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**MASTER OF RESEARCH AND DEVELOPMENT MANAGEMENT**

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**FACTORS INFLUENCING THE ATTRITION AND RETENTION OF EMPLOYEES  
IN THE RESEARCH AND DEVELOPMENT DEPARTMENT OF A FOOD  
MANUFACTURING COMPANY IN THE PHILIPPINES**

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19 July 2025

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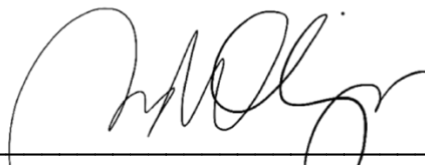
  
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- I. The special problem comprises only my original work towards the MR&DM, except where indicated in the Preface
- II. Due acknowledgment has been made in the text to all other material used
- III. The special problem is fewer than 25,000 words in length, exclusive of tables, maps, bibliographies, and appendices.



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**CARMINA D. OLIVENZA**

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## **Abstract**

This study examines the key factors affecting retention and attrition among R&D staff at a food manufacturing company in the Philippines, using Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs for analysis. Findings show that hygiene factors, such as salary, job security, and the work environment, make up 68% of the reasons employees leave. In contrast, motivator factors, especially opportunities for career growth, are vital for long-term retention. Attrition is highest within the first 1-2 years due to unmet career advancement needs, and it rises again after five years when psychological needs remain unmet. Conversely, employees with 3-6 years of service and high motivator satisfaction tend to stay longer. The study highlights the importance of dual retention strategies: meeting hygiene factors while fostering growth, recognition, and meaningful work. Practical, tenure-sensitive strategies, such as job enrichment, structured career planning, recognition programs, and lateral movements, are recommended to boost engagement and reduce talent loss in the R&D team.

# Chapter I

## INTRODUCTION

### Background of the Study

Research and Development are essential for sustainable global development (United Nations, 2020). They serve as the cornerstone of innovation and technological advancement, addressing various societal issues (NEDA, 2023). With this vital role, Research and Development, primarily through innovation, can be seen as a tool to enhance economic growth, resilience, and global competitiveness in different key sectors (Garrido-Moreno et al., 2024). Food security, food safety, and sustainable nutrition are key issues that Research and Development can help resolve. These support the United Nations' Sustainable Development Goals (SDGs), particularly SDG 2 (Zero Hunger), SDG 3 (Good Health and Well-being), SDG 9 (Industry, Innovation, and Infrastructure), and SDG 12 (Responsible Consumption and Production) (United Nations, 2020).

This case study addresses several Sustainable Development Goals (SDGs) by focusing on workforce stability in a food company's R&D sector in the Philippines. It primarily supports SDG 8 (Decent Work and Economic Growth) by enhancing employee retention through improvement of conditions of the R&D technical staff. Moreover, it aligns with SDG 9 (Industry, Innovation, and Infrastructure) by strengthening innovation capabilities through a stable and skilled R&D workforce. Additionally, the study indirectly contributes to SDG 4 (Quality Education) by potentially guiding strategies for professional development and ongoing learning within the organization (United Nations, 2020).

The Philippines has ranked 53<sup>rd</sup> in the 2024 Global Innovation Index (GII) Report, representing a notable improvement in the country's performance compared to its 90th position in 2013 (WIPO, 2024). In the lower-middle-income group of the GII, the Philippines has also secured the third spot as a new entrant. This can be attributed to its six consecutive years of performance that exceed expectations, given its level of development (WIPO, 2024). Moreover, this is indicative of the country's progress and commitment to innovation, as well as its impact on the economy (WIPO, 2024). With its current momentum in global innovation performance, the Philippines should sustain its performance by leveraging its economic growth drivers.

One of the key economic drivers of the Philippines is the manufacturing industry. The ASEAN 2023 Statistical Yearbook reported that the manufacturing industry contributed 17.2% to the Philippines' Gross Domestic Product and accounted for 8.0% of the employment share in 2022. According to the same report, 52.4% (11,575) of the manufacturing establishments in the Philippines were engaged in food and beverage processing in 2020. These data highlight the crucial role of the food and beverage industry in driving the country's economic growth. Equivalently, it underscores that research and development are essential to drive innovation in the said sector and the workforce that operationalizes it.

As part of the industry that drives economic development, each food manufacturing company should ensure robust management and operations for its research and development. One crucial factor in this is retaining its workforce intact.

There is a need to study the factors influencing attrition and retention among Research & Development employees in a food manufacturing company in the Philippines, as research on this topic has been limited. Studies often focus on the

entire organization without specifying the unique needs of Research & Development employees within the context of this specific industry.

### **Statement of the Problem**

Employee attrition poses an issue for business sustainability and continuity, which may adversely impact the company's innovation productivity. Even if the company acknowledges the strategic role of the R&D professionals and staff in driving food product innovation, quality improvement, and adapting to new market trends, it experiences significant turnover rates for these roles.

Initial observations indicated that limited career growth opportunities, uncompetitive pay and benefits, and personal reasons may influence the R&D employee's decision to leave the company. Understanding the interplay of these factors with the specific needs of R&D employees, particularly as scientists in the food manufacturing company, remains insufficiently examined.

The attrition and retention of the R&D personnel can influence the continuity of R&D processes in the organization affecting not just the R&D department but the whole company's productivity. Hence, in the context of the R&D department of the chosen manufacturing company in the Philippines, the study sought to answer the following questions:

1. What are the key factors that contribute to the attrition and retention of technical personnel of the Research and Development department?

2. Who among the technical personnel of the Research and Development department is most likely to stay or leave, and what common characteristics or reasons are associated with this?
3. When do attrition trends typically occur among technical personnel in the Research and Development department, influenced by tenure and career stage?
4. Where do the challenges or strengths impact employee retention within the company, such as the work environment and management practices?
5. How can the company create and implement effective strategies to enhance the retention of technical personnel in the R&D department?

### **Objectives of the Study**

This study aims to assess the factors influencing the attrition and retention of technical personnel in the R&D department of a food company in the Philippines. Specifically, it seeks to:

1. Identify the factors contributing to attrition and retention of technical personnel in the R&D department;
2. Analyze the attrition and retention factors of the technical personnel in the R&D department; and
3. Develop mechanisms that can retain technical personnel in the R&D department.

## **Significance of the Study**

With the R&D department's crucial role in product innovation, high attrition rates may pose a risk to its knowledge sustainability, operational continuity, and the organization's market competitiveness locally and globally. This study observes and analyzes the underlying causes of employee turnover and retention within the Research and Development (R&D) department of a food manufacturing company in the Philippines.

By assessing these factors, the study aims to provide key insights for developing mechanisms that may enhance job satisfaction and retain critical talent.

The study findings provide practical guidance for the management, which helps in formulating targeted policies that incorporate the specific needs and expectations of technical personnel in the Research and Development department.

This can eventually contribute to the knowledge and understanding of Research and Development Management in the food manufacturing sector in the Philippines, serving as a foundational knowledge base for potential further studies in this area.

## **Scope and Limitations of the Study**

This study sought to investigate the factors that drive the attrition and retention of technical personnel of the Research and Development department of a food manufacturing company in the Philippines. It considered the factors classified using Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, which encompass both internal and external factors, including the working environment, leadership,

compensation and benefits, competency development, career progression opportunities, and personal goals.

### **Limitations of the Study**

This study is limited to the responses of current and former Research and Development employees, obtained through exit interview data, and a survey based on self-reported data may lead to bias or inaccuracies related to personal memories. Since the study is confined explicitly to the Research and Development department of a food manufacturing company, the findings may not apply to other functional departments.

## Chapter II

### REVIEW OF LITERATURE

To foster creativity, it is important to understand the nature of needs and activities of R&D employees (Parker, 1977). Retaining employees is crucial for sustaining a consistent research performance. Intrinsic (self-concept) motivation has a significantly positive impact on research performance. The importance of motivation and satisfaction of research scientists has been highlighted in a study by Ryan in 2014 in the United Kingdom.

In the United States, motivation and job satisfaction among managers and researchers in a government research laboratory were investigated. The study concluded that Herzberg's theory applies broadly to this setting, with minor adjustments. Both researchers and managers recognized the importance of various factors in motivating performance. However, their perspectives differed on the significance of multiple factors in determining job satisfaction. Additionally, more researchers reported feeling less satisfied with their jobs compared to managers (Leach et. al, 2015).

In 2024, the factors influencing employee retention among hospitality workers using Herzberg's Two-Factor Theory were assessed, and it was discovered that hygiene factors prevent dissatisfaction but do not ensure long-term engagement through a qualitative method. Motivators such as growth, recognition, and supportive leadership are found to be essential to retain employees (Dogonyaro et. al, 2024).

Both intrinsic and extrinsic factors affect employee motivation, with fulfillment and growth particularly critical in research and development contexts (Velmurugan &

Sankar, 2017). Maslow's Hierarchy of Needs was found to be more broadly applicable across diverse employee groups compared to Herzberg's Two-Factor Theory, offering greater explanatory relevance for employee satisfaction and retention (Velmurugan & Sankar, 2017).

In Oman's Sohar Industrial Area, employee motivation is driven by financial incentives, training, promotion, work flexibility, and a supportive environment (AlAmrani, 2020). Both Maslow's higher-order needs and Herzberg's hygiene and motivational factors were highlighted as essential in shaping effective retention strategies (AlAmrani, 2020).

Organizational performance is strengthened when both intrinsic and extrinsic motivational factors are addressed simultaneously (Ihensekien & Arimie, 2023). Aligning Maslow's physiological and safety needs with Herzberg's hygiene factors, and higher-level needs with Herzberg's motivators, enhances employee motivation and retention, particularly in research and development contexts (Ihensekien & Arimie, 2023).

Maslow's hierarchy of needs and the idea of fundamental motivation are broadly recognized for their insights into management (Greig, 1982). Durmus's (2023) research demonstrated that organizational actions are crucial in complementing the influence of individual needs and psychological factors, as outlined in Maslow's hierarchy of needs theory.

Existing research studies have already explored employee motivation and retention using frameworks such as Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, including research on R&D personnel across various regions and industries. It is noted that there is limited literature on these theoretical applications related to R&D employees in the food manufacturing sector in the Philippines.

## Theoretical Framework

This study is grounded in two key theories that inform our understanding of employee attrition and retention: Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs. These frameworks served as the basis for analyzing the factors that affect the retention and attrition of R&D employees in the subject food manufacturing company.

**Herzberg's Two-Factor Theory** differentiates between motivator and hygiene factors. Motivator factors are internal elements that encourage satisfaction, such as meaningful work, challenging tasks, recognition of achievements, a sense of accomplishment, increased responsibility, growth opportunities, and the work itself. Hygiene factors are external conditions that prevent dissatisfaction, including pay, status, security, working conditions, fringe benefits, policies, and interpersonal relationships. Herzberg (1966) emphasized that improving hygiene alone does not lead to satisfaction or retention unless motivator factors are also addressed.

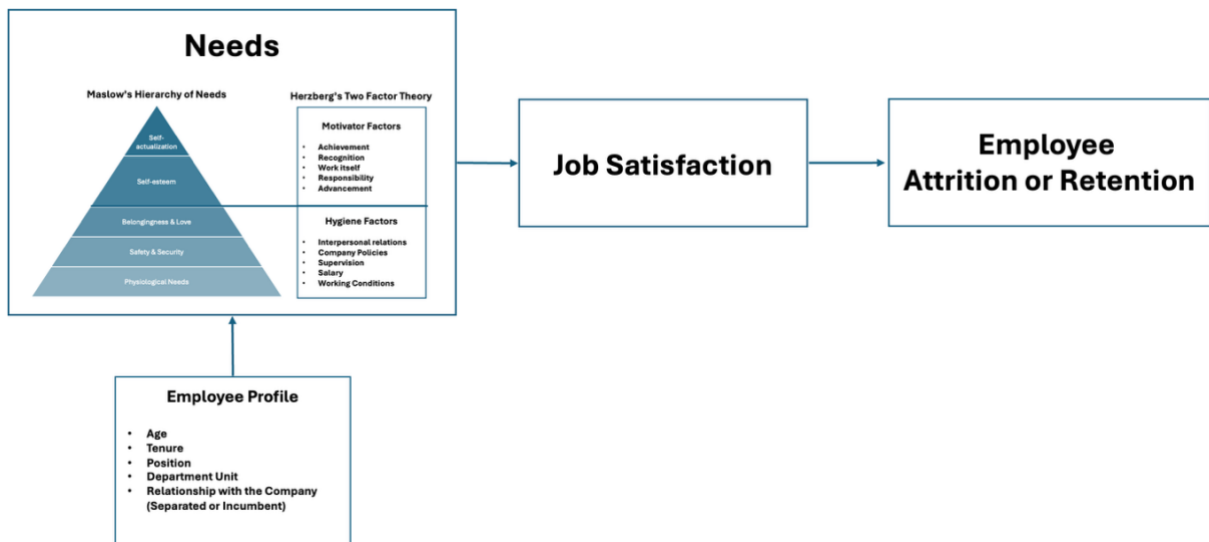
**Maslow's Hierarchy of Needs** describes five levels of human needs based on motivation: physiological, safety, belonging, esteem, and self-actualization (Maslow, 1987). It is a crucial framework for understanding career development, enhancing employability, and facilitating career progression. It indicates that basic survival needs are prioritized over other needs when they are equally unmet. Without fulfilling these core needs, higher-level needs are less likely to influence behavior consistently (Sullivan, 1972).

## Conceptual Framework

This study mainly aims to identify the factors influencing the attrition and retention of technical personnel in the R&D department of a food manufacturing company in the Philippines. The conceptual framework below presents the relationship between the needs of R&D employees and their retention or attrition, which can be driven by job satisfaction.

The independent variables are: (1) the employee profile that includes age, tenure, position, department unit, and relationship with the company (separated or incumbent), and (2) the needs based on Maslow's and Herzberg's theories. The mediating variable is job satisfaction as affected by the independent variable. The dependent variable is employee attrition or retention (refer to Figure 1).

Figure 1. Conceptual Framework



## Operational Definition of Terms

To facilitate the investigation, discussion, and interpretation of findings, this study used the following operational definitions of the following terms:

**Attrition** – refers to the voluntary or involuntary exit of technical staff from the R&D division of the food company.

**Retention** – involves maintaining technical staff in the R&D division over time, typically through policies, benefits, or opportunities for professional growth.

**Technical Personnel** – are employees in the R&D division who possess specialized expertise in areas such as food science, product development, or other related technical fields.

**R&D Department** – The unit within the company responsible for the creation, testing, and enhancement of food products and technologies.

**Retention Mechanisms** – Strategies, programs, or practices designed to motivate employees to remain within the company's R&D workforce.

## **Chapter III**

### **METHODOLOGY**

#### **Research Design**

This study employed a case study approach, combining qualitative and quantitative methods to examine the various factors influencing the attrition and retention of R&D personnel in a food manufacturing company in the Philippines. Primary data were gathered through surveys, while secondary data were obtained from company documents and HR records. The study was conducted over three months, from April 2025 to June 2025, encompassing data collection, validation, and preliminary analysis.

#### **Locale of the Study**

The company in focus is situated in Metro Manila and has been operating through several manufacturing facilities across the Philippines. The study collected data from current and former employees of the company's Corporate Research and Development Department to identify both motivating and demotivating factors and evaluate their influence on employee decisions to stay or leave.

## **Respondents of the Study**

The research included two groups of participants chosen based on specific criteria to gain relevant insights into attrition and retention. The first group consisted of former R&D employees who left the organization between 2019 and 2023, excluding retirees and deceased individuals, as their reasons for leaving do not pertain to job satisfaction or organizational factors being examined. These individuals offer valuable retrospective perspectives on the reasons for attrition within the department. The second group comprised current R&D employees who had been with the organization for at least one year, held regular employment status, and were assigned to the R&D department. This selection criterion ensures that participants possess sufficient experience and knowledge of the organization to provide meaningful reflections on factors affecting their retention and job satisfaction.

## **Sampling Procedure**

A total enumeration sampling method was used for the incumbent and separated R&D employees; the survey aimed for at least 50% participation to generate meaningful insights. The survey included both Likert-scale and open-ended questions based on Herzberg's and Maslow's theories.

## **Data Gathering Procedure**

Data were collected from two groups: (1) separated employees, and (2) the incumbent employees. Archived exit interview data of R&D employees who resigned between 2019 and 2023 were requested from the Human Resources Department of the company. These secondary data were reviewed and coded using Herzberg's hygiene and motivator factors, as well as Maslow's hierarchy of needs. A semi-structured survey was administered to current R&D employees who have at least one year of service and a regular employment status. The survey included basic Likert-scale and open-ended items aligned with Herzberg's and Maslow's needs theories. The questionnaire consisted of four parts: (1) demographic information; (2) Herzberg's Two-Factor Theory with fourteen questions for hygiene and motivating factors; (3) Maslow's Hierarchy of Needs with nine questions; and (4) two open-ended questions on the top reasons for attrition and retention. The survey was encoded in Google Forms and distributed through electronic mail to the target respondents (Appendix A).

## **Data Analysis**

Aligned with Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, qualitative data from exit interviews and survey questions regarding incumbent employees were analyzed using manual thematic coding to identify motivation-related patterns, hygiene factors, and unmet psychological needs. Quantitative data from the survey and exit interviews were assessed using descriptive statistics, including mean and frequency, to identify trends in job satisfaction, retention drivers, and perceived organizational support.

Insights from current employees are compared with those of employees who have left the organization. Emerging themes were mapped onto the theoretical frameworks to deepen interpretation and cross-validate findings across respondent groups. The data were analyzed using Microsoft Excel and *Jamovi*, an open-source online statistical tool, to validate the frequency and mean. The study examined which of these needs are met or unmet across different employee groups, and how this influences their engagement and retention.

## Chapter IV

### RESULTS AND DISCUSSION

#### Socio-demographic Profile of Respondents

Table 1 summarizes the profile of the respondents based on their age group, position, and tenure in the R&D department in years. The study involved 85 respondents, 44 of whom are incumbent employees (52%), while 41 of whom are separated employees (48%).

**Table 1**

*Demographic Profile of the R&D Employee Respondents*

Demographic Information	Incumbent (n=44)		Separated (n=41)	
	No. of Employees	%	No. of Employees	%
Age Group				
16-20	0	0	1	2
21-25	14	31	22	54
26-30	14	31	11	27
31-35	10	22	4	10
36-40	2	4	3	7
41-45	1	2	0	0
46-50	1	2	0	0
51-55	0	0	1	2
56-60	1	2	0	0
61-65	1	2	0	0
Position				
Managerial	6	14	2	5
Supervisory	39	89	38	93
Rank & File	0	0	1	2
Tenure in R&D (years)				
<1 year	0	0	15	37
1 to 5 years	35	80	22	54
6 to 9 years	8	18	4	10

>10 years	1	2	0	0
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Notes:

1. Based on the survey answered by the incumbent R&D employees
2. Based on the exit interview data from 2019 to 2023

The majority of both incumbent and separated employees are aged 21 to 40, at the supervisory level, with tenure of 1 to 10 years in the department. This socio-demographic profile indicates that the respondents are predominantly young adults at the supervisory level with relatively shorter tenure. This background is significant as it may influence their attitudes and responses towards the attrition and retention factors in the R&D department (Ng & Feldman, 2010). Meanwhile, the relatively small proportion of older respondents at the managerial level provides diversity in perspective, which may also limit the generalizability of the insights gathered (Creswell & Creswell, 2018).

### **Attrition and Retention Factors Among R&D Employees**

The data in Table 2 highlights the main reasons for attrition among separated R&D employees. Exit interviews with separated R&D employees identified the top three reasons for leaving the organization: (1) better opportunities and career growth at 30%, (2) personal reasons at 27%, and (3) pay at 13%. Sixty-eight percent of the reasons provided by departing employees for leaving relate to hygiene factors.

The results showed that gaps in both hygiene and motivator factors, especially the lack of career growth, strongly influence employee attrition. Limited professional development opportunities appear to be a key driver of early-tenure turnover, underscoring how advancement prospects share retention. Overall, evidence suggests that meeting these employee needs is critical for reducing attrition and ensuring workforce continuity.

**Table 2***Reasons for R&D Employee Attrition Based on Herzberg's Two-Factor Theory*

<b>Reasons</b>	<b>Herzberg Factor</b>	<b>Specific</b>	<b>Frequency</b>	<b>%</b>
Better opportunities & career growth	Motivator	Career Growth / Advancement	18	30%
Personal reasons	Hygiene	Others	16	27%
Pay	Hygiene	Salary & Compensation	8	13%
Work conditions	Hygiene	Work Conditions	4	7%
Migration	Hygiene	Others	3	5%
Manager/Leader	Hygiene	Supervision	3	5%
Job Dissatisfaction	Hygiene	Others	2	3%
Health	Hygiene	Others	2	3%
Failure in Probationary	Hygiene	Policies	2	3%
Family Concern	Hygiene	Others	1	2%
Studies	Motivator	Personal Growth	1	2%

Based on responses from current R&D employees, Table 3 presents the top three reasons for staying as (1) salary compensation at 33%, (2) growth opportunities at 16%, and (3) work conditions at 15%. 64% of the reasons employees cite for remaining with the company are connected to the same core factors.

The findings indicate that competitive compensation, growth opportunities, and supportive working conditions are key drivers of employee attrition. Growth opportunities, in particular, highlight the importance of organizational support for both professional and personal development in reducing turnover. This evidence establishes a clear link between fulfilling these factors and sustaining employee commitment to the organization.

**Table 3**

*Factors Influencing Incumbent R&D Employee Retention per Herzberg's Two-Factor Theory*

<b>Herzberg's Factor</b>	<b>Specific Factor</b>	<b>Frequency</b>	<b>%</b>
Hygiene	Salary & compensation	34	33%
Motivator	Growth	17	16%
Hygiene	Work conditions	16	15%
Motivator	Work itself	10	10%
Hygiene	Supervision	8	8%
Hygiene	Peers relationship	6	6%
Motivator	Recognition	6	6%
Hygiene	Policies	3	3%
Motivator	Career Advancement	3	3%
Motivator	Achievements	1	1%
Hygiene	Job security	0	0%
Motivator	Responsibility	0	0%

The primary motivator for attrition was career growth/advancement, which dominated at 95% for separated R&D employees and at 46% for R&D incumbent employees, indicating strong unmet aspirations for professional development (Figure 2). Additionally, the top two hygiene factors for incumbent R&D employees are salary and compensation, at 20%, and work conditions, at 10%. If these key concerns are not met, employees are more likely to exit (Figure 3).

The results show that both motivator and hygiene factors, reinforced by organizational support for growth, played a crucial role in shaping employee support retention and attrition. The evidence suggests a clear association between unmet employee needs and higher turnover, highlighting the critical link between these workplace factors and retention outcomes.

Figure 2. Comparison of Herzberg’s Motivator Factors in R&D Employee Retention and Attrition

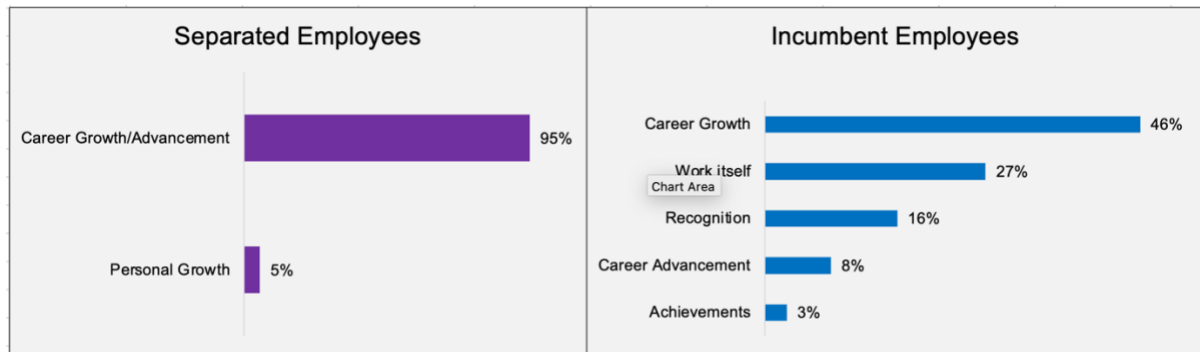


Figure 3. Comparison of Herzberg’s Hygiene Factors in R&D Employee Retention and Attrition



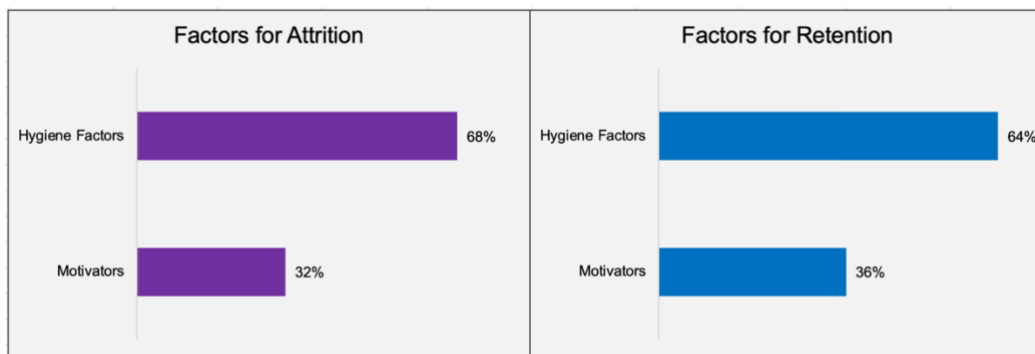
As motivator factors, growth (46%) and meaningful work (27%) strongly retain employees, highlighting the importance of providing development opportunities and challenging roles. As hygiene factors, salary and compensation (51%) are critical, with work conditions (24%) also significant, indicating these basic needs set the minimum threshold for retention (refer to Figure 4).

Hygiene-related issues are common in both groups, with a slight rise noted in exit interviews. The similar percentages (64% versus 68%) indicate that hygiene factors are basic requirements (see Figure 4). When these are not met, R&D employees tend to leave; when they are met, they are necessary but not enough for

high engagement. Additional motivators, such as career growth opportunities, are crucial for improving job satisfaction.

The results demonstrate that both motivator and hygiene factors shape patterns of retention and attrition, with professional development emerging as the strongest factor driving employee satisfaction. The evidence further shows that when these needs remain unmet, the risk of turnover increases, highlighting their critical role in sustaining employee commitment and organizational stability.

Figure 4. Comparison of Attrition and Retention Factors based on Herzberg's Theory



Current R&D employees have a strong sense of belongingness and esteem needs, based on feeling valued, and moderate fulfillment of their self-actualization needs (see Table 4).

The findings emphasize that organizational support for professional development and fulfillment, consistent with Maslow's hierarchy, plays a significant role in strengthening employee retention. When self-actualization needs remain unmet, employees face greater risks of attrition, underscoring the importance of addressing higher-level aspirations. This establishes a clear link between fulfilling psychological and growth-related needs and sustaining long-term commitment to the organization.

**Table 4**

*Incumbent R&D Employees' Needs According to Maslow's Theory*

<b>Maslow's Hierarchy of Needs</b>	<b>Mean Score</b>	<b>Interpretation</b>
Belongingness	4.20	well-met
Self-actualizations needs (2)	4.07	well-met
Self-esteem needs	4.05	well-met
Self-actualizations needs (1)	3.77	partial fulfillment
Safety needs	3.73	partial fulfillment
Physiological needs	3.36	partial fulfillment

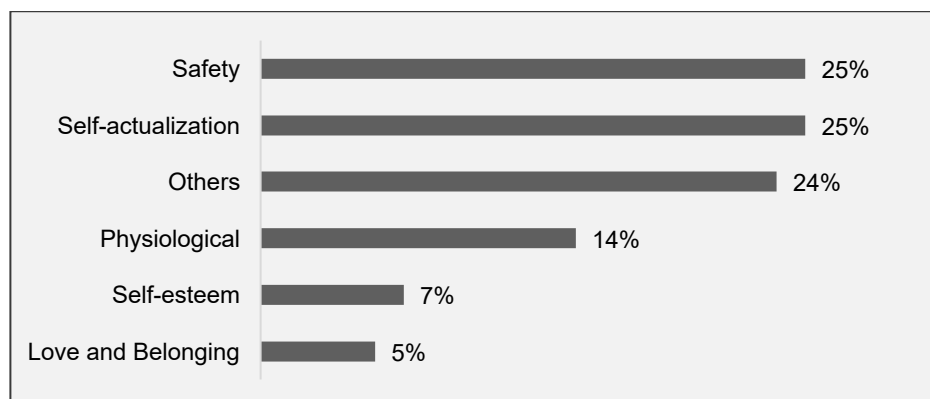
Notes:

4.0 – 5.0 mean score = well met; 3.0 – 3.99 mean score = partial fulfillment; <3.0 mean score = unmet

Both separated and incumbent R&D employees have some concerns about basic needs, specifically safety and physiological needs. Separated R&D employees most frequently cited unmet needs for self-actualization and safety as drivers for leaving.

The results show that when employees' needs within Maslow's hierarchy, particularly higher-level needs such as self-actualization, are not fulfilled, the likelihood of attrition increases. This highlights that both basic and higher-order needs are closely tied to retention outcomes, establishing a relationship between unmet needs and employee turnover.

**Figure 5. Former R&D Employees' Reasons for Attrition based on Maslow's Theory**



## Employee Segmentation Based on Likelihood to Stay or Leave

Based on the data presented in Figure 6, employees aged 21-25 who were separated from R&D have the highest number of exits related to hygiene factors, while those aged 26-30 have the highest number of exits attributed to motivator factors.

Figure 7 reveals that R&D employees who have worked for the company for 1 to 5 years accounted for the highest number of separations, primarily due to hygiene reasons. For those with more than 5 years of service, attrition was caused by both hygiene and motivating factors.

The findings show that unmet hygiene and motivator factors, combined with limited organizational support for growth, have an impact on attrition across different age and tenure groups. Attrition patterns are therefore closely tied to whether these factors are addressed, highlighting their role in influencing employee retention.

Figure 6. Herzberg's Factors by Age of Separated R&D Employees

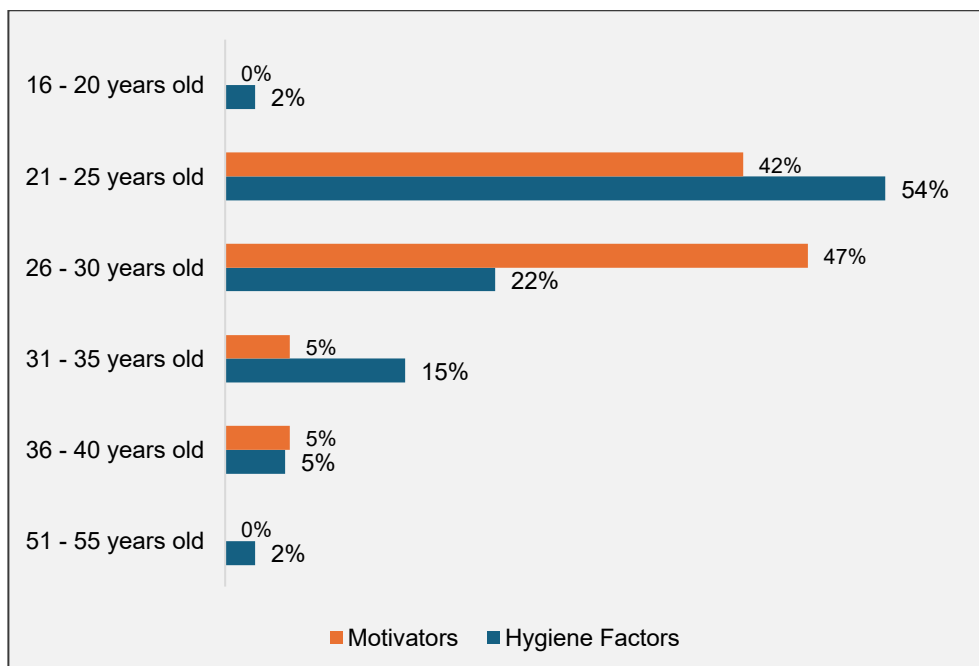
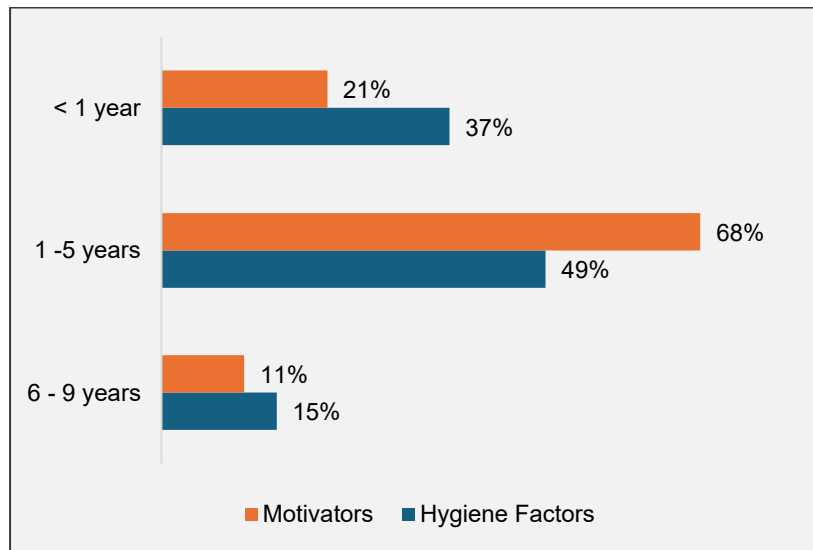
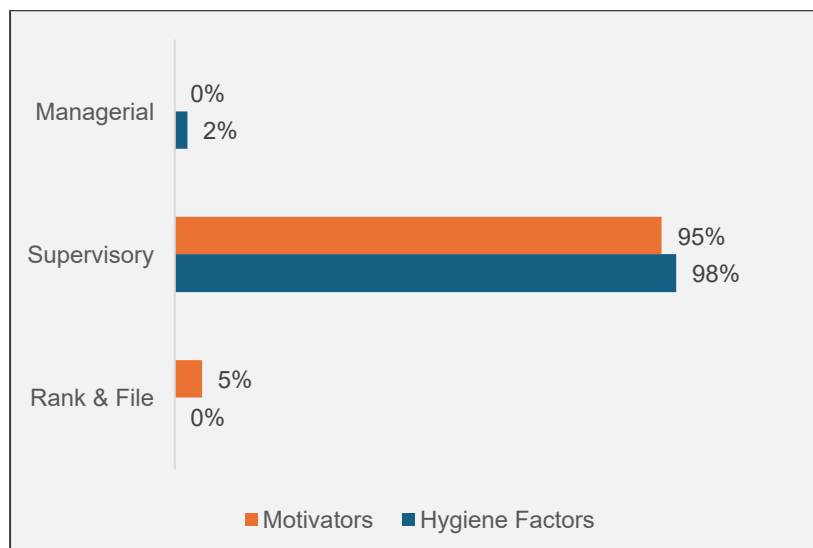


Figure 7. Herzberg's Hygiene and Motivator Factors based on Tenure of Separated R&D Employees



In terms of job level, employees at the supervisory level have the highest number of exits, primarily due to hygiene and motivator reasons, with a notably higher rate attributed to hygiene factors.

Figure 8. Herzberg's Factors by Job Level of Separated R&D Employees



For incumbent employees in the 31- to 35-year age group, motivating factors were the primary reasons for staying and are linked to lower historical attrition rates, as indicated by exit interview data (Table 5).

The results highlight the combined influence of hygiene and motivator factors in shaping both attrition and retention outcomes. Evidence also points to the vital relationship between job level, age-related motivators, and employee retention patterns, emphasizing how these factors affect attrition.

**Table 5**

*Retention Factors for Incumbent R&D Employees based on Age Group*

Age Groups	No. of Respondents (n = 44)	Average Score (across all Motivators)	% with High Motivator Satisfaction (≥4)	Average Score (across all Hygiene Factors)	% with High Hygiene Factor Satisfaction (≥4)	Are motivators their primary reasons for staying?
21 - 25	14	3.68	50%	3.89	50%	NO
26 - 30	14	3.82	43%	3.89	64%	NO
31 - 35	10	3.90	50%	3.60	30%	YES
36 - 40	2	3.25	0%	3.50	50%	NO
41 - 45	1	4.50	100%	5.00	100%	NO
46 - 50	1	3.83	0%	3.83	0%	NO
56 - 60	1	3.00	0%	3.33	0%	NO
61 - 65	1	4.00	100%	4.00	100%	NO

Similarly, for employees in the R&D department with 6 to 9 years of service, motivating factors are the main reason for their continued employment, and they also exhibit lower attrition rates in exit interview data (See Table 6 and Figure 6).

These findings demonstrate that motivator factors and the fulfillment of psychological needs play a critical role in sustaining employee retention and reducing attrition. Retention outcomes are therefore strongly influenced by the satisfaction of

these motivators and higher-order needs, emphasizing their importance in shaping long-term organizational commitment and retention.

**Table 6**

*Retention Factors for Incumbent R&D Employees based on Tenure in Years*

Tenure (in years)	No. of Respondents (n = 44)	Average Score (across all Motivators)	% with High Motivator Satisfaction (≥4)	Average Score (across all Hygiene Factors)	% with High Hygiene Factor Satisfaction (≥4)	Are motivators their primary reasons for staying?
1 - 5	35	3.81	46%	3.90	51%	NO
6 - 9	8	3.56	38%	3.48	38%	YES
> 10	1	4.00	100%	4.00	100%	NO

Based on Maslow’s hierarchy of needs, employees in the 31- to 35-year-old age group did not exhibit similar dissatisfaction or unmet psychological needs (refer to Table 7).

**Table 7**

*Dissatisfaction Assessment of Maslow’s Hierarchy of Needs of Incumbent R&D Employees by Tenure in Years*

Tenure in Years	Psychological & Safety		Belongingness & Esteem		Self-Actualization		% Dissatisfaction
	Question 1	Question 2	Question 1	Question 2	Question 1	Question 2	
1 - 5	3.46	3.83	4.29	4.11	3.80	4.14	0%
6 - 9	2.88	3.25	3.88	3.75	3.63	3.75	17%

In contrast, R&D employees at the managerial level who have been separated exhibit slightly different levels of dissatisfaction or unmet psychological needs (refer to Table 8). Hence, in terms of level, managers were more at risk of job dissatisfaction and leaving the organization.

The findings show that unmet psychological and self-actualization needs contribute to employee attrition even at higher job levels. This underscores that managerial employees are not exempt from the impact of unmet needs, highlighting the strong influence between unaddressed needs and attrition.

**Table 8**

*Dissatisfaction Assessment of Maslow’s Hierarchy of Needs of Incumbent R&D Employees by Job Level*

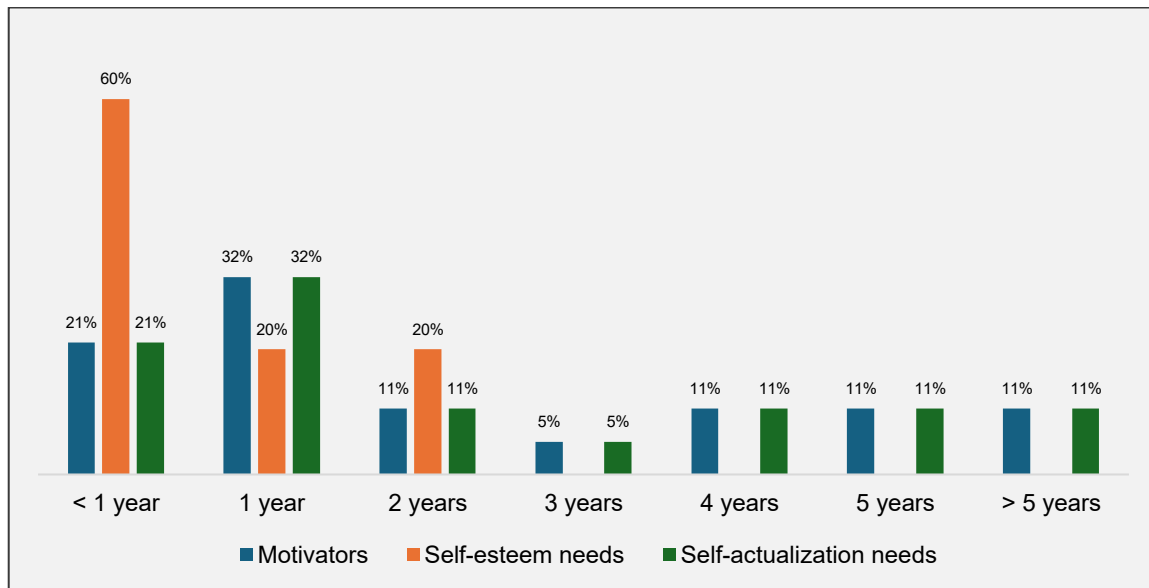
Job Level	Psychological & Safety		Belongingness & Esteem		Self-Actualization		% Dissatisfaction
	Question 1	Question 2	Question 1	Question 2	Question 1	Question 2	
	Supervisory	3.45	3.84	4.26	4.16	3.84	
Managerial	2.83	3.00	3.83	3.33	3.33	3.67	17%

### Tenure-Based Patterns of Employee Retention and Attrition

Attrition caused by motivator factors is highest at the one-year mark due to unfulfilled needs for self-actualization. Exits driven by motivating factors decrease after the first to second year but stay low throughout longer tenures, including those who have served more than 5 years.

The results indicate that insufficient fulfillment of higher-order needs is especially critical in the early stages of employment. In contrast, longer tenure tends to reflect more substantial alignment with both professional and personal growth. Attrition patterns are therefore closely related to the satisfaction of motivator needs across different stages of tenure, underscoring their role in retention.

Figure 9. Most Common Exits by Tenure, Due to Motivator Factors or Unmet Needs for Esteem and Self-actualization



### Organizational Unit-Based Retention and Attrition Trends Within R&D

Incumbent employees in the Product Management Group reported the highest level of motivator satisfaction, with an average score of 3.83, indicating 50% are highly satisfied. Those incumbent employees in the Technical Services Group have a lower motivator average (3.50) and fewer highly satisfied respondents (25%). Thus, employees under the Technical Services group tended to be dissatisfied and at risk for attrition.

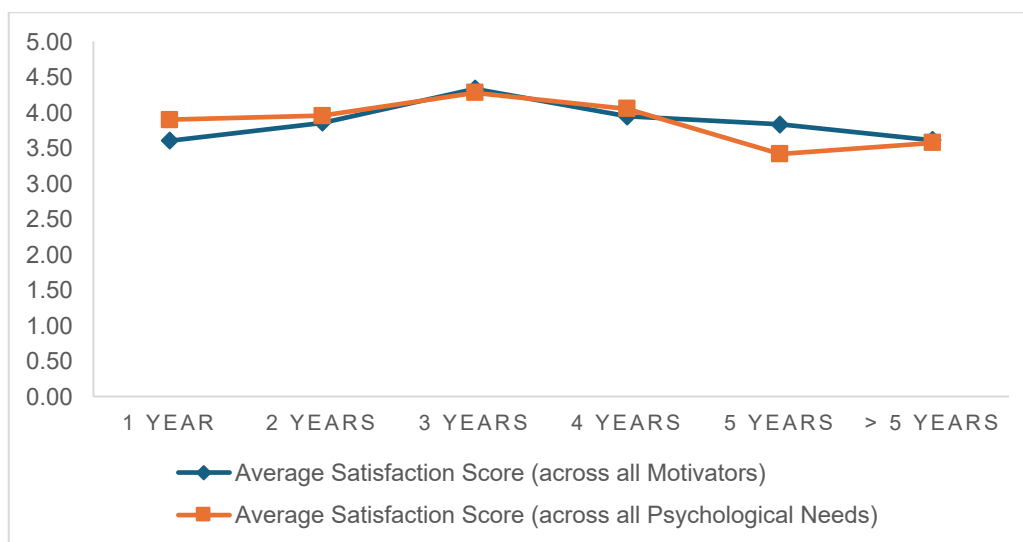
The findings show that differences in motivator satisfaction directly affect retention and attrition outcomes. Fulfillment of these motivators is strongly linked to employee satisfaction and commitment, demonstrating their vital influence across employee groups.

**Table 9**

*Retention Factors for Incumbent R&D Employees based on Organizational Unit*

Department's Sub-Groups	Average Score (across all Motivators)	% with High Motivator Satisfaction (≥4)	Average Score (across all Hygiene Factors)	% with High Hygiene Factor Satisfaction (≥4)
Product Management	3.83	50%	3.81	50%
Technical Services	3.50	25%	3.90	50%

Figure 10. Average Satisfaction Scores of Current R&D Employees based on Herzberg's Motivator Factors and Maslow's Psychological Needs



The trends in satisfaction among incumbent R&D employees, based on motivator factors and psychological needs, were presented in Figure 10.

At 1 to 2 years, there is a moderate motivator factor satisfaction at 3.60 to 3.86, which indicates unmet growth and recognition needs, matching the historical peak in attrition. The highest satisfaction scores (4.33 for motivators and 4.28 for psychological needs) are observed at 3 years, indicating that structured career paths

have a critical impact on retention. At 4 to 5 years, declining satisfaction levels can be observed, particularly in psychological needs at 3.42, indicating emerging stagnation and an increasing risk of attrition. With more than 5 years of service, neutral satisfaction scores (~3.6) suggested that veteran employees require new challenges or mentorship roles to maintain engagement and prevent attrition.

The results indicate that satisfaction with motivators and psychological needs directly influenced employee attrition across different tenure groups. These patterns highlight how fulfillment of such needs directly supports retention outcomes, underscoring their critical role in shaping long-term employee retention.

## **Chapter V**

### **SUMMARY, CONCLUSION, AND RECOMMENDATIONS**

#### **Summary**

The study shows that both hygiene and motivator factors notably influence retention and attrition among R&D employees. Exit interview data indicated that 68% of reasons for leaving are hygiene-related, such as compensation and work conditions. Meanwhile, unmet motivator needs, especially those related to career growth, were the main drivers of attrition, particularly among employees aged 26-30 and those in supervisory roles. On the other hand, current employees cited salary, career development opportunities, and meaningful work as key reasons for staying, with motivator factors such as recognition and self-actualization becoming more critical among employees aged 31-35 and those with 6-9 years of tenure in the department. The data trends presented that attrition is highest during the first 1-2 years, primarily due to unmet expectations regarding career growth and advancement. It plateaued around year 3 when employees are satisfied with structured career pathways, and then slowly declined after 4-5 years as psychological needs remain unmet. This emphasizes the need for more targeted engagement strategies to retain its employees.

## Conclusion

The findings emphasize the relevance of both hygiene and motivator factors in retaining and losing R&D employees in the food manufacturing industry. While hygiene-related needs such as salary, job security, and working conditions must be met to avoid dissatisfaction, they alone do not promote long-term commitment.

Career development, recognition, and opportunities for self-actualization were key motivators for retaining mid-career R&D employees. Attrition was highest during an employee's early tenure, often due to unmet growth expectations, and may also occur among long-serving R&D employees who face stagnation in their careers. These insights highlight the importance of targeted retention strategies that can address both basic needs and higher-order needs across different age groups, tenure levels, and job roles.

The importance of these findings lies in their practical implications for the management of R&D employees. Early-career employees require structured career paths and development opportunities to reduce attrition. Mid-career employees benefit from meaningful work and growth prospects to sustain engagement. Long-tenured employees need renewed challenges or mentorship roles to prevent stagnation. In sum, retention strategies must be adaptive across employee life stages, balancing hygiene factors as baseline requirements while prioritizing motivator factors to foster commitment, satisfaction, and long-term retention in the R&D workforce.

## Recommendations

The study recommends developing mechanisms to retain technical personnel in the R&D department. To prevent job dissatisfaction and attrition, the following hygiene-related strategies should be considered:

1. Enhance compensation and benefits benchmarking by regularly comparing with industry standards to ensure fairness and competitiveness. Validate competitiveness indexed to the compensation packages of competitors.
2. Foster a supportive work environment and management practices by training the R&D managers to create a psychologically safe, respectful, and inclusive workplace, especially for early-career (1-3 years tenure) R&D employees.
3. Implement psychological safety and well-being programs by providing wellness initiatives, flexible work options, and mental health support to fulfill psychological safety requirements.
4. Regularly monitor motivational satisfaction trends to identify hygiene-related risks early and enable timely intervention. Employ monitoring strategies that minimize the Hawthorne effect to get more organic trends among R&D staff.

To promote job satisfaction and employee retention, the following motivator-related mechanisms can be considered:

1. Establish structured career development plans that offer transparent pathways for advancement, which will help fulfill self-actualization needs and reduce early-career disengagement. Ensure that career growth and development are well-supported through financial resources and Plantilla positions.
2. Implement job enrichment and vertical job loading by assigning meaningful responsibilities and appropriate decision-making authority to roles, which may

boost autonomy, mastery, and purpose. While this usually increases responsibilities, individual employees' capacity should be considered to prevent burnout, which could lead to dissatisfaction.

3. Improve recognition and feedback systems by implementing regular recognition programs, particularly tied to innovation, research milestones, and exceptional performance. R&D employees, as scientists, value specific recognition in their field of expertise.
4. Implement lateral job rotation through cross-functional projects to offer challenging tasks that may help prevent stagnation and promote growth, particularly during mid-tenure periods.
5. Foster a culture of mentorship and knowledge sharing by involving experienced employees as mentors, satisfying their esteem and self-actualization needs while reinforcing organizational sustainability.
6. Develop performance metrics that focus on innovation and creativity. Evaluating performance that includes innovative efforts encourages intrinsic motivation.

By implementing these targeted strategies, the food manufacturing company can create a more engaging, growth-driven, and supportive R&D environment that may reduce attrition and maximize the long-term potential of its technical workforce.

The study was limited to survey responses and exit interviews from employees within a single R&D department, which may restrict how broadly the findings can be applied. Future studies could improve the analysis by combining surveys with key informant interviews or focus group discussions, expanding the scope to include other departments or companies, and using longitudinal methods to track retention patterns over time.

To reduce bias, it is crucial to verify employee reports with Human Resources' data on performance related to workload, cross-functional requests, and interactions, and to consider cultural and generational differences that might influence retention among different R&D employee groups.

Such approaches could help provide more robust evidence and provide insights that are relevant not only within the company but across Research and Development organizations in the food manufacturing sector.

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## APPENDICES

## ANNEX A

### Survey Questionnaire

9/11/25, 10:39 PM

Survey on Retention & Attrition Factors

# Survey on Retention & Attrition Factors

Greetings!

My name is **CARMINA D. OLIVENZA**. I am a Master of Research and Development Management student at the University of the Philippines Open University (UPOU). I am conducting a research study as part of the final requirement for completing my degree program.

The study is entitled:

### **FACTORS INFLUENCING THE ATTRITION AND RETENTION OF EMPLOYEES IN THE RESEARCH AND DEVELOPMENT DEPARTMENT OF A FOOD MANUFACTURING COMPANY IN THE PHILIPPINES.**

Its primary objective is to assess and understand the key elements that affect employee turnover and retention within the R&D department. Specifically, this study aims to:

- Identify the factors contributing to the attrition and retention of technical personnel in the R&D department;
- Analyze the attrition and retention factors of technical personnel in the R&D department; and
- Develop mechanisms to enhance the retention of technical personnel in the R&D department.

Your participation in this survey is entirely voluntary, and all responses will be treated with the utmost confidentiality. The information you provide will be used for academic purposes and will be managed in accordance with the **Data Privacy Act of the Philippines** and the **Intellectual Property** policies of the **University of the Philippines System** and of the subject company.

By proceeding with this survey, you are giving your informed consent to participate in the study. Thank you very much for your time and valuable insights.

\* Indicates required question

1. Email \*

[https://docs.google.com/forms/d/1QnRexzLF1NPdxydyoEjFUx1KtJQ\\_c01nqRqn6u4N6Zg/edit](https://docs.google.com/forms/d/1QnRexzLF1NPdxydyoEjFUx1KtJQ_c01nqRqn6u4N6Zg/edit)

1/12

2. I have fully understood the mentioned statements and fully consent to give information in this form. \*

Mark only one oval.

- Yes Skip to question 3
- No

### Demographic Information

Please fill up completely and truthfully this part as you will provide your personal information.

3. Age \*

\_\_\_\_\_

4. Gender \*

Check all that apply.

- Male
- Female
- Prefer not to say

5. Civil Status \*

Check all that apply.

- Single
- Married
- Other: \_\_\_\_\_

**6. Highest Educational Attainment \***

*Check all that apply.*

- Bachelor's Degree
- Master's Degree
- Doctorate Degree
- Other: \_\_\_\_\_

**7. Number of Years in the Company \***

Indicate numerical value (E.g. 2)

\_\_\_\_\_

**8. Number of Years in the R&D Department \***

Indicate numerical value (E.g. 2)

\_\_\_\_\_

**9. Current Position Level \***

Current organization memberships/affiliations

*Check all that apply.*

- Rank & File
- Supervisory
- Managerial
- Executive

**10. Current Job Role/Title \***

\_\_\_\_\_

11. R&D Sub-Group

*Mark only one oval.*

Product Management Group

Technical Services Group

### Factors Based on Herzberg's Two-Factor Theory

This section is guided by Herzberg's Two-Factor Theory on job satisfaction and dissatisfaction.

**Rate each statement from 1 = Strongly Disagree to 5 = Strongly Agree**

12. Hygiene Factors \*

*Check all that apply.*

	1	2	3	4	5
<b>1. I am satisfied with my salary and compensation package.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. I feel secure in my job.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>3. The company policies are fair and clear.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>4. I have a good relationship with my supervisor.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>5. My working conditions are safe and conducive.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>6. I have good relationships with my co-workers.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. **Which specific items or changes would increase your agreement with any of the statements above?**



Please indicate the statement number and describe your suggestions.  
Declare N/A if not applicable.

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14. Motivation Factors \*

*Check all that apply.*

	1	2	3	4	5
<b>1. I feel that my work is meaningful and contributes to company goals.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. I have opportunities for personal and professional growth.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>3. I receive recognition for my work accomplishments.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>4. I feel a sense of achievement in my job.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>5. I am entrusted with responsibilities that challenge my skills.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>6. I have clear opportunities for career advancement.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. **Which specific items or changes would increase your agreement with any of the statements above?** \*

Please indicate the statement number and describe your suggestions.  
 Declare N/A if not applicable.

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**Factors Based on Maslow's Hierarchy of Needs**

This section focuses on Maslow's Hierarchy of Needs, which proposes that employee motivation is driven by the fulfillment of basic needs up to self-actualization.

**Rate each statement from 1 = Strongly Disagree to 5 = Strongly Agree**

16. **Physiological & Safety Needs** \*

*Check all that apply.*

	1	2	3	4	5
<b>1. My basic needs (e.g., salary for food, transportation, shelter) are adequately met by my job.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. I feel physically and mentally safe in my workplace.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. **Which specific items or changes would increase your agreement with any of the statements above?** \*

Please indicate the statement number and describe your suggestions.  
Declare N/A if not applicable.

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18. **Belongingness & Esteem Needs** \*

*Check all that apply.*

	1	2	3	4	5
<b>1. I feel a sense of belonging in my department.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. My contributions are respected and valued by my peers and supervisors.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. **Which specific items or changes would increase your agreement with any of the statements above?** \*

Please indicate the statement number and describe your suggestions.  
Declare N/A if not applicable.

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20. **Self-Actualization Needs** \*

*Check all that apply.*

	1	2	3	4	5
<b>1. My current role allows me to maximize my potential.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. I am able to innovate and contribute new ideas in my work.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. **Which specific items or changes would increase your agreement with any of the statements above?** \*

Please indicate the statement number and describe your suggestions.  
Declare N/A if not applicable.

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Open-ended Questions

Keep your answer succinct.

22. **In your opinion, what are the top 3 reasons why technical personnel leave the R&D department?** \*

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23. **What can the company do to retain skilled technical personnel in R&D?** \*

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24. Any additional comments or suggestions: \*

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### Closing & Acknowledgement

Thank you for taking the time to complete this survey.

Your insights and honest responses are highly valuable and will contribute significantly to understanding the factors that influence the retention and attrition of technical personnel in the R&D sector.

Rest assured that all information you provided will be treated with strict confidentiality and used solely for academic purposes, in accordance with the Data Privacy Act of the Philippines and the intellectual property policies of the University of the Philippines System.

Once again, thank you for your participation.

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## APPENDIX B

### Exit Interview Data from 2019-2023 of R&D Employees

**Table B1**

*Part 1 of the Demographic Profile of Separated Employees*

Year	Age (Based on Resignation Date)	Age groups	Generation	City	Length Of Service	Tenure (in years)	Tenure groups	Organization Unit
2019	20	16 - 20 years old	Millennials / Generation Y	-	0.28	< 1 year	< 1 year	Corporate Research and Development
2019	29	26 - 30 years old	Millennials / Generation Y	-	8.03	> 5 years	6-9 years	Corporate Research and Development
2019	34	31 - 35 years old	Millennials / Generation Y	-	8.26	> 5 years	6-9 years	Corporate Research and Development
2019	40	36 - 40 years old	Millennials / Generation Y	-	0.58	< 1 year	< 1 year	Corporate Research and Development
2020	23	21 - 25 years old	Millennials / Generation Y	N/A	1.39	1 year	1-5 years	Corporate Research and Development
2020	24	21 - 25 years old	Millennials / Generation Y	N/A	0.01	< 1 year	< 1 year	Corporate Research and Development
2020	53	51 - 55 years old	Generation X	N/A	2.88	2 years	1-5 years	Corporate Research and Development
2020	27	26 - 30 years old	Millennials / Generation Y	N/A	5.19	5 years	1-5 years	Corporate Research and Development
2021	31	31 - 35 years old	Millennials / Generation Y	N/A	9.48	> 5 years	6-9 years	Corporate Research and Development
2021	36	36 - 40 years old	Millennials / Generation Y	N/A	1.27	1 year	1-5 years	Corporate Research and Development
2021	28	26 - 30 years old	Millennials / Generation Y	N/A	5.08	5 years	1-5 years	Corporate Research and Development
2021	25	21 - 25 years old	Millennials / Generation Y	Makati City	0.33	< 1 year	< 1 year	Corporate Research and Development
2021	22	21 - 25 years old	Millennials / Generation Y	Pangil	0.28	< 1 year	< 1 year	Corporate Research and Development
2021	23	21 - 25 years old	Millennials / Generation Y	Quezon City	0.35	< 1 year	< 1 year	Corporate Research and Development

2021	23	21 - 25 years old	Millennials / Generation Y	N/A	2.86	2 years	1-5 years	Corporate Research and Development
2021	26	26 - 30 years old	Millennials / Generation Y	Bacoor	0.57	< 1 year	< 1 year	Corporate Research and Development
2021	34	31 - 35 years old	Millennials / Generation Y	N/A	1.11	1 year	1-5 years	Corporate Research and Development
2022	24	21 - 25 years old	Millennials / Generation Y	N/A	2.45	2 years	1-5 years	Corporate Research and Development
2022	24	21 - 25 years old	Millennials / Generation Y	Opol	0.35	< 1 year	< 1 year	Corporate Research and Development
2022	63	61 - 65 years old	Baby Boomers	Santa Rosa City	17.22	> 5 years	> 10 years	Corporate Research and Development
2022	34	31 - 35 years old	Millennials / Generation Y	N/A	9.67	> 5 years	6-9 years	Corporate Research and Development
2022	37	36 - 40 years old	Millennials / Generation Y	General Santos City	1.38	1 year	1-5 years	Corporate Research and Development
2022	25	21 - 25 years old	Millennials / Generation Y	Los Baños	0.49	< 1 year	< 1 year	Corporate Research and Development
2022	28	26 - 30 years old	Millennials / Generation Y	Malabon City	1.01	1 year	1-5 years	Corporate Research and Development
2022	25	21 - 25 years old	Millennials / Generation Y	Quezon City	0.69	< 1 year	< 1 year	Corporate Research and Development
2022	27	26 - 30 years old	Millennials / Generation Y	San Pedro	4.05	4 years	1-5 years	Corporate Research and Development
2022	23	21 - 25 years old	Millennials / Generation Y	Makati City	0.00	< 1 year	< 1 year	Corporate Research and Development
2022	24	21 - 25 years old	Millennials / Generation Y	Antipolo City	0.24	< 1 year	< 1 year	Corporate Research and Development
2022	24	21 - 25 years old	Millennials / Generation Y	Cainta	1.10	1 year	1-5 years	Corporate Research and Development
2022	26	26 - 30 years old	Millennials / Generation Y	N/A	1.76	1 year	1-5 years	Corporate Research and Development
2023	25	21 - 25 years old	Generation Z	Santa Cruz	2.05	2 years	1-5 years	Corporate Research and Development
2023	25	21 - 25 years old	Generation Z	Muntinlupa City	1.95	1 year	1-5 years	Corporate Research and Development
2023	28	26 - 30 years old	Millennials / Generation Y	Taguig City	0.85	< 1 year	< 1 year	Corporate Research and Development
2023	24	21 - 25 years old	Generation Z	Muntinlupa City	1.54	1 year	1-5 years	Corporate Research and Development
2023	25	21 - 25 years old	Generation Z	Taytay	1.58	1 year	1-5 years	Corporate Research and Development

2023	27	26 - 30 years old	Millennials / Generation Y	Pateros	0.07	< 1 year	< 1 year	Corporate Research and Development
2023	26	26 - 30 years old	Generation Z	N/A	5.54	5 years	1-5 years	Corporate Research and Development
2023	27	26 - 30 years old	Millennials / Generation Y	Taguig City	1.34	1 year	1-5 years	Corporate Research and Development
2023	24	21 - 25 years old	Generation Z	N/A	3.55	3 years	1-5 years	Corporate Research and Development
2023	24	21 - 25 years old	Generation Z	Manila City	0.34	< 1 year	< 1 year	Corporate Research and Development
2023	22	21 - 25 years old	Generation Z	Manila City	2.22	2 years	1-5 years	Corporate Research and Development
2023	23	21 - 25 years old	Generation Z	Los Baños	1.18	1 year	1-5 years	Corporate Research and Development

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**Table B2***Part 2 of the Demographic Profile of Separated Employees*

<b>Year</b>	<b>Age (Based on Resignation Date)</b>	<b>Age groups</b>	<b>Job Level</b>	<b>Terminate Month</b>	<b>Terminate Reason</b>	<b>Resignation</b>
2019	20	16 - 20 years old	SUP	February	-	-
2019	29	26 - 30 years old	SUP	June	-	-
2019	34	31 - 35 years old	SUP	August	-	-
2019	40	36 - 40 years old	SM	December	-	-
2020	23	21 - 25 years old	SUP	March	Resignation	Voluntary
2020	24	21 - 25 years old	SUP	July	AWOL	Involuntary
2020	53	51 - 55 years old	DM	August	Resignation	Voluntary
2020	27	26 - 30 years old	SUP	October	Deceased	Deceased
2021	31	31 - 35 years old	SUP	February	Resignation	Voluntary
2021	36	36 - 40 years old	SUP	February	Resignation	Voluntary
2021	28	26 - 30 years old	SUP	March	Resignation	Voluntary
2021	25	21 - 25 years old	SUP	July	Resignation	Voluntary
2021	22	21 - 25 years old	SUP	August	Resignation	Voluntary
2021	23	21 - 25 years old	SUP	August	Resignation	Voluntary
2021	23	21 - 25 years old	SUP	September	Resignation	Voluntary
2021	26	26 - 30 years old	SUP	November	Resignation	Voluntary
2021	34	31 - 35 years old	SUP	November	Resignation	Voluntary
2022	24	21 - 25 years old	SUP	January	Resignation	Voluntary
2022	24	21 - 25 years old	SUP	January	Resignation	Voluntary
2022	63	61 - 65 years old	EXEC	January	Deceased	Deceased
2022	34	31 - 35 years old	SUP	March	Resignation	Voluntary
2022	37	36 - 40 years old	SUP	April	Resignation	Voluntary
2022	25	21 - 25 years old	SUP	July	Resignation	Involuntary
2022	28	26 - 30 years old	SUP	August	Resignation	Voluntary
2022	25	21 - 25 years old	SUP	August	Resignation	Voluntary
2022	27	26 - 30 years old	SUP	August	Resignation	Voluntary
2022	23	21 - 25 years old	SUP	September	Resignation	Voluntary

2022	24	21 - 25 years old	SUP	September	Resignation	Voluntary
2022	24	21 - 25 years old	SUP	October	Resignation	Voluntary
2022	26	26 - 30 years old	SUP	October	Resignation	Voluntary
2023	25	21 - 25 years old	SUP	March	Resignation	Voluntary
2023	25	21 - 25 years old	SUP	March	Resignation	Voluntary
2023	28	26 - 30 years old	SUP	June	Resignation	Voluntary
2023	24	21 - 25 years old	SUP	June	Resignation	Voluntary
2023	25	21 - 25 years old	SUP	June	Resignation	Voluntary
2023	27	26 - 30 years old	SUP	July	Resignation	Voluntary
2023	26	26 - 30 years old	SUP	July	Resignation	Voluntary
2023	27	26 - 30 years old	SUP	August	Resignation	Voluntary
2023	24	21 - 25 years old	RF	September	Resignation	Voluntary
2023	24	21 - 25 years old	SUP	November	Resignation	Voluntary
2023	22	21 - 25 years old	SUP	November	Resignation	Voluntary
2023	23	21 - 25 years old	SUP	December	Resignation	Voluntary

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**Table B3**

*Reasons for Attrition of Separated R&D Employees*

Year	Age groups	Pay	Better opportunities and career growth	Work conditions	Job Dissatisfaction	Personal	Health	Migration	Family Concern	Studies	Manager/Leader	Failure in Probationary
2019	16 - 20 years old											Yes
2019	26 - 30 years old	Yes	Yes									
2019	31 - 35 years old					Yes						
2019	36 - 40 years old											
2020	21 - 25 years old					Yes						
2020	21 - 25 years old					Yes						
2020	51 - 55 years old					Yes						
2020	26 - 30 years old		Yes									
2021	31 - 35 years old					Yes						
2021	36 - 40 years old				Yes							
2021	26 - 30 years old					Yes						
2021	21 - 25 years old					Yes						

2021	21 - 25 years old			Yes		Yes			
2021	21 - 25 years old		Yes			Yes			
2021	21 - 25 years old	Yes		Yes		Yes			
2021	26 - 30 years old		Yes						
2021	31 - 35 years old					Yes			
2022	21 - 25 years old					Yes	Yes		
2022	21 - 25 years old					Yes		Yes	
2022	61 - 65 years old								
2022	31 - 35 years old		Yes		Yes	Yes		Yes	
2022	36 - 40 years old	Yes	Yes						
2022	21 - 25 years old								Yes
2022	26 - 30 years old	Yes	Yes	Yes					Yes
2022	21 - 25 years old		Yes						
2022	26 - 30 years old		Yes			Yes		Yes	
2022	21 - 25 years old								
2022	21 - 25 years old	Yes		Yes					

2022	21 - 25 years old	Yes	Yes				
2022	26 - 30 years old	Yes					
2023	21 - 25 years old	Yes	Yes				
2023	21 - 25 years old				Yes		
2023	26 - 30 years old		Yes	Yes			Yes
2023	21 - 25 years old		Yes				
2023	21 - 25 years old		Yes				
2023	26 - 30 years old						
2023	26 - 30 years old		Yes				
2023	26 - 30 years old		Yes				
2023	21 - 25 years old		Yes				
2023	21 - 25 years old			Yes	Yes		
2023	21 - 25 years old		Yes				Yes
2023	21 - 25 years old						

## APPENDIX C

### Survey Results from Incumbent R&D Employees

**Table C1**

*Part 1 of the Demographic Profile of Incumbent R&D Employees*

R&D Group	Age	Age Groups	Gender	Civil Status	Highest Educational Attainment	Number of Years in the R&D Department	Tenure (in years)	Tenure groups	Current Position Level
Product Management	24	21 - 25 years old	Female	Single	Bachelor's Degree	1	1 year	1 - 5 years	Supervisory
Product Management	35	31 - 35 years old	Female	Single	Master's Degree	9	> 5 years	6 - 9 years	Managerial
Technical Services	25	21 - 25 years old	Male	Single	Bachelor's Degree	1.6	1 year	1 - 5 years	Supervisory
Product Management	32	31 - 35 years old	Male	Single	Bachelor's Degree	2	2 years	1 - 5 years	Supervisory
Technical Services	62	61 - 65 years old	Male	Married	Bachelor's Degree	14	> 5 years	> 10 years	Managerial
Technical Services	32	31 - 35 years old	Male	Single	Bachelor's Degree	2	2 years	1 - 5 years	Supervisory
Product Management	26	26 - 30 years old	Male	Single	Bachelor's Degree	1	1 year	1 - 5 years	Supervisory
Product Management	40	36 - 40 years old	Female	Single	Post Baccalaureate Diploma	2	2 years	1 - 5 years	Managerial
Product Management	31	31 - 35 years old	Female	Single	Bachelor's Degree	2	2 years	1 - 5 years	Supervisory
Product Management	26	26 - 30 years old	Male	Single	Master's Degree	2	2 years	1 - 5 years	Supervisory
Product Management	24	21 - 25 years old	Female	Single	Bachelor's Degree	2	2 years	1 - 5 years	Supervisory
Product Management	31	31 - 35 years old	Female	Single	Bachelor's Degree	2	2 years	1 - 5 years	Supervisory
Product Management	25	21 - 25 years old	Female	Single	Bachelor's Degree	1	1 year	1 - 5 years	Supervisory
Product Management	33	31 - 35 years old	Female	Single	Bachelor's Degree	8	> 5 years	6 - 9 years	Supervisory
Product Management	25	21 - 25 years old	Female	Single	Bachelor's Degree	2.75	2 years	1 - 5 years	Supervisory

Product Management	38	36 - 40 years old	Female	Single	Bachelor's Degree	2	2 years	1 - 5 years	Managerial
Product Management	26	26 - 30 years old	Male	Single	Bachelor's Degree	2.42	2 years	1 - 5 years	Supervisory
Product Management	29	26 - 30 years old	Female	Single	Bachelor's Degree	8	> 5 years	6 - 9 years	Supervisory
Technical Services	47	46 - 50 years old	Female	Married	Bachelor's Degree	3	3 years	1 - 5 years	Managerial
Product Management	24	21 - 25 years old	Male	Single	Bachelor's Degree	1	1 year	1 - 5 years	Supervisory
Technical Services	27	26 - 30 years old	Male	Single	Bachelor's Degree	4	4 years	1 - 5 years	Supervisory
Product Management	41	41 - 45 years old	Female	Single	Bachelor's Degree	3	3 years	1 - 5 years	Supervisory
Technical Services	24	21 - 25 years old	Male	Single	Bachelor's Degree	1	1 year	1 - 5 years	Supervisory
Product Management	26	26 - 30 years old	Female	Married	Bachelor's Degree	2	2 years	1 - 5 years	Supervisory
Product Management	28	26 - 30 years old	Male	Single	Bachelor's Degree	2	2 years	1 - 5 years	Supervisory
Product Management	32	31 - 35 years old	Male	Single	Bachelor's Degree	4	4 years	1 - 5 years	Supervisory
Product Management	32	31 - 35 years old	Male	Single	Bachelor's Degree	8	> 5 years	6 - 9 years	Supervisory
Product Management	24	21 - 25 years old	Female	Single	Bachelor's Degree	1	1 year	1 - 5 years	Supervisory
Product Management	26	26 - 30 years old	Female	Single	Bachelor's Degree	6	> 5 years	6 - 9 years	Supervisory
Product Management	30	26 - 30 years old	Female	Single	Bachelor's Degree	8	> 5 years	6 - 9 years	Supervisory
Product Management	28	26 - 30 years old	Female	Single	Bachelor's Degree	3	3 years	1 - 5 years	Supervisory
Product Management	29	26 - 30 years old	Female	Single	Bachelor's Degree	5	5 years	1 - 5 years	Supervisory
Product Management	24	21 - 25 years old	Female	Single	Bachelor's Degree	1	1 year	1 - 5 years	Supervisory
Product Management	57	56 - 60 years old	Female	Married	Bachelor's Degree	5	5 years	1 - 5 years	Managerial
Technical Services	24	21 - 25 years old	Male	Single	Bachelor's Degree	1	1 year	1 - 5 years	Supervisory
Product Management	33	31 - 35 years old	Female	Married	Bachelor's Degree	6	> 5 years	6 - 9 years	Supervisory
Technical Services	25	21 - 25	Male	Single	Bachelor's Degree	1	1 year	1 - 5 years	Supervisory

Product Management	31	years old 31 - 35	Female	Single	Master's Degree	2.58	2 years	1 - 5 years	Supervisory
Product Management	29	years old 26 - 30	Male	Single	Bachelor's Degree	2	2 years	1 - 5 years	Supervisory
Product Management	24	years old 21 - 25	Female	Single	Bachelor's Degree	1.5	1 year	1 - 5 years	Supervisory
Product Management	29	years old 26 - 30	Female	Single	Bachelor's Degree	4.92	4 years	1 - 5 years	Supervisory
Product Management	25	years old 21 - 25	Female	Single	Bachelor's Degree	1	1 year	1 - 5 years	Supervisory
Product Management	25	years old 21 - 25	Male	Single	Bachelor's Degree	1	1 year	1 - 5 years	Supervisory
Product Management	28	years old 26 - 30	Male	Single	Bachelor's Degree	7	> 5 years	6 - 9 years	Supervisory

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**Table C2**

*Survey Results from Incumbent R&D Employees – Herzberg’s Hygiene Factor*

R&D Group	Tenure groups	Current Position Level	Hygiene Factors [1. I am satisfied with my salary and compensation package.]	Hygiene Factors [2. I feel secure in my job.]	Hygiene Factors [3. The company policies are fair and clear.]	Hygiene Factors [4. I have a good relationship with my supervisor.]	Hygiene Factors [5. My working conditions are safe and conducive.]	Hygiene Factors [6. I have good relationships with my co-workers.]	Which specific items or changes would increase your agreement with any of the statements above?
Product Management	1 - 5 years	Supervisory	3	4	4	5	5	4	• (1) Higher salary
Product Management	6 - 9 years	Managerial	1	3	2	3	4	4	• N/A
Technical Services	1 - 5 years	Supervisory	3	4	3	4	4	5	• (1) Higher pay
Product Management	1 - 5 years	Supervisory	3	4	4	4	5	5	• (5) If there will be a forecast of heavy rain, it would be better if we let us have a work from home option, especially for those living far from the office.
Technical Services	> 10 years	Managerial	4	4	4	4	4	4	• N/A
Technical Services	1 - 5 years	Supervisory	4	5	5	5	4	4	• (6) Job location is an industrial area, thus there is no lunch out option which may help bonding with the team or other departments.
Product Management	1 - 5 years	Supervisory	3	4	4	4	4	4	• (1) Considering the current economic situation, I think it would be best for the company

to increase its base salary to allow its employees to adapt to the present trends on inflation.

Product Management	1 - 5 years	Managerial	3	3	3	3	3	3	• NA
Product Management	1 - 5 years	Supervisory	3	3	4	4	3	5	• (1)
Product Management	1 - 5 years	Supervisory	3	5	5	5	4	5	• (1) Improved salary adjustment rate and/or benefits package
Product Management	1 - 5 years	Supervisory	4	4	4	4	4	4	• N/A
Product Management	1 - 5 years	Supervisory	2	2	4	2	3	4	• (4) I have a good relationship with my supervisor
Product Management	1 - 5 years	Supervisory	3	3	3	4	4	5	• (1) Based on the current demand of my work, I believe I'd be more motivated to take up existing and new tasks if I am well compensated.
Product Management	6 - 9 years	Supervisory	3	4	4	3	3	4	• (1)
Product Management	1 - 5 years	Supervisory	3	3	5	5	5	5	• N/A
Product Management	1 - 5 years	Managerial	3	4	4	5	4	4	• N/A
Product Management	1 - 5 years	Supervisory	3	4	5	4	4	5	• (1) We all need higher income in this economy

Product Management	6 - 9 years	Supervisory	4	4	4	4	4	4	4	• N/A
Technical Services	1 - 5 years	Managerial	3	4	4	4	4	4	4	• (1) Improved benefit
Product Management	1 - 5 years	Supervisory	4	4	4	5	5	5	5	• N/A
Technical Services	1 - 5 years	Supervisory	4	3	4	4	5	4	4	• (1) Higher salary/compensation
Product Management	1 - 5 years	Supervisory	5	5	5	5	5	5	5	• (1)
Technical Services	1 - 5 years	Supervisory	2	2	2	3	4	5	5	• (1) Yearly salary increase of at least 10%
Product Management	1 - 5 years	Supervisory	2	5	4	3	3	4	4	• (1) I feel like my salary and compensation package is not enough for my workload. The workload is increasing significantly, but the salary isn't.
Product Management	1 - 5 years	Supervisory	3	5	4	5	4	5	5	• (1) Improved compensation
Product Management	1 - 5 years	Supervisory	4	4	4	4	4	5	5	• N/A
Product Management	6 - 9 years	Supervisory	3	2	3	3	4	4	4	• (1) Too risky to share, coming in at a loss. Nothing we can do. I like what I'm doing but they can't give the right salary. Sad. • (4) This is sometimes the only thing that keeps you staying even if work

Product Management	1 - 5 years	Supervisory	3	3	4	4	4	4	4	is already toxic. At least you're all suffering together.
Product Management	6 - 9 years	Supervisory	3	3	3	3	2	3	3	• N/A
Product Management	6 - 9 years	Supervisory	3	4	4	5	4	5	5	• (1) Good compensation for overloading of works/assignments
Product Management	1 - 5 years	Supervisory	3	5	4	4	5	5	5	• N/A
Product Management	1 - 5 years	Supervisory	3	4	5	3	4	5	5	• N/A
Product Management	1 - 5 years	Supervisory	3	4	4	4	4	4	5	• N/A
Product Management	1 - 5 years	Supervisory	3	4	4	4	4	4	5	• (1) Better salary increase percentage so that the increase in workload is properly compensated with the increase in salary.
Product Management	1 - 5 years	Managerial	3	3	3	3	4	4	4	• (2) it will reduce stress.
Technical Services	1 - 5 years	Supervisory	3	4	4	4	4	4	4	• (1) Increase in salary
Product Management	6 - 9 years	Supervisory	2	4	4	3	3	3	4	• (1) I've been handling more and more responsibilities, and honestly, it seems like my compensation hasn't kept up. I believe a compensation review is appropriate to ensure

alignment with the increased scope of work.

Technical Services	1 - 5 years	Supervisory	2	4	5	4	5	5	• (1)
Product Management	1 - 5 years	Supervisory	3	4	4	4	4	4	• N/A
Product Management	1 - 5 years	Supervisory	3	4	2	4	3	3	• (5) some areas in the company are not conducive for their intended uses
Product Management	1 - 5 years	Supervisory	3	4	5	4	4	4	• (1) increase in salary
Product Management	1 - 5 years	Supervisory	3	4	4	3	4	4	• N/A
Product Management	1 - 5 years	Supervisory	3	3	3	4	4	4	• (1) Compensation, recognition, clear career path
Product Management	1 - 5 years	Supervisory	3	3	4	4	4	5	• N/A
Product Management	6 - 9 years	Supervisory	2	5	4	5	5	3	• (1) Study the current trends of compensation in the industry for R&D and match internal salaries, especially for the tenured, on a personal experience, based on interviews, my current salary is far from the offers from outside • (3) Each people in power or next in line to be emotionally mature.

**Table C3**

*Survey Results from Incumbent R&D Employees – Herzberg’s Motivator Factors*

R&D Group	Tenure groups	Current Position Level	Motivation Factors [1. I feel that my work is meaningful and contributes to company goals.]	Motivation Factors [2. I have opportunities for personal and professional growth.]	Motivation Factors [3. I receive recognition for my work accomplishments.]	Motivation Factors [4. I feel a sense of achievement in my job.]	Motivation Factors [5. I am entrusted with responsibilities that challenge my skills.]	Motivation Factors [6. I have clear opportunities for career advancement.]	Which specific items or changes would increase your agreement with any of the statements above?2
Product Management Group	1 - 5 years	Supervisory	5	5	4	4	5	3	• (6)Transparency on career path avenues
Product Management Group	6 - 9 years	Managerial	4	3	2	2	4	3	• N/A
Technical Services Group	1 - 5 years	Supervisory	3	4	4	3	2	3	• (2) More training, more involvement in the process, probably change of role
Product Management Group	1 - 5 years	Supervisory	4	4	4	4	4	4	• (2) In terms of personal growth, more time to engage with leisure activities that would feel us away from our work routine.
Technical Services Group	> 10 years	Managerial	4	4	4	4	4	4	• N/A
Technical Services Group	1 - 5 years	Supervisory	5	4	5	4	5	4	• (6) Job description has a wide range of skills, discipline, and expertise which can cause confusion for a specialization.
Product Management Group	1 - 5 years	Supervisory	4	4	3	4	4	3	• (3) It would be good for the company to have frequent efforts in recognizing their

employees in terms of their passion, hard work, and dedication.

Product Management Group	1 - 5 years	Managerial	3	2	3	3	3	2	<ul style="list-style-type: none"> <li>• (2), (6) Opportunities that is not concentrated and is available among all team members</li> </ul>
Product Management Group	1 - 5 years	Supervisory	3	4	5	4	4	3	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
Product Management Group	1 - 5 years	Supervisory	5	5	5	5	5	5	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
Product Management Group	1 - 5 years	Supervisory	5	4	4	4	5	4	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
Product Management Group	1 - 5 years	Supervisory	4	2	3	4	3	1	<ul style="list-style-type: none"> <li>• (2) Opportunities for career advancement</li> </ul>
Product Management Group	1 - 5 years	Supervisory	4	4	4	4	5	3	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
Product Management Group	6 - 9 years	Supervisory	3	4	4	3	4	4	<ul style="list-style-type: none"> <li>• (4)</li> </ul>
Product Management Group	1 - 5 years	Supervisory	5	4	4	4	5	2	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
Product Management Group	1 - 5 years	Managerial	4	4	3	4	5	3	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
Product Management Group	1 - 5 years	Supervisory	4	2	3	4	4	2	<ul style="list-style-type: none"> <li>• (6) The R&amp;D department as a whole is not open to this.</li> </ul>

Product Management Group	6 - 9 years	Supervisory	5	4	4	4	4	4	<ul style="list-style-type: none"> <li>• (6) To be more open about the management plans for our career</li> </ul>
Technical Services Group	1 - 5 years	Managerial	5	4	3	4	4	3	<ul style="list-style-type: none"> <li>• (6) Clearer career path</li> </ul>
Product Management Group	1 - 5 years	Supervisory	4	4	4	4	4	4	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
Technical Services Group	1 - 5 years	Supervisory	4	3	3	4	4	3	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
Product Management Group	1 - 5 years	Supervisory	5	4	5	5	4	4	<ul style="list-style-type: none"> <li>• (2)</li> </ul>
Technical Services Group	1 - 5 years	Supervisory	3	1	4	3	4	1	<ul style="list-style-type: none"> <li>• (2) A hybrid working setup</li> </ul>
Product Management Group	1 - 5 years	Supervisory	4	3	3	4	3	3	<ul style="list-style-type: none"> <li>• (2) Available opportunities for professional growth (that matters the most) are open for certain people on our team only.</li> <li>• (3) Accomplishments are not recognized enough and most of the time my superior/s made me feel that I still didn't exert enough work even though I know that I gave it my all and the outcome came back good/better than what we expected.</li> </ul>
Product Management Group	1 - 5 years	Supervisory	5	5	5	4	5	3	<ul style="list-style-type: none"> <li>• (6) Better opportunities for vertical progression</li> </ul>

Product Management Group	1 - 5 years	Supervisory	5	5	4	4	5	5	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
Product Management Group	6 - 9 years	Supervisory	5	4	3	3	3	2	<ul style="list-style-type: none"> <li>• (2) Professional growth is kind of blocked since only Managers are given the chance to immerse or attend expos and training outside, not those at the bottom.</li> <li>• (4) This is just a plateau since it's already expected and part of the job. But you just move on right away.</li> <li>• (3) Just a silent celebration. Can't brag because it's all done behind the scenes, and most of the recognition only goes to the managers or the department overall.</li> <li>• (5) Sometimes even for small things that researchers could easily decide on, top management gets mad as if they're being bypassed in decision-making. But when you actually ask them for directions on how to decide something, they'll say, "Can't you decide on your own without us?"</li> </ul>

Product Management Group	1 - 5 years	Supervisory	4	4	4	4	4	4	4	• N/A
Product Management Group	6 - 9 years	Supervisory	3	2	2	2	3	2		• (6) Career Pathways are not clear, lacks mentoring and coaching (technical aspects)
Product Management Group	6 - 9 years	Supervisory	4	4	4	5	5	4		• N/A
Product Management Group	1 - 5 years	Supervisory	4	5	4	5	5	5		• N/A
Product Management Group	1 - 5 years	Supervisory	5	5	5	5	4	4		• N/A
Product Management Group	1 - 5 years	Supervisory	3	3	3	3	4	3		• (6) Inform us of the PROTECH program such that we have a clear path.
Product Management Group	1 - 5 years	Managerial	3	3	3	3	3	3		• (1) This sense of purpose will reinforce my commitment to deliver high quality work.
Technical Services Group	1 - 5 years	Supervisory	3	4	3	4	3	4		• Increase in salary
Product Management Group	6 - 9 years	Supervisory	5	4	3	4	5	4		• (3) When our work is frequently questioned, it can be disheartening and may give the impression that our contributions aren't fully valued. Building trust within the team fosters a more motivated and engaged work environment.

Technical Services Group	1 - 5 years	Supervisory	5	2	2	2	4	2	• (2)
Product Management Group	1 - 5 years	Supervisory	5	5	5	5	5	5	• N/A
Product Management Group	1 - 5 years	Supervisory	4	4	2	3	3	2	• (6) No clear road map for growth
Product Management Group	1 - 5 years	Supervisory	4	4	4	4	5	4	• N/A
Product Management Group	1 - 5 years	Supervisory	4	4	3	3	4	4	• N/A
Product Management Group	1 - 5 years	Supervisory	4	4	3	3	5	3	• (6) Having great opportunities but with work life balance
Product Management Group	1 - 5 years	Supervisory	4	4	4	3	4	3	• N/A
Product Management Group	6 - 9 years	Supervisory	4	3	3	4	4	3	• (6) Personally, I recommend balancing opportunities, weighing workloads for each person

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**Table C4**

*Survey Results from Incumbent R&D Employees – Maslow’s Hierarchy of Needs*

R&D Group	Tenure groups	Current Position Level	Physiological & Safety Needs [1. My basic needs (e.g., salary for food, transportation, shelter) are adequately met by my job]	Physiological & Safety Needs [2. I feel physically and mentally safe in my workplace]	Which specific items or changes would increase your agreement with any of the statements above?	Belongingness & Esteem Needs [1. I feel a sense of belonging in my department]	Belongingness & Esteem Needs [2. My contributions are respected and valued by my peers and supervisors]	Which specific items or changes would increase your agreement with any of the statements above?	Self-Actualization Needs [1. My current role allows me to maximize my potential]	Self-Actualization Needs [2. I am able to innovate and contribute new ideas in my work]	Which specific items or changes would increase your agreement with any of the statements above?
Product Management Group	1 - 5 years	Supervisory	3	5	(1) Higher salary to compensate transportation expenses	5	5	N/A	4	4	N/A
Product Management Group	6 - 9 years	Managerial	2	1	N/A	4	3	N/A	2	4	N/A
Technical Services Group	1 - 5 years	Supervisory	4	4	(1) Higher pay	4	4	N/A	3	4	(1) Change of role. I think I can do more in a different role.
Product Management Group	1 - 5 years	Supervisory	4	4		5	4		5	4	(2) Be open for suggestion and recommendations

Technical Services Group	> 10 years	Managerial	4	4	N/A	4	4	N/A	4	4	N/A
Technical Services Group	1 - 5 years	Supervisory	5	4	(2) Job requires personnel to focus on laptops all day which can cause fatigue on the eyes and affect which is physically unsafe on a long term.	5	5	N/A	4	5	(1) Some skills from my educational background are not applicable on the job
Product Management Group	1 - 5 years	Supervisory	3	4	N/A	4	4	N/A	4	4	N/A
Product Management Group	1 - 5 years	Managerial	3	3	NA	3	3	N/A	3	2	(2) Autonomy within the R&D area/scope of work
Product Management Group	1 - 5 years	Supervisory	3	4	(1)	3	3	N/A	3	3	N/A
Product Management Group	1 - 5 years	Supervisory	4	5	(1) Basic needs are mostly met but it would be nice if my	5	5	N/A	5	4	(2) In general, my role allows for innovation

salary or  
benefits can  
be increased  
to improve  
how much  
money I can  
save  
especially  
given the state  
of our  
country's  
economy

and  
contribution,  
but  
personally I  
would also  
like to  
explore  
innovation  
that pushes  
boundaries  
similar to the  
way  
academic  
research  
does as a  
supplement  
what I'm  
already  
doing.

Product Management Group	1 - 5 years	Supervisory	4	4	N/A	4	4	N/A	5	5	N/A
Product Management Group	1 - 5 years	Supervisory	2	2	(1), (2) Both	4	3	(2) Contributions are respected and valued by my peer and supervisors	3	3	(1) Allows me to maximize my potential
Product Management Group	1 - 5 years	Supervisory	4	3	(1) I believe I have enough. But saving is a	5	5	N/A	4	5	N/A

huge priority in my life now and I'd like to prepare for my future while working in the present.

(2) The demand of my workload currently sometimes takes a toll on my mental health.

Product Management Group	6 - 9 years	Supervisory	4	4	2	2	3	(1)	4	4	(1), (2)
Product Management Group	1 - 5 years	Supervisory	3	5	N/A	5	5	N/A	5	5	N/A
Product Management Group	1 - 5 years	Managerial	3	4	N/A	4	3	N/A	5	5	N/A
Product Management Group	1 - 5 years	Supervisory	3	4	(1) Higher salary fairs better in this economy	4	4	N/A	3	4	N/A
Product Management Group	6 - 9 years	Supervisory	4	4	(1) More on adjusting budget	4	5	n/a	4	4	n/a

Technical Services Group	1 - 5 years	Managerial	3	3	(1) Improve salary	4	4	(1) Company to improve the support system focusing on shared interests or experiences. A program that provides a safe space for employees to connect and advocate for positive change. Encourage improved engagements for leadership roles; recognize contribution in internal communic	4	4	(2) Have innovation incentives and recognition; create a program where employees can have more time to explore new ideas and new techniques outside of their role.
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									ations effectively			
Product Management Group	1 - 5 years	Supervisory	4	4	N/A	5	5	N/A	4	4	N/A	
Technical Services Group	1 - 5 years	Supervisory	4	4	N/A	4	3	N/A	3	4	N/A	
Product Management Group	1 - 5 years	Supervisory	4	5	(1)	5	5	N/A	4	5	(1)	
Technical Services Group	1 - 5 years	Supervisory	4	3	N/A	4	4	N/A	2	2	(1), (2) Proper delegation of tasks, additional manpower or support staff	
Product Management Group	1 - 5 years	Supervisory	3	4	(1) Low salary	4	3	N/A	4	4	N/A	
Product Management Group	1 - 5 years	Supervisory	3	4	N/A	5	5	N/A	4	5	N/A	
Product Management Group	1 - 5 years	Supervisory	5	5	N/A	5	5	N/A	5	5	N/A	
Product Management Group	6 - 9 years	Supervisory	2	3	(1) "I shared the expense breakdown with my boss and asked for	4	3	(2) "I enjoy what I'm doing, so I just keep	4	3	(1) "I used to think I was really good, because I could handle	

a salary increase. It was denied because, according to them, there's a salary cap for my position and no budget. Yet, they still managed to hire someone who barely contributes. It's frustrating."

"It doesn't feel mentally safe. The constant changes in direction can be exhausting, it's manageable at times, but it pushes us to the limit. When mistakes happen, management

pushing forward." "I try to be proactive, but sometimes it backfires. When I make suggestions, the responsibility to carry them out falls entirely on me. It gets discouraging at times, like, why bother recommending something if it just means extra work? Suggest it,

the workload of three people. But when I left, they hired more staff, which showed that the workload was simply too much for one person. I was just overworked. Now I'm more relaxed. If I can say no, I will. I can still do it, but it's not worth it. Sometimes those with fewer responsibilities, especially new hires, even earn more than you."

*tends to make us the scapegoats. Sometimes I need to work out just to forget the toxic treatment and clear my mind."*

*then you do it."*

*"Same as the first point, that's why sometimes it's better not to bother. If people are already used to doing things a certain way, don't try to change it, or it might backfire on you."*

Product Management Group	1 - 5 years	Supervisory	4	3	N/A	3	4		4	4	N/A
Product Management Group	6 - 9 years	Supervisory	2	2	(1) Compensation /Benefits should be equal to the distributed workloads (2) Proper distribution of workload would improve physical and	4	4	N/A	3	3	N/A

mental health  
of employees.

Product Management Group	6 - 9 years	Supervisory	4	4	N/A	4	5	N/A	4	4	N/A
Product Management Group	1 - 5 years	Supervisory	3	5	N/A	5	4	N/A	5	5	N/A
Product Management Group	1 - 5 years	Supervisory	3	3	N/A	5	4	N/A	4	5	N/A
Product Management Group	1 - 5 years	Supervisory	4	4	N/A	5	5	N/A	4	5	N/A
Product Management Group	1 - 5 years	Managerial	2	3	(1) It will make me feel secure.	4	3	(2) if my efforts are appreciated, it will make me feel connected and it nurtures a sense of inclusion.	2	3	(1) Will have opportunities for growth and development.
Technical Services Group	1 - 5 years	Supervisory	3	4	N/A	4	4	n/a	4	4	N/A
Product Management Group	6 - 9 years	Supervisory	2	4	(1) My current salary is no longer enough to meet the basic needs of	4	3	(2) More regular and specific positive	4	4	(1) By lightening our workload, we can

my child and me. I would appreciate a salary review that reflects the increased responsibilities I have taken on. Additionally, regular performance evaluations tied to compensation adjustments or consideration of cost-of-living increases would help ensure that my compensation adequately supports my basic needs.

feedback from superior would help me feel even more appreciated.

concentrate our efforts on select projects, allowing for more thorough analysis and better outcomes

Technical Services Group	1 - 5 years	Supervisory	2	4	(2)	4	4	N/A	2	4	(1)
Product Management Group	1 - 5 years	Supervisory	4	5	N/A	5	5	N/A	5	5	N/A

Product Management Group	1 - 5 years	Supervisory	4	3	(2) Unnecessary CCTV	3	4	(1) Being friendly with other teams is seen as a nuisance.	2	4	(1) Only marketing can be the guiding voice. Minimal deviations from their needs/ wants
Product Management Group	1 - 5 years	Supervisory	4	3	(2) Weekly work from home might be helpful	4	4	N/A	4	4	N/A
Product Management Group	1 - 5 years	Supervisory	3	3	N/A	4	4	N/A	3	4	N/A
Product Management Group	1 - 5 years	Supervisory	4	3	(2) Personal time that would allow me to do my own hobbies	4	4	N/A	4	4	(2) Being able to share ideas but within a reasonable timeline
Product Management Group	1 - 5 years	Supervisory	3	4	N/A	4	4	N/A	4	4	N/A
Product Management Group	6 - 9 years	Supervisory	3	4	(1) Over time, basic necessities and price to maintain them grows exponentially,	5	4	N/A	4	4	N/A

this should be  
taken into  
consideration

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**Table C5***Survey Results from Incumbent R&D Employees – Open-ended Questions*

<b>R&amp;D Group</b>	<b>Tenure groups</b>	<b>Current Position Level</b>	<b>In your opinion, what are the top 3 reasons why technical personnel leave the R&amp;D department?</b>	<b>What can the company do to retain skilled technical personnel in R&amp;D?</b>	<b>Any additional comments or suggestions:</b>
Product Management Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. Looking for better salary / benefits,</li> <li>2. Seeking career growth,</li> <li>3. Wanting a job title that is more valued</li> </ol>	<ul style="list-style-type: none"> <li>• Valuing skilled technical personnel based on their achievements and contributions that is on par with how some other non-technical personnel are valued by the company</li> </ul>	N/A
Product Management Group	6 - 9 years	Managerial	<ol style="list-style-type: none"> <li>1. Salary and Compensation</li> <li>2. Poor Leadership</li> <li>3. Growth Opportunities</li> </ol>	<ul style="list-style-type: none"> <li>• Competitive Salary and bonuses</li> <li>• Supportive and Engaging work environment</li> <li>• Mentorship Programs</li> <li>• Training and Development with full support of the leader</li> </ul>	N/A
Technical Services Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. Pay to workload ratio (main reason)</li> <li>2. Issues with manager or higher ups</li> <li>3. Family or health reasons</li> </ol>	<ul style="list-style-type: none"> <li>• Increase pay (other top companies in the PH offer significantly higher pay and more benefits)</li> <li>• More interpersonal training for higher positions</li> </ul>	N/A
Product Management Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. Salary,</li> <li>2. Work Environment</li> <li>3. No career and personal growth</li> </ol>	<ul style="list-style-type: none"> <li>• Competitive Salary and Trainings to enhance personal and career growth</li> </ul>	
Technical Services Group	> 10 years	Managerial	<ol style="list-style-type: none"> <li>1. Boredom at work - lack of motivation from self and company.</li> <li>2. Not well compensated and self-centered.</li> <li>3. Looking for a greener pasture and new thrills at work.</li> </ol>	<ul style="list-style-type: none"> <li>• Hire the right person for the job in terms of temperament, educational background, gender, and social status.</li> <li>• Provide the right compensation and training for improvement.</li> </ul>	N/A

Technical Services Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. Financial,</li> <li>2. Location,</li> <li>3. First job (want to explore)</li> </ol>	<ul style="list-style-type: none"> <li>• Location - offer hybrid setup, first job (want to explore) - offer option to return</li> </ul>	N/A
Product Management Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. Employees from the R&amp;D Department opt to leave the company due to personal reasons such as transfer of residence, family concerns, and changes in their respective households.</li> <li>2. Another reason would perhaps be a stagnation in their career where seeing no avenues for growth may discourage them to stay with the company.</li> <li>3. Compensation benefits may also be a factor, considering that market prices of basic essential goods continue to rise amidst the progressing inflation rate.</li> </ol>	<ul style="list-style-type: none"> <li>• Implement programs that will highlight merit-based recognitions of employees in the Department.</li> <li>• Study the current socio-economic situation of employees for the Department to gauge whether the current compensation benefits are applicable and relevant among its technical personnel.</li> <li>• Open more opportunities for training, seminars, and other innovation activities that may earn all technical personnel the skills beyond the four corners of the office.</li> </ul>	N/A
Product Management Group	1 - 5 years	Managerial	<ol style="list-style-type: none"> <li>1. Unhealthy working environment;</li> <li>2. Lacks opportunities, growth and development;</li> <li>3. Workload</li> </ol>	<ul style="list-style-type: none"> <li>• Growth and development</li> </ul>	NA
Product Management Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. Salary,</li> <li>2. Work Load,</li> <li>3. Development Opportunities</li> </ol>	<ul style="list-style-type: none"> <li>• Salary Increase</li> </ul>	N/A
Product Management Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. Low Salary/Benefits</li> <li>2. Too much workload or stress</li> <li>3. Misalignment of interests</li> </ol>	<ul style="list-style-type: none"> <li>• Number one would be a better salary adjustment rate or improved benefits package so people are not enticed to leave for a company that offers better. Additionally, people sometimes equate their salary adjustments to how appreciated they are in the workplace, thus a low</li> </ul>	N/A

Product Management Group	1 - 5 years	Supervisory	1. Burnout, 2. Heavy workloads, 3. Unrealistic expectations	<p>salary adjustment rate might make employees feel that they are not appreciated enough.</p> <ul style="list-style-type: none"> <li>Promote healthy work life balance, align workloads with number of staffs, workload based compensation</li> </ul>	N/A
Product Management Group	1 - 5 years	Supervisory	1. Poor Management 2. Lack of career growth 3. Burnout	<ul style="list-style-type: none"> <li>Create Clear Technical Career Paths,</li> <li>Foster Strong Technical Leadership,</li> <li>Ensure Market-Competitive Compensation,</li> <li>No micromanagement and power tripping</li> </ul>	Consider succession planning
Product Management Group	1 - 5 years	Supervisory	1. They are not well-compensated 2. Their supervisors fail to recognize their efforts and only pinpoint their outputs 3. They are not well-guided and mentored	<ul style="list-style-type: none"> <li>Allow a more compassionate working environment, allowing for mistakes and making space to grow</li> <li>Train supervisors/managers to improve mentorship skills</li> </ul> <p>Compensate them well! Regular salary increase and perks</p>	N/A
Product Management Group	6 - 9 years	Supervisory	1. Micro Management 2. Work load-compensation imbalance 3. Unclear career progress/development	<ul style="list-style-type: none"> <li>It would help to listen to and understand the needs/ concerns of the team, and be willing/open to adapt to the changes that could help bridge (especially) the generation gap.</li> <li>More than the training, be intentional in offering help/guidance, especially to those who are having a hard time with their tasks.</li> </ul>	N/A

Product Management Group	1 - 5 years	Supervisory	1. Compensation, 2. Work load, and 3. Environment	<ul style="list-style-type: none"> <li>• Better compensation,</li> <li>• Reasonable work load,</li> <li>• Conducive environment</li> </ul>	N/A
Product Management Group	1 - 5 years	Managerial	1. Salary, 2. Career Growth, and 3. Family matter	<ul style="list-style-type: none"> <li>• Compensation package,</li> <li>• Employee Recognition</li> <li>• Career Development Program (e.g., International trainings)</li> </ul>	N/A
Product Management Group	1 - 5 years	Supervisory	1. better compensation package 2. better career growth 3. burnout	<ul style="list-style-type: none"> <li>• Re-evaluate their compensation package to match the market</li> <li>• Transparency in career growth or opportunities</li> <li>• Hire more personnel even if rank and file to distribute tasks better</li> </ul>	N/A
Product Management Group	6 - 9 years	Supervisory	1. Unclear career path 2. Higher salary in other companies 3. Change in researcher's home location	<ul style="list-style-type: none"> <li>• Be more transparent regarding career advancement and salary increases</li> </ul>	
Technical Services Group	1 - 5 years	Managerial	1. Incompetent boss which stems to poor leadership skills	<ul style="list-style-type: none"> <li>• Provide more time for feedback and understand employee needs.</li> <li>• Provide more programs or time to explore new ideas (e.g., participation, market visits, openness to factory visits gives a sense of inspiration for innovation.) The reason for the lack of sense of growth is R&amp;D's specialists are too caught up in daily tasks that do not provide inspiration. Projects are mere tasks and not done purposefully.</li> </ul>	<p>Improve on programs that will encourage innovation and sense of purpose.</p> <p>Replace old school mindset. Open to more feedback and self-improvement. Succession planning should be robust. Leaders should train/expose and trust their staff more and delegate more meaningful tasks instead of them (bosses) doing all the work all the time. (Could be attending</p>

					high level/important meetings and travels!) This in return can provide a sense of worth from employees
Product Management Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. Seeking better salary,</li> <li>2. Sees no personal and career growth,</li> <li>3. Feels that the environment is already toxic</li> </ol>	<ul style="list-style-type: none"> <li>• Provide just salary increases,</li> <li>• Promote personal well-being to maintain work-life balance,</li> <li>• Maintain a non-toxic work environment</li> </ul>	N/A
Technical Services Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. Lack of Career Growth or Recognition</li> <li>2. Better Compensation or Opportunities Elsewhere</li> <li>3. Cultural Misfit or Poor Team Dynamics</li> </ol>	<ul style="list-style-type: none"> <li>• Ensure Recognition and Fair Compensation</li> <li>• Foster Career Growth &amp; Skill Development</li> </ul>	N/A
Product Management Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. Micromanagement</li> <li>2. Workload</li> </ol>	<ul style="list-style-type: none"> <li>• Proper compensation</li> <li>• Equal opportunities for career growth</li> </ul>	Equal opportunities for training and seminars that would enhance employee's career development and growth.
Technical Services Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. Overworked</li> <li>2. Lack of opportunity to grow</li> <li>3. No definite guidelines on promotion process</li> </ol>	<ul style="list-style-type: none"> <li>• Assess the manpower support needed by the technical personnel</li> </ul>	Regular seminars or class about growth
Product Management Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. Salary and other compensation is not enough,</li> <li>2. No work life balance,</li> <li>3. Bad relationship with manager/s</li> </ol>	<ul style="list-style-type: none"> <li>• Give enough salary and compensation that aligns with the weight of the workload.</li> </ul>	N/A
Product Management Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. High work load</li> <li>2. Lower compensation compared to the amount of workload</li> </ol>	<ul style="list-style-type: none"> <li>• Finding the balance on work load and justified compensation</li> </ul>	

Product Management Group	1 - 5 years	Supervisory	<p>3. No clear opportunities for career progression</p> <p>1. Salary and benefits</p> <p>2. Work routine</p> <p>3. Career growth opportunities</p>	<ul style="list-style-type: none"> <li>Better gatekeeping of projects to manage workloads</li> <li>Must offer salary and benefits aligned with the current living situation and balanced by work experience earned.</li> <li>Continue to introduce trainings/seminars outside of the company relevant to work (upskilling)</li> </ul>	N/A
Product Management Group	6 - 9 years	Supervisory	<p><i>"1. SALARY. With salary, the only thing that really increases is the workload."</i></p> <p><i>"2. BOSS. If your boss can't defend you, sometimes they'll even throw you under the bus."</i></p>	<ul style="list-style-type: none"> <li><i>"SALARY. The salary difference between new hires and tenured employees is no longer significant. In some cases, new hires even earn more."</i></li> </ul>	<p><i>"The company or department seems to prefer hiring and training new employees with high salary expectations, offering them more, rather than increasing the salary of tenured staff who already know the processes and have built relationships inside. It's disheartening."</i></p>
Product Management Group	1 - 5 years	Supervisory	<p>1. Salary</p> <p>2. Intensive workload</p> <p>3. Career growth</p>	<ul style="list-style-type: none"> <li>Competitive compensation</li> <li>Provide learning opportunities</li> </ul>	
Product Management Group	6 - 9 years	Supervisory	<p>1. Poor Management,</p> <p>2. Compensation,</p> <p>3. Lacks/Unclear Career Path</p>	<ul style="list-style-type: none"> <li>Management Program, Technical Academy</li> </ul>	N/A
Product Management Group	6 - 9 years	Supervisory	<p>1. Inadequate salary and compensation,</p> <p>2. Challenges on communication with the superior,</p> <p>3. Overwork and burnout</p>	<ul style="list-style-type: none"> <li>better people management in terms of handling and assigning projects, focusing on priorities aligned with the company goal, and effective communication between Specialist and Manager</li> </ul>	<p>I was able to stay in the company for 8 years because of the good relationship with my superiors and colleagues. The systems we have in place in our team are</p>

					effective and make my work life easier. I feel like I am heard whenever I raise my concerns and suggestions.
Product Management Group	1 - 5 years	Supervisory	lack of equipments, defective equipments, salary	<ul style="list-style-type: none"> <li>• Superior should talk to each and every one of the team, one on one, for updates, suggestions and recommendations.</li> </ul>	N/A
Product Management Group	1 - 5 years	Supervisory	<p><i>"1. The compensation is not sufficient."</i></p> <p><i>"2. The work often leads to exhaustion and stress."</i></p> <p><i>"3. There are poor relationships with colleagues and managers."</i></p>	<ul style="list-style-type: none"> <li>• Competitive Compensation,</li> <li>• Positive Work Environment,</li> <li>• Recognition and Appreciation</li> </ul>	N/A
Product Management Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. Compensation not equal to workload</li> <li>2. Intense Workload</li> <li>3. Not aligned interest</li> </ol>	<ul style="list-style-type: none"> <li>• Increase compensation and benefits</li> </ul>	N/A
Product Management Group	1 - 5 years	Managerial	<ol style="list-style-type: none"> <li>1. Salary,</li> <li>2. benefits,</li> <li>3. work load</li> </ol>	<ul style="list-style-type: none"> <li>• Higher salary</li> <li>• More benefits,</li> <li>• More technical trainings</li> </ul>	NA
Technical Services Group	1 - 5 years	Supervisory	relationship with higher up/s or with peers, salary, workload	<ul style="list-style-type: none"> <li>• Increase in salary</li> <li>• Proper delegation of workloads, company events that promote better relationship with higher up/s and with peers</li> </ul>	N/A
Product Management Group	6 - 9 years	Supervisory	<ol style="list-style-type: none"> <li>1. Inadequate Recognition and Compensation</li> <li>2. Lack of Career Growth and Development Opportunities</li> <li>3. Poor Management or Work Environment</li> </ol>	<ul style="list-style-type: none"> <li>• Provide Competitive Compensation and Benefits</li> <li>• Offer Clear Career Growth Paths</li> <li>• Encourage Work-Life Balance</li> <li>• Foster a Positive Work Environment</li> </ul>	N/A

Technical Services Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. Inadequate Salary &amp; Compensation</li> <li>2. Poor Workplace Conditions</li> <li>3. Limited Career Growth</li> </ol>	<ul style="list-style-type: none"> <li>• Provide a supportive work environment, competitive salaries, and flexible work arrangements.</li> <li>• Offer clear career advancement paths, continuous learning opportunities, and mentorship programs.</li> <li>• Acknowledge contributions through incentives, promotions, or performance-based bonuses.</li> <li>• Improve Work-Life Balance and Flexibility.</li> </ul>	N/A
Product Management Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. Compensation</li> <li>2. Company Perks</li> <li>3. Work environment esp. Boss</li> </ol>	<ul style="list-style-type: none"> <li>• Compensation</li> <li>• Company Perks</li> <li>• Work environment esp. Boss</li> <li>• Avenue for continues learning and development</li> </ul>	N/A
Product Management Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. Pay</li> <li>2. Culture</li> <li>3. Management</li> </ol>	<ul style="list-style-type: none"> <li>• Better pay or clearer steps to improve pay,</li> <li>• Understanding their employees better and improving their Quality Of Life in the office</li> <li>• Stop power tripping and be more approachable, <i>marketing should be less in control</i></li> </ul>	N/A
Product Management Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. Insufficient salary</li> <li>2. Relationship with co-worker/s,</li> <li>3. Relationship with manager/s</li> </ol>	<ul style="list-style-type: none"> <li>• Salary may be increased,</li> <li>• Individuals may be paired or assigned in a team that aligns with his/her work personality and mindset.</li> </ul>	N/A
Product Management Group	1 - 5 years	Supervisory	<ol style="list-style-type: none"> <li>1. Salary</li> <li>2. Lack of competency development opportunities</li> </ol>	<ul style="list-style-type: none"> <li>• Provide sufficient compensation and training opportunities.</li> </ul>	

Product Management Group	1 - 5 years	Supervisory	1. Salary 2. Overwork 3. Management	<ul style="list-style-type: none"> <li>Leaders should also balance being objective and empathetic as well.</li> <li>Compensation with added tasks</li> </ul>	N/A
Product Management Group	1 - 5 years	Supervisory	1. Unfair compensation 2. Toxic work environment 3. No sense of fulfillment	<ul style="list-style-type: none"> <li>Consult with personnel from time to time and determine issues being faced for these to be addressed immediately</li> </ul>	N/A
Product Management Group	6 - 9 years	Supervisory		<ul style="list-style-type: none"> <li>N/A</li> </ul>	

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**Table C6**

*Thematic Coding of Incumbent R&D Employees' Answers to Open-ended Questions*

What can the company do to retain skilled technical personnel in R&D?	Extracted Keyword(s)/ Phrase(s)	Theme(s) Tagged	Salary & compensation	Job security	Policies	Supervision	Work conditions	Peers relationship	Work itself	Growth	Recognition	Achievements	Responsibility	Career Advancement
<ul style="list-style-type: none"> <li>Valuing skilled technical personnel based on their achievements and contributions that is on par with how some other non-technical personnel are valued by the company</li> </ul>	<ul style="list-style-type: none"> <li>Contribution</li> <li>Valuing</li> <li>Achievement</li> </ul>	<ul style="list-style-type: none"> <li>Achievement</li> <li>Recognition</li> </ul>									1	1		
<ul style="list-style-type: none"> <li>Competitive Salary and bonuses</li> <li>Supportive and Engaging work environment</li> <li>Mentorship Programs</li> <li>Training and Development with full support of the leader</li> </ul>	<ul style="list-style-type: none"> <li>Work environment</li> <li>Salary</li> <li>Mentorship</li> <li>Leader</li> <li>Engaging</li> <li>Bonus</li> <li>Supportive</li> <li>Development</li> <li>Training</li> </ul>	<ul style="list-style-type: none"> <li>Growth</li> <li>Salary</li> <li>Compensation</li> <li>Supervision</li> <li>Work Conditions</li> <li>Work Itself</li> </ul>	1			1	1	1	1					
<ul style="list-style-type: none"> <li>Increase pay (other top companies in the PH offer significantly higher pay and more benefits)</li> </ul>	<ul style="list-style-type: none"> <li>Benefits</li> <li>Training</li> <li>Pay</li> </ul>	<ul style="list-style-type: none"> <li>Growth</li> <li>Salary</li> <li>Compensation</li> </ul>	1							1				
<ul style="list-style-type: none"> <li>More interpersonal training for higher positions</li> </ul>														
<ul style="list-style-type: none"> <li>Competitive Salary and Trainings to enhance</li> </ul>	<ul style="list-style-type: none"> <li>Growth</li> <li>Salary</li> </ul>	<ul style="list-style-type: none"> <li>Growth</li> <li>Salary</li> </ul>	1							1				

personal and career growth	• Training	• Compensation				
• Hire the right person for the job in terms of temperament, educational background, gender, and social status.	• Compensation	• Growth	1		1	
• Provide the right compensation and training for improvement.	• Training	• Salary				
• Location - offer hybrid setup, first job (want to explore) - offer option to return	• Compensation	• Compensation				
• Implement programs that will highlight merit-based recognitions of employees in the Department.	• Training	• Work Conditions		1		
• Study the current socio-economic situation of employees for the Department to gauge whether the current compensation benefits are applicable and relevant among its technical personnel.	• Option to return	• Growth	1		1	1
• Open more opportunities for training, seminars, and other innovation activities that may earn all technical personnel the skills beyond the four corners of the office.	• Hybrid	• Recognition				
• Growth and development	• Recognition	• Salary				
	• Seminar	• Compensation				
	• Benefits	• Compensation				
	• Compensation	• Training				
	• Training	• Merit-based				
	• Merit-based					
	• Development	• Growth		1	1	
	• Growth	• Work Itself				

• Salary Increase	• Salary	• Salary	1				
• Number one would be a better salary adjustment rate or improved benefits package so people are not enticed to leave for a company that offers better. Additionally, people sometimes equate their salary adjustments to how appreciated they are in the workplace, thus a low salary adjustment rate might make employees feel that they are not appreciated enough.	• Benefits • Package • Salary	• Compensation • Salary & Compensation	1				
• Promote healthy work life balance, align workloads with number of staffs, workload based compensation	• Work life balance • Compensation • Workload • Align workload	• Salary • Compensation • Work Conditions	1		1		
• Create Clear Technical Career Paths, Foster Strong Technical Leadership, Ensure Market-Competitive Compensation, No micromanagement and power tripping	• Micromanagement • Leader • Leadership • Compensation • Career path • Power tripping	• Growth • Policies • Salary • Compensation • Supervision	1	1	1		1
• Allow a more compassionate working environment, allowing for mistakes and making space to grow	• Compassionate working environment • Salary • Supervisor • Manager	• Salary • Compensation • Supervision	1		1		

<ul style="list-style-type: none"> <li>• Train supervisors/managers to improve mentorship skills</li> <li>• Compensate them well! Regular salary increase and perks</li> </ul>	<ul style="list-style-type: none"> <li>• Perks</li> <li>• Mentorship</li> </ul>							
<ul style="list-style-type: none"> <li>• It would help to listen to and understand the needs/ concerns of the team, and be willing/open to adapt to the changes that could help bridge (especially) the generation gap. More than the training, be intentional in offering help/guidance, especially to those who are having a hard time with their tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Team</li> <li>• Training</li> <li>• Help</li> <li>• Guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Growth</li> <li>• Peers relationship</li> </ul>	1			1		
<ul style="list-style-type: none"> <li>• Better compensation</li> <li>• Reasonable work load</li> <li>• Conducive environment</li> </ul>	<ul style="list-style-type: none"> <li>• Conducive environment</li> <li>• Compensation</li> <li>• Workload</li> </ul>	<ul style="list-style-type: none"> <li>• Salary</li> <li>• Compensation</li> <li>• Work Conditions</li> </ul>	1			1		
<ul style="list-style-type: none"> <li>• Compensation package</li> <li>• Employee Recognition</li> <li>• Career Development Program (e.g., International trainings)</li> </ul>	<ul style="list-style-type: none"> <li>• Recognition</li> <li>• Package</li> <li>• Compensation</li> <li>• Development</li> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• Growth</li> <li>• Recognition</li> <li>• Salary</li> <li>• Compensation</li> <li>• Work Itself</li> </ul>	1		1	1	1	
<ul style="list-style-type: none"> <li>• Reevaluate their compensation package to match the market</li> </ul>	<ul style="list-style-type: none"> <li>• Package</li> <li>• Career growth</li> <li>• Compensation</li> </ul>	<ul style="list-style-type: none"> <li>• Career Advancement</li> <li>• Salary</li> </ul>	1			1		1
<ul style="list-style-type: none"> <li>• Transparency in career growth or opportunities</li> <li>• Hire more personnel even if rank and file to distribute tasks better</li> </ul>	<ul style="list-style-type: none"> <li>• Hire more personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Compensation</li> <li>• Work Conditions</li> </ul>						

<ul style="list-style-type: none"> <li>• Be more transparent regarding career advancement and salary increases</li> </ul>	<ul style="list-style-type: none"> <li>• Career advancement</li> <li>• Salary</li> </ul>	<ul style="list-style-type: none"> <li>• Career Advancement</li> <li>• Salar</li> <li>• Compensation</li> </ul>	1						1	
<ul style="list-style-type: none"> <li>• Provide more time for feedback and understand employee needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Growth</li> <li>• Explore new ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Growth</li> <li>• Work Itself</li> </ul>						1	1	
<ul style="list-style-type: none"> <li>• Provide more programs or time to explore new ideas (e.g., participation, market visits, etc., openness to factory visits gives a sense of inspiration for innovation. The reason for the lack of sense of growth is R&amp;D's specialists are too caught up in daily tasks that do not provide inspiration. Projects are mere tasks and not done purposefully.</li> </ul>	<ul style="list-style-type: none"> <li>• Inspiration,</li> <li>• Feedback</li> <li>• Needs</li> <li>• More time</li> <li>• Openness</li> <li>• Daily task</li> </ul>									
<ul style="list-style-type: none"> <li>• Provide just salary increases</li> </ul>	<ul style="list-style-type: none"> <li>• Balance</li> <li>• Work environment</li> </ul>	<ul style="list-style-type: none"> <li>• Salary</li> <li>• Compensation</li> </ul>	1						1	
<ul style="list-style-type: none"> <li>• Promote personal well-being to maintain work-life balance</li> </ul>	<ul style="list-style-type: none"> <li>• Salary</li> <li>• Work-life</li> </ul>	<ul style="list-style-type: none"> <li>• Work Conditions</li> </ul>								
<ul style="list-style-type: none"> <li>• Maintain a non-toxic work environment</li> </ul>	<ul style="list-style-type: none"> <li>• Non-toxic</li> </ul>									
<ul style="list-style-type: none"> <li>• Ensure Recognition and Fair Compensation</li> </ul>	<ul style="list-style-type: none"> <li>• Development</li> <li>• Recognition</li> </ul>	<ul style="list-style-type: none"> <li>• Growth</li> <li>• Recognition</li> </ul>	1					1	1	1
<ul style="list-style-type: none"> <li>• Foster Career Growth &amp; Skill Development</li> </ul>	<ul style="list-style-type: none"> <li>• Growth</li> <li>• Compensation</li> </ul>	<ul style="list-style-type: none"> <li>• Salary</li> <li>• Compensation</li> <li>• Work Itself</li> </ul>								
<ul style="list-style-type: none"> <li>• Proper compensation</li> </ul>	<ul style="list-style-type: none"> <li>• Growth</li> <li>• compensation</li> </ul>	<ul style="list-style-type: none"> <li>• Growth</li> <li>• Salary</li> </ul>	1						1	

• Equal opportunities for career growth		• Compensation				
• Assess the manpower support needed by the technical personnel	• Manpower support	• Work Conditions		1		
• Give enough salary and compensation that aligns with the weight of the workload.	• Support • Workload	• Salary • Compensation • Work Conditions	1	1		
• Finding the balance on work load and justified compensation	• Balance • Compensation • Workload	• Salary • Compensation • Work Conditions	1	1		
• Better gatekeeping of projects to manage workloads						
• Must offer salary and benefits aligned with the current living situation and balanced by work experience earned.	• Balance • Salary • Seminar • Benefits • Upskilling	• Growth • Salary • Compensation • Work Conditions	1	1	1	1
• Continue to introduce trainings/seminars outside of the company relevant to work (upskilling)	• Training					
• “SALARY. The salary difference between new hires and tenured employees is no longer significant. In some cases, new hires even earn more.”	• Salary	• Salary • Compensation	1			
• Competitive compensation	• Compensation • Learning	• Salary • Compensation	1		1	
• Provide learning opportunities		• Work Itself				
• Management Program	• Management	• Growth		1		1

• Technical Academy	• Academy	• Supervision						
• Better people management in terms of handling and assigning projects, focusing on priorities aligned with the company goal, and effective communication between Specialist and Manager	• Management • Manager	• Supervision		1				
• Superior should talk to each and every one of the team, one on one. for updates, suggestions/recommendations	• Team • Supervisor	• Peers relationship • Supervision		1		1		
• Competitive Compensation	• Recognition • Work environment	• Peers relationship • Recognition	1		1	1	1	1
• Positive Work Environment	• Appreciation	• Salary						
• Recognition and Appreciation	• Compensation • Positive	• Compensation • Work Conditions • Work Itself						
• Increase compensation and benefits	• Benefits • Compensation	• Salary • Compensation	1					
• Higher salary	• Benefits	• Growth	1					1
• More benefits	• Salary	• Salary						
• More technical trainings	• Training	• Compensation						
• Increase in salary	• Workload	• Peers relationship	1		1	1		
• Proper delegation of workloads	• Salary • Peer	• Salary & Compensation						
• Company events that promote better relationship with higher up/s and with peers		• Work Conditions						

<ul style="list-style-type: none"> <li>• Provide Competitive Compensation and Benefits</li> <li>• Offer Clear Career Growth Paths</li> <li>• Encourage Work-Life Balance</li> <li>• Foster a Positive Work Environment</li> </ul>	<ul style="list-style-type: none"> <li>• Balance Growth</li> <li>• Work environment</li> <li>• Work-life</li> <li>• Benefits</li> <li>• Compensation</li> <li>• Positive</li> </ul>	<ul style="list-style-type: none"> <li>• Growth</li> <li>• Salary</li> <li>• Compensation</li> <li>• Work Conditions</li> <li>• Work Itself</li> </ul>	1			1		1	1
<ul style="list-style-type: none"> <li>• Provide a supportive work environment</li> <li>• Competitive salaries</li> <li>• Flexible work arrangements</li> <li>• Offer clear career advancement paths</li> <li>• Continuous learning opportunities</li> <li>• Mentorship programs</li> <li>• Acknowledge contributions through incentives, promotions, or performance-based bonuses.</li> <li>• Improve Work-Life Balance and Flexibility.</li> </ul>	<ul style="list-style-type: none"> <li>• Incentives</li> <li>• Balance</li> <li>• Learning</li> <li>• Work environment</li> <li>• Contribution</li> <li>• Acknowledge</li> <li>• Work-life</li> <li>• Mentorship</li> <li>• Flexibility</li> <li>• Flexible</li> <li>• Bonus</li> <li>• Work arrangement</li> <li>• Supportive</li> <li>• Competitive salaries</li> <li>• Career advancement</li> <li>• Promotions</li> </ul>	<ul style="list-style-type: none"> <li>• Career Advancement</li> <li>• Recognition</li> <li>• Salary</li> <li>• Compensation</li> <li>• Supervision</li> <li>• Work Conditions</li> <li>• Work Itself</li> </ul>	1	1	1	1	1	1	1
<ul style="list-style-type: none"> <li>• Compensation</li> <li>• Company Perks</li> <li>• Work environment (especially the boss)</li> <li>• Avenue for continues learning and development</li> </ul>	<ul style="list-style-type: none"> <li>• Work environment</li> <li>• Learning</li> <li>• Perks</li> <li>• Compensation</li> <li>• Development</li> </ul>	<ul style="list-style-type: none"> <li>• Salary</li> <li>• Compensation</li> <li>• Work Condition</li> <li>• Work Itself</li> </ul>	1			1		1	

<ul style="list-style-type: none"> <li>• Better pay or clearer steps to improve pay</li> <li>• Understanding their employees better and improving their Quality Of Life in the office</li> <li>• Stop power tripping and be more approachable, marketing should be less in control</li> </ul>	<ul style="list-style-type: none"> <li>• pay, power tripping</li> </ul>	<ul style="list-style-type: none"> <li>• Policies</li> <li>• Salary</li> <li>• Compensation</li> </ul>	1	1				
<ul style="list-style-type: none"> <li>• Salary may be increased</li> <li>• Individuals may be paired or assigned in a team that aligns with his/her work personality and mindset.</li> </ul>	<ul style="list-style-type: none"> <li>• Team</li> <li>• Salary</li> </ul>	<ul style="list-style-type: none"> <li>• Peers relationship</li> <li>• Salary</li> <li>• Compensation</li> </ul>	1		1			
<ul style="list-style-type: none"> <li>• Provide sufficient compensation and training opportunities.</li> <li>• Leaders should also balance being objective and empathetic as well.</li> <li>• Compensation with added tasks</li> </ul>	<ul style="list-style-type: none"> <li>• Leader</li> <li>• Balance</li> <li>• Compensation</li> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• Growth</li> <li>• Salary</li> <li>• Compensation</li> <li>• Supervision</li> <li>• Work Conditions</li> <li>• Salary &amp; Compensation</li> </ul>	1	1	1		1	
<ul style="list-style-type: none"> <li>• Consult with personnel from time to time and determine issues being faced for these to be addressed immediately</li> </ul>	<ul style="list-style-type: none"> <li>• Consult</li> <li>• Address issues</li> </ul>	<ul style="list-style-type: none"> <li>• Policies</li> </ul>		1				
<ul style="list-style-type: none"> <li>• It pays a lot for every individual to gain his skills, it costs time, energy, etc. personally I think a just salary would compensate for the hardships</li> </ul>	<ul style="list-style-type: none"> <li>• Team</li> <li>• Salary</li> <li>• Pay</li> </ul>	<ul style="list-style-type: none"> <li>• Peers relationship</li> <li>• Salary &amp; Compensation</li> </ul>	1				1	

- Teaching people in line of succession to be emotionally mature is a must, it is hard for the team to walk on eggshells to try to adjust to each individual's emotions

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<b>TOTAL</b>	<b>34</b>	<b>0</b>	<b>3</b>	<b>8</b>	<b>16</b>	<b>6</b>	<b>10</b>	<b>17</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>3</b>
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