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CASE STUDY ON EMPLOYEE ATTRITION AT PRIVATE LOGISTIC COMPANY, INC.

Nueva Ecija University of Science and Technology (NEUST) Cabanatuan City, Nueva Ecija
In Partial Fulfillment of the Requirements for the Degree Doctor of Philosophy in Engineering Management

By

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Abstract

Employee attrition, in business terms, refers to the process of employees leaving an organization, whether through voluntary resignation, retirement, or involuntary terminations, and not being immediately replaced. This results in a reduction of the workforce and can have various implications for productivity, costs, and morale (Business World, 2024). Employee attrition in the Philippines remains a significant concern, with varying rates across industries and multiple factors influencing workforce turnover (Phil Star.com, 2024).

The current attrition rates in overall workforces, makes an average voluntary attrition rate in the Philippines of 15.9% in 2023 up from 14.2% in 2022 (Newsbytes.PH, 2024). Among the trends in employee attrition are declining voluntary turnover rates due to compensation, career development opportunities, and work environment.

The key issues driving attrition are lack of career development opportunities. Consistently, the absence of growth prospects is a primary reason for employee departure. Career development has been the top-cited reason for leaving jobs every years since 2010. (Work Institute, 2024). Also the RTO, or the push for employees to return to physical offices has led to increased resignations. On the other hand, is the Mental Health and Wellbeing Concerns. Employee well being has become a focal point. Stress and mental health issues are significant contributors to attrition, with 61% if turnover linked to poor mental health. Lastly, is the economic pressures ad compensation. Financial factors continue to influence employee decisions like better salary and compensation remain the top reasons for turnover.

Problems of employee attrition in the Philippines present several challenges for organization, particularly in high-turnover industries like BPO and retail. One problem is High Cost for Employers. Recruitment and training costs increase significantly with frequent turnover.. Companies my spend up to 50-200% of employee's annual salary to replace them. (including on-boarding, lost productivity, and ramp-up time). Lost of skilled talent. Experience workers leaving often results in a knowledge drain, especially in technical roles and customer service.

This case study prompted the researcher to write because, she is indeed a Human Resource Manager. She just want to save the companies image and make the employees happy despite of challenges. If this will not be addressed properly soon, good talents will disappear and can lead to team instability, lower morales and increased workload for remaining staff, which may cause further resignations.

INTRODUCTION

Background of the Study

Private Storage Inc., established in 1999 and headquartered in Pasig City, is a prominent player in the warehousing and logistics sector. The company has rapidly grown due to its commitment to offering high-quality storage solutions,

including temperature-controlled storage and efficient inventory management. With a strong focus on customer satisfaction and operational excellence, Private Storage Inc. has built a solid reputation for reliability and innovation in an increasingly competitive market.

The vision of Private Storage is to establish a network of cold



storage facilities in key cities across the Philippines, a strategy believed to best meet the logistics needs of clients. To support this vision, Private Storage utilizes state-of-the-art refrigeration components to ensure complete product integrity. Additionally, the company has emergency on-site generators capable of sustaining full operations, thereby assuring customers of efficient, safe, and superior product quality throughout the distribution process. The company also offers a range of value-added services, including cross-docking, trans-loading, repacking, labeling, and shrink-wrapping, and is staffed by highly trained personnel who undergo regular product safety inspections.

Private Storage Company's expansive nationwide network consists of 27 branches in Luzon (covering Regions 1 to 4A and 4B, including the NCR), 9 branches in the Visayas, and 10 branches in Mindanao, totaling 46 linked depot offices. This extensive reach underscores the company's commitment to serving its clients effectively.

To manage its operations efficiently, the company has an organizational structure under the Executive Vice President, designed to ensure streamlined operations across multiple key functions. The Executive Vice President oversees nine primary divisions: Depot Operations, Sales, Finance, Human Resources, Purchasing, Quality Management System, Safety, Health & Environment, Food Safety, and Security.

The General Manager of Depot Operations is in charge of the Depot Manager. The Warehouse is under the Depot Manager. Supervisor, the Leadman, and the Inventory Control Analyst. The Depot Quality Assurance Officer, Depot Safety Officer, and Depot The Depot Manager's staff also includes nurses. This section prioritizes operational standards, safety, and quality assurance at various depot locations. The National Sales Manager drives revenue growth and market expansion, supported by the Sales Account Manager and Sales Secretary, highlighting the importance of teamwork.

The Finance Department, managed by the Finance Manager, ensures the company's financial health, with roles including Accounts Receivable and Accounts Payable specialists responsible for handling financial transactions. The Human Resources Division, overseen by the HR Manager, focuses on developing and managing human capital and implementing HR policies effectively.

The Quality Management System is represented by the Quality Management Representative, supported by a Deputy QMR and a Central Document Controller, who ensures compliance with quality standards. In the meanwhile, the SHE Manager oversees Safety, Health, and Environment (SHE), with assistance from the SHE Coordinator and an on-site physician. The Food Safety Manager is in charge of a hardworking group that is devoted to maintaining food safety and quality regulations.

Finally, the National Chief Security Officer oversees security protocols throughout the company to guard against possible attacks, encompassing physical security, information security, crisis management, and security policy compliance.

This comprehensive organizational structure ensures that each functional area is well-supported with dedicated leadership and specialized roles, aligning the company's strategic goals with its operational capabilities.

The researcher has joined the Private Storage Inc. on March 10, 2010, as the Process Improvement Manager at the warehousing and logistics facility in Pasig City. During the onboarding, it was observed a lack of established procedures for recruitment, selection, hiring, and onboarding. The primary focus was on improving operational efficiency, which led the researcher to prioritize these areas over HR practices.

Since 2018, employee attrition has become a pressing issue, performing in a high development rate that disrupts functional effectiveness and affects platoon morale. The underpinning causes of hand disengagement haven't been sufficiently addressed despite the perpetration of several programs, including frequent reorientation sessions, performance reviews, and training forums. Lack of operation support has been a major handicap to the relinquishment of more significant results. The primary thing, as the Human coffers department manager, is to secure management support for investing in comprehensive training and development programs to foster career growth. Round in human resources.

However, continuous improvement remains essential. A notable challenge we face is a high employee attrition rate, particularly as the company has expanded from seven depots in 2010 to 42 in 2023. This growth has attracted multinational clients such as JWSL, URCI, Nestlé Philippines, Virginia Foods, and Food sphere, making it imperative for the Company to deliver exceptional service tailored to their needs. To meet these evolving pressures, we must invest in upskilling and upgrading our workforce while adjusting hiring criteria and compensation frameworks to attract new talent.

Statement of the Problems

The objective of this study is to examine a case study on employee attrition at Private Storage Inc., determine the root reasons of high attrition rates, and suggest practical solutions to lower employee attrition. Specifically, in answers the following questions:

1. What is the current attrition rate of employees of the Private Storage Company?
2. What are the factors contributing to attrition in Private Storage Company?
3. What are the effects of high attrition of employees of the company?
4. What is the impact on high attrition in the operations of the company?
5. What is the impact on high attrition to the inventory management of the company?
6. What are the strategies that can be employed to reduce the high attrition of the company?
7. What are the implications of the high attrition of employees in the company?
8. What program may be developed in order to improve the high attrition of the company?

Research Methodology

In order to determine the root causes of employee attrition and

assess its impact on organizational performance, employee engagement, and the company's culture, this case study employs a mixed-methods approach that integrates quantitative and qualitative data.

Data Collection Methods

Quantitative Data: Attrition rates will be assessed by analyzing historical HR records from the past five years to quantify trends in employee turnover. Surveys will be administered to current employees to gather insights into their experiences and the factors influencing their decisions to remain with the company. Additionally, reports from HR monitoring the reasons for resignation will be referenced to identify the motivations behind employees leaving the organization.

Qualitative Data: In-depth interviews and focus group discussions will be conducted with a representative sample of employees from various departments. This qualitative approach will facilitate a richer understanding of the underlying causes of attrition, including employee satisfaction, work-life balance, managerial relationships, and career development opportunities.

Primary Data Sources

Primary sources provide raw information and first-hand evidence. Examples include interview transcripts, statistical data, and works of art. Primary research gives direct access to the subject of research. (Raimo Streefkerk, June 20, 2018. Revised on May 31, 2023.)

In this study, the main data sources consist of both quantitative and qualitative data.

Quantitative Data Sources:

1. Historical HR Records

HR databases containing records of employee tenure, termination dates, and reasons for exit collected over the last five years. This information will be crucial for calculating attrition rates and identifying turnover trends.

2. Employee Surveys

structured survey answers from existing workers intended to measure engagement, contentment, and the elements affecting their choices to stay with the organization. The workforce's perspectives will be better understood thanks to this data.

3. HR Reports on Resignations

Documentation from HR that outlines the reasons provided by employees for resigning, which helps in identifying common patterns or themes related to attrition.

Qualitative Data Sources:

1. In-Depth Interviews

One-on-one interviews conducted with a representative sample of employees from diverse departments. These interviews will provide nuanced insights into individual experiences, motivations, and perceptions regarding their roles and the organization.

2. Focus Group Discussions

Facilitated sessions involving groups of employees from various backgrounds and departments. These discussions will foster interaction and allow participants to share and compare their experiences regarding job satisfaction, work-life balance, and opportunities for career growth.

3. Employee Feedback and Comments

Insights gleaned from open-ended survey replies and any other feedback channels that let staff members share their opinions about management practices, working conditions, and retention-related issues.

Secondary Data Sources

Secondary sources provide second-hand information and commentary from other researchers. Examples include journal articles, reviews, and academic books. Thus, secondary research describes, interprets, or synthesizes primary sources. (Raimo Streefkerk, June 20, 2018. Revised on May 31, 2023.)

Secondary data (also known as second-party data) also refers to any dataset collected by any person other than the one using it.

Secondary data sources are extremely useful. They allow researchers and data analysts to build large, high-quality databases that help solve business problems. By expanding their datasets with secondary data, analysts can enhance the quality and accuracy of their insights. Most secondary data come from external organizations. However, secondary data also refers to that collected within an organization and then repurposed. (Will Hillier, November 30.)

ENVIRONMENTAL ANALYSIS

This chapter discusses the information regarding the internal and external terrain of Private Storage Inc.

This case study investigates the colorful factors impacting hand waste at Private Storage Inc. by examining both internal and external dynamics that contribute to workforce turnover. Internally, the researcher focus on the organizational culture, management practices, employee engagement levels, and job satisfaction. Externally, the researcher consider labor market competition, the absence of labor unions, workforce demographics, and corporate reputation as critical elements that may impact talent retention. Gaining insights into these factors is essential for developing effective strategies to reduce attrition, boost employee satisfaction, and enhance overall organizational performance.

Internal Environment

The internal environment of Private Storage Inc. encompasses the various elements that influence our operations and organizational dynamics. This includes our organizational culture, leadership styles, employee relationships, and communication practices, all of which shape the experience of our workforce. As we strive for excellence in the storehouse results assiduity, it's essential to understand how these internal factors impact hand engagement, productivity, and overall organizational effectiveness. By assessing our internal terrain, the experimenter can identify strengths to make upon and

challenges, our dedication to nurturing a supportive environment remains a cornerstone of our HR initiatives, ultimately seeking to enhance both employee satisfaction and client performance.

Operational / Technical Aspect

At Private Storage Inc., our internal environment is designed to optimize efficiency and maintain the highest standards of product integrity. We are able to guarantee total product integrity throughout the warehousing process thanks to our cutting-edge refrigeration components. In order to ensure 100% operating capacity even in unanticipated situations, we have additionally invested in emergency on-site generators that can power the whole plant. Throughout the distribution process, this dedication to ideal temperature control and system dependability ensures effective, secure, and outstanding product quality.

Our warehousing activities encompass essential functions, including receiving and stacking incoming goods, picking and packing orders, and conducting regular inventory counts to maintain accurate stock levels. Additionally, we provide a host of value-added services, such as cross-docking, trans-loading, repacking, labeling, and shrink-wrapping, tailored to meet our clients' unique needs.

All our facilities are staffed by highly trained personnel, several of whom undergo regular product safety inspections to ensure compliance with industry standards. At Private, we pride ourselves on our ability to adapt to the individualized needs of our clients, and we are always ready to serve you with excellence.

Cold Storage Room Layout for 2 pallet level 102,000 kgs capacity



Perspective view of cold storage with 2 pallet level at 102,000kgs capacity



Receiving



Packing Activities



Marketing Aspect

The American Marketing Association (AMA) defines marketing as the process of developing, communicating, delivering, and trading solutions that are valuable to partners, consumers, clients, and society at large. Conversely, marketing is defined by Investopedia as actions a business makes to encourage the purchase or sale of its goods or services.

According to the researcher's observations and insights, Private has not actively engaged in promotional efforts to market its warehousing services. Instead, their most effective marketing tool is the competitive pricing they offer to clients, which serves as their primary strategy for attracting new business. The presence of major industry players like Jollibee and URIC as clients has significantly boosted Private's reputation, eliminating the need for traditional advertising methods such as TV, radio, newspapers, magazines, or even social media platforms like TikTok to promote their services. The endorsement from such prominent clients—including Jollibee, URIC, Foodsphere, CDI, Century, and Virginia—has been more than sufficient to establish Private's credibility and attract a broad clientele across the Philippines. The many warehouses being built to satisfy the expanding needs of both big and small customers around the country are proof of this. These considerations lead to the conclusion that private doesn't bear significant investment in marketing enterprise. likewise, Private's character in the request is farther strengthened by its active participation in important trade bodies like the Philippine Association of Meat Industry (PAMI) and the Cold Storage Chain Association of the Philippines (CCAP).

SWOT Analysis Strengths

Private Storage Inc., is very proud to offer competitive storage rates that set us apart from other warehousing companies in the industry. Our strategic location provides optimal access to food chains and stores throughout Northern Mindanao, ensuring that we are well-positioned to meet the logistical needs of our clients.

We understand that every business has unique requirements, and as such, we provide flexible services and solutions tailored to our customers' specific needs. Our facility is entirely owned and operated by us, granting us full control over all aspects of operations, maintenance, and improvements. This autonomy allows us to maintain high standards and adapt quickly to changing demands.

Further solidifying our commitment to excellence, Private Storage Inc. is certified and complies with assiduity norms and stylish practices, similar as ISO 90012015, TAPA Level C, FSSC 22000, HACCP, and NMIS AA. This commitment to quality assurance highlights our commitment to furnishing our guests with outstanding service and responsibility.

Weaknesses

Despite our commitment to excellence at Private Storage Inc., we recognize certain operational challenges that require our attention. One significant issue is inconsistent monitoring

caused by malfunctioning CCTV systems, which compromises our ability to ensure security and safety effectively. Additionally, the manual defrosting of coils has led to stock damage and temperature fluctuations, adversely affecting product integrity.

We have encountered instances of unreported product damages, resulting in discrepancies in inventory and potential charges that impact our operational efficiency. Furthermore, insufficient water supply hampers our cleaning and sanitation efforts, crucial for maintaining the highest hygiene standards.

There are noticeable discrepancies in inventory and billing processes that need to be addressed to ensure accuracy and transparency. Likewise, maintaining functional durability has come delicate due to the absence of applicable development processes for abnegated labor force and those absent without leave (Truant).

Another issue is the rising waste rate, which is substantially caused by a distinction between our compensation packages and the assiduity standard pay envelope matrix. This problem highlights the necessity of a strong pay plan that draws and keeps gift. Additionally, the absence of regular meetings with management hinders the expeditious approval of projects and activities, potentially stalling progress. Our HR department is also operating with limited personnel, which affects our capacity to support our staff adequately.

Finally, there is a lack of employee recognition and a standard reference basis for promotion s, which can impact employee morale and motivation. Addressing these challenges is crucial for fostering a positive work environment and ensuring the continued success of our operations.

Opportunities

The company has a significant opportunity to expand its cold and dry storage facilities, increasing capacity to meet growing demand and improve inventory management. Furthermore, there is a good chance to carry out a rehabilitation plan for present facilities, updating and contemporizing them to ameliorate functional effectiveness and conform to contemporary assiduity morals.

Threats

The loss of current workers as a result of a former director's conduct, which has redounded in staff and the ongoing need for rehiring and training, is one of the company's numerous troubles. Also, labor disgruntlement has been aggravated by this circumstance, significantly injuring operations and morale. Additionally, there is a risk of pilferage and theft due to the connivance between outsourced truckers and warehouse checkers, undermining inventory security and operational integrity.

External Environment

The dynamic terrain in which Private Storage Inc. works is told by a number of outside variables. Politically, the business must negotiate a maze of laws that affect labor operation and storehouse operations, guaranteeing compliance while

conserving productivity. Economically, the need for storehouse services varies according to shifts in the frugality; ages of expansion may affect in advanced customer demands, while downturns may give difficulties. Socially, there is a growing trend among consumers towards sustainability, compelling Private to adopt eco-friendly practices to meet customer expectations and remain competitive. Technological advancements also play a significant role, as innovations in inventory management and security enhance operational effectiveness and improve overall service quality.

Moreover, environmental considerations are increasingly important; Private must adhere to regulations on waste management and energy use, while pursuing sustainable initiatives that can attract environmentally conscious clients. Finally, legal factors such as health and safety regulations, labor laws, and data protection policies are crucial for the company to uphold its reputation and mitigate risks.

In this ever-changing environment, Private Storage Inc. continuously adapts to these political, economic, social, technological, environmental, and legal factors to leverage opportunities and address challenges within the storage industry.

Political

Private Storage is influenced by several political factors, including government regulations and support from the government.

First, the company must follow rules related to food safety, pharmaceuticals, and the environment. Staying compliant with these regulations is important to avoid fines and keep the necessary certifications.

Government support also plays a role. Policies that improve logistics, transportation, or offer incentives for green technologies can help reduce costs and make operations more efficient, benefiting the company.

Private Storage meets important standards like ISO 9001:2015 and HACCP, showing that it follows food safety and quality regulations. However, changes in these rules could impact how the company operates.

Lastly, the Philippines' political stability offers a stable corporate climate. However, how the business runs its warehouses may be impacted by any changes in government regulations, particularly those pertaining to commerce or industry.

Economic

Private Storage Inc. faces several economic factors that significantly impact its operations. First, the overall economic conditions play a crucial role in determining the demand for warehousing and logistics services. When the economy slows down and consumer spending decreases, the need for storage and distribution services also declines.

Another challenge for Private is the rising cost of raw materials and energy, particularly for maintaining cold storage facilities. High energy costs can increase operational

expenses, affecting the company's profitability.

Inflation and interest rates are also important considerations. When these rates rise, the cost of financing goes up, which can complicate pricing strategies and lower profits. Private must manage these financial pressures to stay competitive in the market.

Furthermore, Private's competitive pricing aids in drawing in and keeping customers, but inflation or economic downturns (such as those that occurred during the COVID-19 pandemic) may have an effect on operating expenses and how they determine their rates. The danger of losing workers to rivals emphasizes how competitive recruiting is, and wage-influencing economic situations may make it more difficult to keep qualified personnel.

Lastly, Private must contend with infrastructure costs, such as the need for an adequate water supply and the challenges of manual defrosting. These issues emphasize the economic impact of maintaining and upgrading their facilities, which is essential for smooth operations.

Social – Cultural

Several social factors are shaping the cold storage, warehousing, and logistics industry, mainly through three key trends:

First, consumer preferences are changing. People now want more fresh, organic, and perishable goods, which increases the need for specialized storage like cold storage.

Second, there is a greater focus on health and safety. This is especially important in the food and pharmaceutical industries, leading to more demand for temperature-controlled storage to ensure products are stored safely and meet regulations.

Third, there is a shift in the workforce. In the fields of logistics and storage, there is an increasing demand for qualified professionals and new expectations. This implies that in order to fulfill the demands of the sector, businesses must alter their hiring and training practices. These social factors highlight the need for warehousing services to adapt to what consumers want, comply with safety standards, and address workforce needs in the cold storage industry

Technological

There are many factors driving technological advancements in the warehousing and logistics industry, especially in cold storage and supply chain management. Below are the three factors that Private considers important:

First, new warehouse technologies are changing how operations work. Innovations like automation, the Internet of Things (IoT), and Artificial Intelligence (AI) are helping to make warehouse processes more efficient, improve inventory tracking, and manage energy use better.

Second, technological developments in cold storehouse are pivotal. Energy-effective systems and refrigeration advancements contribute to reduced operating costs and further sustainable cold storehouse. Incipiently, the sector is

changing due to bettered data operation technologies. More tracking, reporting, and force chain operation are made possible by sophisticated logistics software, which improves client satisfaction and service quality.

Environmental

Several environmental factors are increasingly affecting Private's operations. One key concern is the growing emphasis on sustainability practices. As a company, Private is under pressure to adopt eco-friendly methods, reduce its carbon footprint, and minimize energy consumption, which may require investments in green technologies and more sustainable processes. Climate change is another significant issue, as extreme weather events could disrupt Private's supply chains and warehousing operations, especially those relying on temperature-controlled environments. Additionally, responsible waste management is becoming more crucial for Private. Proper disposal of materials used in packaging and refrigeration is essential to meet both regulatory requirements and customer expectations. These factors underscore the need for Private to integrate environmental considerations into its strategies, particularly in areas like logistics, storage, and operations management.

Legal

Private faces several important legal considerations in its operations. First, compliance with industry standards is crucial. The company must follow regulations for food safety, such as HACCP and FSSC, as well as pharmaceutical storage standards like Good Warehousing Practices and Good Distribution Practice. This is essential for legal compliance and to ensure safe operations. Second, health and safety regulations must be adhered to in order to protect employees and maintain a safe work environment. Ensuring workplace safety is a top priority for both legal and ethical reasons. Third, managing contractual obligations with clients and suppliers is key. Private needs to carefully handle contracts, service agreements, and liability issues to avoid legal risks and ensure commitments are met.

Lastly, the company must comply with local food safety laws to avoid legal issues and protect certifications. Private also needs to follow labor laws to ensure fair treatment, proper wages, and safe working conditions for its employees. Failure to do so could result in legal challenges, including issues like high employee turnover or inadequate benefits. Overall, these legal factors are critical to Private's operations, affecting compliance, safety, and contractual relationships.

IDENTIFICATION OF THE PROBLEMS

Table1 Age

Age	Frequency	Percentage
21 – 30 years old	468	55.8
31 – 40 years old	203	24.2
41 – 50 years old	107	12.7
51 years old and above	61	7.3
Total	839	100.0

This chapter discusses the problems of the company in terms of Marketing, Technical, Human Resource, Management, Financial and Socio-Economic aspects.

Table 1 shows that the highest range of age is 21 – 30 years old with 468 or 55.8 percent, while the lowest is 51 years old and above with 61 or 7.3 percent.

Table 2 reveals that the highest frequency in terms of department assigned is marketing with 346 or 41.2 percent, while the lowest is HR with 15 or 1.8 percent.

Table 2 Department Assigned

Department Assigned	Frequency	Percentage
IT	23	2.7
Finance	247	29.5
Marketing	346	41.2
HR	15	1.8
Others	208	24.8
Total	839	100.0

Table 3 shows that the most of the respondents has a position of staff with 507 or 60.5 percent, while the lowest is manager with 107 or 12.7 percent.

		Table 3 Position	
	Position	Frequency	Percentage
Manager		107	12.7
Supervisor		225	26.8
Staff		507	60.5
Total		839	100.0

Table 4 reveals that the highest years in service on the company is 1-3 years with 537 or 64.0 percent, while the lowest is 10 years and above with 97 or 11.6 percent.

Table 4 Number of Years in the Company

Number of Years in the Company	Frequency	Percentage
1-3 years	537	64.0
4-6 years	205	24.4
10 years and above	97	11.6
Total	839	100.0

Problem No. 1: Human Resource Aspect

Wages and benefits (e.g., health insurance, paid time off, retirement plans) may not be competitive with other storage, logistics, or even manufacturing companies in the surrounding Central Luzon area. Demanding schedules, long hours, heavy physical labor, and insufficient staffing can lead to burnout and stress. Warehousing often involves shifts, overtime, and intense periods. Employees, especially in entry-level warehouse roles, may perceive their positions as "dead-

end" with limited opportunities for advancement within Private Storage Company.

Ineffective or unsupportive supervisors (e.g., lack of recognition, poor communication, unfair treatment, inadequate feedback, micromanagement) can significantly impact employee morale. A negative or unsupportive work environment, lack of recognition, poor teamwork, or inadequate safety measures can make employees feel undervalued, disrespected, or unsafe. New hires might not receive adequate onboarding or initial training, leaving them unprepared for their roles, overwhelmed, and disengaged early on. Ineffective hiring processes might lead to a poor fit between the employee's skills, expectations, and the actual demands of the job.

Problem No. 2: Human Resource Aspect

Salaries, overtime pay, health insurance, leave policies, and other perks are below industry standards or what competitors (other storage companies, logistics firms, manufacturing plants) in the offer from the Central Luzon region. If earnings don't keep up with inflation and the region's growing cost of living, things might get worse. Chronic understaffing, ineffective procedures, unattainable production goals, required excessive overtime, and strict scheduling all contribute to employees' ongoing feelings of overload, physical exhaustion, and mental depletion. One major factor is the physically taxing nature of warehouse job.

Employees perceive a lack of clear promotional paths, insufficient training programs for skill enhancement (e.g., advanced inventory management systems, specialized equipment operation, supervisory skills), and limited investment in their professional future within Private Storage. Supervisors and team leaders lack training in effective communication, conflict resolution, feedback delivery, recognition, empathy, and fair performance evaluation. This can manifest as micromanagement, favoritism, lack of trust, or a failure to endorse for their brigades. A work terrain characterized by poor cooperation, lack of appreciation, shy safety practices, low morale, a "blame game" intelligence, or a general feeling of being underrated and ungrateful. There may be no formal recognition programs, or informal recognition is absent.

Problem No. 3: Operations / Technical Aspects

Supervisors' and trainers' time, supplies, and new workers' lost productivity throughout their learning curve. This may involve specialized equipment training for a storage firm. Experienced staff members bring with them vital information about business procedures, client histories, unspoken guidelines, peculiarities of certain equipment, and problem-solving techniques exclusive to Private Storage.

Slower processing of incoming/outgoing goods, reduced inventory accuracy, and potential delays in client requests. This can directly impact the core service of a storage company. High attrition can create a "flight risk" environment, where remaining employees start looking for

new opportunities, fearing the ship is sinking. New or overburdened staff may give inconsistent service, make further crimes, or be less knowledgeable when interacting with guests. A character for high development makes it harder to attract good campaigners, as top gift seeks stable, well-regarded employers. This creates a vicious cycle. **Problem No. 4: Operations / Technical Aspect**

Supervisors' and trainers' time, supplies, and new workers' lost productivity throughout their learning curve. This may involve specialized equipment training for a storage firm. Experienced staff members bring with them vital information about business procedures, client histories, unspoken guidelines, peculiarities of certain equipment, and problem-solving techniques exclusive to Private Storage.

Problem No. 5: Operation / Technical Aspect

Fewer available hands mean a direct decrease in the volume of work that can be processed. For a storage company, this translates to slower receiving, stocking, picking, packing, and shipping of goods. Experienced employees leaving take with them invaluable knowledge about Private Storage's specific inventory layouts, client preferences, unique handling procedures, maintenance quirks of equipment, and shortcuts learned over time. They might also possess certifications (e.g., specific forklift types, WMS system mastery) that are immediately lost.

The employees who stay are forced to absorb the workload of those who left. This leads to increased individual burden, stress, and burnout. They may try to take up the slack at first, but exhaustion and demoralization will eventually cause their productivity to drop. Errors like misplacing merchandise, improper picking and packing, or data entry errors in the Warehouse Management System (WMS) are more common with inexperienced or overworked employees.

Problem No. 6: Operation / Technical Aspect

Product damage may result from inexperienced workers handling items improperly, using the wrong equipment, or not adhering to standard stacking and storage methods. Understaffing may put a lot of strain on employees, which might result in hurried handling and errors. A crucial procedure for preserving inventory accuracy, cycle counting, frequently suffers. There might not be enough employees to complete counts, or the personnel assigned might not have the expertise and meticulousness needed for precise audits.

Longer times to reconcile discrepancies, leading to further operational delays, customer dissatisfaction, and potential financial write-offs. Reduced storage capacity, making it harder to accommodate new inventory, potentially incurring costs for offsite storage or delaying incoming shipments.

Ethical Consideration

We want to study about *Employee Attrition at Private Storage Inc.* We believe that your perception regarding this topic can greatly contribute in this research project. For Survey/ google

forms: This research will involve your participation by answering an online google form which will take for about 20-30 minutes.

You are being invited to take part in this research because i feel that you can contribute much to our understanding and knowledge about Employee Attrition. Your participation in this research is entirely voluntary. The choice that you make will have no bearing on your grades/ evaluation. You may change your mind later and stop participating even if you agreed earlier.

For Survey/ Google forms :

We are inviting you to take part in this research project. If you accept, you will be asked to answer questions on the google forms. The information recorded is confidential, your name is not being included on the forms, only a number/ code will identify you, and no one else except the researchers will have access to your survey. The files will be destroyed after the finalization of the research study. We will securely delete digital data, including backups, shared files, and destroy any hard copies through shredding.

There is a risk that you may share some personal or confidential information by chance. However, we assure you that the information that we collect from this research project will be kept private. Some benefits in participating in the present study includes knowing the current status of your business and your own business prospects while contributing to the overall identification of the employee attrition. The results will become a basis for future growth and development. By answering the survey questionnaires, the respondents have the chance to revisit and evaluate many aspects of their business that could lead to improving services to their clients. You will not be provided any incentive to take part in the research/ A small token will be given. The information that we collect from this research project will be kept private. Any information about you will have a number on it instead of your name. Nothing that you tell us today will be shared with anybody outside the research team, and nothing will be attributed to you by name. The knowledge that we get from this research will be shared with you and your Private Storage before it is made widely available to the public. If you wish not to take part in this research, it is alright. You may also stop your participation in the research at any time that you like to.

ALTERNATIVE COURSE OF ACTION

This chapter discusses the offered solution to the problems identified for Mr. Grilled Company.

Problem No. 1: Human Resource Aspect Alternative Course of Action 1:

Ask departing workers about their reasons for leaving, their happiness with several areas (compensation, management, workload, growth), and their recommendations for improvement by creating a comprehensive departure interview questionnaire. Engage long-tenured and high-performing staff members proactively to learn about their values, reasons for staying, and potential reasons for leaving.

Alternative Course of Action 2:

To find patterns, examine past data on internal transfers, performance reviews, training completion, and promotions. Examine the typical pay and perks offered by Central Luzon storage and logistics firms for similar positions.

Problem No. 2: Human Resource Aspect Alternative Course of Action 1:

To find trends, compute the voluntary attrition rates from the past and present (total, by department/team, and by tenure level). Examine all previous exit interview data in a methodical manner. Conduct organized, sympathetic, and private exit conversations with an emphasis on certain "push" causes for future departures.

Alternative Course of Action 2:

Conduct private "stay interviews" with long-tenured, high-achieving current staff members. Distribute an anonymous survey that covers pay, benefits, workload, management effectiveness, career progression, recognition, culture, and work-life balance. Ask questions such, "What makes you stay?" "What might cause you to leave?" and "What could we improve?" Assure anonymity to promote candid criticism. Examine current pay scales, overtime regulations, and benefits in depth in comparison to similar positions in Central Luzon's warehousing, logistics, and related industrial industries.

Problem No. 3: Operation / Technical Aspect Alternative Course of Action 1:

To find out how attrition especially affects their workload, morale, and capacity to accomplish goals, speak with managers and remaining staff in the impacted departments. Examine important operational data to determine whether there are any relationships with attrition spikes, such as turnaround times for storage requests, inventory accuracy rates, order fulfillment speeds, and customer complaint volumes. Make filling important open positions a top priority. Simplify the hiring procedure. Improve the first onboarding process to get new recruits up to speed as soon as possible (e.g., matching new hires with experienced "buddies").

Alternative Course of Action 2:

Implement all of the measures outlined in the "Action Plan to Address Causes of High Attrition" (such as enhanced work-life balance, career pathing, leadership development, salary changes, and cultural upgrades).

Problem No. 4: Operation / Technical Aspect Alternative Course of Action 1:

Determine which important positions have notable wage disparities based on benchmarking. Create a strategy to gradually raise pay ranges for essential positions to at least the market average, if not more. Take local cost of living hikes into account. Make sure staff members comprehend the worth of their whole compensation package, not simply their basic pay. Personalized "total compensation statements" should be sent once a year.

Alternative Course of Action 2:

To find inefficiencies, bottlenecks, and areas where automation or improved tools could lessen the impact on manual labor, involve staff members in process mapping workshops. Where practically feasible, look at solutions for reduced workweeks or flexible shift patterns. Maintain strict oversight and control over required overtime to guarantee equitable allocation and sufficient downtime.

Problem No. 5: Operation / Technical Aspect Alternative Course of Action 1:

Determine the locations of the largest operational bottlenecks and task mismatches brought on by recent departures right away. Reassign urgent work in accordance with the abilities and capacity of the remaining staff. Cross-training current staff on crucial jobs where there is a single point of failure because of departures should be given priority. Pay attention to the crucial procedures that have an immediate effect on throughput.

Alternative Course of Action 2:

Call urgent team meetings to discuss the impact of attrition, acknowledge the additional workload, thank everyone for their efforts, and detail the immediate measures being done to relieve pressure. Start methodically recording important operating processes, handling guidelines tailored to each customer, equipment troubleshooting manuals, and WMS quirks in a digital format that is readily available (e.g., intranet, shared drive). Set important chores first.

Problem No. 6: Operation / Technical Aspect Alternative Course of Action 1:

Targeted audits should be carried out on high-value or quickly-moving products or locations where attrition has recently occurred. Make finding significant differences between physical stock and WMS a top priority. Use temporary employees especially for cycle counting, inventory auditing, or data entry support if personnel levels are really low, but make sure they are well monitored.

Alternative Course of Action 2:

Remind the remaining employees of how crucial proper WMS data entry is. Provide brief, required refresher courses on appropriate WMS practices. Provide customized training courses for all warehouse employees that emphasize inventory accuracy. Incorporate hands-on activities for counting, scanning, product identification, and WMS navigation. Employees should be certified in these areas. Provide performance rewards to staff members or groups who continuously exhibit high inventory accuracy rates to emphasize the value of accuracy.

CONCLUSIONS AND RECOMMENDATION

This chapter discusses the conclusions and recommendations of the study.

Conclusions

1. Benefits and pay (such as health insurance, paid time

off, and retirement plans) might not be comparable with those offered by other logistics, manufacturing, or storage firms in the Central Luzon region. Create a comprehensive departure interview questionnaire to ask departing staff members about their reasons for leaving, their level of satisfaction with several areas (development, workload, management, and compensation), and their recommendations for improvement.

2. Pay, overtime compensation, health insurance, leave policies, and other benefits fall short of industry norms or what rivals in the Central Luzon region (other manufacturing facilities, storage businesses, and logistics organizations) provide. To find trends, compute the voluntary attrition rates from the past and present (total, by department/team, and by tenure level).
3. New hires' lost productivity throughout the learning curve, resources, and the time spent by supervisors and trainers. To find out how attrition especially affects their workload, morale, and capacity to accomplish goals, speak with managers and remaining staff in the impacted departments.
4. A sizable portion of Private Storage's workforce is quitting the firm willingly. Determine which important positions have notable wage disparities based on benchmarking. Create a strategy to gradually raise pay ranges for essential positions to at least the market average, if not more. Take local cost of living hikes into account.
5. The amount of work that can be completed directly decreases when there are fewer hands available. This results in slower receiving, stocking, selecting, packing, and shipping of items for a storage firm. Determine the locations of the largest operational bottlenecks and task mismatches brought on by recent departures right away.
6. Product damage may result from inexperienced workers mishandling items, using the wrong tools, or neglecting to follow basic stacking and storage protocols. Targeted audits should be carried out on high-value or quickly-moving products or locations where attrition has recently occurred.

Recommendations

1. Perform a comprehensive salary benchmarking study against both immediate rivals and the larger logistics and warehousing industry. Offer a competitive benefits package (health, retirement, leave) and be ready to modify basic salary. Provide distinct, easily observable professional advancement pathways for every position at Private Storage, ranging from entry-level to management. Establish internal training initiatives, provide external certifications (such as logistics courses approved by TESDA), and support internal advancements.

All managers and supervisors should be required to complete leadership training that emphasizes empathy, communication,

conflict resolution, feedback, and acknowledgment. Give supervisors a 360-degree evaluation. Encourage an atmosphere of candid communication, respect for one another, and cooperation. Establish consistent appreciation initiatives for contributions and excellent work. Continue to improve safety procedures, make sure they are strictly followed, make safety a top priority, and set up a reliable mechanism for gathering and evaluating employee input (e.g., departure interviews, stay interviews, anonymous surveys). Don't only gather information; take action and share how feedback is promoting progress. In a market that has steadied, tenant happiness must be given first priority. Turnover rates may be considerably decreased by using tactics like loyalty programs, better facility features (such climate control and increased security), and individualized services. It is frequently less expensive to keep current clients than to get new ones.

2. Don't assume anything. Gather and evaluate data from anonymous employee surveys, stay interviews, departure interviews, and market-specific salary benchmarking in a methodical manner. Make sure your whole benefits package (pay, overtime, bonuses, health insurance, and paid time off) is clearly competitive with comparable positions in Central Luzon's warehousing, logistics, and related industrial industries.

Clearly define and promote career paths at Private Storage. Encourage internal promotions and fund skill-building initiatives (such as WMS training, equipment certifications, and supervisory skills). Put mentoring programs into action. All platoon leaders and administrators should get needed and nonstop training in conflict resolution, formative review, humane leadership, effective communication, and admitting hand benefactions. Use 360-degree feedback to estimate their efficacy. Workloads should be totally estimated and optimized to avoid collapse. When possible, look into flexible schedule possibilities. Make sure workers feel secure and appreciated by rigorously clinging to and promoting safety procedures. 3. Establish strong knowledge management tools (such as video lessons, centralized digital SOPs, and mentoring programs) to record and disseminate important institutional information from seasoned staff members prior to their departure. Recognize that existing employees are under more stress and have a heavier task. Provide urgent relief through task reassignment, temporary staffing, or process simplification. Most importantly, show your support and acknowledgement in public.

If service levels are affected, be open and honest with important clients about the problem and your attempts to fix it. Give customer support personnel the resources they need to repair relationships through service recovery (e.g., priority service, discounts). Implement the strategy to address the root causes of attrition (e.g., remuneration, management, career routes, and culture) while simultaneously reducing its consequences. The cycle of high development can only be avoided in this way. Monitoring profitable pointers, including shifts in interest rates, can reveal information about the state of the request in the future. In order to take advantage of

positive profitable trends, drivers should be ready to modify their plans as necessary.

1. Communication that is honest and open fosters trust. Building a culture where employees feel heard and appreciated is essential for influencing their decision to stay, and this can be achieved by actively listening to their input and taking clear action on it.
2. Before departing, actively gather and record operational expertise from seasoned staff members. This entails putting in place formal handover procedures, utilizing internal wikis or knowledge bases, and developing thorough Standard Operating Procedures (SOPs). Make cross-training a regular and required procedure for all employees at Private Storage. Make sure many workers are skilled in each operational area's crucial jobs.

Redesign the onboarding program with the goal of accelerating new recruits' productivity. This implies systematic instruction, hands-on practice, and quick assistance from a devoted "buddy" or mentor. To optimize procedures and lessen dependency on manual labor for extremely repetitive operations, investigate and adopt technological alternatives, such as improving your Warehouse Management System (WMS) or adding automation (e.g., automated sorting, improved scanning). Private Storage must concurrently and consistently address the underlying reasons of attrition (e.g., competitive compensation, improved work-life balance, career progression, supportive management, good culture) while reducing its impacts.

3. Make inventory accuracy a top priority and make sure that everyone, from senior management to new recruits, understands how important it is. Sales, finance, and customer happiness are all impacted; it's not simply a "operations" issue. Employees with proper training are more productive and make fewer mistakes, which immediately improves inventory flow and accuracy. Clear skill benchmarks are provided via certifications.

Technology may make businesses more robust to attrition by standardizing procedures, lowering the possibility of human mistake, and maintaining accuracy even with varying worker numbers. The best approach to preserve high inventory accuracy, identify mistakes early, and lessen the need for intrusive complete physical inventories is to regularly cycle count. A steady, seasoned, and engaged workforce is the strongest defense against the effects of attrition on your inventory management system. The best way to maintain inventory health is to find long-term retention solutions.

4. Morale and trust are fundamental. Sincere and transparent leadership increases the likelihood that employees will participate in and believe in initiatives. People are your product in a service-oriented sector like storage. Better operational efficiency and client happiness are closely correlated with investments in their lifespan, skills, and contentment. The daily experiences of

employees are most directly influenced by managers. The biggest retention benefit will come from giving them the tools they need to lead effectively.

When workers feel appreciated and can see a future with the firm, they are more inclined to stick around. Use continual methods to get employee input, such as management check-ins, stay interviews, and pulse surveys. Importantly, explain in public how that input is being applied to promote constructive change.

PLAN OF ACTION

This chapter discusses about the action plan of the company.

Objectives	Person Involve	Time Frame	Outcome
Provide	HRD Human	Week 1 – 3	Lessenthe attrition rate Engagement
Allocate a budget for professional development, including workshops, certifications, and online	HRD Human	Week 4 – 7	Enhanced Productivity and Efficiency Reduced Training Time Improved Customer Service
Equip managers with the skills to effectively lead, motivate, and retain their teams.	HRD Human	Week 8 – 10	Stronger Employer Brand Positive Effective Succession Planning

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