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Job Satisfaction Among CEU Teaching and Non-Teaching Employees: Basis for A Proposed Employee Retention Program

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Abstract. This study aimed to explore the level of job satisfaction among CEU Teaching and Non-Teaching Employees as a basis for a proposed employee retention program. Descriptive quantitative methods were used in this study. The data that was obtained from the respondents was taken from the use of survey questionnaires. The results have shown that the employees of CEU were very satisfied with the supervision that they received and how they engaged with their co-workers. The employees were also satisfied with the organizational support for training, their feelings about the training they received, and their satisfaction towards training and development at CEU. However, it was also revealed that they were slightly satisfied with the fringe benefits offered by the company, the opportunities and rewards that they received, and the operating rules and procedures that they follow. It was concluded that CEU teaching and non-teaching employees are satisfied with their job and that the administration should consider more extensive review and improvement of operating rules and procedures, fringe benefits, opportunities and rewards in the university. Career pathing should also be considered and be given attention.

Index terms—*employee retention, job satisfaction, motivation, training*

INTRODUCTION

Organizations will not survive without its heart - their employees. These are individuals who are hired by companies or organizations, and are tasked by doing specific jobs depending on the job position that they have applied for.

Every employee has needs that must be fulfilled to function properly. Once an organization fails to attend to the employees' needs, this will contribute to an employee's disinterest which may lead to low contentment. To lessen the employees' disinterest and improve their productivity, motivating factors such as advancement, growth, and achievement will assist the employees to attain self-actualization (Alshmemri, et. al., 2017). Organizations that have the ability to attain to their employees' needs, produces employees that are highly engaged with their tasks and perform well in their jobs. The importance of job satisfaction denotes that when an employee is

satisfied with their job, it increases their productivity and the likelihood of them remaining in the company. According to a study conducted by Biason, R. (2020), job satisfaction is considered to be the most vital factor for a successful organization. It is defined by Riggio, R. (2018), as the positive and negative feelings, as well as inclination towards one's specific occupation. Wherein according to Marshall, C. (2020), the overall concept of job satisfaction is divided into two: extrinsic and intrinsic job satisfaction. The former refers to what an employee appraises in their working situation such as their salary, co-workers, supervisors, working environment and more. Whereas the latter refers to the actual work an employee does on a daily basis such as their responsibilities or duties in their work assignments. It is indicated in the study produced by Biason, R. (2020), that the importance of job satisfaction was emphasized for employers to value the feelings and attitude of their employees towards their work.

In contrast to job satisfaction, a company cannot avoid experiencing employee's resigning.

Various reasons are given why employees file their resignation. Some of the key causes include insufficient work-life balance, time-off, flexibility, and when employees feel undervalued and unsupported by their co-workers and their managers. The COVID-19 pandemic had a massive impact on the lives of all the people all over the world. Not only in healthcare, but in terms of livelihood as well. The first years brought distraught among people with jobs, due to the inconveniences of implemented lockdowns and restrictions to prevent the further spread of the virus which led to an immense amount of dissatisfaction and frustration expressed by the workers towards the working condition during the pandemic. Due to an alarming number of employees that are leaving their work during the pandemic, the goal of the study was to determine the relationship between factors that result in employee retention. Identifying the actions to be done in order to lower the probability of employees from resigning. In which this study also examined employee job satisfaction. A job is a duty or role being done by an individual who is then compensated with money. It is also defined as an occupation that can be done on a regular basis or otherwise. Job satisfaction basically pertains to the attitude an employee has towards their occupation or job.

In Centro Escolar University, employees are classified into Teaching and Non-Teaching employees. Whereas, Teaching employees simply refer to those teachers who are instructing their students in accordance to their field of specialization. While Non-Teaching employees, pertain to workers who have various job descriptions that are not related to teaching courses or subjects to the students. The aim of this study is to develop an effective employee retention program to help keep valued employees that aid in providing quality services in the institution. The COVID-19 pandemic affected various aspects of employees' job satisfaction which led the researchers to do a study to determine what factors are affecting job satisfaction and to re-align with the goals of the university. The researchers' goal was to develop an Employee Retention Program that will help keep the employees of Centro Escolar University satisfied with their job and remain in the institution. The Employee Retention Program will serve as a scheme to aid the Human Resource Department in promoting a healthier working environment. With the designed program, this can lead to employee retention in the institution.

The diagram below shows the variables that were measured in the study. With the combination of the ideas in the Two-Factor Motivation Theory which focuses on the hygiene factors and motivation factors

affecting the job satisfaction of employees, the Expectancy Theory of Vroom which discusses how expectancy, instrumentality, and valence play a role in employee motivation, and Abraham Maslow's Hierarchy of Needs which emphasizes on the employees' needs to be fulfilled for them to become fully engaged, and lastly the Employee Retention Model which focuses on the actions to be implemented by the Human Resource Department in relation to employee retention. The researchers have come up with a paradigm in which to determine the job satisfaction and employee engagement of Teaching and Non-Teaching employees in CEU Makati, Manila, and Malolos campus. The information gathered by the researchers were utilized for the proposed CEU Employee Retention Program.

FIGURE 1. Research Paradigm

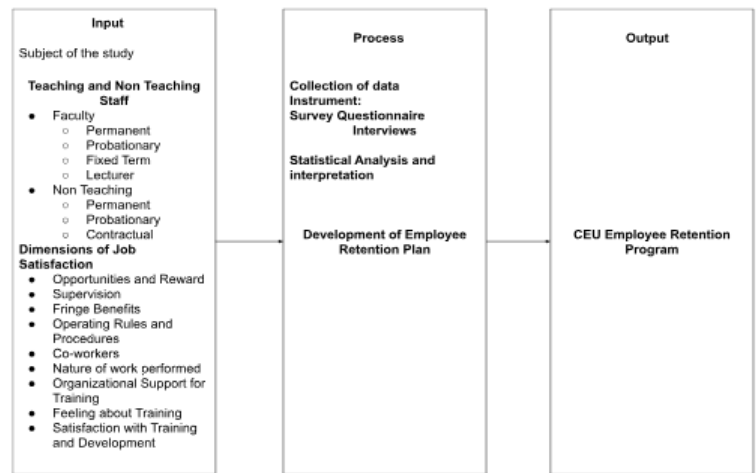


FIGURE 1, Job Satisfaction of Teaching and Non-Teaching Staff of CEU Manila, Makati, and Malolos as a Basis for a Proposed Employee Retention Program.

The research paradigm shows what factors in the Employee Job Satisfaction were measured through a survey questionnaire administered to both the teaching and non-teaching employees. This research is inspired by the Two-Factor Motivation Theory by Herzberg, the Expectancy Theory by Vroom, and the Hierarchy of Needs by Maslow. These theories discuss how people are motivated by certain dimensions, which were measured in this study using the Job Training and Job Satisfaction Survey developed by Steven W. Schmidt.

The main objective of the study was to determine the job satisfaction of the CEU Teaching and Non-Teaching Employees that will be utilized as

a basis for a proposed employee retention program. In line with this objective the researchers aim to identify the demographic profile of the respondents, the level of Job Satisfaction that employees have in different dimensions or factors, to learn what dimension of job satisfaction do teaching and non-teaching find important in the determination of job satisfaction, to know what dimension should be the focus of the proposed employee retention program, and lastly to figure out what kind of employee retention program is to be implemented for the CEU Teaching and Non-Teaching Employees.

The study is premised on the following assumptions, first of all that knowledge and understanding of job satisfaction practices may be inferred from the responses of teaching and non-teaching employees. Second is that the data and information from the respondents and from reliable sources are presumed to be accurate and credible for the purpose of analysis and inference. Finally, the researchers assume that permanent employees in this study will answer the survey and interview questions honestly and factually. This study has formulated hypotheses that (1) there is no significant difference in job satisfaction of teaching and non-teaching employees in the surveyed factors of job satisfactions or (2) there is a significant difference in job satisfaction of teaching and non-teaching employees in the surveyed factors of job satisfaction.

There are numerous related studies that will further support this study. It is comprised of local and international studies in accordance with the following topics such as job satisfaction and employee retention of the teaching and non-teaching employees. The accumulated related literature and studies were arranged to discuss job satisfaction, employee engagement, and retention concepts, practices and other related studies. Which is focused on Employee Job Satisfaction, Employee Engagement, and Employee Retention both in academic institutions and private industries, as well as some other settings.

Employee Retention, defined by Holliday, S. (2021), as the ability of an organization to prevent employee turnover. Which is the number of people who leave their job in a certain period, it can either be voluntary or involuntary. Whereas, in a study conducted by Khalid, K. & Nawab, S. (2018), they consider this as a process which encourages employees to remain in the company for a longer period of time or until they have accomplished the objectives of their job positions. It also aims to decrease the possibility of hiring new employees and training them prior to working based on their job

position. The readings have created an impression that the strategies go hand in hand through the practice of employee retention programs. It is defined in a study by BambooHR (n.d.), that retention strategy is a plan that organizations utilize to reduce employee turnover, prevent attrition, increase retention, and foster employee engagement. Moreover, in a study conducted by SHRM (n.d.), a comprehensive retention program plays a vital role in both attracting and retaining key employees, as well as reducing turnover and its related costs. As supported in a study conducted by Enamala, J. & Reddy, M. (2022), a plan for employee retention is utilized to increase present employee retention rate and establish high performance groups. It is stated in their study that the most important aspect of a good retention strategy is having a high retention workforce. This is to develop rewards that are meaningful for the workers and helps to improve morale through recognition programs and effective rewards. In addition, a study conducted by Pavlou, C. (n.d.), stated that one of the few elements that can make an employee retention program efficient is deciding on employee compensation strategies. In deciding compensation strategies, it should be meaningful enough to show respect to your employees. According to Pavlou, we must find out what matters to the employees and offer benefits that they will actually appreciate.

The job satisfaction and employee engagement factors used by practitioners in industry studies have been simply utilized as a basis for comparisons. It is determined in a study conducted by Anwar, K. & Qadir, G.H. (2017), that the relationships between work engagement and job satisfaction is shown in their study that all factors which represent work engagement have a positive and significant correlation to job satisfaction. This indicates that respondents depend and get motivated more upon the workplace challenge which in return demonstrates a positive attachment and engagement to the organization. This claim is supported by a study conducted by Vorina, A. et. al. (2017) which also found that there is a positive relationship between job satisfaction and employee engagement. Moreover, a study conducted by Tentama, F. et. al. (2019), where in lecturers of a university were the participants of their study, in which they have concluded that job satisfaction to be a factor capable of increasing an employees' engagement.

In relation to job satisfaction and employee retention, a study conducted by Biason, R. (2020), show that their respondents were satisfied with good compensation, job content, promotion, supervisor, and

colleagues. Which the researcher concluded that a positive impact of job satisfaction leads to an improvement in employee retention. According to a study by Desai, D. (2018), it is disclosed that there are four factors that affect job satisfaction and is analyzed in relation to employee retention. From the results, the researchers have acquired a positive relationship between job satisfaction and employee retention. Which means that when there is an accumulation of unsatisfied expectations from employees that reached a critical level, then there is less job satisfaction and a greater possibility of dissatisfaction which then leads to greater employee turnover.

The literature on the relationship of Job Satisfaction and engagement and employee retention focused on the concepts and factors that can lead to improvements in achieving employee satisfaction in the workplace. It is concluded in a study conducted by Reissová, A. & Papay, M. (2021), that the higher an employee is engaged, the higher they are satisfied with their job, and the lower the potential turnover there is. Simply, an employee who is engaged is satisfied and is least likely to resign from their work. This claim is supported in the studies conducted by Alharthey, A.M., et. al. (2022), which is shown in the result of the data they have gathered that employee engagement has a significant and positive relationship on employee satisfaction. This indicates that the more engaged the employees are, it would affect their satisfaction positively. Moreover, a study conducted by Tepayakul, R. & Rinthaisong, I. (2018), concluded in their study that those with higher job satisfaction and engagement demonstrate fewer turnover intentions, while those who have a low job satisfaction are more likely to resign and leave the organization. In addition, employee engagement has a significant and positive relationship with employee retention. Which implies that with a higher level of work engagement, contributes to an increase in employee retention in an organization or institution.

Through this paper, good practices are identified and they serve as bases in improving employee retention in organizations. The different views shared by different experts on the subject that gained worldwide acceptance in its application can be summarized in a uniformed statement that may be considered as a new job satisfaction definition. Job satisfaction then is the sum of the result of all the good works of empowered employees who endeavor for improvements in the organization that leads to meeting the needs and wants of customers. Higher education institutions have started to adapt this progress to achieve employee job satisfaction and engagement

and to improve employee retention. Productivity and Security was facilitated thus there is an increasing rate with regards to employee turnover. A comprehensive selection program has a vital role in both attracting and retaining key employees as well as reducing turnover and its related costs.

The review of related studies made the researchers believe that they used the same indicators to measure employee job satisfaction in business and higher education. The common factors used include opportunities and rewards, supervision, fringe benefits, operating rules and procedures, organizational support for training, nature of work performed, feelings about training, and satisfaction with training and development. The gathered related literature and studies formed part of the main concern in the assumptions of this paper. It has helped define the parameter of the research problem as well as the research design. With this endeavor, it is the hope of the researcher to add more information into the field of business research, specifically determining the job satisfaction of employees in higher education institutions and to use this as a basis in crafting an employee retention program in the future.

METHODS AND PROCEDURES

In this chapter, discussions were focused on the research methodology and design used. The researchers gave emphasis on the detailed description of the research design, population, sampling, data gathering procedure, instrumentation, data organization and analysis.

This is a descriptive type of research. The study broadly relates to the descriptive domain of a research, which is concerned with the existing status of the phenomenon under discussion. It involves the collection of data to test hypotheses or answer questions related to the present status of the subject.

The subjects of this study are Teaching and Non-Teaching employees of Centro Escolar University, in all campuses. The total number of respondents is 870; 545 of which are the teaching employees and 325 are the non-teaching employees. This study solely focused on the teaching and non-teaching personnel of the university among various departments. The researchers of the study gathered information about the participants according to their demographic profile. Due to the restrictions brought by the COVID-19 pandemic, the researchers were refrained from making physical contact with the respondents while conducting the study. They were

requested to answer the questionnaires online which were created to obtain the vital information on how they rate their level of job satisfaction.

The researchers applied the stratified purposive sampling and classified the population into two strata: one is non-teaching in the different offices of the University and the other one is the teaching employees composed of faculty members teaching in the different schools of the University. The criteria for the selection of respondents were the following: must be with the university for at least one year, must be an employee of the university either as a faculty or non-teaching staff, and must be willing to participate in the study.

The Job Training and Job Satisfaction Survey developed by Steven W. Schmidt was utilized in the study. It comprises a 43-item nine facet scale that is used to assess employee attitudes towards job training and satisfaction. Each facet has three (3) to twelve (12) items, and the total score which is computed from all items with six choices per item ranging from “disagree very much” to “agree very much”. This instrument has a Cronbach’s alpha of .83 for the job training satisfaction scale by itself.

The questionnaire, interview, observation, and documentary analysis serve as the instruments used to gather data. The main instrument was the adopted questionnaire which was from the questionnaire created by Steven W. Schmidt. The researchers were granted permission to use the 6-page questionnaire. A total of 53 questions divided into 2 parts were included in the questionnaire. The first part consists of demographic information and the second part consists of the questions about job satisfaction.

To test the validity of the instruments, the researchers presented the questionnaire to other research experts for any comments and suggestions. The researchers also carried out the pre-test to appraise the questionnaires’ soundness of the items and to estimate the time required to answer the items. The pre-test involved members of the management and employees who are not included in the sampled population.

Frequency and Percentage, was used to determine the frequency of occurrences of category per 100 cases in regards to the level of employee job satisfaction. This was used in questions number 1 to 44. And Weighted Mean, was used to determine the responses that were typical to each group of respondents.

DISCUSSION

In this chapter the researchers presented the data analysis and findings of the research. The data that has been collected from 545 faculty members and non-teaching employees were summarized and presented through the form of proportions, means, and tables. The collected data was analyzed and interpreted in line with the sum of the study for the researchers to determine the job satisfaction of the CEU Teaching and Non-Teaching Employees that will be utilized as a basis of the Proposed Employee Retention Program. The respondents were Middle Managers such as Deans, Department Heads, Assistant Deans, Assistant Heads, Program Heads, Senior Staff, faculty and non-teaching staff. The use of a questionnaire was relevant to arrive at the findings of the study.

1. Job Satisfaction of the Employees

TABLE 1.

	Mean	S.D.	V.I.
Job Satisfaction			
Opportunities and Rewards	3.41	1.037	Slightly Satisfied
Supervision	5.01	1.120	Very Satisfied
Fringe Benefits	2.94	1.234	Slightly Satisfied
Operating Rules and Procedures	2.91	.895	Slightly Satisfied
Coworkers	5.19	.905	Very Satisfied
Nature of work performed	4.98	.922	Satisfied
Overall	4.07	.716	Satisfied

TABLE 1, Job Satisfaction of the Employees.

Based on the assessment of the employees for each dimension on the job satisfaction, the results showed that the employees are generally Satisfied with the dimension pertaining to their job. With the highest mean of 5.19, regarding their Coworkers and followed by the Supervision with a mean of 5.01 both suggesting that they are Very Satisfied. Whereas, the lowest mean would be on operating rules and

procedures with a mean of 2.91, fringe benefits with a mean of 2.94 and opportunities and rewards with a mean of 3.41 which implies that the employees are Slightly Satisfied.

There were many factors that contributed to this level of satisfaction. This study was conducted during the pandemic where a lot of significant transitions have happened in the organization. Adjustment measures have to be developed and implemented for the organization to cope with the situation under the pandemic. Employees had to learn to cope with changes in policies and procedures that were required under the given situations. Even the availment of several fringe benefits were not fully enjoyed by employees like outings, vacation and travel because work was done remotely. The absence of these made them slightly satisfied with the job. Opportunities and rewards were halted like attending to face to face conferences, networking, and benchmarking because of certain restrictions imposed due to quarantine guidelines. What made employees satisfied with their work were aspects of strong support from co-workers and supervisors which kept employees happy and united under the challenges of COVID-19 pandemic.

In congruence to this result, a study conducted by Dziuba, et. al. (2020) mentioned that having a friendly atmosphere for work provides different benefits for the employees. Such as willingness to come at work, unafraid of requirements with deadlines, becomes more willing to perform their tasks, and are motivated to develop and act for the benefit of the company. This was supported by the results of the data gathered in the study conducted by Ali Ashraf (2019), stating that work atmosphere plays an important mediating role in linking supervisor cooperation and job satisfaction.

2. Training Satisfaction of the Employees

TABLE 2

	Mean	S.D.	V.I.
Organizational Support for Training	4.78	.996	Satisfied
Feeling About Training	5.02	.792	Very Satisfied
Satisfaction with Training and Development	4.52	1.065	Satisfied
Overall	4.77	.809	Satisfied

TABLE 2, Job Satisfaction of the Employees.

In terms of the training satisfaction, it can be noted that in general, the employees are Satisfied. They gave the highest assessment on feeling about training, with a mean of 5.02 suggesting that they are Very Satisfied. While it suggested that they are Satisfied with the training & development and the organizational support for training.

Even during the most challenging times of the pandemic, the university managed to provide necessary trainings online especially on trainings to address stress, anxiety, and depression because of the impact of the pandemic. Having these as much needed, the employees gave their feelings about training that they are very satisfied. However, the limited access to trainings for growth and development were not as extensive as they used to be. Training were provided in areas on the use of on-line technologies contributed to the employees' claim that they are satisfied.

In a conducted study by Nguyen (2021), employee satisfaction can be affected by training development because employees tend to be able to survive and develop their ability to cope when they learn technical skills that are required for the job.

CONCLUSIONS

The CEU teaching and non-teaching employees are satisfied with their job considering all the dimensions that affect job satisfaction. In particular, employees are very satisfied with the supervision they receive and their relationship with co-workers. Moreover, it is necessary to conduct more extensive review of operating rules and procedures, fringe benefits and opportunities and rewards by the management. Employees are aware of the existing benefits however there is a need to see that these benefits are what employees find attractive and what they really want. Focusing more on benefits that employees give value and find relevant to them. In terms of training satisfaction, Organizational support for training is very extensive however it essential to provide more attention in assisting employees on career pathing. Organizations need to retain their best employees to stay competitive in today's environment where job hopping is very common and employee poaching is on the rise.

RECOMMENDATIONS

Given the findings of this study, it would signify that policies and procedures of the university might need to be reviewed and improved for better operation and business results especially when work was back to face or on site. Moreover, continuous review of compensation and fringe benefits to find out what matters to employees and offer some benefits they will actually appreciate. With deeper examination of compensation, the cause of employee attrition may be better understood, thus creating a more stable and cost-effective management. It is also essential to develop and implement an employee development program and an employee retention program. While the population and sample limit the data presented in this study, future studies can use the evidence presented to compare and contrast to other settings.

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