Table 7 presented the extent of the correlation that existed between the organizational culture's impact on employee retention at YAHSHUA Outsourcing Worldwide Incorporated when analyzed within distinct groups based on the work environment. The data revealed that the average mean of the extent of the correlation that existed between the organizational culture's impact on employee retention at

YAHSHUA Outsourcing Worldwide Incorporated when analyzed within distinct groups based on the work environment was 4.62, with a standard deviation of 0.57, considered "Highly Effective". This indicated that the organization recognized the importance of aligning the work environment with its culture to enhance employee retention. (Murtiningsih, 2020). The highest item on the extent of the correlation that existed between the organizational culture's impact on employee retention at YAHSHUA Outsourcing Worldwide Incorporated when analyzed within distinct groups based on the work environment was that "The organization provided opportunities for professional development and growth," with a mean of 4.82 and a standard deviation of 0.46, also considered "Highly Effective". This indicated that employees valued opportunities for professional growth and development. YAHSHUA Outsourcing should have continued to invest in training programs, mentorship initiatives, and career advancement opportunities to support employees' professional development aspirations. (Salsabila, 20221). Furthermore, the lowest item was "If I did good work I could count on being promoted," with a mean of 4.26 and a standard deviation of 0.86, still considered "Highly Effective". Thus, this item suggested implementing a fair and consistent performance evaluation process that accurately assessed employees' contributions and achievements.

Table 8: The extent of the correlation that exists between the organizational culture's impacts on employee retention at YAHSHUA Outsourcing Worldwide Incorporated when analyzed within distinct groups based on empathy

Mean	Std. Deviation	Description	Interpretation
4.53	0.71	Always	Highly Effective
4.62	0.55	Always	Highly Effective
4.53	0.61	Always	Highly Effective
4.62	0.55	Always	Highly Effective
4.68	0.53	Always	Highly Effective
4.79	0.48	Always	Highly Effective
4.68	0.53	Always	Highly Effective
4.74	0.51	Always	Highly Effective
4.65	0.54	Always	Highly Effective
4.74	0.51	Always	Highly Effective
4.66	**0.55**	**Always**	**Highly Effective**

Table 8 presented the extent of the correlation that existed between the organizational culture's impact on employee retention at YAHSHUA Outsourcing Worldwide Incorporated when analyzed within distinct groups based on empathy. The data revealed that the average mean of the extent of the correlation that existed between the organizational culture's impact on employee retention at YAHSHUA Outsourcing Worldwide Incorporated when analyzed within distinct groups based on empathy was 4.66, with a standard deviation of 0.55, considered "Highly Effective". This indicated that fostering a culture of empathy positively influenced employee retention. YAHSHUA Outsourcing should have prioritized initiatives that promoted empathy and support for employees' emotional well-being, recognizing the impact of empathetic leadership on employee satisfaction and loyalty. (Madueke V., 2018). Moreover, the highest item on the extent of the correlation that existed between the organizational culture's impact on employee retention at YAHSHUA Outsourcing Worldwide Incorporated when analyzed within distinct groups based on empathy was that "The organization promoted a culture of understanding and compassion among employees," with a mean of 4.79 and a standard deviation of 0.48, also considered "Highly Effective". This indicated effectiveness, YAHSHUA Outsourcing should have continuously reinforced and promoted a culture of understanding and compassion. (Zulfan, 2020). Furthermore, the lowest item was "Employees felt comfortable expressing their emotions and concerns to colleagues and supervisors," with a mean of 4.53 and a standard deviation of 0.61, still considered "Highly Effective". Thus, this item suggested a high level of satisfaction, YAHSHUA Outsourcing should have continuously evaluated and improved its efforts to promote open communication and emotional expression in the workplace.

2. To what extent does employee retention thrive within YAHSHUA Outsourcing Worldwide Incorporated, as measured by?
2.1 Compensation and Benefits,
2.2 Work-Life Balance,
2.3 Job Satisfaction, and
2.4 Motivation?

Table 9: The Extent to which Employee Retention Thrives within YAHSHUA Outsourcing Worldwide Incorporated as measured by Compensation and Benefits

Mean	Std. Deviation	Description	Interpretation
4.59	0.70	Always	Highly Effective
4.71	0.58	Always	Highly Effective
4.68	0.59	Always	Highly Effective
4.41	0.86	Always	Highly Effective
4.21	1.01	Always	Highly Effective
4.41	0.74	Always	Highly Effective
4.47	0.66	Always	Highly Effective
4.79	0.48	Always	Highly Effective
4.56	0.70	Always	Highly Effective
4.50	0.75	Always	Highly Effective
4.53	0.71	Always	Highly Effective

Table 9 presented the extent to which employee retention thrived within YAHSHUA Outsourcing Worldwide Incorporated as measured by compensation and benefits. The data revealed that the average mean of the extent to which employee retention thrived within YAHSHUA Outsourcing Worldwide Incorporated as measured by compensation and benefits was 4.53, with a standard deviation of 0.71, considered "Highly Effective". This suggested that employees perceived compensation and benefits as a key factor in their decision to stay with the company. YAHSHUA Outsourcing should have continued to prioritize fair and equitable compensation practices that recognized employees' contributions, skills, and experience, fostering a sense of value and appreciation among the workforce. (Murtiningsih, 2020)

On the other hand, the highest item on the extent to which employee retention thrived within YAHSHUA Outsourcing Worldwide Incorporated as measured by compensation and benefits was that "The organization effectively provided additional non-monetary benefits, such as flexible work arrangements or professional development opportunities," with a mean of 4.79 and a standard deviation of 0.48, also considered "Highly Effective". This suggested that employees highly valued non-monetary benefits such as flexible work arrangements and professional development opportunities. (Abbas, 2020). Furthermore, the lowest item was "The organization effectively provided performance-based bonuses and incentives as part of its compensation structure," with a mean of 4.21 and a standard deviation of 1.01, still considered "Highly Effective". Thus, this item suggested ensuring that the process for determining performance-based bonuses and incentives was fair and equitable.

Table 10: The Extent to which Employee Retention Thrives within YAHSHUA Outsourcing Worldwide Incorporated as measured by Work-Life Balance

Mean	Std. Deviation	Description	Interpretation
4.79	0.48	Always	Highly Effective
4.62	0.60	Always	Highly Effective
4.65	0.60	Always	Highly Effective
4.56	0.70	Always	Highly Effective
4.62	0.60	Always	Highly Effective
4.74	0.57	Always	Highly Effective
4.53	0.70	Always	Highly Effective
4.53	0.71	Always	Highly Effective
4.56	0.66	Always	Highly Effective
4.62	0.55	Always	Highly Effective
4.62	0.62	Always	Highly Effective

Table 10 presented the extent to which employee retention thrived within YAHSHUA Outsourcing Worldwide Incorporated as measured by work-life balance. The data revealed that the average mean of the extent to which employee retention thrived within YAHSHUA Outsourcing Worldwide Incorporated as measured by work-life balance was 4.62, with a standard deviation of 0.62, considered "Highly Effective". This suggested that YAHSHUA Outsourcing had succeeded in fostering a work environment that supported employees' work-life balance, contributing significantly to employee retention. (Emeka, 2018). Moreover, the highest item on the extent to which employee retention thrived within YAHSHUA Outsourcing

Worldwide Incorporated as measured by work-life balance was that "The organization effectively encouraged and supported a healthy work-life balance for its employees," with a mean of 4.79 and a standard deviation of 0.48, also considered "Highly Effective". This indicated effectiveness and YAHSHUA Outsourcing should have continuously strived to enhance its support for work-life balance to meet evolving employee needs and preferences. This may have involved introducing new initiatives, expanding existing programs, or refining policies based on feedback and best practices in the field. (Esterman, 2019). Furthermore, the lowest item was "The organization effectively encouraged employees to use their paid time off and vacation days," with a mean of 4.53 and a standard deviation of 0.70, still considered "Highly Effective". Thus, this item suggested communicating the importance of taking time off for rest, relaxation, and overall well-being. Emphasizing that employees were more productive and engaged when they took breaks and returned to work feeling refreshed.

Table 11: The Extent to which Employee Retention Thrives within YAHSHUA Outsourcing Worldwide Incorporated as measured by Job Satisfaction

Mean	Std. Deviation	Description	Interpretation
4.74	0.45	Always	Highly Effective
4.79	0.41	Always	Highly Effective
4.53	0.56	Always	Highly Effective
4.76	0.43	Always	Highly Effective
4.85	0.36	Always	Highly Effective
4.71	0.46	Always	Highly Effective
4.76	0.43	Always	Highly Effective
4.88	0.33	Always	Highly Effective
4.79	0.41	Always	Highly Effective
4.76	0.50	Always	Highly Effective
4.76	0.43	Always	Highly Effective

Table 11 presented the extent to which employee retention thrived within YAHSHUA Outsourcing Worldwide Incorporated as measured by job satisfaction. The data revealed that the average mean of the extent to which employee retention thrived within YAHSHUA Outsourcing Worldwide Incorporated as measured by job satisfaction was 4.76, with a standard deviation of 0.43, considered "Highly Effective". This indicated that YAHSHUA Outsourcing had created a positive work environment where employees felt fulfilled, engaged, and motivated. The organization should have continued to prioritize initiatives that fostered job satisfaction, recognizing its critical role in retaining talent and driving organizational success. (Iqbal, 2019). Moreover, the highest item on the extent to which employee retention thrived within YAHSHUA Outsourcing Worldwide Incorporated as measured by job satisfaction was "I have already had the opportunity at work to learn and grow," with a mean of 4.88 and a standard deviation of 0.33, also considered "Highly Effective". This indicated the importance of providing opportunities for learning and growth in fostering job satisfaction and employee retention. YAHSHUA Outsourcing should have continued to invest in employee development initiatives, such as training programs, mentorship opportunities, and career advancement pathways, to support employees' professional growth and enhance their job satisfaction. (Madueke V., 2018). Furthermore, the lowest item was "Most days, I was enthusiastic about my work," with a mean of 4.53 and a standard deviation of 0.56, still considered "Highly Effective". Thus, this item suggested conducting regular employee engagement surveys to gather feedback on factors influencing enthusiasm levels. Use the insights gained to identify specific areas for improvement and tailor interventions accordingly.

3. Was there a significant relationship between Organizational Culture and Employee Retention?

Table 13: Test of a significant relationship between organizational culture and employee retention.

	Employee Retention		
	R-Value	P-Value	Decision on Ho
Organizational Culture	.672**	.000	Rejected
Significant if P-value <0.05			
Legend: Ho is rejected if Significant **Ho is accepted if Not Significant**			

Table 13 presented the results of a test examining the relationship between organizational culture and employee retention. In statistical analysis, the R-value represented the correlation coefficient, indicating the strength and direction of the relationship between two variables, while the P-value indicated the probability of obtaining results as extreme as the observed ones in the sample data, assuming no true relationship in the population. With an R-value of 0.672, indicating a moderately strong positive correlation, and a P-value of 0.000, lower than the typical threshold of 0.05 for statistical significance, the null hypothesis (Ho) that there was no significant relationship between organizational culture and employee retention was rejected. These findings implied that organizational culture significantly influenced employee retention. Consequently, organizations may need to invest in cultivating a positive organizational culture through initiatives such as fostering a supportive work environment, promoting open communication, and recognizing employee contributions (Kurniawaty, Mansyur, & Ramwalati, 2019). Management teams should have strategically focused on shaping the organizational culture to align with retention goals, implementing initiatives like employee engagement programs and leadership development (Ilyana & Sholihin, 2021). Moreover, a strong organizational culture supporting employee retention could have conferred a competitive advantage, as high turnover could have been costly and disruptive (Jayanthy, Velanganni, & Santhosh, 2019). Therefore, continuous monitoring and adaptation of culture initiatives were necessary, ensuring alignment with evolving workforce needs and preferences.

Conclusion and Recommendation

Based on the findings of the study, the following conclusions are drawn: The analysis of employee retention within YAHSHUA Outsourcing Worldwide Incorporated revealed a commendable commitment to fostering a conducive work environment across various metrics. Particularly noteworthy are the highly effective scores in compensation and benefits, indicating their pivotal role in retaining employees. The emphasis on fair and equitable compensation practices, coupled with the recognition of non-monetary benefits such as flexible work arrangements and professional development opportunities, underscored the organization's dedication to valuing its workforce. In addition, the high ratings for work-life balance, job satisfaction, and motivation highlighted YAHSHUA Outsourcing's success in supporting employee well-being and engagement. While the organization excelled in many areas, there was an opportunity for further improvement in maintaining consistent motivation, suggesting the implementation of tailored development plans. Overall, these findings underscored YAHSHUA Outsourcing's commitment to comprehensive employee retention strategies, emphasizing the importance of continued investment in areas that contribute to employee satisfaction and organizational success. Based on the findings and conclusion of the study, the following recommendations were drawn: YAHSHUA Outsourcing should have conducted regular reviews to ensure that compensation packages remained competitive and equitable within the industry. Additionally, expanding non-monetary benefits such as flexible work arrangements and professional development opportunities could have further enhanced employee satisfaction.

Implementing individualized development plans that aligned with employees' career aspirations and providing ongoing support and resources could have helped sustain high motivation levels.
YAHSHUA Outsourcing should have explored additional initiatives such as wellness programs, remote work options, and employee assistance programs to further promote work-life balance and well-being.
Given the significance of opportunities for learning and growth in driving job satisfaction, YAHSHUA Outsourcing should have continued investing in employee development initiatives.
Actively listening to employee feedback and implementing appropriate changes could have demonstrated the organization's commitment to fostering a positive work environment. Establishing a robust feedback

mechanism through regular employee engagement surveys and performance evaluations could have provided valuable insights into areas requiring improvement.

Demonstrating a commitment to continuous improvement and transparency by sharing survey results and action plans with employees would have been beneficial.

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