

Organizational Climate, Workplace Incivility, Employee Job Satisfaction and Intention To Stay In Business Process Outsourcing (BPO) Companies in Alabang, Muntinlupa City

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Abstract: This study investigates the relationship between organizational climate, workplace incivility, and job satisfaction on the intention to stay of business process outsourcing (BPO) employees in Alabang, Muntinlupa City. The research involved 300 participants and used a descriptive-correlational design. Results showed a good organizational climate, low workplace incivility, and high job satisfaction in selected BPO companies. Employees had a high intention to stay, indicating long-term growth and stability. The study also found a correlation between workplace incivility and job satisfaction, indicating that the organizational climate and employee satisfaction directly impact their intention to stay.

Key Words: Intention to stay; job satisfaction; workplace incivility; organizational climate; BPO employees

1. INTRODUCTION

An organization's workforce is its most valuable resource and critical to achieving goals (Kossivi, Ming, & Bombona, 2016; Wambui, 2014). Retaining employees remains a key challenge for HR departments, as people drive organizational success (Wambui, 2014). A supportive HR environment promotes retention and competitiveness (Akinyi, 2014), but sustaining this advantage depends on employee quality and satisfaction (Khan, 2020). Effective HR practices are essential for retaining top talent, as failure to do so leads to costly turnover and reduced productivity (Mensah, 2014; Kumar & Mathimaran, 2017).

Intention to stay, defined as the conscious decision to remain with one's employer, is a strong predictor of actual retention (Hom et al., 2017). This intention is influenced by several factors, including organizational climate, workplace incivility, and job

satisfaction. Organizational climate reflects how employees perceive their work environment and directly affects their engagement and commitment (Bahrami et al., 2016). A healthy climate encourages well-being and collaboration, while incivility; a low-intensity, disrespectful behavior damages morale and productivity (Lim & Lee, 2011; Wilson & Holmvall, 2013).

Although these variables have been widely studied as predictors of retention (Bahrami et al., 2016; Lim & Lee, 2011; Bhavya & Satyavathi, 2017), most research has been conducted in Western or general settings. In the Philippine BPO industry particularly in Alabang, Muntinlupa City there is limited research examining all three factors together. Local studies often focus on other sectors like healthcare or broad corporate environments (Sapar & Oducado, 2021; Presbitero & Teng-Calleja, 2020), and commonly treat these variables in isolation (Mensah, 2014; Martins et al.,



2023).

This study addresses that contextual and empirical gap by analyzing how organizational climate, workplace incivility, and job satisfaction influence BPO employees' intention to stay in Alabang. The findings aim to guide HR strategies in improving retention in a sector marked by high stress and frequent turnover (Kumar & Mathimaran, 2017; Pregolato et al., 2017).

2. METHODOLOGY

This quantitative, descriptive-correlational study used survey questionnaires to examine the relationships among organizational climate, workplace incivility, job satisfaction, and intention to stay among BPO employees in Alabang, Muntinlupa City. The descriptive aspect assessed variable levels, while the correlational aspect identified significant relationships.

Primary data were gathered through modified surveys distributed to BPO employees, while secondary data came from books, journals, articles, and online sources. Due to the lack of consent from targeted companies, the researchers used quota and purposive sampling to recruit regular call center agents aged 18 and above with at least one year of tenure, ensuring suitable representation despite access limitations.

Table 1. Distribution of the participants in the selected business process outsourcing companies in Alabang, Muntinlupa

BPO COMPANIES	SAMPLE POPULATION (N=300)	PERCENTAGE (%)
Accenture	100	33.33
Teleperformance	100	33.33
Concentrix	100	33.33
TOTAL	300	100

This study employed a modified survey with validated 4-point Likert scale items to measure organizational climate, workplace incivility, job satisfaction, and intention to stay. A pilot test confirmed excellent internal consistency (Cronbach's Alpha). Descriptive statistics (weighted mean and standard deviation) and Spearman Rank Correlation were used to analyze the data, with interpretations based on

predefined ranges.

Data was collected ethically outside BPO premises in Alabang (weekdays, 4–6 PM) from exiting employees, with informed consent ensuring voluntary and confidential participation due to denied formal company access.

3. RESULTS AND DISCUSSION

Quality of Organizational Climate as Perceived by the Participants

Table 2 indicates that participants perceived a good quality of organizational climate in their workplace, with a grand mean of 3.23. This suggests that employees often experience support and recognition, leading to feelings of being valued, respected, and supported in their task completion.

Table 2. Quality of organizational climate as perceived by the participants

VARIABLE	MEAN	STANDARD DEVIATION	INTERPRETATION
Organization Climate	3.23	0.67	Good

The overall finding of a good organizational climate is supported by the participants' responses, with a majority agreeing that they understand their team leader's expectations, possess the necessary tools and materials for optimal job performance, and have a close friend at work. Furthermore, their coworkers' enthusiasm for high-quality work motivates them to excel in their daily tasks.

The finding of a good organizational climate aligns with Mensah's (2014) assertion that an organization's success is linked to employee quality, which can be enhanced by creating a positive work environment offering favorable conditions, support, and job satisfaction opportunities.

The study highlights the positive organizational climate in business process outsourcing companies, indicating employee engagement and satisfaction are linked to a favorable company atmosphere, clear work expectations, access to necessary tools, and strong interpersonal relationships.

Level of Workplace Incivility as Experienced by the Participants

Table 3 shows a low level of workplace incivility (grand mean 2.04) in the Alabang BPO companies, indicating that employees sometimes experience minor unwelcoming, inappropriate, impolite, or disrespectful behavior.

Table 3. Level of Workplace Incivility as Experienced by the Participants

VARIABLE	MEAN	STANDARD DEVIATION	INTERPRETATION
Workplace Incivility	2.04	0.90	Low

Specifically, many participants sometimes felt their abilities were questioned and experienced condescending behavior from team leaders or coworkers. They also sometimes felt their information was distrusted, leading to requests for more experienced colleagues, and occasionally felt their time was less valued than others'.

Hamblin et al. (2015) linked workplace incidents to unprofessional behavior, responsibility disputes, and coworker dissatisfaction. Lim and Lee (2011) found superiors faced more incivility, with colleague-initiated incivility leading to lower satisfaction, higher depression, and reduced supervisor satisfaction.

Despite a generally low level of workplace incivility, the study indicates a need for a more respectful environment. Occasional experiences of questioned competence, distrust, and undervalued time were reported, with perceived condescension and trust issues requiring specific attention.

Level of Job Satisfaction of the Participants

Table 4 shows that participants reported a high level of job satisfaction (grand mean 3.22), indicating they frequently feel encouraged, supported, and recognized by their management.

Table 4. Level of job satisfaction as perceived by the participants

VARIABLE	MEAN	STANDARD DEVIATION	INTERPRETATION
Job Satisfaction	3.22	0.66	High

The high job satisfaction is supported by most participants agreeing that their team leader encourages suggestions, they have professional development opportunities, and the management is supportive. Additionally, coworkers are confident in their job performance.

Even with low workplace incivility, management must foster respect, aligning with (Hans & Stiha, 2020) and (Scholtz et al., 2019) who link positive relationships to better employee outcomes and highlight the impact of relationship management. Organizations should prioritize valuing and supporting employees to encourage extra effort in a positive atmosphere.

The study indicates high job satisfaction in BPO companies, driven by supportive management, encouragement of suggestions, and professional growth opportunities, highlighting the value of a nurturing environment for employee development and teamwork.

Level of Intention to Stay of the Participants

Table 5 shows a high intention to stay (grand mean 3.26) in the Alabang BPO companies, suggesting employees are often satisfied with their work environment, resources, and social interactions.

Table 5. Level of intention to stay of the participants

VARIABLE	MEAN	STANDARD DEVIATION	INTERPRETATION
Intention To Stay	3.19	0.66	High

Based on participant responses, the majority reported experiencing independence in their roles, expressed happiness with company policy and management, and felt their jobs effectively utilized their skills and talents.

Radford, Shacklock, et al. (2015) found organizational factors (supportive environment, career progression, pay, security) more crucial for retention than personal ones. This suggests BPOs can boost retention by focusing on these organizational aspects.

Employees in BPO companies are more inclined to stay due to perceived long-term growth, job



stability, autonomy, skill utilization, and career advancement opportunities that they find consistent with their current work environment.

Relationship between the Quality of Organizational Climate and the Level of Intention To Stay of the Participants

Table 6 indicates a strong positive correlation (Spearman's rho = 0.588) between organizational climate and intention to stay, implying that a better work environment (teamwork, communication, leadership, recognition) increases employee satisfaction and engagement, thus boosting retention.

Table 6. Relationship between the quality of organizational climate and the level of intention to stay of the participants

VARIABLE	P-VALUE	INTERPRE-TATION	R-VALUE	REMARKS
Organizational Climate and Intention to Stay	0.000	Significant	0.588	Strong positive relationship

This moderate to strong positive correlation suggests that a better organizational climate characterized by teamwork, communication, leadership, and recognition enhances employee satisfaction and engagement, ultimately increasing their intention to stay.

Participant responses support this, with many agreeing that they understand their team leader's expectations, have the necessary tools, and enjoy strong peer relationships. Coworkers' enthusiasm for quality work was also found to be motivating.

The findings align with Mensah (2014) assertion that a positive work environment boosts employee quality and organizational performance. A good climate contributes to job satisfaction, helps attract and retain talent, and supports goal achievement.

In line with The New Statistics framework and guidance from the American Statistical Association (Wasserstein et al., 2019), effect sizes and 95% confidence intervals were used to assess the practical significance of findings. The observed $r = 0.588$ corresponds to a moderate to strong effect size, indicating a meaningful and reliable relationship.

Supporting literature (Zhao et al., 2018; Meyer et al., 2016) affirms that cultural alignment and

supportive environments are key to boosting retention. Factors such as autonomy, supervisor support, and opportunities for professional growth further contribute to employees' intention to stay.

Relationship Between the Level of Workplace Incivility and the Level of Intention To Stay of the Participants

Table 7 reveals a significant weak negative correlation (Spearman's rho = -0.262) between workplace incivility and employees' intention to stay. This suggests that higher levels of incivility are associated with a slightly lower likelihood of employees wanting to remain with the company.

Table 7. Relationship between the level of workplace incivility and the level of intention to stay of the participants

VARIABLE	P-VALUE	INTERPRE-TATION	R-VALUE	REMARKS
Workplace Incivility and Intention To Stay	0.000	Significant	-0.262	Weak negative relationship

The study shows that workplace incivility negatively affects employees' intention to stay; higher incivility correlates with a lower likelihood of staying. Even minor incivility can reduce retention. The weak negative correlation (-0.262) suggests disrespectful workplaces can lead to dissatisfaction, low morale, and increased turnover, potentially decreasing employee loyalty over time if ignored.

The study confirms a significant relationship between workplace incivility and intention to stay. This aligns with Martins, Shahzad, et al. (2023), who found that workplace incivility significantly increases turnover intention, with employee silence and mental stress acting as intermediary factors.

Organizations should prioritize improving workplace culture and reducing incivility to enhance employee retention, as unprofessional behavior negatively impacts job satisfaction and commitment. Addressing incivility fosters a positive work environment and improves retention rates.



Relationship Between the Level of Job Satisfaction and the Level of Intention To Stay of the Participants

Table 8 shows a significant strong positive correlation (Spearman's rho = 0.567) between job satisfaction and the intention to stay among participants.

Table 8. Relationship between the level of job satisfaction and the level of intention to stay of the participants

VARIABLE	P-VALUE	INTERPRE-TATION	R-VALUE	REMARKS
Job Satisfaction and Intention to Stay	0.000	Significant	0.567	Strong Positive Relationship

Higher job satisfaction increases employees' intention to stay, while lower satisfaction decreases it. The rejection of the null hypothesis confirms a significant positive relationship: satisfied employees are more likely to be dedicated and remain with the company.

The research recommends that companies prioritize enhancing job satisfaction through work-life balance, professional growth, fair pay, and meaningful work. Satisfied employees are more likely to stay, be engaged, and be productive.

Job satisfaction strongly and positively correlates with employees' intention to stay, meaning higher satisfaction significantly increases retention. This reliable finding, supported by Sapar and Oducado (2021) and Chen et al. (2015), indicates that improving job satisfaction is an effective way to boost retention. Luz et al. (2018) further highlights that satisfactory pay, feeling valued, and positive coworker relationships also strongly reduce the likelihood of employees leaving, reinforcing the critical role of job satisfaction in retention.

Relationship Between the Quality of Organizational Climate and the Level of Workplace Incivility of the Participants

Table 9 shows a significant moderate negative correlation (Spearman's rho = -0.360) between the

quality of organizational climate and the level of workplace incivility.

Table 9. Relationship between the quality of organizational climate and the level of workplace incivility of the participants

VARIABLE	P-VALUE	INTERPRE-TATION	R-VALUE	REMARKS
Organizational Climate and Workplace Incivility	0.000	Significant	-0.360	Moderate Negative Relationship

The findings suggest that a positive organizational climate tends to decrease workplace incivility by fostering a more civil environment. Conversely, negative environments can worsen incivility. A positive, fair, and safe workplace reduces the need for negative behaviors.

This implies that companies can reduce workplace rudeness by creating a welcoming atmosphere that prioritizes equity, respect, and candid communication. This fosters a more peaceful and effective work environment, reducing rudeness and improving mental health, stress levels, and job satisfaction. Appreciated and encouraged employees are less prone to burnout, more resilient, and more likely to be creative and productive.

A positive organizational climate is linked to reduced workplace incivility. Research (Cortina et al., 2001; Laschinger et al., 2009; Lim & Lee, 2011) indicates that incivility is associated with negative outcomes like lower job satisfaction, reduced retention, impaired performance, decreased commitment, and increased work-family conflict.

Relationship Between the Level of Workplace Incivility and the Level of Job Satisfaction of the Participants

Table 10 reveals a significant weak negative correlation (Spearman's rho = -0.279) between workplace incivility and job satisfaction.

Table 10. Relationship between the level of workplace incivility and the level of job satisfaction of the participants



VARIABLE	P-VALUE	INTERPRETATION	R-VALUE	REMARKS
Workplace Incivility and Job Satisfaction	0.000	Significant	-0.279	Weak Negative Relationship

The study suggests that increased workplace incivility is associated with decreased job satisfaction, although the relationship is weak. This implies that employees who experience more incivility tend to report lower satisfaction with their jobs.

The research indicates that while workplace rudeness can negatively affect job satisfaction, its impact is modest, suggesting other factors like company culture, leadership, and individual differences also contribute. Even minor incivility can create a negative work environment, lowering morale, productivity, and job satisfaction. Employers should implement clear policies, provide civility training, and promote a positive work culture to manage incivility.

The study confirms a significant negative link between workplace incivility and job satisfaction, though the correlation is weak. Incivility significantly lowers job satisfaction, creating a hostile environment with negative impacts on morale, teamwork, productivity, and retention, ultimately harming the company. Addressing workplace incivility is crucial.

Exhaustion & Dahri (2019) found that workplace incivility indirectly reduces job satisfaction by negatively impacting employee emotions, leading to absenteeism or counterproductive behavior. In contrast, Alola et al. (2019) found no direct effect of customer incivility on job satisfaction.

4. CONCLUSIONS

This study explored the relationships among organizational climate, workplace incivility, job satisfaction, and intention to stay among employees in selected BPO companies in Alabang, Muntinlupa City. Findings revealed a generally positive organizational climate, low levels of workplace incivility, and high job satisfaction, all of which contributed to a high intention to stay among employees.

The results showed that a strong and positive

organizational climate significantly enhances employee retention by promoting clear communication, recognition, and support. Meanwhile, workplace incivility, although reported at low levels, demonstrated a negative relationship with both job satisfaction and intention to stay, highlighting that even minor disrespectful behaviors can erode morale and workplace harmony. Additionally, job satisfaction strongly and positively influenced employees' intention to remain, affirming its importance as a key driver of retention.

Most notably, this study addresses a critical research gap in the Philippine context, where limited studies have examined these variables collectively, especially within the BPO industry. Previous local research has often focused on other sectors or treated these factors in isolation. By analyzing them together in a high-turnover setting like BPOs, this study contributes context-specific evidence that can inform more effective, culturally relevant HR policies and retention strategies.

Overall, the findings emphasize the importance of cultivating a supportive climate, minimizing incivility, and enhancing job satisfaction to foster long-term employee commitment and organizational success within the BPO sector

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