

Examining Leadership, Workplace Culture and Benefits as Drivers of Employee Retention in Education

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Abstract—This research examined how leadership support and the working environment influence employees' decisions to stay in educational organizations. A total of 104 participants completed the survey. A statistical analysis measuring the *P* results showed significant positive correlations between leadership support ($r = 0.704, p < .001$) and work environment ($r = 0.639, p < .001$). Leadership support emerges as the strongest predictor. Regression analysis further confirmed these variables as significant predictors (leadership support: $B = 0.519, p < .001$; work environment: $B = 0.341, p = .003$), collectively explaining 53.9% of the variance ($R^2 = 0.539$). A qualitative analysis showed that the outcome primarily applied to young female employees employed in lower-level positions who had completed their college education. The results of the improved analysis highlighted factors such as leadership motivation, effective communication, and career development, as well as the role of small and medium businesses in the imposed pressure of leadership on employee retention. Leadership and an enhanced supportive work environment can be the focus for educational institutions that are committed to supporting employee retention initiatives. It is essential that a positive work environment and leadership support are present to enable them to provide the best care to those in need. Every field requires a leader to feel cared for in order to bring the best version of themselves to work.

I. INTRODUCTION

Preserving enthusiastic and competent personnel is essential in maintaining a quality learning atmosphere in the dynamic field of education. Employee retention is interpreted as the capacity of the educational system to attract, support, and retain effective employees throughout their careers, from the initial entry into the profession until they decide to leave the company. Some individuals were old school; some thought money was the critical factor for retention. Recent studies increasingly highlight how strongly institutional culture affects employees' commitment to staying in higher educational settings. This organizational culture reflects the common principles, attitudes, and customs that define the work environment, which has a significant impact on employees' satisfaction and commitment (Altassan & Rahman, 2023).

Organizational culture is frequently characterized as "the way we do things around" the organization. In a school setting, such a notion refers to the leadership behaviors, attention devoted to professional growth opportunities, focus on established lines of open communication, and procedures for acknowledging employee contributions. Deal and Peterson

(2016) and Schein (2010) also argued that if organizational culture is strong and positive, employees are motivated and become more involved in the organization, working in teams, and being loyal to their respective organizations. Employees who feel that the prevailing culture is helpful and inviting are the ones who stay and initiate commitment over a long period of time.

According to Herzberg's Two-Factor Theory, the work setting variables are divided into two categories: hygiene factors (which include aspects related to salary and working conditions) and motivators (which consist of recognition, responsibility, and opportunities to grow). In an educational setting, motivators such as career advancement and recognition are pivotal in employee retention. Colleague appreciation and development often have a bigger effect on satisfaction and retention than monetary rewards alone.

According to the social exchange theory, individuals assess the advantages of maintaining their positions against the potential benefits of leaving. In educational organizations, factors such as fairness positive encouragement, and opportunities for personal and professional growth significantly impact employee attitudes. When these factors are present, employees are likely to reciprocate with loyalty and dedication. Conversely, when positive conditions are lacking, dissatisfaction arises, and turnover increases.

Multiple moderators have an enormous effect on whether employees will stay in the school or not. Leadership styles are an important factor, with transformational leaders being a more effective factor in retaining employees—those who motivate and support staff (Bass, 1990; Fuller and Marler, 2009). Work-life balance is another critical factor that employees consider. When they experience excessive workloads or long working hours without adequate support, they are more likely to contemplate leaving (Ingersoll, 2001). Additionally, career development opportunities significantly impact employee satisfaction, as inadequate chances for promotion or skill enhancement can lead to dissatisfaction (Ng & Feldman, 2014). Finally, low salaries can contribute to high staff turnover, highlighting the importance of maintaining competitive compensation.

Certain elements of an academic culture, in particular, achievement and support cultures, are positively associated

with higher retention rates for academic staff. Knowledge has shown that in

Ghanaian private tertiary institutions, learning and developing cultures improve employee retention, whereas power culture is detrimental to retention (Brenyah & Tetteh, 2016). In the same vein, in the Indian higher education setting, matching organizational culture enhances managers' efficiency to improve employee engagement and retention (Tyagi, 2021).

Studies conducted by Guo (2024) in the context of Chinese private universities are consistent with the finding that particular management styles and positive organizational cultures are significantly associated with better employee retention. Mentoring plays a crucial role in the retention of academics. In the Philippine educational setting, merging organizational culture with human resource practices is a direction to which to turn in implementing institutional practices targeting employee retention (Tampol & Aguilung, 2024).

Accentuating the overall context of this study, it will appraise how educational institutions, particularly private ones, can influence organizational culture towards retaining human resources. These findings clearly show how certain cultural dimensions correlate with retention strategies, shedding light on what gives employees the impetus to remain or leave. As seen, employee retention determines and serves serving as an essential marker of the educational system's resilience and performance. (Toropova et al, 2021).

Especially, employees' job satisfaction and commitment tend to be the prevalent problems caused by the factors including insufficient leader support, non-recognition, unhealthy organizational culture, limited job promotion, and family-work conflict. Employees who are highly committed to the organization are more likely to invest their time and energy in developing quality relationships with coworkers, students, and families, according to some studies. (Snijders et al., 2020).

Even considering the high cost of organizational turnover, high turnover rates remain a problem that is time-consuming and costly for management, generally resulting in lost productivity and higher hiring costs. A deeper understanding of internal contributions is necessary. Employees are the predominant drivers of organizational performance, and poor turnover rates remain a constant managerial headache, leading to costs associated with lost productivity and the expense of filling positions. The factors that affect employee retention are crucial for organizations that wish to retain a skilled and loyal workforce.

Thus, this research examines leadership style, work environment, and employee retention. It has also examined policies related to benefits and rewards. During the 2024–2025 academic year, at a private school, for the following reasons:

1. To look into the effect that leadership support has on staff retention.
2. To investigate the connection between workplace conditions and employee retention.
3. To investigate the role that benefits and incentives play in motivating employees to stay on board.

4. To learn the most important aspects of your employees' current workplace.
5. To determine the issues that employees are dealing with and that may be influencing their decision to leave.
6. To assess how changes in organizational culture will contribute to long-term employee retention.

II. MATERIALS AND PROCEDURES

A. Research Design

This research applied both qualitative and quantitative data collection methods through a mixed-methods approach. The quantitative aspect aims to gather in-depth knowledge through thematic analysis of open-ended questions. A descriptive correlational study was used to extensively investigate the demographic profile of respondents, as well as the perceptions of organizational culture and employee retention. The correlational part of this study focused on determining the connection between the main variables and between leadership style and work environment on one side and employee retention on the other. In the correlation analysis, the relationship between leadership style, work environment, and employee retention was analyzed and examined using Pearson's correlation coefficient, which is a statistical method for measuring the strength and direction of the relationship between two continuous variables.

2.2 Research Respondents

The respondent profile (N = 104) yields useful information about participants. The sample consisted of relatively young and early mid-career professionals, averaging 2.18, which stands for the interval between 31 and 40 years. The standard deviation of 1.19 showed moderate variability in the age distribution. The gender ratio leans toward females (mean of 1.68). The mean is 1.40 for employment positions, indicating that most respondents are teaching staff. On average, the mean for educational attainment is 1.32, which is equivalent to a bachelor's degree.

The average years of service is 3.29 (range is 6-10 years of service, standard deviation of 1.80), representing moderate employee tenure. The average earnings of the respondents are in the range of 20,001-40,000 Php, with the data suggesting that most fall within the lower salary brackets. The skewness in these variables also provides further insight into the distributions: age (0.381), service years (0.356), and salary (1.57) are all slightly positively skewed, indicating a peak in the frequency distribution in the lower category values, indicating a central tendency in the youngest age, moderate tenure of service, and in the lower salary distribution category. On the other hand, the distribution of gender is negatively skewed (-0.797), indicating that female respondents are overrepresented in the sample.

In general, the descriptive statistics present a profile of a workforce predominantly young, female, with a bachelor's degree, mainly employed in teaching, of moderate age, and salaried at the lower end of the wage structure.

2.3 Data collection tool

A three-section survey questionnaire (Appendix 1) was used for this study. The first part includes the demographic data of the respondents, such as age, gender, job title, years of service, education, and salary range, to describe the findings.

TABLE 1. Profile of the respondents

Profile	Frequency	% of Total	Cumulative %
Age			
50 – 60	21	20.20%	20.20%
41 – 50	21	20.20%	40.40%
31 – 40	18	17.30%	57.70%
21 – 30	44	42.30%	100.00%
Total	104	100.00%	
Gender			
Male	33	31.70%	31.70%
Female	71	68.30%	100.00%
Total	104	100.00%	
Educational Attainment			
Bachelor's Degree	79	76.00%	76.00%
Master's Degree	17	16.30%	92.30%
Doctoral Degree	8	7.70%	100.00%
Total	104	100.00%	
Salary Range			
Below 20,000	16	15.40%	15.40%
20,001–40,000	74	71.20%	86.50%
40,001–60,000	12	11.50%	98.10%
More than 60,001	2	1.90%	100.00%
Total	104	100.00%	
Position			
Department Heads	10	9.60%	9.60%
Administrative Staff	22	21.20%	30.80%
Teaching Faculty	72	69.20%	100.00%
Total	104	100.00%	
Years of service			
20 years and above	23	22.10%	22.10%
16 to 20 years	4	3.80%	26.00%
11 to 15 years	20	19.20%	45.20%
6 to 10 years	7	6.70%	51.90%
1 to 5 years	33	31.70%	83.70%
Less than a year	17	16.30%	100.00%
Total	104	100.00%	

TABLE 2. Respondents' summary statistics table

	Age	Gender	Position	Educational Attainment	Years of Service	Salary Range
N	104	104	104	104	104	104
Mean	2.18	1.68	1.40	1.32	3.29	2.02
Standard Deviation	1.19	0.468	0.661	0.612	1.80	0.668
Skewness	0.381	-0.797	1.39	1.77	0.356	1.57

The second section uses a 5-point Likert scale (5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, 1 = strongly disagree) to assess perceptions of organizational culture, inclusive of leadership support, work environment, and intention to stay. Every dimension of organizational culture is sectioned into 4 constructs. The third part is a qualitative analysis of the open-ended type of the survey, which will provide thoughts, feelings, or ideas that the respondent wants to share, capturing the information out of the thematic analysis.

The statistics are computed based on both descriptive and inferential statistics in order to efficiently establish a

relationship among the variables in the organizational culture, such as work environment, leadership support, and intention to stay. A summary of the dataset using descriptive statistics was collected. In order to monitor data quality, the overall number of valid responses and incomplete cases was recorded. The descriptive statistics (mean) summarize the middle or typical values in a set of data. Measurements of variation, such as standard deviation and variance, were used to determine the variability in the responses. After performing descriptive analysis, the relationship between variables was tested using inferential statistics. To determine the degree and direction of the relationships between the variables, Pearson's correlation coefficients were computed. The specific correlation testing examined the relationships between Total Work Environment (WE) and Intention to Stay, Total Leadership Support (LS) and Intention to Stay, and Total Leadership Support (LS) and Total Work Environment (WE). For all models, the correlations (r) and corresponding p-values are presented and were considered significant at $p \leq 0.05$. Exploring the ability of the independent predictors' work environment and leadership support to predict the dependent variable intention to stay (regression), multiple linear regression analysis was used to further examine how the independent variables (work environment and leadership support) predicted the dependent variable (intention to stay). To further investigate the predictive power of the independent variables (work environment and leadership support) on the dependent variable (intention to stay), an ANOVA test was performed to determine the overall significance of the regression analysis. Both work environment and leadership support were analyzed as predictors of intention to stay

2.4 Data collection process

The data collection for this study employed a multi-method, inductive data acquisition approach known for its thorough examination of information. First, consent was obtained from the school authority following the standards of ethics and institutional regulations. In order to collect quantitative data, a Google Form was developed and posted by department heads using the random sampling technique. Participants received clear instructions and a week to complete the survey. Answers were encoded and prepared for statistical analysis after submission. Supplementing the survey, in-depth interviews were conducted as a method for collecting qualitative data, providing a more comprehensive insight into the perspectives of the participants. These interviews were transcribed and analyzed thematically, allowing for the identification of recurring patterns. The amalgamation of these approaches ensured a strong and reliable data collection aligned with the research aims.

2.5 Data analysis

The collected data were analyzed by Jamovi (version 2.6). Both quantitative and qualitative data were examined to provide rigorous findings. Descriptive statistics and inferential statistics were applied to the quantitative data collected via Google Forms. Statistical analysis: Data were encoded and processed to determine statistics based on central tendency

and variability measures (SD). The following assumptions will guide the study:

- Null Hypothesis (H₀): The null hypothesis for this study is that there is no significant relationship between organizational culture and employee retention in educational institutions.
- Alternative Hypothesis (H₁): There is a significant relationship between organizational culture and employee retention in educational institutions.

The hypothesis was accepted/rejected at a 0.05 level of significance. Statistical tests (Pearson correlation and regression analysis) were used to analyze the association and predictive values of the variables. The thematic analysis added depth to the interpretation of participant experiences in addition to the quantitative data. This included coding of responses, identification of emerging themes, and classification to derive meaningful information. This two-tiered method of data analysis allowed for a full appreciation of the topic of interest, on the one hand through numeric investigation and on the other through a rich and deep qualitative understanding.

III. RESULTS

The results extracted from the data regarding leadership support, work environment, and intention to stay of employees are presented in this section. It also discusses the testing of the hypothesis in the relationship between these factors.

TABLE 3. Statistics of respondents' perception of leadership support

Leadership Support Component	WM	SD	Description
1. My supervisors provide clear guidance and direction.	4.00	0.903	High
2. Leadership demonstrates concern for employee well-being.	4.38	0.815	Very High
3. I receive regular feedback from my leaders.	3.77	1.08	High
4. Management is approachable and open to suggestions.	4.09	0.893	Very High

Table 3 shows the descriptive statistics of leadership support and its sub-dimensions from the perspective of the respondents. On average, the leaders are perceived as providing clear direction and guidance (mean = 4.00 for all), as evidenced by a low standard deviation value (SD = 0.903). Leadership is also significantly more positively evaluated in showing care for employees' well-being, with an average of 4.38 and low variability (SD = 0.815), indicating high consensus among respondents. Respondents are less confident in how often they receive feedback from leaders, which overall averages M = 3.77, SD = 1.08. It also exhibits a higher degree of variability, indicating more differences among employees in how often feedback is given. Finally, accessibility and openness are now visualized as well, with equally high average scores of 4.09 and similar standard deviation scores (SD = 0.893) regarding management's reaction to suggestion acceptance.

For the results found in Table 4, the weighted means for the four items range from 4.13 WM to 4.39 WM, meaning that respondents agree with the positive descriptors of their working environment. The statement "I feel that my workplace is safe and comfortable" has high SD (0.996) and

moderate WM (4.13), which means the most respondents see their workplace as safe and comfortable. However, the standard deviation of 0.996 shows some mixed opinions. This means that while many feel positive, others might have different experiences, suggesting room for improvement. The statement "I have what I need to do my job well" has a WM of 4.29 and a generally higher SD = 0.878. A relatively positive, yet higher variability among the responses. This means that many of the respondents feel that they have the necessary resources to perform their jobs well, but a noticeable portion do not entirely have the same view, leading to more diverse opinions.

TABLE 4. Statistics of respondents' perception of work environment

Work Environment Component	WM	SD	Description
1. My workplace provides a safe and comfortable environment.	4.13	0.996	High
2. I have the resources I need to do my job well.	4.29	0.878	Very high
3. There is a culture of mutual respect in the workplace.	4.23	0.839	Very high
4. I feel supported by my colleagues.	4.39	0.841	Very high

Likewise, "There is a culture of mutual respect in the workplace" is also rated highly, with a mean averaged weighted mean of 4.23. Considering the standard deviation (0.839), it means that not everyone views the organizational culture as respectful; there is moderate variability in responses. Finally, the highest consensus in terms of WM of 4.39 was observed for the scale item "My colleagues support me," which is a relatively higher statistical variation in respondents' opinions. Overall, these figures suggest a generally supportive work environment where employees feel safe, prepared, respected, and supported. The analysis shows that most employees share similar positive views, further highlighting the department's favorable working climate.

TABLE 5. Statistics of respondents' perception on intention to stay

Intention to Stay Component	WM	SD	Description
1. I see myself working here for the next 5 years.	3.88	1.13	High
2. I rarely think about leaving this institution.	3.59	1.16	High
3. I feel loyal to this organization.	4.08	0.952	High
4. I would recommend this institution as a good place to work.	4.10	0.898	High

Looking at Table 5, with an average MW score of 3.88, many of the respondents agree with the statement "I see myself working at the institution for the next 5 years." But there is some difference in how strongly people feel about this, as shown by the SD of 1.13. Similarly, with the statement "I rarely think about leaving this institution" (WM = 3.59, SD = 1.16), some respondents are more inclined to contemplate leaving the institution.

On the other hand, the statement "I feel loyal to this organization" shows a higher average score of 4.08 and a lower SD of 0.952, meaning that most people feel a strong sense of loyalty and have similar views. Finally, "I would recommend this institution as a good place to work" received an even higher average of 4.10, with the lowest SD of 0.898,

indicating that nearly everyone agrees the organization is a good place to work.

Overall, while most respondents are positive about staying at the institution, the variation in responses suggests that some respondents may have reservations or mixed feelings. The institution could benefit from exploring why some individuals are uncertain about their future there.

TABLE 6. Statistics of organizational culture

Organizational Culture	WM	SD	Description
1.Total Leadership Support (TLS)	4.05	0.896	High
2.Total Work Environment (TWE)	4.34	0.783	Very High
3.Total Intention to Stay (TIS)	3.98	0.924	High

Analyzing Table 6, it is clear that our respondents generally have a positive outlook towards their working environment, leadership, and intentions to stay with the organization. The highest satisfaction score is given to the work environment (average 4.34), which most people think very positively about, and the low standard deviation of 0.783 indicates a high level of agreement among the population relative to the work environment. Leadership support is also reviewed more positively, with a reported mean of 4.05 and a moderate degree of variation as shown by the SD of 0.896.

When discussing intention to remain with the organization, the mean is lower at 3.98. This shows that while the majority of those surveyed feel they will stay up, there is a little more of a question mark in this respect. Its higher standard deviation of 0.924 indicates respondents' intentions to stay differ markedly from one another, with some showing firmer commitments, while others harbor greater doubt about their future with the organization. Culibrk et al. (2018) stressed job satisfaction, work-life balance, and a supportive work environment as critical in enhancing organizational commitment and improving employee retention. Thus, as job satisfaction and work-life balance improve, so do organizational commitment and staff retention. Overall, the work atmosphere and leadership support are rated very highly, but there remains some uncertainty about intention to stay, suggesting uncertainty about this issue.

TABLE 7. Correlation analysis results

Variables	r value	Strength of correlation	p value	Decision	Remark
Intention to stay and leadership support	0.704	Strong	<.001	Reject Ho	Significant
Intention to stay and work environment	0.639	Strong	<.001	Reject Ho	Significant
Leadership support and work environment	0.696	Strong	<.001	Reject Ho	Significant

Table 7: The findings of the correlation analysis showed large and positive associations between leadership support, the work environment, and employee retention. In particular, a strong positive correlation is found between leader support and intention to stay, where the r value is 0.704 and the p value is less than 0.001. This indicates that employees who

feel greater support from their superiors will remain in the company. There is also a high positive correlation pattern between the work environment and the intention to stay ($r = 0.639, p < 0.001$). This suggests that a favorable work environment can play a role in persuading employees to continue working. Furthermore, the examination reveals a significant positive association between leadership support and work climate, with an r value of 0.696 and a p-value less than 0.001. This means that effective leadership is closely linked to a better work atmosphere. Given these results, the study rejects the initial hypotheses that suggested no significant relationships among these variables, confirming instead that leadership support and a positive work environment are critical factors influencing employees' retention decisions.

TABLE 8. Regression Analysis results predicting intention to stay

Predictor	Beta	T	P
(Constant)	---	22.92	<.001
Leadership support	0.53 (Stronger influence)	5.35 (Significant)	<.001
Work environment	0.31 (Weaker influence than leadership support)	3.08 (Significant)	0.003

As can be observed in Table 8, it demonstrates that leadership support and work environment significantly predict employees' intention to stay. Support from leadership shows a substantial positive effect ($B = 0.43, p < .001$), meaning that the higher the leadership support, the greater the intention to remain. Work environment also has positive and significant effects ($B = 0.27, p < 0.003$), indicating that a supportive working environment will support employees' intention to stay.

TABLE 9. Analysis of variance for leadership support and work environment differences

	Sum of Squares (SS)	F-value	P-value
Total Leadership Support	11.49	28.64	<.001
Total Work Environment	3.80	9.47	0.003

Table 9 shows the differences in leadership support and work environment that were examined among the different groups. The results revealed significant differences between these groups in terms of leadership support in the way they received different types of support from their superiors. Further, it was found that there was a significant difference between both groups' perception of the work environment, suggesting a different experience of the work among the groups. The results show that both have a significant impact on employees' retention, but leadership support seems to have a stronger impact compared to the work environment.

Table 10 reveals the analysis that leadership significantly shapes employees' work experiences within the institution. Addressing the question "Can you describe how leadership within the institution has influenced your work experience, either positively or negatively?" Leadership influence and style emerged as a key theme, where employees highlighted leadership qualities such as support, guidance, and mentorship, which directly impacted their job satisfaction. Another important theme was employee development and

professionalism, emphasizing how leadership played a crucial role in providing skill development opportunities and promoting career growth. Moreover, leadership had an impact on the work environment and institutional culture, affecting workplace standards and interpersonal relations between employees. The emotional and psychological impact of leadership was also evident, as leadership practices affected employee motivation, morale, and well-being, with supportive leadership enhancing positive feelings. Finally, clear communication and support systems were highlighted as essential, with employees valuing transparent communication and accessible leadership. Overall, the analysis demonstrates that effective leadership leads to positive work experiences, while ineffective leadership results in dissatisfaction.

TABLE 10. Frequency of keywords related to leadership support

Responses	Frequency	Themes
leadership	17	Leadership Influence and Style
work	14	Employee Development and Professionalism
institution	12	Work Environment and Institutional Culture
leaders	10	Leadership Influence and Style
positive	8	Emotional and Psychological Impact
experience	7	Emotional and Psychological Impact
feel	7	Emotional and Psychological Impact
positively	6	Emotional and Psychological Impact
support	5	Communication and Support Systems
good	5	Leadership Influence and Style

TABLE 11. Frequency of keywords related to work environment

Responses	Frequency	Themes
Well-being	12	Employee Well-being and Motivation
Colleagues	9	Collegial Relationships and Team Dynamics
Respect	8	Respect and Recognition
Communication	8	Clear Communication and Support Systems
Comfort	8	Workplace Comfort and Safety
Positive	8	Workplace Comfort and Safety
Relationships	8	Employee Development and Professionalism
Support	6	Clear Communication and Support Systems
Collaboration	6	Clear Communication and Support Systems

In Table 11, the keyword analysis responds to the question, “What contributes most to your productivity and well-being in your workplace environment?” demonstrates some important factors that during the process affect the employees’ experiences in the organization. The most commonly cited were employee wellness and morale, which is an indication of how leadership practices affect the mental and emotional states of the workforce. Collegiality and team functioning also featured prominently, illustrating the importance of positive peer relations and working together as a team. Respect was also high on many workers’ lists, many noting the importance of being acknowledged or appreciated by their leaders and peers. Clear communication and support systems were frequently cited, suggesting that open communication, supportive feedback, and teamwork are key to a safe and healthy workplace. Last, the comfort and safety of the workplace were mentioned, with workers connecting good work experience to safety, comfort, and a conducive environment. Based on our findings, it can be concluded that taking care of employees regarding physical health in terms of

safety and health in the workplace and encouraging good working relationships or mutual trust and clear communication among employees in the workplace are more important in improving overall employee satisfaction with the job, as discussed earlier are more important due to leadership practice.

TABLE 12. Frequency of keywords related to rewards and incentives

Responses	Frequency	Themes
Appreciation/Recognized	17	Recognition and Appreciation
Healthcare/Extra bonuses	15	Rewards and Incentives
Satisfied/grateful	11	Job Satisfaction
Fair Job performance	10	Improvement Suggestions
Feedback	6	Fairness and Equity
Team building	6	Rewards and incentives

Table 12 presents the results from the question “How do you feel about the recognition and rewards you receive for your work, and what improvements would you suggest?” Most respondents express a strong appreciation for the recognition and rewards they receive, which significantly enhances their job satisfaction and motivation. The key aspect that employees value most is feeling recognized and valued for their contributions, which drives their engagement and performance.

However, there are several areas where improvements can be made. A notable desire for more consistent rewards and incentives is evident, particularly among part-time employees who feel that they should receive comparable recognition and compensation. Additionally, employees suggest improvements in the evaluation systems to ensure fairness and transparency in both recognition and performance reviews. There is also a call for more team-building activities to strengthen workplace cohesion and foster a greater sense of community among colleagues.

To address these concerns, the institution should focus on improving the transparency of its reward systems, ensuring more consistent feedback mechanisms, and enhancing team-building efforts, while also prioritizing fairness in evaluations. This analysis underscores the need for a balance between recognition and tangible rewards, as well as the importance of fairness and team cohesion in creating a positive and motivating work environment.

TABLE 13. Frequency distribution of values most appreciated in the current work environment

Responses	Frequency	Themes
Respect	28	Respect and Positive Leadership
Camaraderie	24	Supportive Relationships and Camaraderie
Collaboration	20	Supportive Relationships and Camaraderie
Support	18	Supportive Relationships and Camaraderie
Leadership	17	Respect and Positive Leadership
Trust	14	Trust and Autonomy
Autonomy	14	Trust and Autonomy
Colleague	13	Supportive Relationships and Camaraderie
Positive atmosphere	12	Professional Growth and Development
Growth	10	Professional Growth and Development

Table 13 details that the most frequent theme was “Supportive Relationships and Camaraderie,” bringing

emphasis closer to the necessity of positive relational human processes among fellow co-members and leaders. Workers are looking for a work environment where they feel supported and respected. The concept of "trust" thrives within the workforce, fostering an atmosphere where employees can perform their duties independently, free from micromanagement. Terms like "autonomy" and "independence" additionally place emphasis on the need to have the power to make decisions and handle tasks. "Growth opportunities" and "positive atmosphere" are appreciated and demonstrate that more employees want to develop their competencies and strive for a better professional position. Overall, the results indicate that work environments must be based on supportive relationships, mutual respect, a level of trust, and autonomy. Overall, these findings align with prior findings on employee motivation and retention.

TABLE 14. Frequency distribution of reasons for leaving the institution

Responses	Frequency	Themes
Incompetent	24	Poor Leadership and Management
Benefits	22	Unfair Evaluation and Compensation
Transparency	21	Lack of Transparency and Communication
Promotion	19	Lack of Professional Growth
Nepotism	18	Poor Leadership and Management
Mental health	17	Insufficient Support and Well-being
Fair evaluation	17	Unfair Evaluation and Compensation
No support	15	Insufficient Support and Well-being
Updates on decisions	14	Lack of Transparency and Communication
Rest	13	Insufficient Support and Well-being

Table 14 reports on the frequency distribution of reasons why employees leave the institution, clustered in five major themes. The most common theme stated was poor leadership and management, which was associated with incompetence and favoritism. Workers were frustrated at how decisions were made. Unjust assessment and remuneration also appeared as a notable issue, and employees perceived that the assessment of work performance was not fair. The compensation does not correspond to their work and contribution. A lack of transparency and communication also plays a major role, as employees want resolute and honest communication about organizational decisions. Inadequate support and care for well-being is another issue, with staff wanting support for programs to improve mental health. Lastly, limited professional growth is evident, with employees expressing frustration about restricted opportunities for career advancement. In general, the results suggest that leadership, fair treatment, transparency, support, and opportunity for growth are the main drivers associated with leaving the organization.

TABLE 15. Frequency distribution of suggested improvements in organizational culture for long-term retention

Responses	Frequency	Themes
Support	16	Supportive Environment
Transparency	12	Transparency and Communication
Health	11	Health and Well-being
Communication	10	Transparency and Communication
Leadership	9	Leadership and Trust
Feedback	9	Recognition and Fair Evaluation
Open minded	8	Transparency and Communication

Table 15 shares respondents' perceived factors that would be beneficial to keep them committed to the organization. The theme most commonly mentioned is the supportive environment, to which the staff attribute the significant role of strong support systems such as emotional, professional, peer support, feeling valued and helped. Transparency and communication also rise to the top, including sharing clear information and open communication with top management. Health and wellness are also important, as respondents appreciate mental and physical health support, manageable workloads, and a company culture that actually cares about them. Employees want to have a leader who is competent, ethically behaved, sincere, and upright, who can lead teams and help establish a positive organizational culture. Lastly, honest feedback, fair assessment, and proper recognition are important for retaining staff in the long term.

IV. DISCUSSION

The data collected shows respondents feel a strong sense of solidarity and community. The work environment has been identified as the most important aspect of organizational culture. This suggests that the overall atmosphere, working conditions, and interpersonal relationships within the workplace are key factors influencing both employee satisfaction and organizational success. A positive work environment encourages collaboration, boosts motivation, and fosters a sense of belonging among employees—elements that are crucial for achieving company goals. This workplace can be further enhanced by collegial assistance, where team members provide help and encouragement to each other. This kind of social support has a positive effect on morale as well as higher employee retention rates (Ibrahimi & Hoxha, 2020). Researchers generally prove the supportive environment in the workplace can meaningfully reduce the intention to quit and tend to create loyalty towards the organization (Mohamed & Nor, 2021). Furthermore, a supportive workplace recognizes the role of work-life balance for employees and therefore is flexible and understanding, which is beneficial to young professionals (Nandhini & Ravi, 2021). The qualitative result shows the importance of a structured communication and support system. Good communication is one of the keys to employee retention. Research by Krishnan et al. (2023) finds that clear and consistent communications are important drivers of employee retention. And effective communication is crucial in reducing ambiguity and building trust among employees. According to the 2023 Work in America Survey from the American Psychological Association, employees who feel appreciated by and connected to their leaders are more likely to remain with their organization, making open lines of communication between management and employees essential.

In the Philippines, several studies have emphasized the importance of a supportive work environment in driving organizational performance. For example, Almendras, Briones, Baldovino, and Manalo (2025) examined the link between workplace culture and employee performance in a higher education institution. They looked at workplace culture from four key areas: communication, leadership, teamwork,

and recognition. Their findings showed that a positive workplace culture is vital for achieving shared goals and increasing employee engagement, although there is still room for improvement in performance. In government agencies, a study by Lerio and Bandiola (2023) on the Department of Environment and Natural Resources (DENR) in the Davao Region highlighted how the work environment, human resource practices, and organizational culture are interconnected and directly impact service quality. Their research concluded that a positive work environment plays a crucial role in improving service quality, underlining the importance of creating a supportive environment to enhance public service delivery. Additionally, Racelis (2008) conducted an exploratory study on organizational culture in Philippine businesses, which found that industries share common cultural traits shaped by their competitive environment, customer needs, and societal expectations. These shared cultural elements further emphasize the significance of the work environment in shaping an organization's culture and influencing employee behavior and performance.

The respondents indicate leadership support has a significant impact on employees' well-being and organizational outcomes. The common element for all leadership styles is influence. It must be innate in a leader to communicate effectively, to have the ability to motivate, and to build positive relationships. Leaders must have a keen eye for achieving goals and for effectively communicating the company's vision, expectations, and feedback. According to the Psychological Association-Work in America Survey (2023), a significant majority of employees value organizations that prioritize mental health, linking such support to increased job satisfaction and reduced burnout. It's critical to establish a psychologically secure environment in which workers feel free to share their thoughts and worries without being afraid. According to Hughes, Ginnett, and Curphy (2019), workers are happier and more likely to remain if their beliefs and personalities align with those of the team or organization.

"I feel loyal to this organization," a sentiment expressed by the respondents, is aligned with the concept of remaining loyal. This is a psychological condition that describes an employee's connection to their company and affects their choice about whether to stay a member. Meyer and Allen (1991) defined organizational commitment as having three elements. These are affective, continuance, and normative commitment. Giving emphasis to strong emotional attachment due to genuine emotional bonds. It is the sense of loyalty. Most often, this type of commitment is linked to quantifiable benefits such as higher job satisfaction, lower staff turnover, and greater productivity. Another focal point is the positive perception of employees recommending the workplace as a good place to work. This reflects a high level of employee satisfaction. This means that employees not only find personal fulfillment in their job but also feel confident in recommending the organization to others. Employees are enthusiastic about promoting an organization, typically because they have a strong sense of trust and agreement with its ideals. Employees who advocate for their organization

typically feel a strong connection to its mission and believe in its direction and leadership.

The leadership model is essential to establishing the overall well-being of the workforce. Different leadership styles cater different needs of our employee in unique ways. Some maybe in a form of inspiration and motivation that can contribute positively to mental and emotional health. Some behavioral tendencies of leaders focus on the well-being of their team by listening, supporting, and fostering a sense of belonging, making employees feel genuinely cared for. Understanding these different leadership approaches enables organizations to choose and cultivate styles that support a healthier, more motivated, and resilient workforce—ultimately helping reduce burnout and improve the workplace atmosphere (Corporate Wellness Magazine, n.d.).

Numerous studies substantiate the critical importance of ensuring employee well-being. In the *Journal of Management & Organization*, it said that perceived organizational support (POS) impacts employee well-being and their willingness to recommend their organization. The researchers report that employees will be more loyal and will act as advocates if they believe their organization is supportive and experiences positive well-being, which is a powerful predictor of employees raising altruistic behaviors. (Cambridge University Press, 2024). In addition, a strong organizational culture that focuses on open communication, deep appreciation, recognition, and inclusivity can increase job satisfaction. According to research found in the *Journal of Organizational Culture, Communications, and Conflict*, healthy organizational cultures are linked with higher employee engagement and overall performance (Procter, 2024). This is a testament to their satisfaction. Such advocacy benefits the organization's reputation and retention of top talent. The well-being of the workforce is one of the most important factors in any business. A study by Alharbi et al. (2024) investigated the impact of various leadership styles on employee well-being within healthcare settings. Employees in health care settings is intensive and have a taxing situations, long hours and emotional challenges. To ensure the well-being of our healthcare system, it is not enough to ensure their own health and job satisfaction. The study centered on employee satisfaction and their overall well-being. Given these easements are likely to provide better quality care to patients.

The respondents highlighted that organizational culture is important in terms of its influence on employee retention. It describes the work environment and affects employees' motivation and job satisfaction. Several studies in the local context also emphasized the need to develop a supportive organizational culture as a significant factor in employee retention in the Philippines. A supportive work environment significantly contributes to employee retention in the country's BPO sector. Their research highlighted that organizational engagement plays a mediating role, with engaged employees who feel valued being more likely to remain with their organization. (Toling Jr., Lacap, Biag, Cosina, & Osial, 2021, p. X).

Amid the COVID-19 crisis, Misoles, Anay, and Dura (2023) undertook research on the influence of organizational

culture on employee retention in a public health institution. A positive work culture can attenuate the negative impact of job stress on the intention of employees to stay with the organization. Even in the hardest of times—as with the pandemic we are experiencing—a supportive work atmosphere can retain employees by fostering their sense of commitment to the company. In a nutshell, the research reveals that a supportive, positive workplace culture can aid employees in hanging on, even in the worst conditions.

In the educational setting, Batugal (2019) investigated whether organizational culture affects job satisfaction or level of commitment for faculty members at private religious universities. The study results showed that a supportive organizational culture is significantly related to a higher level of job satisfaction and organizational commitment, which in turn is crucial in retaining employees. The link between organizational commitment and employee turnover among senior high school teachers in Cebu City was investigated by Oberes and Tan (2022). Their findings suggested that employees who had a strong, positive organizational culture were less likely to express an intent to resign. Cumulatively, these studies emphasize that a supportive, engaged, and highly committed positive organizational culture is the key to keeping employees among all of our nation's industries and professions.

The correlation analysis revealed that leadership support was the highest indicator of employee retention. This is commonly acknowledged to be critical in reducing turnover at all levels in every sector. Ladao et al. (2022) demonstrated that genuine leadership and perceived organizational support considerably decreased the turnover intention in BPO companies in the Philippine environment. It also mentioned that supportive leadership creates a positive working environment, and as a result, the employee feels valued and enhances the employee's commitment. Similarly, Sapar and Oducado (2021) identified job satisfaction, shaped by supportive leadership, as a strong predictor of nurses' intention to remain in Philippine hospitals. This relationship extends beyond the Philippines, as Enwereuzor and Ugwu (2021) in Nigeria highlighted that respectful leadership increases employees' intention to stay, with supportive supervisor relations acting as a mediator. Sapar and Oducado's (2021) studies found that job satisfaction influenced by supportive leadership was a significant predictor of retention of nurses in Philippine hospitals. Ofei and Paarima (2022) in Ghana established a relationship between participative leadership styles and retention among nurses in the country, providing further corroboration of leadership's influence on retention. Further, Lerio and Bandiola (2023) proved in a government sector in the Davao Region that leadership support has a positive influence on corporate culture and the quality of service. This subtly promotes resilience of the employees. These studies collectively are considered to provide support for the importance of leaders in establishing a constructive work environment and fostering employee engagement and organizational commitment.

Employee retention is a critical concern for organizations, and leadership support has been consistently recognized as a

key factor influencing employees' intention to stay. In the Philippine context, Ladao, Lacap, Batac, and Dungo (2022) found that authentic leadership and perceived organizational support significantly reduced turnover intentions in BPO companies. The study demonstrated that supportive leadership creates a positive work environment where employees feel valued, which enhances their commitment to the organization.

Based on the evidence of correlation, regression, and variance analysis, all analyses show a strong positive association between leadership support and the workplace environment, and thus strong leadership and a supportive work environment are an essential component for retaining employees, as shown by a high correlation coefficient. Regression analysis further confirms the grand variation of leadership support leading to quality work environments. Also, from the perspective of ANOVA, it shows that variations in leadership support account for significant changes in the work environment, highlighting the critical influence of leadership on organizational climate. This finding is in line with other local and international studies that have also stressed the importance of these determinants. Leadership plays a crucial role in forming the organizational climate and is related to the retention of employees. For instance, a study conducted in Thailand by Feungarrom and Tantasnee (2025) found that fair treatment and employee-centered leadership approaches significantly influence retention rates. Likewise, Toling et al. (2021) discovered that a caring work environment and strong leadership in the Philippine BPO industry are inducing organizational engagement, thereby resulting in increased retention rates.

The result indicated a clear correlation between a supportive workplace and employee retention. Yusliza et al. (2021) revealed that a positive working environment in Malaysian public universities leads to enhanced retention rates of academic staff. Research conducted by De Jesus et al. (Mbise, 2023) identified leadership performance management and organizational culture as key factors affecting the retention of non-voice BPO employees.

Furthermore, the highest weighted mean (WM) for the work environment among organizational culture components suggests that employees highly value the quality of their work environment. This finding implies that a supportive work environment is not only a desirable aspect but is perceived by employees as the most critical component of organizational culture.

These results are significant to the study of retaining excellence in the workplace for several reasons. First, they underscore that leadership support is not merely a managerial responsibility but a crucial retention strategy. Leaders who demonstrate support, recognition, and active communication foster a positive work environment, which directly influences employee satisfaction and retention. Second, given that the work environment received the highest WM, it is evident that creating a safe, engaging, and positive atmosphere should be a priority for organizations aiming to retain their workforce. Third, the results align with the principles of the Social Exchange Theory, suggesting that employees who experience support and a positive environment from leadership are more

likely to remain loyal to the organization. Finally, these findings offer practical implications for organizations, emphasizing the need for leadership development programs that focus on creating supportive work environments as a core retention strategy.

Employee retention is mediated by organizational engagement between a positive work environment and employee retention. Employees who experience engagement are more inclined to stay with their organizations, highlighting the necessity of promoting engagement through supportive leadership and favorable work settings. These studies collectively highlight the importance of leadership support and a positive organizational support climate in improving employee turnover.

The result for open-ended questions and content analysis shows that leadership is the linchpin of organizational culture, which in turn impacts employee engagement and turnover. Effective leadership is not just about being a strategic genius but also about emotional intelligence, transparency, and fairness. Companies have to invest in leadership to achieve a reduced turnover of dysfunctional leaders. The dominant values across an organization are heavily influenced by the collective values of the senior management. It is also significant in determining team climate. Hughes, Ginnett, & Curphy (2019), at the same time, personal well-being is key to productivity, and work-related well-being is not just about physical comfort. The work environment should also be socially inclusive and emotionally safe. Acknowledgments presented at the right time and upon the best merit, applicable for both individuals and teams, generate high levels of motivation. Otherwise, inconsistencies would result in resentment. In addition, trust and autonomy are key to professional growth, and micromanagement is a demoralizing factor for staff morale. Companies must create atmospheres that respect employees' skills and career advancement. Finally, the equation that drives the retention-to-turnover ratio hinges on ethical leadership, open communication, and fair processes - factors that determine whether employees feel valued and respected.

V. CONCLUSION

The results of this research emphasize the significant role of organizational culture, especially leadership support, in retaining employees. A positive workplace characterized by supportive leadership, effective communication, and a strong sense of community belonging is essential for employee satisfaction and retention. Identified as the most pivotal element, it directly impacts employee well-being and dedication. This finding aligns with current research that stresses the leadership role in boosting employee engagement and reducing turnover. Additionally, aspects of the work environment such as psychological safety, supportive peer connection, and physical comfort were also recognized as critical components of employee satisfaction. Organizations that nurture a supportive culture not only maintain higher employee retention but also enhance overall organizational performance.

VI. RECOMMENDATION

These recommendations aim to help the organization cultivate an ideal work environment that could help to retain employees. The organization should invest in leadership development. Leaders should be equipped with referent power, which is the ability to influence other people. A leader that can foster open communication, emotional intelligence, ethical decision-making and maintain a positive work atmosphere. It should implement a fair and inclusive reward and recognition system. Recognition should not only be for outcomes but also for effort, growth, and collaboration. It should empower employees with a sense of autonomy and opportunities for professional growth. The organization should conduct a regular assessment of organizational culture through peer interviews, surveys, and feedback sessions for areas that need improvement. Lately, the organization should make an employee assistance program that will help to make the work environment physically comfortable, socially inclusive, emotionally secure, implement work-life balance, mental health support programs, and implement employee assistance initiatives to maintain well-being.

VII. LIMITATION

Although this study utilized a comprehensive methodology, some limitations should be noted. First, the study was limited to one academic institution, and results may not be generalizable to other school settings. Second, reliance on self-reported measures from surveys and interviews might cause social desirability bias, with participants providing responses that they felt were seen in a positive light. Third, although mixed methods produced valuable information, the qualitative analysis was based on the interpretation by the researchers, which might lead to individual bias. Fourth, this research focused on leadership support and the work environment as predictors of employee retention. Other aspects of organizational culture could be further investigated in future studies. And last, external variables, such as organizational changes or external pressures on employees, which may have influenced perceptions of leadership support and intention to stay, were not fully accounted for. These limitations highlight potential opportunities for additional research to explore in a wider context and across various settings.

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