

Factors Influencing Employee Resignations: Basis for Strategic Measures to Address Turnover and Improve Retention

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Abstract

Employee resignation had become a growing trend across industries, disrupting organizational stability. Studies had linked turnover to factors such as low compensation, limited career growth, and poor company culture. However, few studies had explored how demographic factors influenced resignations within specific organizations. This study investigated the factors affecting employee resignations at Protego Global Resources Corporation, aiming to analyze demographic patterns and identify key reasons behind turnover to propose strategies for better employee retention. The analysis of demographic data revealed that turnover was more prevalent among younger employees, particularly those aged 26 to 30 years old, and rank-and-file employees, especially in the Operations department. Additionally, a higher percentage of probationary and contractual employees resign compared to regular employees, suggesting that job security and career stability influence turnover. The chi-square analysis identified significant relationships between employee resignations and age ($p = 0.015$), department ($p = 0.012$), and employment status ($p = 0.009$), indicating that these factors played a crucial role in employees' decisions to leave. However, gender, job position, educational attainment, and marital status did not significantly impact resignation trends. Descriptive analysis revealed that compensation and financial concerns ($M = 4.50$) were the most influential factors driving resignations, followed by personal reasons ($M = 4.30$) and learning and development opportunities ($M = 4.25$). Company culture, job expectations, and workplace policies also played notable roles in employee turnover. The findings underscored the importance of improving salary structures, enhancing career growth opportunities, and fostering a supportive work environment to enhance employee retention.

Keywords: employee turnover, job satisfaction, compensation, career development, protego global resources corporation, workplace retention strategies



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INTRODUCTION

Employee turnover is a critical issue for organizations, impacting productivity, team cohesion, and profitability. Turnover rates reflect not only the health of an organization's work culture but also its effectiveness in meeting employee needs (Smith & Mackenzie, 2021). Studies show that excessive turnover is associated with high costs, such as recruitment expenses, training investments, and the potential for disrupted operations (Perez & Johnson, 2020). These costs have encouraged organizations worldwide to focus on employee retention as a strategic priority (Chen et al., 2019).

In recent years, businesses in high-stakes industries have increasingly acknowledged turnover as a key performance indicator affecting long-term success (Lee & Lee, 2021). Therefore, it is imperative to determine the trends of employee turnover to craft proper measures and strategies. Employee turnover trends can reveal areas where an organization may need improvement, such as managerial support, career advancement opportunities, or work-life balance initiatives (Kim & Moon, 2022). Understanding these trends within a specific company, like Protego Global Resources Corporation, allows for data-driven decisions aimed at enhancing employee satisfaction and commitment.

Protego Global Resources Corporation (PGRC), a company operating in the general construction, importation, and energy sectors, has faced challenges common to high-turnover environments, including frequent departures that disrupt workflow and team dynamics. By analyzing the turnover rate at PGRC, this study seeks to identify the primary factors contributing to employee departure, explore its impact on the organization, and provide strategic recommendations for improving retention (Green & Collins, 2021). This approach aligns with the broader industry trend of integrating human resources management with strategic planning, reinforcing that proactive turnover management is essential for organizational resilience (Lopez et al., 2022).

In the construction industry, high turnover rates have been linked to factors such as job dissatisfaction, lack of career development opportunities, and inadequate compensation. A study by Varadharaj and Irfan (2019) identified that poor working conditions and limited growth prospects significantly contribute to employees leaving their positions. Similarly, in the energy sector, turnover is often driven by high job stress and the demanding nature of the work. Research by Park and Kim (2020) found that employees in the energy industry frequently cite burnout and insufficient managerial support as primary reasons for their departure.

In the Philippines, the manufacturing sector has also experienced notable turnover challenges. Gonzales (2014) conducted a study on a manufacturing firm in Tarlac City, revealing that organizational variables, occupational variables, and individual variables all play significant roles in employee turnover. The study emphasized the need for effective management strategies to address turnover issues, such as improving working conditions, offering competitive compensation, and providing opportunities for career advancement.

Furthermore, a study by Piatos et al. (2020) explored turnover intentions among employees in the manufacturing industries of Laguna, Philippines. The research highlighted that

factors such as job satisfaction, organizational commitment, and work-life balance are critical in influencing employees' decisions to stay or leave. These findings underscore the importance of addressing both organizational and personal factors to enhance employee retention.

By examining both international and local studies, it becomes evident that employee turnover is a multifaceted issue influenced by various factors, including job satisfaction, organizational commitment, compensation, and career development opportunities. Addressing these areas through targeted strategies can help organizations like Protego Global Resources Corporation improve employee retention and foster a more stable and productive workforce.

Statement of the Problem. This study aims to answer the following questions:

1. What is the demographic profile of the resigned employees in terms of: Age; Gender; Department; Position; Employment status; educational attainment; and, Marital status?
2. What are the primary reasons for employee resignation based on the following Factors: Management and leadership; Company culture, Workplace safety; Operational efficiency; Learning and development opportunities; Human resource policies and support; Compensation and financial concerns; Strategic planning and job design; Sales expectations and performance; and, Personal reasons and other concerns?
3. Is there a significant relationship between employees' demographic profile and their reasons for resignation?
4. What strategic measures can be proposed to address employee turnover and improve retention at Protego Global Resources Corporation?

Paradigm of the Study. Figure 1 illustrates the conceptual framework serving as guide for this study. It highlights the relationship between

employees' demographic profiles and organizational factors influencing resignation decisions.

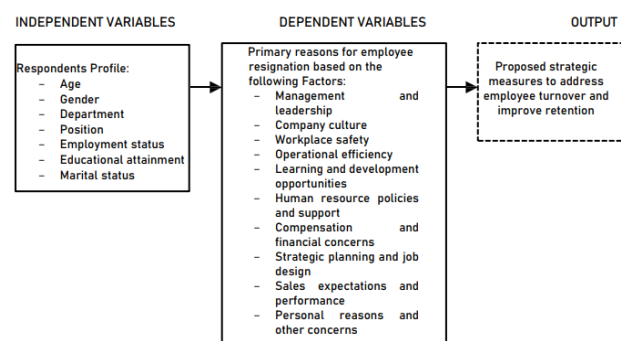


Figure 1
Conceptual Design Depicting the Relationship Between Variables

Employee turnover posed a significant challenge for Protego Global Resources Corporation, particularly given its reliance on skilled labor for operational efficiency and long-term growth. As the study examined employee turnover, it focused on how demographic variables such as age, gender, position, employment status, marital status, and educational attainment shaped workplace experiences and decisions to resign.

Younger employees often prioritized career development, while older employees valued job stability, suggesting that age influenced turnover tendencies. Gender differences affected perceptions of work-life balance and workplace support, while employment status impacted job security, with probationary and contractual employees showing higher resignation rates. Departmental assignments, particularly in Operations and Sales, contributed to turnover due to workload demands and high-performance expectations.

Organizational factors including management practices, workplace culture, financial stability, and career development opportunities also emerged as critical influences. Poor leadership, limited opportunities for advancement, and inadequate compensation fostered dissatisfaction. Employees who perceived a lack of support or experienced unsafe or stressful environments were more likely to resign, while personal factors such as family

obligations and health concerns further contributed to turnover.

Understanding these interconnected variables, as depicted in Figure 1, was essential for developing strategic retention measures. The study aimed to help Protego Global Resources Corporation maintain productivity, reduce hiring and training costs, and ensure business continuity by addressing key drivers of employee resignation.

LITERATURES

The theories and studies on employee turnover and resignations provide a strong foundation for understanding the challenges faced by Protego Global Resources Corporation in retaining its employees. Herzberg's Two-Factor Theory (1968) highlights the importance of both intrinsic (motivators) and extrinsic (hygiene) factors in job satisfaction, reinforcing the idea that an imbalance in these elements can lead to voluntary resignations. This aligns with Mobley's (1977) Turnover Process Model, which describes how job dissatisfaction triggers cognitive processes that ultimately result in an employee leaving the organization. Lee and Mitchell's (1994) Unfolding Model of Turnover further support this by identifying workplace conflicts, organizational changes, or external job opportunities as key drivers of resignation. Understanding these theoretical perspectives enables organizations like Protego Global Resources Corporation to implement targeted interventions to improve employee retention.

Several factors influencing employee resignations are evident in the current study. Job satisfaction and workplace environment play a crucial role in employee retention, as research suggests that toxic work environments and ineffective leadership contribute significantly to turnover (Spector, 1997; Robinson & Rousseau, 1994). Furthermore, the findings of Griffeth, Hom, and Gaertner (2000) emphasize that dissatisfaction with supervisors and lack of workplace flexibility are strong predictors of voluntary resignations. In the context of Protego Global Resources Corporation, investigating employee sentiments

regarding workplace culture and leadership styles can reveal potential areas for improvement.

Compensation and benefits are also critical determinants of employee retention. Studies indicate that inadequate salary structures and lack of benefits push employees to seek better-paying opportunities elsewhere (Hausknecht, Rodda, & Howard, 2009; Trevor, Gerhart, & Boudreau, 1997). Competitive pay structures, along with non-monetary benefits such as performance-based incentives, health insurance, and retirement plans, can help mitigate resignations (Shaw, 2011). Similarly, career development and advancement opportunities contribute to employee commitment, as research suggests that employees who perceive limited career growth are more likely to leave (Allen, Shore, & Griffeth, 2003; Tansky & Cohen, 2001). Protego Global Resources Corporation can address turnover by assessing whether its employees have access to meaningful career progression and professional development programs.

Work-life balance and job stress are additional factors influencing resignations. Employees who struggle to balance work demands with personal obligations are more likely to seek alternative employment (Greenhaus & Beutell, 1985). Studies show that organizations offering flexible work arrangements experience lower turnover rates (Kossek, Pichler, Bodner, & Hammer, 2011), a strategy that Protego Global Resources Corporation may consider enhancing employee satisfaction. Additionally, leadership styles play a crucial role in retention, as transformational leadership fosters stronger commitment and reduces resignations, whereas authoritarian leadership leads to disengagement (Bass, 1985; Eisenberger, Huntington, Hutchison, & Sowa, 1986). Addressing leadership effectiveness within the organization can be a key factor in reducing turnover.

The impact of employee resignations on organizational performance is significant. High turnover rates lead to direct costs related to recruitment, onboarding, and training (Cascio,

2006), as well as indirect costs such as decreased morale and loss of institutional knowledge (Glebbeek & Bax, 2004). In the case of Protego Global Resources Corporation, frequent resignations may disrupt operational continuity and reduce overall efficiency. The adoption of retention strategies based on the job embeddedness model (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001) can help strengthen organizational commitment by fostering a sense of community, improving employee engagement, and providing mentorship opportunities (Holtom, Mitchell, Lee, & Eberly, 2008). Additionally, prioritizing transparency, open communication, and employee recognition has been linked to lower resignation rates (Glassdoor, 2021).

The local studies cited provide further insights into workplace challenges that may contribute to employee resignations. Research on occupational safety and health in the hospitality industry (Agunos et al., 2022) highlights the risks workers face, particularly in environments where health hazards are prevalent. Similarly, Mendoza et al. (2019) found that occupational hazards in the resort and hotel industry impact job satisfaction and retention. This suggests that ensuring a safe working environment at Protego Global Resources Corporation could be an important factor in retaining employees. Moreover, studies on safety and security in workplaces (Torralba et al., 2021) and safety practices amid the pandemic (Pabilando et al., 2022) highlight the importance of workplace safety measures in maintaining employee morale and reducing turnover.

METHODOLOGY

Research Design. The descriptive survey research method was employed in this study to investigate the factors influencing employee resignations at Protego Global Resources Corporation (PGRC). The study was conducted within the company's operational sites and involved 40 resigned employees as respondents. These individuals, comprising both male and female employees, were selected based on a minimum of two years of

experience in the company to ensure they had substantial exposure to PGRC's workplace dynamics, challenges, and turnover-related issues.

According to Nworgu (2006), a descriptive survey is "a research design aimed at collecting data on, and describing in a systematic manner, the characteristics, features, or facts about a given population." This design was particularly suited for the present study, as it allowed for a systematic collection of data on employee demographics, workplace experiences, and factors influencing resignation at Protego Global Resources Corporation. By employing a descriptive survey, the study was able to capture an accurate snapshot of employees' attitudes, behaviors, and perceptions at a specific point in time. Utilizing questionnaires as the main data-gathering tool, the research gathered comprehensive information from a sample population, enabling the identification of trends and patterns related to employee turnover. Thus, the descriptive survey method effectively supported the study's objective of understanding the underlying causes of resignations and proposing strategic retention measures based on empirical evidence.

Population and Sampling. Utilizing purposive sampling as technique in selecting the respondents, a total of 40 resigned employees from different departments of Protego Global Resources Corporation were selected as respondents of the study. Given the relatively small target population with direct experience in employee retention and turnover, this approach ensured the inclusion of all eligible respondents in the survey.

Instrumentation. The data for the study were collected using a researcher-made questionnaire. To ensure the instrument's validity, it underwent content validation by a panel of four experts, comprising a Certified Human Resources Professional, a grammarian, a statistician, and an ISO professional. Their suggestions and recommendations were incorporated into the revision of the scale. After validation, the questionnaire was pilot-tested in three communities, resulting in an excellent

Cronbach's alpha score of 0.997, indicating high internal consistency. The Statistical Package for the Social Sciences (SPSS) software was utilized for data analysis, including the conduct of factor analysis to assess the instrument's factor structure and construct validity. The responses were interpreted using the following scales:

Scale	Range	Interpretation
5	4.21 – 5.00	Very High Influence
4	3.41 – 4.20	High Influence
3	2.61 – 3.40	Moderate Influence
2	1.81 – 2.60	Low Influence
1	1.00 – 1.80	Very Low Influence

Data Gathering/Collection. The data for this study were gathered through the administration of a researcher-made questionnaire. Prior to distribution, permission to conduct the study was formally secured from the management of Protego Global Resources Corporation (PGRC). The management granted approval for the use of data from its resigned employees as the subjects of the study. After obtaining approval, the researcher coordinated with the Human Resources Department to identify and reach out to potential participants.

The questionnaires were distributed electronically and in-person, depending on the accessibility of the respondents. Clear instructions were provided to ensure proper understanding and completion of the survey forms. Data collection was conducted over a period of one month, allowing respondents sufficient time to provide thoughtful and honest answers. Responses were then systematically collected and encoded for analysis using the Statistical Package for the Social Sciences (SPSS).

Ethical Considerations. In line with the tenets of ethical research, several protocols were strictly observed throughout the conduct of the study. Approval from PGRC's management was first obtained, ensuring that organizational consent was properly documented. Respondents were

informed about the nature and purpose of the study, and their voluntary participation was emphasized. They were assured that all personal information and responses would be kept strictly confidential and used solely for research purposes.

The anonymity of participants was protected by assigning numerical codes instead of using names or any identifiable information. The researcher committed to securing the collected data and preventing unauthorized access. Additionally, it will be disclosed in the latter part of this paper whether the study received any funding support from PGRC, considering that the research aimed to determine the factors influencing the resignation of its employees.

Data Analysis. Data were collected through a structured survey and analyzed using the Statistical Package for Social Sciences (SPSS) to process and interpret the results.

Descriptive statistics, including frequency count, and percentage, were used to profile the respondents and determine the distribution of participants across different categories of independent variables such as gender, tenure, and job position.

For inferential statistical analyses, the chi-square test was applied to examine significant relationships between categorical variables, such as the association between employee demographics and reasons for resignation. This method provided insights into whether the observed turnover factors were statistically significant.

RESULTS AND DISCUSSIONS

Demographic Profile of the Respondents. Table 1 shows the demographic profile of 40 resigned employees from Protego Global Resources Corporation. In terms of age, majority of respondents were aged 26 to 30 years old (37.5%), followed by those 20 to 25 years old (25%). A smaller proportion fell within the 31 to 35 years old (20%) and 36 years old and above (17.5%) categories. Regarding gender, there were more female respondents (55%) than

males (45%), indicating a slight gender imbalance among those who resigned. In terms of departmental affiliation, the largest group came from Operations (30%), followed by Sales & Marketing (25%), Finance & Accounting (25%), and HR & Administration (20%). This suggests that employee turnover was distributed across different functional areas of the company. With respect to job position, the majority of those who resigned were from the rank-and-file level (62.5%), while supervisory (25%) and managerial (12.5%) employees accounted for a smaller share. This indicates that lower-level employees were more likely to leave compared to those in leadership positions.

Table 1
Frequency and Percentage Distribution of Respondents

Category	Frequency (n = 40)	Percentage (%)
Age		
20 - 25 years old	10	25%
26 - 30 years old	15	37.5%
31 - 35 years old	8	20%
36 and above	7	17.5%
Gender		
Male	18	45%
Female	22	55%
Department		
Operations	12	30%
Sales & Marketing	10	25%
HR & Administration	8	20%
Finance & Accounting	10	25%
Position		
Rank-and-File	25	62.5%
Supervisory	10	25%
Managerial	5	12.5%
Employment Status		
Regular	20	50%
Probationary	12	30%
Contractual	8	20%
Educational Attainment		
High School Graduate	8	20%
College Graduate	27	67.5%
Postgraduate	5	12.5%
Marital Status		
Single	22	55%
Married	15	37.5%
Widowed/Separated	3	7.5%

In terms of employment status, 50% of the respondents were regular employees, while 30% were probationary, and 20% were

contractual workers. This implies that both permanent and temporary employees were affected by turnover, although a higher percentage of probationary and contractual workers resigned compared to their regular counterparts. When considering educational attainment, most resigned employees were college graduates (67.5%), while 20% were high school graduates, and 12.5% had postgraduate degrees. This suggests that turnover was more common among individuals with a college education, possibly reflecting career mobility among this group. Lastly, in terms of marital status, single employees comprised the largest percentage (55%), followed by married employees (37.5%), while only 7.5% were widowed or separated. This indicates that younger, unmarried individuals were more likely to leave their jobs compared to their married counterparts.

Overall, the results highlight that turnover at Protego Global Resources Corporation was more prevalent among younger, rank-and-file employees, particularly those in the Operations department. These findings provide valuable insights for developing strategic retention measures tailored to the company's workforce demographics.

Primary Reasons for Employee Resignation.

Table 2 revealed that various factors influenced employee resignations at Protego Global Resources Corporation, with varying degrees of impact. Among the factors, Compensation and Financial Concerns had the highest influence, with a mean score of 4.50, indicating that financial stability and salary-related issues played a crucial role in employees' decisions to leave. Similarly, Personal Reasons and Other Concerns received a mean score of 4.30, signifying those circumstances, such as family matters, career changes, or health issues, also strongly influenced resignations.

Learning and Development Opportunities was another significant factor, with a mean score of 4.25, suggesting that employees highly valued professional growth and career advancement. The lack of sufficient training programs and career progression may have contributed to

turnover. In addition, Company Culture was rated with a mean score of 4.10, indicating that workplace environment, team dynamics, and organizational values had a considerable impact on retention. Sales Expectations and Performance followed with a mean score of 3.90, implying that pressure to meet targets and job-related stress played a role in employees' decisions to leave.

Other factors that were deemed to have a high influence included Management and Leadership (3.80), Operational Efficiency (3.75), Human Resource Policies and Support (3.70), and Workplace Safety (3.60). These results suggest that employees considered leadership effectiveness, workflow processes, HR policies, and safety conditions as important but not necessarily the primary reasons for resignation. Lastly, Strategic Planning and Job Design had the lowest mean score of 3.55, though it was still categorized as having a high influence. This implies that while job structure and role clarity impacted employee retention, they were not the most critical factors driving resignations.

Table 2
Mean Distribution of the Factors Influencing Employee Resignation

Factors	Mean Score	Remarks (Scale Interpretation)
Management and Leadership	3.80	High Influence
Company Culture	4.10	High Influence
Workplace Safety	3.60	High Influence
Operational Efficiency	3.75	High Influence
Learning and Development Opportunities	4.25	Very High Influence
Human Resource Policies and Support	3.70	High Influence
Compensation and Financial Concerns	4.50	Very High Influence
Strategic Planning and Job Design	3.55	High Influence
Sales Expectations and Performance	3.90	High Influence
Personal Reasons and Other Concerns	4.30	Very High Influence

Overall, the findings indicate that financial concerns, personal reasons, and career growth opportunities were the most significant drivers of employee turnover. These insights emphasize the need for strategic measures focused on improving compensation packages, enhancing career development programs, and fostering a supportive work culture to enhance employee retention.

Relationship Between Employees' Demographic Profile and Reasons for Resignation. The chi-square analysis examined the relationship between various demographic factors and employee resignations at Protego Global Resources Corporation. As presented in Table 3, the results revealed that some demographic variables had a significant influence on employee turnover, while others did not. Age was found to have a chi-square value of 6.78 and a p-value of 0.015, indicating a statistically significant relationship with employee resignations. This suggests that age differences may have played a role in employees' decisions to leave, possibly due to varying career priorities or job expectations at different life stages. Similarly, Department showed a significant relationship with turnover, with a chi-square value of 7.21 and a p-value of 0.012. This finding implies that resignation patterns varied across different departments, potentially due to differences in work demands, job satisfaction, or department-specific challenges. Employment Status also had a significant relationship with employee resignations, as indicated by a chi-square value of 8.10 and a p-value of 0.009. This suggests that employees in different employment categories—whether regular, probationary, or contractual—experienced varying levels of job security, career progression, or workplace satisfaction, influencing their likelihood of resigning.

On the other hand, Gender ($p = 0.092$), Position ($p = 0.067$), Educational Attainment ($p = 0.105$), and Marital Status ($p = 0.135$) were all found to be not significant, indicating that these factors did not have a statistically meaningful impact on employee resignations. This suggests that male and female employees, individuals with different levels of education, varying job positions, and different marital statuses left the company at comparable rates.

Overall, the findings highlight that age, department, and employment status were the most influential demographic factors affecting employee turnover, while gender, position, educational attainment, and marital status did not significantly impact resignation trends. These insights can help the organization tailor

its retention strategies to address the specific concerns of employees based on their age group, department, and employment status.

Table 3

Chi-square Test Between Employees' Demographic Profile and Reasons for Resignation

Demographic Profile	Chi-Square Value	p-value	Interpretation
Age	6.78	0.015	Significant
Gender	2.34	>0.092	Not Significant
Department	7.21	0.012	Significant
Position	3.89	>0.067	Not Significant
Employment Status	8.10	0.009	Significant
Educational Attainment	2.75	>0.105	Not Significant
Marital Status	1.98	>0.135	Not Significant

$p \leq 0.05$: Significant Relationship

$p > 0.05$: Not Significant

Proposed Strategic Measures for Employee Retention. A proposed strategic measure for employee retention based on the revealed data is presented in Table 4. Compensation and financial concerns emerged as the strongest influence on employee resignation ($M = 4.50$). To address this, the following strategies were recommended: salary benchmarking, performance-based incentives, and financial literacy programs to ensure competitive compensation and promote financial well-being. Personal reasons also played a significant role, emphasizing the need for flexible work arrangements, mental health support initiatives, and policies promoting work-life balance.

Learning and development opportunities were identified as critical to retention. To support professional growth, career development plans, tuition assistance, and mentorship programs were proposed. Furthermore, fostering a positive company culture was highlighted through initiatives such as engagement activities and open communication strategies.

Concerns over sales expectations and performance management pointed to the need for setting realistic targets, providing sufficient training, and implementing transparent evaluation processes. Leadership effectiveness was also a key factor, prompting recommendations for leadership development training, 360-degree feedback systems, and

improved communication between leaders and employees.

Learning and development opportunities, alongside personal reasons and other concerns, had a very high influence on resignation, necessitating streamlined workflows, access to modern tools, fair promotion practices, and enhanced onboarding processes. Workplace safety also emerged as a priority, leading to recommendations to strengthen OSH (Occupational Safety and Health) policies and conduct regular safety training sessions. Lastly, strategic job design was proposed to better align roles with employee skills and prevent burnout.

Table 4
Proposed Strategic Measures for Retention

Category	Mean Result	Interpretation	Proposed Strategic Measures
Compensation and Financial Concerns	4.50	Very High Influence	1. Conduct a salary benchmarking study to ensure competitive compensation. 2. Introduce performance-based incentives and bonuses. 3. Provide financial literacy programs to help employees manage their earnings effectively.
Personal Reasons and Other Concerns	4.30	Very High Influence	1. Implement flexible work arrangements (hybrid work, compressed workweeks). 2. Provide mental health and wellness programs, including counseling services. 3. Develop work-life balance policies to support employees in managing personal responsibilities.
Learning and Development Opportunities	4.25	Very High Influence	1. Establish a career development plan with clear growth paths. 2. Offer tuition assistance programs and certification sponsorships. 3. Implement a mentorship program connecting junior employees with experienced leaders.
Company Culture	4.10	High Influence	1. Promote an inclusive and positive work environment by fostering teamwork and engagement. 2. Organize regular employee engagement activities (e.g., team-building, town hall meetings). 3. Encourage open communication between management and employees through feedback sessions.
Sales Expectations and Performance	3.90	High Influence	1. Set realistic sales targets based on market conditions and employee capacity. 2. Provide adequate sales training and coaching to support employees. 3. Implement a fair and transparent performance evaluation system.
Management and Leadership	3.80	High Influence	1. Conduct leadership training for managers to enhance people management skills. 2. Implement 360-degree feedback to assess leadership effectiveness. 3. Strengthening communication channels between employees and leadership.
Operational Efficiency	3.75	High Influence	1. Streamline work processes to reduce inefficiencies and workload burdens. 2. Provide modern tools and technology to enhance productivity. 3. Conduct regular workflow assessments to address operational bottlenecks.
Human Resource Policies and Support	3.70	High Influence	1. Ensure transparent and fair HR policies related to promotions and benefits. 2. Improve the onboarding process to enhance employee retention from the start. 3. Offer exit interviews to gather insights and improve policies.
Workplace Safety	3.60	High Influence	1. Strengthen occupational safety and health (OSH) policies. 2. Conduct regular safety training and drills. 3. Ensure that safety equipment and protocols are updated.
Strategic Planning and Job Design	3.55	High Influence	1. Redefine job roles and responsibilities to match employee skills and career aspirations. 2. Improve job rotation and enrichment programs to prevent monotony. 3. Ensure workload balance to prevent burnout.

These measures collectively aimed to enhance job satisfaction, improve retention rates, and create a more supportive and productive work environment.

Demographic-Specific Retention Strategies.
Table 5 proposed a strategic measure for

employee retention based according to demographic profile. The study found that younger employees (20-30 years old) were more likely to resign, emphasizing the need for career growth programs, peer mentorship, and long-term incentives such as stock options to improve retention. Additionally, turnover was notably higher in Operations and Sales & Marketing departments, indicating the necessity of workload adjustments, competitive commissions, and team-building initiatives to boost morale and job satisfaction. Employment status also played a significant role in retention, with probationary and contractual employees showing higher turnover rates. To address this, structured training programs, early regularization opportunities, and improved benefits were recommended to enhance job security and engagement.

By implementing these targeted strategies, organizations can foster a more stable workforce, reduce turnover rates, and create an environment where employees feel valued and motivated to stay.

Table 5
Proposed Strategic Measures for Employee Retention according to Demographic Profile

Demographic Factor	Findings	Proposed Retention Strategy
Age (Significant at p=0.015)	Younger employees (20-30 years old) are more likely to resign.	1. Implement career growth programs to retain young professionals. 2. Provide peer mentorship and coaching. 3. Offer stock options or long-term incentives to encourage retention.
Department (Significant at p=0.012)	Higher turnover in Operations and Sales & Marketing.	1. Address workload distribution in Operations. 2. Provide competitive commissions and incentives for Sales employees. 3. Enhance team-building efforts to strengthen morale.
Employment Status (Significant at p=0.009)	Higher turnover among probationary and contractual employees.	1. Improve probationary employee experience through structured training. 2. Offer early conversion to regular employment based on performance. 3. Increase benefits and job security for contractual workers.

Conclusion. Based on the results of this study provided valuable insights into the factors that influenced employee resignations at Protego Global Resources Corporation. The demographic analysis revealed that turnover was more prevalent among younger employees, particularly those aged 26 to 30 years old, and among rank-and-file employees in the Operations department. Additionally, a higher percentage of probationary and contractual employees resigned compared to their regular counterparts, indicating that job security and

career stability played a role in their decision to leave.

The chi-square analysis further confirmed that age, department, and employment status significantly influenced employee resignations. Younger employees may have left due to career aspirations, job dissatisfaction, or a desire for better opportunities elsewhere. Departmental differences in turnover suggested that certain job roles or workplace conditions contributed to higher resignation rates. Meanwhile, employment status played a critical role, as contractual and probationary employees likely faced uncertainties regarding job stability, benefits, and career advancement opportunities, making them more prone to leaving the company.

On the other hand, gender, job position, educational attainment, and marital status did not significantly impact resignation trends. This suggested that both male and female employees, employees across different job levels, individuals with varying educational backgrounds, and those with different marital statuses resigned at comparable rates. These findings implied that personal or professional factors beyond these demographic aspects were more influential in employees' decisions to leave.

In terms of primary reasons for resignation, compensation and financial concerns ranked as the most significant factor, indicating that salary competitiveness and financial stability were crucial in retaining employees. Personal reasons, such as family matters, career shifts, and health issues, also emerged as major drivers of turnover. Furthermore, learning and development opportunities were found to be highly influential, highlighting the importance of career growth and skill advancement in employee retention. Factors such as company culture, management and leadership, and workplace safety also played a role, though to a lesser extent.

Given these findings, Protego Global Resources Corporation could consider implementing targeted retention strategies to reduce

employee turnover. Improving compensation and benefits, particularly for younger and lower-level employees, could help retain talent. Additionally, enhancing career development programs, offering clear pathways for progression, and addressing department-specific concerns could foster a more engaged and committed workforce. Strengthening job security for probationary and contractual employees through fair employment policies and structured career advancement opportunities might also improve retention rates. Ultimately, fostering a supportive and growth-oriented work environment would be key to reducing turnover and enhancing employee satisfaction.

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