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RESEARCH ARTICLE

COMPENSATION AND BENEFITS SATISFACTION AND EMPLOYEE RETENTION: BASIS FOR A COMPENSATION IMPROVEMENT PLAN

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ABSTRACT

This study aims to verify how the researchers examined the relationship between employee and employers this will shows how will the organization treat their employees with the right Compensation and the right benefits they will receive from them. This study also includes how being employees motivate themselves to do what they need to do in the organization

A quantitative research design was utilized, employing survey questionnaires to gather data from employees within the selected organization. Statistical tools such as frequency distribution, percentage, weighted mean, and correlation analysis were used to interpret the data and determine the relationship between motivation practices and job performance.

The findings revealed that the right treating of employee they encourage them and they learn from it. Employees also demonstrated a satisfactory level of job performance in terms of cooperation, skills, and quality of work. Furthermore, the results indicated a significant relationship between employee motivation practices and job performance, suggesting that effective motivation strategies contribute positively to employee productivity

and overall performance.

Keywords: *Relationship between employees, Motivation, Satisfactory level, Employee Productivity*

INTRODUCTION

Employee retention has become one of the most critical challenges faced by organizations in today's competitive business environment. As companies strive to maintain a productive and committed workforce, compensation and benefits emerge as key factors influencing employee motivation, job satisfaction, and long-term loyalty. Compensation is not only a financial reward for services rendered but also a reflection of how much an organization values its employees. Likewise, benefits including health insurance, leave privileges, incentives, and other non-monetary rewards play a significant role in enhancing employees' overall work experience and well-being.

However, many organizations struggle to create compensation and benefits systems that align with employees' expectations and industry standards. When employees perceive their compensation as unfair, insufficient, or non-competitive, dissatisfaction may arise, leading to decreased morale, reduced performance, and increased turnover intentions. High turnover rates can be costly, disrupting workflow, lowering productivity, and increasing recruitment and training expenses. For this reason, understanding the connection between compensation satisfaction and employee retention is crucial for improving human resource practices and ensuring organizational stability.

This study examines the level of employee satisfaction with existing compensation and benefits and explores how these factors influence their decision to stay or leave the organization. By identifying the strengths and weaknesses of the current compensation structure, the research seeks to provide evidence-based insights that will serve as the

foundation for developing a comprehensive compensation improvement plan. Ultimately, the study aims to support management in creating a compensation framework that is fair, competitive, and responsive to employee needs thereby enhancing retention, improving morale, and fostering long-term organizational growth.

Retention of the top talent holds the same importance as recruitment. Especially when organizations are expanding, prioritizing employee satisfaction, with industry standard wages and benefits becomes important. Emerging as crucial components that determine the motivation across workforce, having fair employee compensation and benefits proves promising for both, employer and the employees.

Employee Compensation encompasses not only salaries, bonuses, and incentives that employees receive for their contributions but also extends to a comprehensive benefits package. This package typically includes health insurance, retirement plans, paid time off, and wellness programs, all of which play a crucial role in enhancing the overall well-being of employees.

Employees are more likely to remain committed to an organization when they believe they are appropriately compensated, both financially and in terms of benefits. This promotes a sense of stability and recognition, resulting in higher job satisfaction. Inadequate compensation and a lack of perks, on the other hand, might lead to excessive turnover, reducing productivity and increasing recruitment expenses.

LITERATURE REVIEW

This chapter presents the related literature about Compensation and benefits satisfaction and employee retention, basis for a compensation improvement plan. This literature points a how should balance the lifestyle and knowing the overview recent research.

Age

Aging Anxiety and Health: Yu Xin Zhou, Dan Dan Chen, Bo Dong, Meng Han Jiang, and Yi Fan Li (2026) explored how aging anxiety relates to self-rated health in middle-aged and older adults, highlighting the role of psychological pathways. - Digital Literacy and Mental Health

Zong and Zhou (2026) found that digital literacy enhances psychological wellbeing among older adults, both directly and indirectly, by strengthening social connectedness.

Successful Aging Models: Havinghurst (1961), Rowe and Kahn (1997), and Fernandez-Ballesteros et al. (2013) offer diverse perspectives on successful aging, emphasizing activity, health optimization, and social participation.

Ageism and Aging Anxiety: Bergman and Segel-Karpas (2021) examined ageism's impact on aging anxiety among middle-aged adults, highlighting the moderating role of ageism.

Social Participation and Health: Ma et al. (2020) investigated the impact of social participation on health among middle-aged and elderly adults, suggesting social participation strengthens.

Sex

Gender and Workplace Dynamics Eagly and Karau (2002) explored how gender stereotypes influence perceptions of leadership and workplace behavior.

Sexual Harassment Berdahl and Aquino (2009) examined how gender shapes experiences of sexual harassment in the workplace.

Connected to the study Gender and Workplace Dynamics Eagly and Karau (2002) explored how gender stereotypes influence perceptions of leadership and workplace behavior.

Gender Pay Gap, Blau and Kahn (2017) analyzed the persistent wage gap between men and women, highlighting contributing factors like occupation and discrimination.

Gender and Workplace Dynamics Eagly and Karau (2002, retrieved 2026) explored how gender stereotypes influence perceptions of leadership and workplace behavior

Marital Status

Two cautions follow from the same logic. First, the premium comes with a mirror image: whoever absorbs the domestic load pays a penalty in earnings and advancement, which is why the marriage premium for men often appears alongside a marriage or motherhood penalty for women in the same firm. Second, the direction of causality is contested. Selection effects may explain much of the pattern the qualities that make someone a reliable, high-earning employee may also make them a more attractive marriage partners, in which case the firm is observing pre-existing traits rather than any effect of marriage itself. (Gary Becker *A Treatise on the Family* retrieved 2026)

Marital status is one of the strongest predictors of side-bet accumulation. A married employee, particularly one in a dual-earner household or with school-age children, has more anchors and therefore a higher exit cost. This tends to show up organizationally as lower voluntary turnover, longer tenure, and greater willingness to tolerate ordinary friction rather than resign over it. For workforce planning this is genuinely valuable: retention is cheaper than recruitment, and institutional knowledge compounds. The practical implication is that marital status should never be treated as a proxy for engagement; engagement has to be measured directly. (Howard S. Becker "Notes on the Concept of Commitment" retrieved 2026)

Married employees, especially those with dependent children or elder-care responsibilities, occupy two demanding roles at once and therefore register higher levels of all three conflict types. The organizational consequences are measurable: increased absenteeism and tardiness, higher use of unscheduled leave, lower job satisfaction, elevated burnout and stress-related health costs, reduced willingness to accept travel or relocation, and, over time,

higher turnover intention. Crucially, the effect runs in both directions work interfering with family and family interfering with work and firms usually only see the second half.

This literature is the standard justification for family-friendly human resource policy: flexible and compressed schedules, hybrid or remote arrangements, on-site or subsidized childcare, parental and dependent-care leave, and predictable rather than erratic shift scheduling. The evidence generally supports these interventions, but with a qualification: policies that exist on paper but are informally penalized in practice where taking leave marks an employee as uncommitted can worsen strain rather than relieve it. Availability and organizational culture have to move together (Greenhaus & Beutell "Sources of Conflict Between Work and Family Roles"retrieved 2026)

Marital status intervenes at the cost-of-leaving and evaluation-of-alternatives stages. For a married employee in a dual-earner household, changing jobs may require the spouse to change jobs too, uproot children mid-school-year, or accept a commute that the household cannot absorb. William Mobley Turnover Models (1977; Mobley, Griffeth, Hand & Meglino, retrieved 2026)

Single employees, by contrast, face fewer constraints and a wider field of alternatives, so their dissatisfaction converts into departure more readily. Organizations staffed heavily by younger, unmarried workers call centers, BPO firms, retail, hospitality typically carry structurally higher attrition and should build retention strategy around that reality rather than treating it as a management failure.

Hochschild's contribution corrects the most common error in this literature: treating marital status as a single variable with one effect. Marriage does not affect employees uniformly it is strongly conditioned by gender. William Mobley Turnover Models (1977; Mobley, Griffeth, Hand & Meglino, retrieved 2026)

FACTORS INLUENCE YOUR DECISION TO STAY WITH THE COMPANY

Their survey of 287 employees of small and medium enterprises in northern China found that training and development, work environment, and job satisfaction all had a significant positive effect on retention. Training and development had the strongest effect. (Wei Xue cheng, Qaisar Iqbal & Bai Saina 2022), Study on Determining Factors of Employee Retention, Open Journal of Social Sciences. This review of earlier studies identified development opportunities, compensation, work-life balance, management or leadership, work environment, social support, autonomy, and training and development as the main factors. It also notes that the evidence on pay is mixed: for some employees pay strongly affects the decision to stay, while for others it has no direct influence. (Kossivi, B., Xu, M. & Kalgora, B.2016 retrieved 2026) The relationship between perceived training and development and employee retention: the mediating role of work attitudes, International Journal of Human Resource Management.

Their reason for staying is training and development, working through employees' attitudes toward their work. A multi-level study in the UK by these authors found job satisfaction positively related to intentions to stay, and training and development had an indirect effect on retention through employee engagement. (Fletcher, L., Alfes, K. & Robinson, D. 2018 retrieved 2026), Andriotis, N., (2018 retrieved 2026). Employee Recognition in the Workplace: gifts are also a great plus – for example, a gift card from their favorite store or a token of appreciation for every five years of service. Incentive programs as means of employee recognition in the workplace is a great way to show appreciation for your employees, keep them motivated, and make them stay.

Hastwell, C., (2021). Creating a Culture of recognition. Recognition in the workplace helps employees see that their company values them and their contributions, fostering loyalty and engagement.

Compensation

Employees' pay satisfaction is connected to performance appraisal and performance-based compensation. Their study emphasizes the relationship between employee performance and financial rewards. Ducharme, Singh & Podolsky (2005 retrieved 2026)

Employee satisfaction with compensation is influenced by benefit coverage and employee costs. Greater coverage can contribute to higher satisfaction, while higher costs can reduce satisfaction(Dreher, Ash & Bretz 1988 retrieved 2026)

Fairness or organizational justice plays an important role in compensation satisfaction. Employees' perceptions of fair pay distribution and fair procedures are related to their satisfaction with pay and benefits (Tremblay, Sire & Balkin 2000 retrieved 2026)

Pay transparency and organizational justice are associated with pay satisfaction. Providing employees with information about how compensation decisions are made can influence their perceptions of fairness and satisfaction. (Henn, Houghton & Neck (2025)

Work place relation

Workplace relationships are an important part of organizational life. Their research emphasizes that relationships at work are not always simply positive or negative; some can be ambivalent or indifferent and can still affect employees and organizations. (Jessica R. Methot, Shimul Melwani & Naomi B. Rothman 2017 retrieved 2026)

Supportive workplace relationships, including support from coworkers and supervisors, can influence how employees experience the relationship between work and family responsibilities. Debra A. Major (2008 retrieved 2026)

Workplace friendships can contribute to cohesive workplace climates, creativity, innovation, and employee job satisfaction. Smith also examined how communication and task interdependence contribute to the development of workplace friendships Aaren D. Smith (2020 retrieved 2026)

Their meta-analytic study explains that workplace friendships can provide trust, assistance, emotional support, and a sense of belonging. These relationships are connected with employee well-being and organizational commitment. Yin-Che Chen, Yu-Hsiang Wang & Hui-Chuang Chu (2024)

Their review examines how HR practices shape work relationships. It brings together 20 years of research on relational human-resource management and the connection between HR practices and employee relationships (A. R. Banya, Hugh T. J. Bainbridge & Suzanne Chan-Serafin (2023)

Employee Retention

Mitchell et al. (2001 retrieved 2026) introduced job embeddedness as a way of explaining employees' decisions to stay.

Ghosh and Gurunathan (2015 retrieved 2026) found that commitment-based HR practices can contribute to employee embeddedness and reduce intention to quit

Allen and Shanock (2013 retrieved 2026) highlighted organizational support and embeddedness as mechanisms associated with commitment and turnover.

Tett and Meyer (1993 retrieved 2026) examined the relationships among job satisfaction, organizational commitment, turnover intention, and turnover.

Zhao et al. (2013) further examined quality of work life, job embeddedness, and affective commitment in relation to turnover intention.

RESEARCH QUESTIONS

1. What is the profile of the respondents in terms of:

    1.1 Age

    1.2 Sex

    1.3 Marital Status

    1.4 factors influence your decision to stay with the company.

2. What is the perception of the respondents on the compensation and benefits satisfaction and employee retention: Basis for a compensation improvement plan in term of:

    2.1 Compensation

    2.2 Work place Relation

    2.3 Employee Retention

3. Is there a significant difference on the perceptions on compensation and benefits satisfaction and employee retention when profile is considered?

4. What compensation improvement plan is crafted based in the results?

METHODOLOGY

This study used quantitative methods of research using questionnaires to evaluate the status of equal employment opportunity among employees of Canyon Cove Hotel & Spa in Brgy. Wawa Nasugbu, Batangas.

FINDINGS

1. Profile of the Respondents

1.1 **Age.** There were majority that the respondents belong to range 31-40 age range with the Ninety -three (93) or 42.9 percent. Sixty – eight (68) or 31.3 percent belong to 18-40 age range. Fourty four (44) or 20.3 percent belong to 41-50 age bracket. The least of the respondents which is twelve (12) or 5.5 percent belongs to the age bracket 51 years old and above.

1.2 **Sex** Asserts that the majority of the respondents are female which is (114) or 52.5 percent However (103) or 47.5 percent of the respondents are male so therefore the study utilized female as dominant than Male.

1.3 **Marital Status.** T indicates that one-hundred one (101) or 46.5 percent of the respondents are single. Eighty-seven (87) or 40.1 percent are married. Twenty-five (25) or 11.5 percent are separated. The least of the respondents which is four (4) or 1.8 percent are widowed.

1.4 Factors influence your decision to stay with the company

Implies factor that influence their decision to stay with the company. Ninety -three (93) or 42.9 percent says that they stay into company because of benefits, while 30.9 percent or Sixty-seven (67) says that they want career growth opportunity twenty -seven 27 or 17.1 percent of employee compensation,Company culture getting 30.9 percent or (20) Twenty.Basic for a compensation improvement plan Content of table including benefits which has Ninety-three (93) or 42.9 percent while career growth has Sixty-seven 67 or 30.9 percent an compensation has Thirty-seven (37) or 17.1 percent then company culture Twenty (20) or 9.2 percent these are the percentages why do people decide to stay in the companies.

2.Perception of the respondents on the Compensation Benefits Satisfaction and employees Retention basic for a compensation improvement plan.

2.1 Compensation The respondent agreed on their assessment that has a Composition Mean it has a weighted mean with the total of 2.85 and strongly agree with the (SD= 0.86).

2.2 Work Place Relation The respondents agreed on their assessment of performance that has a Composition Mean it has a weighted mean with the total of 0.79 and strongly agree with the (SD= 0.79).

2.3 Employee Retention This table show that the respondents Employee Retention effect their employee retention with the composite of 2.81 agree and (SD=0.79).

3.Significance on the perception of Compensation and benefits satisfaction and employee retention basic compensation improvement plan. Overall results exposed that the computed average of p-values of Age (p=0.448) is greater than 0.05 level of significance, thus the null hypothesis was failed to reject. The computed average of p-values of Sex (p=0.294) is also greater than 0.05 level of significance, moreover, failure to reject the null hypothesis. Furthermore, the computed average of p-values of Marital Status (p=0.448) is greater than 0.05 level of significance implies that the null hypothesis was failed to reject. as well, hence, failure to reject the hypothesis. To conclude, there is no significant difference on employee retention among frontline employees when profile is considered.

CONCLUSIONS

Based on the findings, the following conclusions are drawn:

1. Based on the demographic profile of the respondents, it is concluded that the most of the respondents are between the ages of 18-30, and 30-40, and many of them are male respondents than female respondents.

2. The respondents answered often that Compensation, Work place relation and Employee Retention have an impact of perception of Compensation and benefits satisfaction and employee.

3. . There is no significant difference on Compensation benefits and Satisfaction and employee retention

4. The Compensation and benefits satisfaction is crafted and designed by the researcher based on the results of the study.

RECOMMENDATIONS

1. Management should regularly benchmark salary and benefits packages against industry standards to ensure competitiveness. A fair and attractive compensation structure can strengthen employees' intention to stay with the organization.

2. Organizations should clearly communicate how salaries, incentives, and benefits are determined. Transparency reduces perceptions of inequity, which is often a hidden driver of employee turnover.

3.. Beyond salary, management should consider providing additional benefits such as health insurance, performance bonuses, flexible work schedules, and career development opportunities. These can significantly increase overall job satisfaction and loyalty.

4. Conduct Regular Compensation Improvement plan HR departments should periodically assess employee satisfaction with their compensation and benefits to identify gaps and address concerns before they lead to resignation The compensation improvement plan is highly recommended.

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