

## The Workplace Environment, Employees' Retention, and Performance: A Focus on Non-Voiced BPO Employees for an Enhance Staff Development Program

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### Abstract

*The business process outsourcing (BPO) Industry is known for being one of its workforce's most stressful service industries. Due to the competitive offer in this industry, Filipinos have taken an interest in this. The main objective of this study is to identify the different factors that affect the work environment, employee retention, and performance of non-voice BPO employees. The authors used descriptive-causal to identify the factors and socio-demographic profile of the respondents. The 250 respondents were purposively selected from five BPO companies in the National Capital Region (NCR). The results revealed that most employees are female, are 18 to 24 years old, earn between Php16,000 and Php21,000 monthly, are single, and are college undergraduates. The study found that leadership, performance management system, health and safety policies, personal development, and organizational culture affect the work environment, retention, and non-voice BPO employees' performance. Considerably, it was revealed that there was no significant relationship between the socio-demographic profile of the respondents and the extent of factors that affects the work environment, employees' retention, and performance of non-voice BPO employees. The researchers recommend this study intensify monetary and non-monetary benefits and create employee-centered programs within the workplace.*

**Keywords:** *business process outsourcing, non-voice employee, workplace environment, employee retention, performance.*

### 1. Introduction

Filipinos are known for being a country with bilingual citizens due to the education system implementing and teaching English as our second language from primary school to college. Since the growth of economies experienced by various nations in the region (Mendoza & Tadeo, 2022), Filipinos leveled up their job-friendlies through self-equipping strategies or training and even technological exposure. This results in Filipinos being considered one of Asia's most talented non-native English speakers. India, as one of the top providers in business process outsourcing, has recently been investing in expanding its businesses here in the Philippines due to the citizens' accents and fluency in the English language (Magellan Solutions, 2021). Due to the competitive and high salary offered in this industry, Filipinos have also taken an interest in this. The Philippines' workforce comprises 1.3 million Filipinos employed in over 1,000 BPO companies in 2019. That figure shows 8-10% growth every year (Nexford University, 2021), making it one of the biggest private sector contributors to the Philippine economy.

The BPO Industry provides different services internationally, such as customer support, email support, web design, web development, content writing, proofreading, and accounting, among many others. It is also notorious for being one of the most stressful service industries and has a

50% attrition rate in its workforce (JK Advisory, 2021). Multiple factors are considered to determine the attrition rate, like salary and benefits, workplace environment, management, and workload, that affect work-life balance. Before someone moves or applies to a BPO company, they also consider the same factors before deciding to settle with a company. The reason is that BPO employees are aware of the high-stress workload until it becomes embedded in the BPO culture itself. This research aims to find the root causes of the high attrition rate and the contributors affecting employee performance. One key contributing factor that affects performance and attrition is how good the leadership skills are or the management of the team they will be working with.

In some cases, poor management skills can severely damage a team's productivity, performance, and morale (LaMarco, 2019). Another factor that needs to be taken into account is the method of measuring performance. A different line of business has different ways of tracking performance. An individual's personal growth is also a key contributing factor in whether someone's performance will grow. A company that provides many opportunities for its employees to grow through promotions and salary increases can greatly affect the motivation of employees. Lastly, the company culture is the ultimate foundation of performance and attrition.

The people that an employee interacts with a lot of time can influence how they think and perform. When the company doesn't spend a lot of time improving the workforce's culture, it can greatly affect the morale of the tenured agents and damage the new hires' perception. When searching for a job, they are more likely concerned about how much the company will offer. Although a high salary is ideal and attracts more applicants, the work environment is also important. When applying to the BPO industry, one of the key factors that an individual applies to the position is its salary offer. Despite this, they consider the workload they are responsible for alongside the work environment.

However, given all the information discussed, there is still a question in every employee and company owner's mind. Thus, the researchers aimed to understand the workplace environment, employees' retention, and performance, particularly in non-voice Business Process Outsourcing (BPO) Companies.

## **2. Literature Review**

### **2.1. Organizational Culture**

The existence of the relationships and influences of organizational culture on employee performance, in general, has been proven. Hence, the extent of the impact is based on the different sub-elements of organizational culture, such as change management, goal achievement, and others. In general, except for managing change, all corporate culture factors favor employee performance and are statistically significant. Based on the study, employee resistance to change could be one possible explanation for managing change, which is unimportant. The average years of work experience are 6.21 years, implying that employees are comfortable with present tasks and policies and are cautious about changing them. Employee performance is affected by 16%, 22%, 30%, and 30.4% on average by achieving goals, coordinated team, customer orientation, and culture strength. On the other hand, managing change has a 5% impact on employee performance, which is positive but not outstanding (Mohsen et al., 2020).

### **2.2. Work performance of the employees**

Pay incentives have a significant correlation with an employee's productivity. It was also revealed that organizations tend to implement substantial rewards and compensate workers for their accomplishments. The significance of the study was to know the importance of adapting and

implementing an incentive system that can contribute to the increase in productivity in the company (Daniel, 2019).

### **2.3. Employee retention**

Most employees believe that the work environment, like facility, workplace, and campus, influences employee job satisfaction and, ultimately, employee retention. It was also discovered that the firm place has a high value on supervision, direction, and advice. They believe that work-life programs such as family assistance and personal support help people balance their personal and professional lives. Finally, it was discovered that career options provide employees with contentment. Motivation needs proper leadership. This study demonstrated the growing relevance of employee retention in the workplace. It emphasized the causes for the high turnover rate and the cost this act imposes on the firm. Hence, this study briefly covers how employee retention techniques are implemented, including work environment, work culture, pay negotiation, compensation management, incentives and recognition, leadership, and employee-management relationships. As a result, the company may teach specific habits that encourage employees to work well while also retaining them in the organization by introducing different welfare measures and retention methods (Gorde, 2019).

### **2.4. Leadership styles of the supervisors and managers**

Employees tend to be satisfied if there are opportunities where they can develop or improve themselves. Cabaluna and Mbaw (2021) proved that there should be good communication between the manager and the employees wherein the employees have the right to express themselves and give ideas. Managers and employees should be given trust and respect to increase job satisfaction. Their study also found that employee empowerment affects employee job satisfaction. Employees only appreciate recognition and rewards as a component of transactional leadership which contribute to their satisfaction, while punishment and correction don't contribute to their job satisfaction. Based on the findings, laissez-faire leadership doesn't affect job satisfaction. However, transformational leadership favors managers and employees since it has highly valued components. Therefore, leadership styles affect employees' job satisfaction. Using transformational leadership rather than transactional leadership will lead to employee job satisfaction.

### **2.5. Health and safety of employees**

More presenteeism, but not absenteeism, in the preceding year independently enhanced the chance of experiencing moderate or severe tiredness. Even after controlling for health conditions and other variables, presenteeism, absenteeism, and tiredness were positively correlated with poor work performance. Employees with severe tiredness reported the greatest mean degraded job performance compared to those with little or moderate weariness (Aboagye et al., 2019).

### **2.6. Personal development**

Woerkom and Meyer's (2018) findings are consistent with previous research about demonstrated programs focused on identifying strengths that positively impacted various positive outcomes. Another finding by the researchers is that indirect impacts through self-efficacy were not discovered for employing resources, which is about seeking support in the growth process, such as by addressing family members, friends, co-workers, supervisors, or counselors. Initially, the organization was considered responsible for giving employees opportunities for advancement, but this role has moved, making personal growth initiatives an important construct to study. The researchers concluded that a strengths intervention could be a quick and successful tool for

organizations aiming for self-directed learning among their employees, especially when presented to people who are not confident in their skills and abilities.

### **2.7. Performance management system**

The study results show that work engagement significantly mediates the impact of performance management system (PMS) effectiveness on turnover intention and job satisfaction. The results also emphasize that organizations must prioritize the process of PMS practices and ensure that employees follow it to drive them to do their work efficiently and effectively rather than managing their performance directly. PMS must be considered a motivational system that will boost the performance and dedication of the employees. There, in order to improve employees' perceptions of PMS effectiveness, organizations should encourage their employees to design PMS and inform them about the importance of PMS in achieving organizational goals (Kakkar et al., 2020).

### **2.10. Opportunities for youth employees**

There are a high number of graduates who are in favor of choosing the BPO sector as a career path since it improves their communication skills, critical thinking, and confidence. It has been concluded that the BPO sector plays a very important role in the youth of Bangladesh. Therefore, this study benefits BPO industries and the youth by having various opportunities to improve themselves (Shamim, 2022).

## **3. Methods and Designs**

The researchers utilized a descriptive-causal research design in conducting the study to identify the socio-demographic profile of the respondents and the factors that affect the workplace environment, employees' retention, and performance. Also, to determine cause-and-effect among the said variables and produce clear results to answer the research questions. Meanwhile, purposive sampling was used to select 250 respondents specifically for non-voice based from five different Business Process Outsourcing (BPO) companies within National Capital Region (NCR) area. An online survey questionnaire was formulated as an instrument to gather data. The Cronbach's alpha test shows the study's internal reliability of the instrument with a degree of validity of 0.74. Ethical considerations were performed by informing the participants that their participation was voluntary and that they could withdraw at any time while disseminating the survey questionnaire.

## **Results and Discussion**

### **4.1. Socio-demographic profile**

Table 2 discusses the socio-demographic profile of the respondents. Gender, age, monthly income, civil status, and educational attainment are among the details provided. As indicated below, the majority of the respondents are female, which has a total percentage of 54%. According to Sudha (2020), women are the most suitable workforce in the BPO industry because they can handle problems and issues politely. Furthermore, Afroz & Haque (2020) stated that female employees are more committed to work than male employees.

As much as 55.6% of the respondents are between the age group of 18 to 24, with the lowest number being 4.8% of those aged 46 and over. It is evident to the reader that most respondents working in the BPO Industry are young adults and new to the industry. This result is supported by Shamim (2022) stated that the BPO sector provides a wide range of opportunities and a better future for the youth. The sector trains them with the skills required for the labor market.

The majority of them make between Php16,000 and Php21,000 per month, while the least of them, who have the lowest percentage of 3.6%, earn Php32,000 or more. According to this table, the majority of respondents earn more than the minimum wage. This is one of the most important factors in employee retention. Whether in the form of a wage or a monetary benefit, compensation is always an encouragement to stay with the organization. According to Lompot (2019), salary plays an important role in employees' decisions, especially in millennials' decision-making whether to quit or continue their job. In other words, millennials leave the company if they are not compensated well based on their work performance.

The researchers reveal that 85.2% of respondents are single, with the remaining classified as separated (1.20%) and in a relationship status (1.20%). This plainly shows that the majority of respondents had never been married and were not legally linked to anyone, which shows that unmarried employees have a lower commitment to work than married employees (Afroz, 2020). On the other hand, according to Jeon et al. (2022), married employees working in call centers are experiencing various family conflicts which affect their job performance.

The researchers also explain the respondents' educational level. 124 out of 250 respondents, or 49.6%, had not completed their college degree. This explains why the majority of BPO employees are college undergraduates, implying that the BPO industry does not require higher education. De Ocampo & Aguilung (2018) stated that college undergraduate has a higher perceived level of influence in a working environment, work teams, organizational culture, and job designs. According to Santos & Caballero (2019), many undergraduates choose to be in a BPO company to provide for their family needs rather than complete their degree due to poverty.

**Table 2: Socio-Demographic profile of the respondents**

<b>Category</b>		<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>	Male	113	45.20
	Female	135	54.00
	Rather not say	2	0.80
<b>Age</b>	18 to 24 years old	139	55.60
	25 to 31 years old	52	20.80
	32 to 38 years old	32	12.80
	39 to 45 years old	15	6.00
	46 and above	12	4.80
<b>Monthly Income</b>	10,000 to 15,000	63	25.20
	16,000 to 21,000	139	55.60
	22,000 to 26,000	28	11.20
	27,000 to 31,000	11	4.40
	32,000 and above	9	3.60
<b>Civil Status</b>	Single	213	85.20
	Married	31	12.40
	Separated	3	1.20
	Others	3	1.20
<b>Educational Attainment</b>	High School Graduate	33	13.20
	College Undergraduate	124	49.60
	College Graduate	89	35.60
	Master's Degree holder	1	0.40
	Others	3	1.20

#### **4.2. Factors that affect the work environment, employees' retention, and performance of non-voice BPO employees**

Table 3 reveals the common factors that affect the workplace, employee retention, and performance. This includes how the leadership functions, the employees' dedication to the performance appraisal system, health and safety issues, self-growth, and how the company operates. It shows how leadership is one of the factors that affect the work environment, employees' retention, and performance of non-voice BPO employees. It was stated that leadership inspires employees' work performance with a maximum mean score of 3.84. In contrast, detailed explanations on what to expect when performance goals are accomplished received a minimum value of 3.06. It is inferred that the respondents agree that their supervisors and managers usually motivate them to work efficiently. As supported by the research study of Cabaluna & Mbaw (2021), managers' leadership styles have a considerable impact on employees' happiness. Employees are satisfied when their leader nurtures their abilities and talents, communicates with them, and encourages innovation. On the other hand, Mahfouz et al. (2022) contended that leadership doesn't influence the performance of the employees but rather through employee commitment.

The researchers also stated that employees are provided opportunities to improve, with the highest mean score of 4.46. The lowest mean score seems to be 4.28, which indicates that employees understand the expected objectives. Employees were offered chances to make progress with their performance. This relates to the Kakkar et al. (2020) study, in which the performance management system is an important factor to consider. This system has an impact on how people behave within the organization. Employees improve their performance and productivity when given the good environment they need (Hafeez et al., 2019).

Moreover, researchers reveal the health and safety policies implemented within the company and how they affect the workplace environment, retention, and performance of non-voice BPO employees. The highest mean result of 4.38 indicates that the equipment and tools are well-disinfected. The employees' mental health issues appear to have the lowest mean score of 4.14. It was determined that the employees' work equipment and devices had been effectively cleaned. In line with that, Mora et al. (2020) investigated the impact of workplace safety and health on employee productivity. This study supports that employees are motivated to accomplish their duties due to workplace health and safety. It also allows them to concentrate more on their duties. Furthermore, Karim (2021) concluded that employee health is associated with attendance behavior. As a result, the reason for decreased productivity has been health-related.

It also illustrates the outcome of the data distribution for Personal Development as a Factor. It points out that the employees could adjust quickly and easily to a new process, with a mean score of 4.12. In line with this, they do not see themselves growing in the company having the lowest mean score of 3.54. These findings contrast the study of Woerkom and Meyers (2018), where they found that employees would have preferred more time in the second workshop to learn about their colleague's strengths and discuss their strengths plans with people who are directly involved, such as supervisors and managers. Personal development ensures the employees' well-being and productivity, enhances employee creation and innovation, increases personal skills, and improves good communication to avoid conflict and have a good working atmosphere (Vasciuc, 2022).

It can be observed from the outcome of the distribution of the organizational culture that employees value and utilize one another's unique qualities and abilities, as evidenced by the highest mean value of 4.30. While they are neutral on the agreement of organizational culture's policies and procedures, assist them in providing the needed service to the client. It implies that the organization acknowledges the employees' skills and evaluates them to make them useful to the business' success. This supports the study of Mohsen et al. (2020), where all the elements of

organizational culture influence employee performance positively. According to the overall research of Gorder (2019), the majority of workers strongly agreed on the relevance of organizational culture in employee retention. Employees are pleased with the company's culture.

**Table 3: Factors affecting workplace environment, employees' retention and performance of the respondents**

Category		Mean value	Description
<b>Leadership</b>	Are open for feedback	3.56	Agree
	Inspire employees to work efficiently	3.84	Agree
	Clearly states what can be expected when performance goals are met	3.06	Agree
	Expresses his/her appreciation when I improve	3.21	Neutral
	Explains in detail who deserves a reward for meeting performance goals	3.27	Neutral
<b>Grand Mean</b>		<b>3.38</b>	<b>Agree</b>
<b>Performance Management System</b>	Understand the objectives as to what are expected to do.	4.28	Agree
	Are aware of the performance appraisal process	4.42	Agree
	Are recognized based on their performance.	4.38	Agree
	Are motivated by the performance management system	4.40	Agree
	Are provided opportunities to improve	4.46	Agree
<b>Grand Mean</b>		<b>4.39</b>	<b>Agree</b>
<b>Health and Safety Policies</b>	Sanitized water refilling stations	4.33	Agree
	Need to do mandatory overtime	4.27	Agree
	Considers mental health conditions	4.14	Agree
	Equipment and tools are well-disinfected	4.38	Agree
	Never been involved in accidents or unexpected incidents on my way to work.	4.21	Agree
<b>Grand Mean</b>		<b>4.27</b>	<b>Agree</b>
<b>Personal Development</b>	See myself growing in this company	3.54	Agree
	Was able to increase my self-confidence.	3.96	Agree
	Don't seek help from my colleagues and supervisors	4.06	Agree
	Am able to adjust quickly and easily to the new process	4.12	Agree
	Am committed and passionate about my job	4.03	Agree
<b>Grand Mean</b>		<b>3.94</b>	<b>Agree</b>
<b>Organizational Culture</b>	Value and make use of one another's distinct qualities and abilities	4.30	Agree
	Policies and procedures assist us in providing the service that our clients desire and need.	3.00	Neutral
	Promotes teamwork among team members.	4.02	Agree
	Expected employees to reach goals that they believe are possible	4.23	Agree
	Provides a clear understanding of why and how to continue throughout the change process.	4.28	Agree
<b>Grand Mean</b>		<b>3.96</b>	<b>Agree</b>

### **4.3 Significant difference between the socio-demographic profile and the variable's workplace environment, employee retention, and performance.**

Table 4 shows the significant level of hypothesis drawn from this study. The researchers tested the hypothesis that there are no significant differences between the socio-demographic profile of the respondents and factors affecting workplace environment, employee retention, and performance of non-voice BPO employees. As stated in the table, there are no significant gender and age differences in the variable's workplace environment, employee retention, and performance. Hence, the null hypothesis was supported by this result.

Some variables were found as significant to age. Most of the distribution of leadership is found significant to age as leaders inspire employees to work efficiently, and leaders express their emotions when employees improve their job. This supports the study of Santos (2019), who stated that young leaders motivate employees to perform creatively and innovatively to achieve organizational objectives. Young women employees show good relationships when it comes to their colleagues. Due to their young age, they prioritize security and balancing their personal and work life (Leszczynska,2018). According to Cabaluna and Mbaw (2021), young adults tend to stay in the company when they receive rewards and recognition for great performance. A leader must motivate and inspire subordinates to work effectively (Santos, 2018).

Health and safety within the workplace are also found significant to age. The researchers can confirm that the sanitized water refilling station is the one that was found significant to the age distribution of the employees. This supports the study of Sari et al. (2018). According to them, the authorities should prioritize sanitation and provide accessible, safe drinking water. Mandatory overtime and mental health condition can be affected by age. Women in their 30's affect their mental and physical health through emotional dissonance due to workload and job stress (Jeon et al.,2022). Job stress has a significant but negative effect on employee performance (Hussain et al., 2019).

Being committed and passionate about their job is also found to be significant age. The organizational culture where the organization expects its employees to reach possible goals is found to be significant to age distribution. De Ocampo et al. (2018) stated that career development is vital for young adults to stay in the company and be passionate about their job. Goal achievement and change management influence the performance of employees between the age of 18-66 years old toward achieving organizational goals (Mohsen et al., 2020).

According to the findings, there are no significant differences between the monthly income of the respondents and the variables of workplace environment, employee retention, and performance. Thus, the null hypothesis is retained.

Most of the leading factors are significant to monthly income, such as "leaders and managers inspire employees to work efficiently, express appreciation, and explain in detail who deserves a reward." On the contrary, Mahfouz et al. (2022) stated that transactional leadership doesn't affect employee performance but rather effect employee commitment. Some factors motivate employees to work efficiently, such as giving rewards and recognition to the employees who provide excellent jobs has a positive and significant effect on their performance (Hussain et al., 2019). Salary has a moderate relationship with motivation. In other words, when the rewards increased, the motivation of workers also increased (Asaari,2019).

Furthermore, variables of a workplace environment, employee retention, and performance have no significant differences based on the respondents' civil status. Therefore, the hypothesis was not rejected based on the analysis conducted in this research. On the contrary, leadership has been a significant respondent's civil status. According to Afroz (2020), married employees showed



slightly higher commitment than unmarried employees. Lastly, educational attainment has no significant difference with the variables of a workplace environment, employee retention, and performance. Thus, the null hypothesis was accepted.

**Table 4: Summary of significant difference between the socio-demographic profile of the respondents and factors affecting workplace environment, employee retention, and performance**

Category	Leadership	Performance Management System	Health and Safety Policies	Personal Development	Organizational Culture
Gender	Insignificant	Insignificant	Insignificant	Insignificant	Insignificant
Age	Significant	Insignificant	Significant	Insignificant	Insignificant
Monthly Income	Significant	Insignificant	Insignificant	Insignificant	Insignificant
Civil Status	Significant	Insignificant	Insignificant	Insignificant	Insignificant
Educational Attainment	Insignificant	Insignificant	Insignificant	Insignificant	Insignificant

Table 5 shows the proposed strategies by the researchers for an enhanced staff development program (SDP) for the Non-Voice BPO Employees. One of the proposed strategies is the leadership should show transparency to their employees. They could show the weekly scorecard report to their team to inform the agents of their current status. When certain standard performance goals are met, leaders must clearly describe what to anticipate. Also, inspire his or her team to collaborate in attaining a common objective by bringing out the best qualities in each member. Praise or recognize employees' success, even for a little improvement. Take feedback constructively and criticize when it is needed.

In addition, it was also proposed to employ a performance management system to recognize employees' hard work by performance appraisal process even for a small achievement such as "Most Improved Agent" or "Most Improved Team" by providing rewards and recognition. Provide weekly training and activities to employees to familiarize them with all processes and improve their abilities.

The authors also recommend some strategies where the company should prioritize mental and physical health by allowing employees to use their sick leave when they cannot go to work due to a mental illness such as an anxiety attack. People's physical health is affected by their mental health, and the company should know this. As an alternative, allow the employees to use their vacation time. Leaves are defined as a right rather than a privilege. Overtime compensation must be paid correctly and on time. Employees may overwork themselves due to long phone calls or unfinished tasks that must be completed immediately. The company should be fair to its employees by providing them with what they deserve. They should implement a tracker if the overtime is valid so that the payroll team will not dispute the overage hours.

Furthermore, the authors recommended supervisors distribute tasks to high-potential employees; the majority of the respondents are young adults who were unable to complete their college degrees. They are willing to invest in their skill training and professional growth. They would be more willing to participate in training tailored to their unique skills. This is also a fantastic

approach to improve their talents and possibly advancing their careers. Maintain open communication between employees and leaders. Certain employees are hesitant to be open with their bosses. This is due to a lack of communication. It is a must to have open lines of communication between employees and managers to foster interaction and engagement. Leaders and supervisors can share their experiences in this manner to motivate employees and boost their self-esteem.

Other strategies that might fit the needs of the employees were suggested for the operations and management to provide clear instructions to avoid misunderstanding and errors. There are situations when the policies are explicit but inconsistent. The quality team, clients, and operations team must all be calibrated regarding processes and policies. As a result, the agents will be clear on how to provide client satisfaction. At the same time, agents' performance and productivity will not be affected. In line with the said strategy, the managers will check frequently to see if the existing policies are followed consistently.

Lastly, the authors suggested to the BPO company owners as well as to clients to have a consistent annual salary increase. Every year, every BPO company conducts an Annual Performance Review or an Overall Performance Rating. It calculates the percentage rate of pay for employees in any given year. Many companies rise salaries by a percentage each year to reflect increased living costs and new labor market developments. The company must constantly review the annual raise because it is an employee's right, and they will leave the company if this is not done. Offer a competitive salary package; because the country is experiencing inflation, the compensation rate must also rise. The company's outdated salary package from prior years must be changed to attract future recruits. The sign-in bonus incentive will not work because there is a possibility that the employee will leave immediately after being hired. New hires should be paid a different hourly rate than those with years of BPO expertise. When a tenured employee hears about the same offer as an employee with no BPO experience, the tenured employee may find a competing offer from another BPO company. This proposal is important to keep them from comparing what a company offers. Most importantly, to reduce attrition, the attrition rate of some companies.

**Table 4: Recommended strategies**

CATEGORY	STRATEGY	ACTIVITY	FOCAL PERSON	RESOURCES
<b>Leadership</b>	Show transparency	Show the weekly scorecard report to their team to inform the agents of their current status. When certain standard performance goals are met, leaders must clearly describe what to anticipate.	Human Resources	Quarterly survey feedback
	Show motivation sincerely	Praise or recognize employees' success, even for a little improvement. Take feedback constructively and criticize when it is needed.	Human Resources	Quarterly survey feedback
<b>Performance Management System</b>	Improve performance management system	Rewards and Recognition	Management	Funds from the clients to sustain the rewards.
	Weekly Refresher	Provide training and activities	Quality Team	Recorder calls and resolved email cases.
<b>Health and Safety Policies</b>	Prioritize both mental and physical health.	Allow employees to use their sick leave when they cannot go to work due to a mental illness such as an anxiety attack.	Management	Accredited sick leaves
	Paid mandatory Overtime.	Overtime compensation must be paid correctly and on time	Management	Payroll
<b>Personal Development</b>	Distribute tasks to high-potential employees	Provide skill training and professional growth.	Supervisors	Quarterly self-assessment
	Maintain open communication between employees and leaders	Maintain open communication between employees and leaders.	Supervisors and Managers	Engagement activities, access to the communication platform
<b>Organizational Culture</b>	Consistent executed policies and procedures	The organization must provide clear instructions to avoid misunderstandings and errors.	Operational and Human Resource Management	Handbook, Book of Code of Conduct, Access to the company portal
	Random checking	The managers will check frequently to see if the policies in existence are being followed consistently.	Operational Management	Access to employees' record
<b>Employee Compensation</b>	Consistent Annual Salary Increase	Every BPO company conducts an Annual Performance Review or an Overall Performance Rating.	Business Owner and Client	Key Performance Indicator dashboard
	Offer a Reasonable Salary Package	Because the country is experiencing inflation, the compensation rate must also rise. The company's outdated salary package from prior years must be changed to attract future recruits.	Business owner and client	Research Team

#### 4. Conclusion

The results revealed that most of the employees are female, are 18 to 24 years old, earn between Php16,000 and Php21,000 monthly, are single, and are college undergraduates. The study found that leadership, performance management system, health and safety policies, personal development, and organizational culture affect the work environment, employees' retention, and performance of non-voice BPO employees. Lastly, it was revealed that there was no significant relationship between the socio-demographic profile of the respondents and the extent of factors that affects the work environment, employees' retention, and performance of non-voice BPO employees. Thus, the null hypothesis has been accepted.

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