

An Empirical Study of Patio Pacific Resort Boracay: Exploring the Impact of Its Workplace Culture on Employee Retention

James L. Catedrilla, Maria Roselle G. Cadorna, DM

Aklan Catholic College, Iloilo, Philippines

DOI: <https://doi.org/10.51584/IJRIAS.2026.11050058>

Received: 17 April 2026; Accepted: 22 April 2026; Published: 29 May 2026

ABSTRACT

This research investigates the relationship between workplace culture and employee retention at Patio Pacific Resort Boracay, employing a descriptive-correlational research framework. The study's sample consisted of 60 employees selected based on diverse demographic factors. Both descriptive and inferential statistical techniques were utilized for the analysis. The demographic profile of the respondents revealed a predominantly male workforce (75%) and a notable segment of employees aged between 21 and 30 years (50%). The food and beverage department accounted for the largest share of the workforce (33%), with a significant number of employees having tenure ranging from 1 to 5 years (43%). The results indicated that workplace culture was viewed as extensive across several key dimensions, including recognition, leadership support, job security, working conditions, and opportunities for career advancement. Furthermore, employees expressed high levels of job satisfaction and organizational commitment, along with a strong inclination to remain with the resort, indicating conducive conditions for retention. Notably, a significant positive correlation was identified between perceptions of workplace culture and employee retention, with all five dimensions contributing significantly to enhancing employee satisfaction and commitment. These findings underscore the importance of a robust and supportive organizational culture at Patio Pacific Resort Boracay in fostering employee satisfaction, commitment, and retention.

Keywords: Workplace Culture, Employee Retention, Recognition, Leadership Support, Job Security, Working Conditions, Career Advancement, Job Satisfaction, Organizational Commitment, Turn-over Intention

The Problem and Its Background

This chapter introduces the study on the impact of workplace culture on employee retention at Patio Pacific Resort Boracay. It outlines the significance of understanding how an organization's culture affects employee retention, particularly in the hospitality industry. The chapter includes the statement of the problem, the theoretical and conceptual framework guiding the study, the significance of the research, as well as the scope and limitations of the study. Additionally, key terms used throughout the research is defined to provide clarity for the reader.

INTRODUCTION

Workplace culture refers to the shared values, beliefs, and behaviors that shape how work is conducted within an organization. A positive culture is characterized by high employee engagement, job satisfaction, and a supportive environment (Schein, 2010; Schneider et al., 2013). Research has shown that strong workplace cultures are linked to lower turnover, as employees feel more connected and committed to their organization (Griffeth et al., 2000; Kahn, 1990). For instance, a positive organizational culture can enhance employees' sense of belonging and satisfaction, leading to better job performance and lower turnover intentions (Cascio, 2006; Allen et al., 2010).

In the competitive hospitality industry, employee retention is a critical factor in organizational effectiveness and long-term sustainability. High turnover rates lead to significant challenges, including increased recruitment et al., 1994; Cottam, 2019). Particularly in tourist destinations like Boracay, where seasonality and competition

among resorts create unique challenges, maintaining a skilled and committed workforce is key to sustaining high service standards and profitability. Understanding the factors that influence retention is therefore essential, with workplace culture playing a pivotal role.

Despite extensive studies on the importance of workplace culture in employee retention across various industries, limited research exists on this subject within the hospitality sector, particularly in Boracay. The researcher as Operations Manager of Patio Pacific Resort observed the high turn-over rates of the organization for the past two years. High turnover leads to several challenges for Patio Pacific Resort, including increased hiring and training costs, loss of experienced and skilled employees, and potential disruption in quality of its service. It can also negatively impact employee morale and contribute to a decline in overall performance and productivity. Furthermore, constant turnover in Patio Pacific Resort may harm the company's reputation, making it more difficult to attract top talent in the future.

Given these concerns, the researcher aimed to explore the underlying factors contributing to the high turnover rates at Patio Pacific Resort. By identifying the root causes, the organization can develop targeted strategies to improve employee retention, enhance job satisfaction, and foster a more stable and engaged workforce. This study, therefore, aimed to fill a gap in the literature, focusing specifically on Patio Pacific Resort. The findings would not only benefit the resort but could also offer valuable insights to other organizations in the hospitality sector seeking to improve their workplace culture and retention strategies.

Patio Pacific Resort Boracay provides an ideal setting for examining the impact of workplace culture on employee retention in the hospitality sector. The resort's commitment to exceptional guest experiences is closely tied to employee engagement and satisfaction. A culture that promotes inclusivity, recognition, and opportunities for growth can enhance loyalty and reduce turnover (Cascio, 2006). By examining the experiences of employees at Patio Pacific Resort, this study identified how specific cultural elements influence employees' decisions to stay with the organization. The study employed quantitative methods to assess the relationship between workplace culture and employee retention through structured surveys that measure employees' experiences and level of retention. By identifying factors that contribute to retention, this research aims to provide actionable insights that can inform the resort's human resource practice.

Statement of the Problem

This study determined the relationship between the extent of workplace culture experienced by the employees of Patio Pacific Resort Boracay and their retention level.

Specifically, this study has been guided by the following statement of the problem:

1. What is the profile of the respondents in terms of age, sex, designated area and length of service?
2. What is the extent of workplace culture experienced by the respondents in terms of:
 - 2.1. Recognition,
 - 2.2. Leadership Support,
 - 2.3. Job Security,
 - 2.4. Working Conditions, and
 - 2.5. Career Advancement?
3. What is the level of employee retention of the respondents in terms of:
 - 3.1. Job Satisfaction,
 - 3.2. Organizational Commitment, and

3.3. Turnover Intention?

4. Is there a significant difference in the extent of workplace culture experienced by the respondents when they are grouped according to their profile variables?
5. Is there a significant difference in the retention level of the respondents when they
6. Is there a significant relationship between the extent of workplace culture experienced by the respondents and their retention level?
7. Based on the result of the study, what employee engagement and retention action plan can be proposed?

Null Hypotheses

The following null hypotheses were formulated based on the statement of the problem:

1. There is no significant difference in the extent of workplace culture experienced by the respondents when they are grouped according to their profile variables.
2. There is no significant difference in the retention level of the respondents when they are grouped according to their profile variables.
3. There is no significant relationship between the extent of workplace culture experienced by the respondents and their retention level.

Theoretical Framework

This study was grounded in Organizational Support Theory (OST) and Herzberg's Two-Factor Theory, both of which offered valuable insights into understanding the factors that influence employee retention in the workplace culture.

Organizational Support Theory (OST), developed by Eisenberger, Huntington, Hutchison, and Sowa (1986), and further elaborated by Eisenberger and Stinglhamber (2011) and Shore and Shore (1995), posited that employees develop a general perception of how much the organization values their contributions and cares about their well-being. This perception, referred to as Perceived Organizational Support (POS), played a critical role in shaping employees' attitudes and behaviors. According to OST, when employees perceive high levels of support from the organization, they are more likely to experience affective organizational commitment, job satisfaction, and reduced turnover intentions. The theory is grounded in hypotheses that involve social exchange, attribution, and self-enhancement processes. These processes suggest that employees view supportive organizational practices such as recognition, leadership support, fair treatment, and opportunities for professional development as a reflection of the organization's commitment to them, which strengthens their emotional attachment to the organization. For Patio Pacific Resort Boracay, the application of OST allowed an exploration of how the resort's organizational culture and human resource practices contributed to employees' perceptions of support and how these perceptions, in turn, impacted their satisfaction and likelihood to stay with the organization. Herzberg's Two-Factor Theory (1959), meanwhile, provided another essential lens through which to view employee motivation and satisfaction. Herzberg divided workplace factors into two categories: hygiene factors and motivators. Hygiene factors, such as salary, job security, working conditions, and interpersonal relationships, were necessary to prevent dissatisfaction but do not actively contribute to motivation. Motivators, on the other hand, were intrinsic factors such as achievement, recognition, responsibility, and career advancement. Herzberg argued that while hygiene factors were crucial for maintaining a baseline level of satisfaction, it was the motivators that led to long-term job satisfaction, increased engagement, and employee retention. In the context of Patio Pacific Resort Boracay, understanding how the resort's policies and practices met both hygiene and motivator needs is key to understanding the factors that influence retention. For instance, the presence of supportive leadership and recognition (motivators) can help employees feel valued, whereas providing competitive compensation and stable working conditions (hygiene factors) helps prevent dissatisfaction.

By integrating Organizational Support Theory and Herzberg’s Two-Factor Theory, this study quantified the interaction between perceived organizational support (POS) and motivating factors influence employee retention at Patio Pacific Resort Boracay. The combination of these theories allowed the researcher in exploring of how perceived organizational support (POS) through factors like recognition, leadership support, job security, working condition and career advancement shapes employees' job satisfaction, organizational commitment, and turnover intention while also examining the role of hygiene factors and motivators in fostering Patio Pacific Resort’s workplace culture. This integrated framework guided the investigation into how workplace culture, through both organizational support and intrinsic and extrinsic motivational factors, affected employee retention outcomes at the resort. Ultimately, the findings from this study aimed to inform HR strategies at Patio Pacific Resort Boracay, contributing to the enhancement and retention action plan.

Conceptual Framework

This study conceptualized the impact of workplace culture on employee retention through measurable constructs such as organizational culture and employee retention metrics, including turnover rates and job satisfaction. The framework illustrates how employees’ perceptions of organizational support and the presence of both extrinsic and intrinsic motivational factors influence key outcomes such as job satisfaction, organizational commitment, and turnover intention, all of which ultimately affect employee retention.

The conceptual model illustrated that employee retention is influenced by the interaction between organizational support (POS) and motivational factors (hygiene and motivators). The research aimed to answer critical questions, such as how the culture at Patio Pacific Resort influences employee satisfaction and which cultural factors were most significant in promoting retention. When employees perceived strong organizational support and experience an environment that satisfies both their extrinsic and intrinsic needs, they were more likely to stay with the organization. This framework examined through quantitative surveys to quantify the relationship between workplace culture and employee retention outcomes.

Moderating Variable

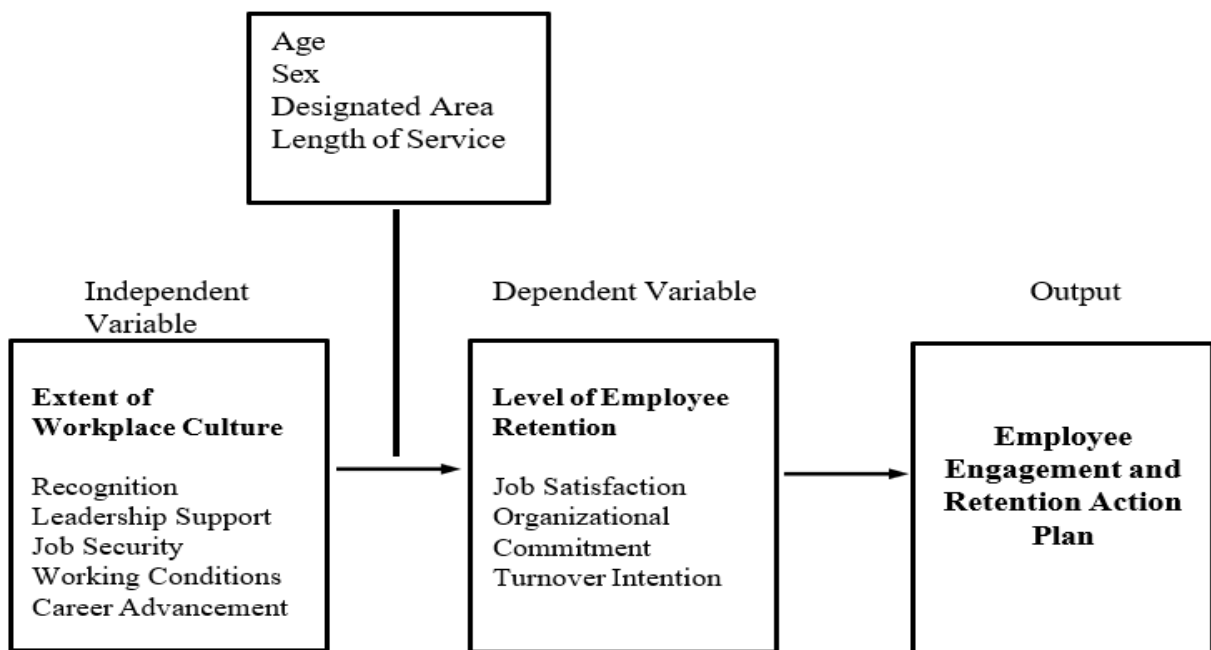


Figure 1 Schematic Diagram of the Study showing the relationship among its variables.

Significance of the Study

This study is significant for several stakeholders within the hospitality sector, particularly at Patio Pacific Resort.

Patio Pacific Resort Management: The findings provide insights into how workplace culture influences employee retention, enabling management to identify areas for improvement. Understanding these dynamics can help create strategies to enhance employee engagement and satisfaction, ultimately reducing turnover rates and associated costs.

Patio Pacific Resort Employees: By understanding how workplace culture affects job satisfaction and retention, employees may become more engaged and proactive in communicating their needs, fostering a more supportive work environment.

Human Resource Professionals: The research informs HR practices by highlighting the importance of cultivating a positive workplace culture. The researcher will inform human resource professionals of the results to help them propose a Human Resource Management Enhancement Plan for Patio Pacific Resort Boracay. This plan will focus on developing data-driven programs aimed at improving retention through enhanced recognition, leadership support, and career advancement opportunities.

Academic Community: The study contributes to existing research on workplace culture and employee retention, offering a quantitative framework that can be adapted to other sectors and geographical regions. Providing a framework for future research in the hospitality industry and beyond. It may serve as a reference for scholars studying the impact of workplace culture on employee retention.

Scope and Limitations of the Study

This study examined the relationship between workplace culture and employee retention at Patio Pacific Resort Boracay, utilizing a quantitative approach. It focuses on measuring various dimensions of workplace culture, including recognition, leadership support, job security, working conditions, and career advancement opportunities, and how these factors influence employee retention rates. The respondents of this study consisted of 60 employees at Patio Pacific Resort for the fiscal year 2024-2025. The sample includes employees from various departments, including Front Office, Back Office, Housekeeping, Maintenance, Food and Beverage, Recreations, and Management. Data collected through structured surveys featuring closed-ended questions, such as Likert scale items, to capture employees' experiences in a measurable way. The survey questionnaire was distributed to the respondents last February 01, 2025. The study aimed to quantify the relationship between workplace culture and retention, using statistical analysis techniques like regression and correlation to assess the impact of these factors on employee turnover.

However, the study has several limitations. First, it was limited to employees of Patio Pacific Resort Boracay, which may affect the generalizability of the findings to other organizations or industries. The results may not be applicable to other hospitality businesses or regions with different workplace cultures. Second, as the study relied on self-reported data, there is a potential for response bias, such as social desirability bias or recall bias, which may influence the accuracy of the responses. Additionally, the study did not explore external factors such as economic conditions or personal circumstances that may also impact employee retention, focusing solely on workplace culture. Finally, while statistical analysis was used to identify relationships between variables, challenges may arise in controlling for all potential confounding factors, which could affect the strength and interpretation of the results.

Definition of Terms

The following are definitions of words used in this study. It provided correct meaning and explanation of all the terms used in the conceptual framework.

Age: refers to the chronological number of years an employee has lived, which can influence their experiences, preferences, and attitudes towards workplace culture and retention (Harris, 2021).

As used in this study, age referred to how old the respondents which are the employees of Patio Pacific Resort are. Respondents were categorized as 21-30 years old, 31-40 years old, and 41 year old and above respectively.

Sex: refers to the biological and physiological characteristics that differentiate male, female, and intersex

individuals, which may influence experiences in the workplace, including communication styles and perceptions of leadership (Koch, D'Mello, & Sackett, 2020).

As used in this study, sex referred to describe the respondents as either male or female respondents of Patio Pacific Resort Boracay.

Designated Area: refers to the specific department, role, or section within an organization where an employee is assigned to work. This could include functional areas such as human resources, marketing, operations, or customer service, and it can influence an employee's experiences, job satisfaction, and interactions within the workplace (Saks, 2006).

As used in this study, designated area referred to the specific department or work role in which the respondents of Patio Pacific Resort Boracay are assigned to work, including areas such as front office, back office, housekeeping, maintenance, food and beverage, recreations, and management.

Length of Service: refers to the amount of time an employee has been continuously employed by an organization, typically measured in years, which can reflect loyalty, experience, and familiarity with the company culture (Morin, 2017).

As used in this study, the length of service referred to the number of employment period of the respondents at Patio Pacific Resort Boracay. Respondents' length of service was categorized as less than a year, 1-5 years, 6-10 years and more than 10 years in service.

Extent of Workplace Culture: refers to the shared values, beliefs, norms, and practices that shape how employees interact, communicate, and collaborate within an organization, influencing employee behavior, job satisfaction, and retention (Bakker et al., 2022).

As used in this study, the extent of workplace culture referred to the experiences of the employees of Patio Pacific Resort in terms of the different dimensions such as, recognition, leadership support, job security, working conditions, and career advancement. In interpreting the responses in the extent of workplace culture experienced by the respondents of Patio Pacific Resort Boracay, categories such as; highly extensive, extensive, moderately extensive, and not extensive were used.

Recognition: refers to the acknowledgment and appreciation of employees' efforts, achievements, or contributions within an organization. Recognition can take various forms, including verbal praise, awards, bonuses, or formal recognition programs. It plays a key role in enhancing employee motivation, job satisfaction, and retention (Eisenberger et al., 2005).

As used in this study, recognition referred to what extent employees at Patio Pacific Resort Boracay experienced their contributions being valued, whether through informal praise, formal awards, or incentives, influencing their job satisfaction, organizational commitment, and turnover intention.

Leadership Support: refers to the guidance, feedback, and encouragement provided by leaders or managers to their employees. Effective leadership support fosters an environment of trust, respect, and collaboration, contributing to employee job satisfaction, engagement, and retention (Koys, 2001).

As used in this study, leadership support referred to what extent employees at Patio Pacific Resort Boracay experience the level of support, guidance, and feedback they receive from their leaders, which directly affects their job satisfaction, organizational commitment, and turnover intention.

Job Security: refers to the stability and safety of one's job within an organization, particularly in terms of protection from layoffs, downsizing, or termination. Job security is an important factor influencing employee satisfaction, commitment, and retention (Greenhalgh & Rosenblatt, 1984).

As used in this study, job security referred to the experiences of employees at Patio Pacific Resort Boracay that their employment is stable and secure, leading to their job satisfaction, organizational commitment, and turnover

intension.

Working Conditions: refer to the physical, environmental, and psychological aspects of the workplace, including the work environment, resources, equipment, health and safety practices, and workload. Positive working conditions are critical to enhancing employee well-being, satisfaction, and productivity (Harris, 2020).

As used in this study, working conditions referred to the physical environment, resources, safety measures, and workload at Patio Pacific Resort Boracay, all of which influence their job satisfaction, organizational commitment, and turnover intension.

Career Advancement: refers to the opportunities provided by an organization for employees to grow, develop, and progress in their careers. This includes promotions, lateral moves, skills development, training programs, and mentorship opportunities. Career advancement is a key motivator for employees, influencing job satisfaction and long-term commitment (Noe, 2010).

As used in this study, career advancement referred to the opportunities available at Patio Pacific Resort Boracay for employees to advance their careers through promotions, professional development programs, and other growth-related opportunities, impacting their job satisfaction, organizational commitment, and turnover intension.

Level of Employee Retention: refers to an organization's ability to retain its employees and minimize turnover, often measured through retention rates, employee satisfaction, and engagement levels (Kuhn et al., 2019).

As used in this study, level of employee retention referred to the experiences of employees Patio Pacific Resort Boracay in terms of job satisfaction, organizational commitment, and turnover intention. In interpreting the responses in the level of employee retention of the respondents of Patio Pacific Resort Boracay, categories such as; very high, high, low, and very low were used.

Job Satisfaction: refers to the level of contentment employees feel with their roles, responsibilities, and working conditions, which can be influenced by factors such as leadership, compensation, work environment, and career opportunities (Rothmann & Malan, 2016).

As used in this study, job satisfaction referred to how employees at Patio Pacific Resort Boracay feel about their current role, responsibilities, benefits, and overall workplace environment.

Organizational Commitment: refers to the psychological attachment and loyalty an employee has to their organization, often manifested through emotional commitment, identification with organizational goals, and willingness to stay with the company (Meyer & Allen, 1991).

As used in this study, organizational commitment referred to the level of emotional attachment and loyalty that employees at Patio Pacific Resort Boracay feel towards the organization, including their willingness to stay with the company for a longer period.

Turnover Intention: refers to an employee's intention or desire to leave their current organization, which is a significant predictor of actual turnover (Tett & Meyer, 1993). High turnover intentions are often correlated with job dissatisfaction, poor organizational culture, or lack of support.

As used in this study, turnover intention referred to the likelihood that employees at Patio Pacific Resort Boracay plan to stay in their current job, based on factors like recognition, leadership support, job security, working conditions and career advancement.

LITERATURE REVIEW & THEORETICAL FRAMEWORK

Workplace culture operates as a foundational determinant of employee retention, particularly in labor-intensive, service-driven sectors like hospitality. Grounded in Organizational Support Theory (OST) and Herzberg's Two-Factor Theory, this review synthesizes empirical evidence on how specific cultural dimensions—recognition,

leadership support, job security, working conditions, and career advancement—shape retention outcomes, while identifying contextual gaps in island resort literature.

Organizational Support and Recognition

OST posits that employees develop global perceptions of how much their organization values their contributions and cares for their well-being (Perceived Organizational Support; Eisenberger et al., 1986, 2020). When POS is high, social exchange mechanisms trigger reciprocal behaviors, including increased affective commitment and reduced turnover intentions. Recognition serves as a primary conduit for POS, with meta-analytic evidence confirming its strong positive impact on job satisfaction and retention (Agarwal et al., 2022; O.C. Tanner Institute, 2025). In hospitality, where service quality is intrinsically tied to employee morale, structured recognition practices significantly mitigate turnover by reinforcing employees' sense of value and belonging (Cascio, 2006). However, the absence of consistent, visible acknowledgment often precipitates disengagement, particularly among staff who perceive their efforts as overlooked.

Leadership Support and Psychological Safety

Leadership behaviors critically moderate the cultural environment. Transformational and supportive leadership—characterized by clear guidance, constructive feedback, and genuine concern for employee well-being—fosters trust and psychological safety (Koys, 2001; Kim & Park, 2021). Studies indicate that when leaders model organizational values and prioritize employee development, staff report higher engagement and lower exit intentions (Schneider et al., 2013; Bakker et al., 2018). Conversely, gaps between espoused cultural values and frontline supervisory execution can undermine retention, highlighting the need for consistent, empathetic leadership practices across operational levels (Avolio & Gardner, 2005). Leadership that merely sets expectations without providing daily support often creates a perception gap that erodes long-term commitment.

Job Security, Working Conditions, and Herzberg's Framework

Herzberg's Two-Factor Theory (1959) complements OST by distinguishing between hygiene factors (e.g., job security, working conditions) that prevent dissatisfaction and motivators (e.g., recognition, advancement) that actively drive satisfaction. In island hospitality markets prone to seasonal volatility, regulatory shifts, and economic uncertainty, perceived job security emerges as a critical retention anchor (Greenhalgh & Rosenblatt, 1984; Emerald Insight, 2021). Employees who trust organizational stability are less likely to seek external alternatives, even during industry downturns (Heskett et al., 1994). Similarly, safe, ergonomic, and resource-adequate working conditions directly impact well-being and productivity (Harris, 2020; Allen et al., 2021), serving as foundational prerequisites for sustained engagement. When hygiene factors are unstable, even strong motivators struggle to sustain retention.

Career Advancement and Development

Beyond stability and recognition, career progression pathways significantly influence long-term retention. Organizations that invest in continuous learning, transparent promotion criteria, and cross-training report lower turnover, particularly among early- and mid-career staff (De Vos et al., 2020; Bhattarai et al., 2024). Career embeddedness theory further explains that when employees perceive viable internal growth trajectories, their psychological and professional ties to the organization strengthen, reducing mobility (Lee et al., 2004; Holtom et al., 2008). However, misalignment between employee aspirations and available advancement opportunities frequently precipitates the “mid-career plateau,” a well-documented retention vulnerability where employees with 6–10 years of tenure experience role stagnation despite organizational familiarity (Ng & Feldman, 2020; Kooij et al., 2021).

Contextual Gaps and Scholarly Contribution

While global literature robustly links workplace culture to retention, most studies focus on large corporate chains or Western contexts, leaving independent mid-sized resorts in emerging tourism markets underexplored. Furthermore, limited empirical research examines how tenure and age interact with cultural perceptions to shape

retention dynamics in post-pandemic Philippine hospitality settings. This study addresses these gaps by testing how specific cultural dimensions influence retention at Patio Pacific Resort Boracay, offering context-specific validation of OST and Herzberg's framework while identifying lifecycle-sensitive retention differentials that inform targeted HR interventions.

METHODOLOGY

This chapter covers the research methodology of the study, including the research design, locale of the study, respondents, data gathering instrument, ethical considerations, data gathering procedure, and data analysis.

Research Design

This study employed a descriptive-correlational research design to explore the relationship between workplace culture and employee retention at Patio Pacific Resort Boracay. According to Creswell (2014), descriptive-correlational research allows for the exploration of relationships between variables by observing and measuring them as they naturally occur, without manipulation. This approach is well-suited for examining how various factors of workplace culture, such as recognition, leadership support, job security, working conditions, and career advancement opportunities, are correlated with employee retention outcomes such as job satisfaction, organizational commitment, and turnover intention.

Through this descriptive-correlational approach, the study provided empirical evidence regarding the relationship between workplace culture and employee retention. The findings offered actionable insights for human resource strategies at Patio Pacific Resort Boracay, helping to identify key cultural factors that influence employee retention.

The use of quantitative methods ensures that the conclusions drawn are based on objective, measurable data, enhancing the reliability and generalizability of the results.

In this study, descriptive statistics served to summarize and describe the demographic characteristics of the sample as well as employees' experiences of workplace culture. Descriptive statistics, as outlined by Field (2013), allowed for the presentation of basic summaries of the data, including measures of central tendency (e.g., means and modes) and variability (e.g., standard deviations). These summaries help illustrate the general perceptions of employees about their work environment and retention-related factors. While inferential statistics is used to draw conclusions about a population based on the sample of data. Inferential statistics is used to compare differences between groups, to compare employee retention rate across different departments or between employees with different level of experience and will test hypothesis about relationship between variables. As noted by Denscombe (2014), correlational research was particularly valuable for identifying the strength and direction of relationships between variables, which can then inform further exploration or decision-making. In this context, the study applied correlation analysis to examine the associations between the different workplace culture factors and outcomes related to employee retention. To measure the impact of workplace culture on employee retention, the study utilized researchers made structured survey using a 4-Point Likert scale, to collect quantitative data from employees. The data was analyzed using descriptive data analysis and inferential data analysis. This approach, as recommended by Creswell (2014), allowed the researcher to gather standardized data that can be analyzed systematically.

Locale of the Study

The study was conducted at Patio Pacific Resort, Barangay Balabag, Boracay Island, Malay, Aklan with 60 employees of the resort. Patio Pacific Resort is specifically located in the Station 1 area of Boracay's White Beach. The resort offers a strategic location that balances accessibility to major island attractions with a sense of tranquility. The resort is within a two to three-minute walk from the beach, giving guests easy access to the shore without the denser commercial areas found in more central locations. This ideal place supports a range of recreational activities, such as water sports, island tours, and sunset sailing, which are readily available nearby. The resort also boasts a range of in-house recreational facilities designed to enhance the guest experience. These include Alpha Fitness Gym, where guests can engage in their workout sessions, and Nautica Pool, a relaxing

pool area that offers both leisure and dining options. These amenities complement the resort's overall leisure experience, allowing guests to unwind, stay active, and enjoy the serene environment. Moreover, the resort's proximity to transportation going to the Cagban Jetty Port facilitates efficient and relaxed travel for guests between Boracay Island and the mainland of Malay, Aklan, where the nearest airport is located. This position within the island underscores Boracay's balance of natural appeal and modern tourism infrastructure, aligning with trends in tourism geography that emphasize accessibility and sustainable development. Consequently, Patio Pacific's location represents an integration of environmental appeal and tourist accessibility, essential factors in contemporary tourist destination planning and research

Population and Sampling

Patio Pacific Resort Boracay has a total of 78 active employees. The respondents of this study consisted of 60 employees of Patio Pacific Resort. Simple random sampling was used, with the 95% confidence level and 5% margin of error. The sample included employees from various departments, including Front Office, Back Office, Housekeeping, Maintenance, Food and Beverage, Recreation, and Management. Demographic details, including age, sex, designated area and length of service, was provided in the data analysis section. This diverse group allowed for a broad understanding of how workplace culture impacts employee retention across different roles and tenure levels.

Data Gathering Instrument

This study utilized a researcher-made survey questionnaire to gather empirical information from the respondents. The instrument was segmented into three parts. Part I consisted of the demographic profile of the respondents which includes age, sex, designated area and length of service. Part II is the extent of workplace culture experienced by the respondents including recognition, leadership support, job security, working condition, and career advancement. Part III is the level of employee retention experienced by the respondents including job satisfactions, organizational commitment, and turn over intention. The respondents were instructed to check the box that corresponds to their answer by using a scale of 4 as strongly agree, 3 as agree, 2 as disagree and 1 as strongly disagree. The 4-Point Likert-scale was utilized to determine the extent of workplace culture and the level of retention experienced by the respondents.

In interpreting the responses in the extent of workplace culture experienced by the respondents of Patio Pacific Resort Boracay, the following range was used.

Mean Range	Verbal Interpretation
3.50 – 4.00	Highly Extensive
2.50 – 3.49	Extensive
1.50 – 2.49	Moderately Extensive
1.00 – 1.49	Not Extensive

Similarly, in interpreting the responses in the level of retention experienced by the respondents of Patio Pacific Resort Boracay, the following range was used.

Mean Range	Verbal Interpretation
3.50 – 4.00	Very High
2.50 – 3.49	High
1.50 – 2.49	Low
1.00 – 1.49	Very Low

Content Validity

The instrument underwent validation from the panel of experts and pilot testing to test the reliability with the small sample of employees from the same organization. The feedback from the pilot test refined and improved

the clarity and comprehensiveness of the survey questions. Additionally, the instrument was validated by external experts in the fields of research and institutional faculty to ensure that the questions effectively capture the constructs related to workplace culture and employee retention.

Reliability

The result of the reliability test shows that items, 'JS6', 'WC6', and 'CA6' correlate negatively with the total scale and probably should be reversed. In addition, a reliability scale appears in the items, 'JobS8', 'JobS9', 'JobS10', 'OC6', 'OC7', 'OC8', 'OC9', 'OC10', 'TI1', 'TI2', 'TI3', 'TI4', 'TI5', 'TI6', and 'TI7' correlated negatively with the total scale and probably should be reversed. The researcher reversed the said items. The reversed instrument was forwarded to the researcher's adviser for final checking and approval. The researcher then proceeded to the actual data-gathering.

Data Gathering Procedure

Before distributing the survey questionnaire, the researcher secured the necessary research permits from the appropriate authorities. Permit to conduct study was secured from the Deans office of Faculty of Business and Management. Official letters were sent to the management of Patio Pacific Resort Boracay and the targeted employees, informing them about the study and requesting their participation.

Upon receiving approval, the researcher arranged a meeting with the resort management to provide an overview of the study and explained the purpose of the data collection process.

The survey questionnaires was distributed to the respondents last February 01, 2025. Survey distribution was done in person to ensure that respondents were informed of the study's objectives and they would be guided on how to answer and complete the survey. The survey instrument took approximately 15-20 minutes to complete. Prior to answering the survey, confidentiality of the responses was explained and the purpose of the study. The researcher secured a signed consent form from the respondents. The consent form explained the confidentiality of their responses, the voluntary nature of participation, and the purpose of the research.

After the completion of the survey the researcher collected the accomplished data. The responses were tabulated and analyzed using statistical analysis. The data were interpreted and the findings were presented. Stakeholders were informed of the result of the study.

Statistical Treatment

The research employed a variety of statistical techniques to analyze the data. Descriptive statistics, such as frequencies, means, and standard deviations were used to summarize the characteristics of the respondents and the extent of workplace culture and employee retention. Inferential statistics, including Mann Whitney U-test, Kruskal Wallis, and Spearman Rho examined the relationship between workplace culture dimensions and employee retention dimensions. SPSS was used to conduct these analyses and generate the necessary output for interpretation and reporting.

For descriptive statistics, mean provides the average value for quantitative variables like age, length of service, and scores on different dimensions of workplace culture and employees' retention. Standard deviation helped quantify the variability in the extent to which employees' experienced different aspects of workplace culture (recognition, leadership support, job security, working conditions, and career advancement). A high standard deviation indicates that employees have very different experiences on the particular aspect of culture, while a low standard deviation suggests that their experiences are relatively similar. Frequency count was used to tabulate the number of respondents in different categories like age groups, gender, designated area, and length of service. Standard deviation measured the variability or spread of data around the mean, giving an idea of how diverse the responses are.

To ascertain whether there were statistically significant differences in the depth of workplace culture experienced between demographic groups, non-parametric tests was used. The Mann-Whitney U test was used to compare workplace culture experienced of male and female respondents and evaluate the differences in the level of

retention between male and female respondents. For age groups 21-30, 31-40, 41 years old and above, designated areas (front office, back office, etc.), and duration of service (less than a year, 1- 5 year years, etc.), the Kruskal-Wallis test was used. Post hoc was carried out to determine which particular groups have different perceptions of the workplace culture when the Kruskal-Wallis test reveals differences to be significant. Also, Kruskal-Wallis test was utilized to contrast the levels of retention between the various categories across each demographic. Post-hoc tests was conducted to ascertain exactly which groups exhibit significant differences in their perceived retention when the Kruskal-Wallis test identifies significant differences, Spearman Rho Correlation analysis was used to test the hypothesis or significant relationship between the extent of workplace culture experienced by the respondents and their retention level.

All statistical analysis was analyzed using SPSS (Statistical Package for the Social Sciences). The results were interpreted to draw meaningful conclusions about the relationship between workplace culture and employee retention at Patio Pacific Resort Boracay. The findings were compared with existing literature to offer context and insights into potential human resource strategies for improving employee retention.

Ethical Considerations

The researcher ensured that all respondents' rights were respected throughout the study. Privacy, confidentiality, and anonymity upheld in the collection, storage, and reporting of data. All responses collected via the survey questionnaire were kept strictly confidential, and no identifiable information would be disclosed in any report or publication of the results.

Before the survey was administered, respondents were provided with an informed consent form that outlines the purpose of the study, the voluntary nature of participation, and the right to withdraw at any time without penalty. The consent form explicitly stated that the data gathered would be used solely for academic research purposes and that responses would be kept anonymous. Respondents were also informed that their individual responses would not be linked to their personal identity or employment position in the resort.

In cases where respondents choose not to answer specific questions or withdraw from the study at any point, they were assured that it would not affect their relationship with the resort or any of its employees. Additionally, the researcher clarified that respondents have the option to skip questions if they feel uncomfortable, and they were encouraged to provide responses that reflected their honest opinions.

The researcher took all necessary steps to ensure that data would be stored securely, with access limited to the researcher and authorized personnel. All records containing identifiable information would be destroyed after the study is completed and the data analysis is finished.

By adhering to these ethical principles, the study aimed to protect the rights of all respondents, ensuring their participation was both voluntary and informed while maintaining the integrity and confidentiality of their responses.

Presentation, Analysis and Interpretation of Data

This chapter presents the findings and interpretation of the gathered data. The presentation is divided into the following: profile of respondents; extent of workplace culture experienced by the employees when grouped according to their profile variables; level of employee retention experienced by the employees when grouped according to their profile variables.

Profile of Respondents

Table 1 shows the distribution of respondents by profile in terms of sex, age, designated area, and length of service. These respondents are the 60 employee of Patio Pacific Resort.

In terms of sex, the respondents were predominantly male comprising 45 individuals or 75%, while female accounted 15 individuals or 25% of the total sample.

As to age, majority of the respondents belonged to 21-30 years old with 30 individuals or 50% which showed that the workforce is relatively young and dynamic. The 41 years and above comprised of 16 individuals or 27%, while those with lowest aged grouped represented 14 individuals or 23%. The distribution showed a diverse age range among employees. In the category of designated areas of employment, the highest representation belonged to Food and Beverage sector with 20 individuals or 33%, this indicated a crucial component of the operation. Different areas such as Back Office, Housekeeping, and Maintenance have equal representation of 8 individuals or 13%, while Front Office represents 6 individuals or 10%. The Recreation and Management were less represented both having 5 individuals or 9%.

Regarding the length of service, those who have been in with the organization for 1- 5 years consisted of 26 individuals or 43%, suggesting a workforce with good number of employees having enough experience. Employees with less than a year length of service accounted for 6 individuals or 10%, while 12 individuals or 20% represented those who have 6 – 10 years of service, and those who have more than 10 years of service consisted of 16 individuals or 27% indicating that there were also tenured staff in the organization.

The demographic analysis of the respondents revealed a workforce that is primarily young and male with a wide age spectrum and experienced in operation. The distribution of employees across various job functions underscored the significance of different operational areas. Furthermore, the data regarding tenure suggested a stable workforce characterized by a balanced combination of both new hires and long-serving staff. Such a demographic profile can guide management in making informed decisions regarding employee development, training initiatives, and operational strategies at Patio Pacific Resort.

Extent of Workplace Culture Experienced by the Respondents

The tables presented provide insights into the workplace culture experienced by the employees of Patio Pacific Resort Boracay in various aspects such as recognition, leadership support, job security, working conditions, and career advancement. Each of the tables reports on the extent of each dimension of workplace culture, with values for mean scores (\bar{x}), standard deviations (SD), and verbal interpretations based on a predetermined scale.

Table 2 presents the overall extent of workplace culture experienced by the respondents in terms of the different dimensions. The overall workplace culture at Patio Pacific Resort Boracay is extensive in recognition, leadership support, job security, working conditions, and career advancement. Employees largely experience positive workplace dynamics, with strong ratings for feedback, leadership guidance, job stability, and a safe working environment. However, certain areas such as feeling truly appreciated, receiving consistent leadership support in challenging times, and career growth opportunities can be improved. These findings highlighted both the strengths and potential growth areas for the organization, providing valuable insights for further enhancing employee satisfaction and retention.

Extent of Workplace Culture Experienced by the Respondents in terms of Recognition

Table 3 presents the extent of workplace culture experienced by the respondents of Patio Pacific Resort Boracay in terms of recognition. As presented in the table, the extent of workplace culture experienced by the respondents in terms of recognition has yielded a grand mean score of 3.07 which is interpreted as an extensive overall recognition.

Indicators such as “I consistently receive positive feedback from supervisors or managers when I perform well” (M=3.31, SD=0.56), “I regularly receive acknowledgement and appreciation for my contribution at work” (M=3.25, SD=0.60), “Recognition for my hard work is an integral part of the workplace culture at Patio Pacific Resort” (M=3.25, SD=0.57), “Employee achievements are acknowledged and value in the organization ” (M=3.18, SD=0.62), and “I am rewarded fairly for my efforts and dedication in my role” (M=3.0, SD=0.71), were all interpreted as extensive. This means that a strong aspect of the culture is a positive reinforcement from the management of Patio Pacific Resort. However, the indicator “I feel that my contribution often go noticed and appreciated at work” (M=2.43, SD=0.92), interpreted as moderately extensive. This means that some employees felt that their efforts were not sufficiently recognized.

With most indicators rated as extensive, the results showed that recognition is a significant part of the workplace culture of Patio Pacific Resort Boracay. However, some employees felt that their contributions were not recognized which could be an area to improve employee engagement within the organization. In the context of Patio Pacific Resort, there might have some factors that contributed to the responses of the respondents. Although there were current recognition practices implemented, there are still practices that might be added to the reinforcement of Patio Pacific Resort's workplace culture such as recognizing employee of the month and other recognition related practices.

The results suggested that while Patio Pacific Resort Boracay generally fosters a positive workplace culture, particularly through recognition, it is important to acknowledge the feelings of invisibility experienced by some employees. To enhance the overall recognition practices, implementing strategies such as personalized feedback systems, regular check-ins on employee contributions, and enhanced recognition programs would be beneficial. Aligning these initiatives with the insights from the O.C. Tanner Institute (2025), which stated that companies with strong recognition practices see improvements in employee morale and motivation, could further strengthen the organization. Their study found that employee recognition inspired individuals to find better ways to accomplish tasks, fostering a more engaged and productive workforce. This highlights the potential for increased employee engagement and productivity through the reinforcement of recognition practices at Patio Pacific Resort.

Extent of Workplace Culture Experienced by the Respondents in terms of Leadership Support

Table 4 presents the extent of workplace culture experienced by the respondents in terms of Leadership support. The results indicated a positive leadership support among respondents with a grand mean score of 3.19, which interpreted as extensive. This suggests that the respondents feel supported by the Patio Pacific Resort Leaders in various aspects.

Among the indicators, "My direct supervisor provides clear guidance and support when I need it" ($M=3.48$, $SD=0.50$), has the highest mean, interpreted as extensive, suggesting that employees feel that the leaders provide clear direction and assistance in an effective manner. Similarly, "Leaders at Patio Pacific Resort are approachable and

value my suggestions" ($M=3.45$, $SD=0.53$), "Our leaders foster positive work environment by setting clear expectations and goals" ($M=3.45$, $SD=0.56$), "I feel that the management genuinely cares about my well-being as an employee" ($M=3.35$, $SD=0.70$), and "I receive constructive feedback that helps me improve my performance" ($M=3.33$, $SD=0.68$), all interpreted as extensive. Showing a leadership culture of Patio Pacific Boracay that is approachable, caring, and focused on the goal-setting and development of employee. I believed that the implemented and on-going efforts of Patio Pacific Resort in terms of leadership training to their current managers and team leaders to be competent is a factor that leads to the positive experiences of the respondents in terms of leadership support. On the other hand, the indicator "My direct supervisor often offers guidance or support when I need it" ($M=2.10$, $SD=1.02$) interpreted as moderately extensive, this indicated improvement in providing sufficient and consistent support on employees. There are opportunities to improve the consistent responses to employees' immediate needs for guidance or support though the extent of workplace culture experienced by the respondents in terms of leadership support appears positively.

While the results indicated that employees at Patio Pacific Resort generally view their leadership as supportive and compassionate, there is room for improvement in the promptness of responses to employee inquiries. This suggested a gap between the positive perception of leadership and the actual implementation of that support in daily interactions. The results were supported by research published in *Frontiers in Psychology* (2023), which explored the correlation between organizational culture, leadership behaviors, and employees' psychological well-being. This aligned with the findings at Patio Pacific Resort, where employees felt the genuine care of their leaders and management. Additionally, O.C. Tanner (2025) supported this by highlighting that employees perceive feedback and support positively. Tanner's research emphasized that leaders play a crucial role in embodying company values and fostering a supportive culture. When leaders demonstrate active concern and attentiveness to their team's needs, they not only reflect the organization's values but also foster a higher level of employee engagement.

Extent of Workplace Culture Experienced by the Respondents in terms of Job Security

Table 5 reveals the extent of workplace culture experienced by the respondents of terms of job security with a grand mean score of 3.09, interpreted as extensive, indicating that respondents felt secured in their job.

Among the indicators, “There are clear policies in place that support my job security” (M=3.30, SD=0.59) has the highest mean and interpreted as extensive. Company like Patio Pacific Resort ensures transparency of policies to guide each employees. As one of the pioneering resorts in Boracay Island, with many employees who have been with the company since it started, the resort's commitment to strategies that promote job security is a key factor contributing to the high ratings from respondents. Similarly, indicators “I believe the company valued my skills and experiences, contributing to my job security” (M=3.25, SD=0.62), “I feel secured in my job, even during economic downturn or fluctuations” (M=3.23, SD=0.62), “I feel that the company is committed to my long-term career prospects” (M=3.23, SD=0.64), “I see the company investing in my professional development and growth” (M=3.15, SD=0.68), were all interpreted as extensive. However, the indicator “I rarely feel insecure about my job, especially during times of company instability” (M=2.41, SD=0.78) has the lowest rating and is interpreted as moderately extensive. This means that while employees at Patio Pacific Resort generally feels secured in the organization experiencing a supportive atmosphere regarding job security, there are still needs to address concerns and provide measures during periods of instability to further strengthen the employee's security. Some factors that might contributed to the experiences of the respondents were as follows; six months closure and rehabilitation of the island, resorts refurbishment and general renovation, and the recent pandemic that has a big impact in the hospitality industry.

The result suggested that, although employees generally felt secure, there were notable deficiencies during uncertain times that must be addressed to sustain and improve their perception of job security. These findings aligned with research from Emerald Insight (2021), which underscored the significance of cultivating a culture of autonomy and trust to enhance employee performance and security. To fortify its workplace culture, Patio Pacific Resort should consider adopting more effective strategies for communicating and addressing job security issues, particularly in times of uncertainty. This could include regular check-ins, transparent updates regarding the company's status, and initiatives aimed at engaging employees in discussions about policies related to job security

Table 6 presents the extent of workplace culture experienced by respondents in terms of working condition, having the grand mean score of 3.27, and was interpreted as extensive.

Among the indicators, “The work environment at my area is clean, safe, and comfortable and with ergonomic workplace” (M=3.63, SD=0.52), and “I receive sufficient break times and adequate space for relaxation” (M=3.55, SD=0.62), both was interpreted as highly extensive indicating that employees strongly experienced the work environment that is supportive in employees well-being and productivity.

Notably, indicators, “The company prioritizes health and safety of the employees at work” (M=3.45, SD=0.62), “The physical working condition at Patio Pacific Resort promote my productivity” (M=3.26, SD=0.68), “I have the necessary equipment, tools, and resources to perform my job effectively” (M=3.23, SD=0.76), and “The physical environment at Patio Pacific Resort is conducive to my productivity and comfort” (M=2.50 SD=1.01), were all interpreted as extensive. This indicated that the physical work environment and availability of resources contributed to the productivity and performance of employee. The result provided a close-up look at the workplace culture at Patio Pacific Resort, with emphasis on working conditions. The availability of needed equipment and facilities as well as physical working conditions were regarded as extensive and has helped employees to be productive and to perform their best.

Interestingly, elements of employee well-being, including cleanliness, safety, and comfort, adequate break time, and prioritization of health and safety, were considered highly extensive, indicating a high priority in building a conducive work environment. However, while the results indicated that the workplace environment was generally extensive in all aspects, it is important for Patio Pacific Resort to reconsider and consistently evaluate its physical environment. It strongly suggest that improvements or maintenance in this area are necessary to ensure the ongoing comfort and productivity of employees. It is crucial that Patio Pacific Resort does not

overlook this aspect, as maintaining a high standard in these areas is essential for sustaining a positive and productive work environment.

Past research supported the notion that the physical work environment has influenced on employee well-being and productivity. For instance, research by Allen et al. (2021) entitled "Green space, perceived restoration, and employee performance: The role of workplace green space in improving employee well-being and performance" in the Journal of Environmental Psychology demonstrated that exposure to green spaces and comfortable working environments has positive effects on perceived restoration and, as a result, employee performance.

Extent of Workplace Culture Experienced by the Respondents in terms of Career Advancement

Table 7 presents the extent of workplace culture experienced by the respondents in terms of Career Advancement having a grand mean of 2.98 and was interpreted as extensive. This means that Patio Pacific Resort provided opportunities and support for the career growth of their employee.

Among the indicators, "The organization encourages my continuous professional development and learning" (M=3.36, SD=0.61) has the highest mean with an extensive interpretation. This indicated that the on-going learning and development implemented by Patio Pacific were strongly felt by the respondents. In addition, different indicators showed similarly extensive interpretation such as, "I believe there are sufficient opportunities for career growth at Patio Pacific Resort" (M=3.23, SD=0.64), "I have access to training programs that help me improve my skills" (M=3.08, SD=0.78), "My employer invests in my career development to support my career advancement" (M=3.06, SD=0.66) and "I see clear pathways for promotion within the resort" (M=3.05, SD=0.64). This means that the resort provided ample resources for employees' career growth and advancement, offering clear awareness of the steps and requirements for promotion. Additionally, there are training opportunities within the organization that help employees enhance their knowledge and skills, further supporting their career development. While the workplace culture of Patio Pacific Resort generally perceived as supportive on growth, development, and advancement of their employee, indicator such as "I believed there are lots of opportunity for me to advance in my career at Patio Pacific Resort" (M=2.10, SD=0.91) has the lowest rating and is interpreted as moderately extensive. This means that some employees may feel the company does focus on this while other employees are less convince that the resort seeks out opportunities on their career growth. There is a need for improvement to ensure employees received an equal opportunity for professional growth. Several studies supported these results, providing evidence on how shaping employees' perceptions can foster a positive workplace culture. According to De Vos, et al. (2020), organizations that support employees' needs for career development, continuous learning, and growth opportunities are more likely to retain their staff. In terms of professional development, Bhattarai et al. (2024) suggest that training and development programs can significantly improve employee performance. Additionally, the study by Kim and Park (2021) offered empirical evidence supporting the idea that a positive workplace culture is crucial for career advancement. Transformational leadership, which inspires and motivates employees, can create an environment where individuals feel valued and see more opportunities for growth. Kim and Park's study also highlighted organizations that fail to support career development may face higher employee turnover. These studies collectively emphasized the importance of fostering a culture of learning and growth to enhance retention and performance in the workplace.

Level of Employee Retention of the Respondents

The table presented provides summary of the valuable insights into the retention levels experienced by the respondents in Patio Pacific Resort, focusing on key dimensions such as job satisfaction, organizational commitment, and turnover intention. Each table reports on the level of retention, with mean scores (\bar{x}), standard deviations (SD), and verbal interpretations based on a predetermined scale.

The overall level of retention at Patio Pacific Resort presented in table 8 was high in three dimensions. Respondents have largely foreseen their satisfaction in the current role, commitment in the given task, and most likely to stay in Patio Pacific Resort. This was corroborated by strong mean scores on several indicators, such as being willing to remain in place despite better offers elsewhere, satisfaction in their current role, and a belief that career advancement opportunities are clear. Low scores on indicators of thinking about leaving or looking

for other employment work to further confirm this favorable trend. Essentially, the information indicated that Patio Pacific Resort has been able to develop a work culture that encouraged employee commitment, satisfaction, and career growth, resulting in a stable and committed workforce.

Current studies affirmed that perceived career growth and job satisfaction were key retention drivers. For instance, a study conducted by Allen et al. (2023), entitled "Career Development Practices and Employee Retention: The Role of Perceived Organizational Support," and published in the Journal of Vocational Behavior, discovered that employees who sense prospects for career development and were supported by their firm were much more likely to stay with the firm. This study corresponded to the results, wherein statements pertaining to organizational commitment and job satisfaction were given high ratings, signifying that these are driving factors for employee retention in Patio Pacific Resort. That the employees do not seek employment elsewhere further proves that the internal environment is satisfying their needs.

Level of Employee Retention in terms of Job Satisfaction

Table 9 presents the level of retention of the respondents in terms of Job Satisfaction report with grand mean of 3.34 and interpreted as high. All of the responses is interpreted as high showing on different indicators such as "Generally satisfied with the job at Patio Pacific Resort" (M=3.45, SD=0.59), "Enjoying the tasks and responsibilities assigned" (M=3.31, SD=0.62), "The job provides with a sense of accomplishment and purpose" (M=3.20, SD=0.70), "Feeling happy and fulfilled in the current position and the duties associated with it" (M=3.36, SD=0.63), "Believing that Patio Pacific Resort is a good place to work" (M=3.48, SD=0.50), "Believing that the work environment at Patio Pacific Resort is motivating and inspiring" (M=3.36, SD=0.58), "Generally satisfied with the recognition received for achievements" (M=3.15, SD=0.70), "Feeling connected to the overall mission of Patio Pacific Resort" (M=3.28, SD=0.58), "Feeling that the job provides meaningful challenges that enhance skills" (M=3.46, SD=0.53), and "Feeling satisfied with the job and responsibilities it entails" (M=3.33, SD=0.62). This means that employees of Patio Pacific Resort expressed high satisfaction with their jobs, enjoying their assigned tasks and responsibilities. They also feel happy and fulfilled in their positions, believing that the organization is a good place to work with a motivating and inspiring environment. Overall, employees' job satisfaction is influenced by their connection to the resort's mission and the skill-enhancing challenges provided by their roles. This is because, as Agarwal et al. (2022) have demonstrated, proper recognition can have a positive effect on employee attitudes.

Furthermore, the high degree of overall job satisfaction among respondents, consistent with Bakker and Oerlemans' (2019) job crafting research, wherein employees were highly satisfied with their tasks, indicating interesting work aligned with employees strengths. The overall positive work environment, as indicated by the high ratings for feeling valued and inspired, also adds to this high degree of job satisfaction."Level of Employee Retention in terms of Organizational Commitment

Table 10 present the level of employee retention of the respondents in terms of organizational commitment with a grand mean of 3.34 and was interpreted as high. This means that employees felt a connection and willing to exert effort with the intention to stay with the organization. Most of the indicators was interpreted as high. Indicators such as, "Feeling of strong emotional connection to Patio Pacific Resort" (M=3.35, SD=0.60), "Taking pride of being an employee of Patio Pacific Resort" (M=3.26, SD=0.63), "Willing to go above and beyond of the job requirements for the benefit of the resort", (M=3.31, SD=0.62), "Staying with the resort for the long term" (M=3.23, SD=0.69), "Fully supporting the values and mission of the resort" (M=3.43, SD=0.64), "Feeling a sense of pride in being part of Patio Pacific Resort" (M=3.31, SD=0.62), "Feeling that the relationship with the company is more emotional than transactional" (M=2.96, SD=0.73), and "Feeling a sense of belonging and loyalty to Patio Pacific Resort" (M=3.40, SD=0.58). This means that that employee of Patio Pacific Resort were engaged, dedicated and emotionally invested in the organization. The workforce felt a genuine sense of connection which created a strong foundation for over-all organizational success. Moreover, the results indicated a positive response, but also suggested an area to strengthen further in order to achieve a more desirable outcome. However, indicators such as, "Actively advocating for Patio Pacific Resort in the social and professional circles" (M=2.31, SD=0.87), and "Feeling motivated to contribute beyond the basic job responsibilities for the success of the resort" (M=2.11, SD=0.92), both interpreted as low. These means employees may not be necessarily express negative things but limit themselves to go beyond their job function, maybe these employees do not

feel empowered or there are barriers preventing them to make a difference for the success of the organization.

Overall, Patio Pacific Resort has a generally high level of retention in terms of organizational commitment all point to a workforce that is engaging and has a strong foundation to build upon. However, there are areas where the resort could improve especially in the indicators with low ratings that need to address.

As highlighted by Bakker, Bailey, and Truss (2018), employee engagement is linked to improved outcomes, the dedication aspect of engagement directly fuels affective commitment. Addressing the areas where the resort received lower ratings, Patio Pacific Resort can further strengthen its workforce and create an even more positive and productive environment that leads to the organizational commitment.

Level of Employee Retention in terms of Turnover Intention

Majority of the indicators received a high interpretation from the responses of the respondents. These evident on indicators, "Staying at the resort even being offered better job opportunities outside" (M=3.06, SD=0.82), "Rarely thinking about resigning from Patio Pacific Resort, even if a better job offer comes along" (M=2.78, SD=0.84), "Satisfied enough to stay long-term" (M=3.10, SD=0.70), "Rarely considering leaving Patio Pacific Resort due to dissatisfaction with the current position" (M=2.73, SD=0.93), "Staying to the resort because of opportunities for career advancement", (M=3.16, SD=0.64), "Having no intention of seeking a new job opportunity because of the clear career direction in the resort" (M=3.13, SD=0.70), "Generally satisfied with the position at Patio Pacific Resort" (M=3.06, SD=0.68), and "Feeling committed to staying with Patio Pacific Resort although there are areas of improvement" (M=3.25, SD=0.68). These suggests that Patio Pacific Resort created a work environment where employees feel valued and have willingness to stay in the organization despite external allurements. Furthermore, both statement "Considering leaving the job at Patio Pacific Resort in the past" (M=2.03, SD=0.75), and "Actively looking for other job opportunities in the past year" (M=2.03, SD=0.84), both interpreted as low. Actually the result indicated a positive outcome wherein employees are not considering leaving or not actively looking for other jobs. Also, this suggested that employees on average felt content with their employment at Patio Pacific Resort. The results indicated a successful strategy having a desirable work environment and foster a stable workforce.

Significant Difference on the Extent of Workplace Culture Experienced by the Respondents when Grouped by Profile Variables

Significant Difference on the Extent of Workplace Culture Experienced by the Respondents when Grouped by Sex

Table 12 presents the significant differences on extent of workplace culture experiences when they are grouped by sex.

The result showed that when the respondents were grouped by sex, there was no significant difference on the extent of workplace culture in terms of recognition (U=298.50, p=0.50), leadership support (U=325.00, p=0.82), job security (U=270.50, p=0.24), working conditions (U=281.00, p=0.33), and career advancement (U=232.00, p=0.06)

Both male and female workers in Patio Pacific Resort tend to have the same experienced when it comes to the various facets of the company culture. Although slight differences were found in the mean ranks among male and female workers in aspect such as; recognition, leadership support, job security, working conditions, and career opportunities, such differences are not significant enough to be regarded as statistically significant.

A study about "Gender Differences in Perceptions of Organizational Justice and Psychological Safety: A Multi-Level Analysis" by Liao et al. (2021) broached the topic of joint perceptions in specific cultural dimensions while considering the variability of gender. This study, though not a direct replication of the Patio Pacific Resort findings, investigated how organizational justice and psychological safety perceptions, two dimensions of workplace culture, can be similar and subtly different across genders. Like the Patio Pacific Resort finding of no significant differences overall, Liao et al. (2021) proposed that men and women might share perceptions in some

dimensions but have subtle differences in others. This suggested that although broad gender differences might not always be statistically significant, a more detailed examination of certain cultural aspects can show subtle variations, substantiating the proposition that overall culture can be perceived alike, but that some parts of it can be perceived differently.

Results showed that in Patio Pacific Resort, sex does not play an important role in how employees define the workplace culture. Regardless of possible slight variations in personal experience, the consensus is that both male and female employees have the same understanding and assessment of the cultural environment at the resort. This indicated a fairly even and uniform workplace environment between male and female, enabling the resort to concentrate on general, widespread improvements instead of dealing with gender-specific cultural imbalances.

Significant Difference on the Extent of Workplace Culture Experienced by the Respondents when Grouped by Age

Table 13 presents the result of the Kruskal-Wallis Test examining the significant differences in the extent of workplace culture experienced by the respondents when they were grouped by age.

When respondents were grouped by age, a significant difference on the extent of workplace culture resulted in job security ($\chi^2 = 6.00, p=0.05$) but no significant difference in terms of recognition ($\chi^2 = 1.06, p=0.58$), leadership support ($\chi^2 = 1.46, p=0.48$), working conditions ($\chi^2 = 1.74, p=0.41$), and career advancement ($\chi^2 = 1.46, p=0.48$). As to job security, the result was considered marginally significant. This suggested that there could be statistically significant difference in job security across age groups, but the evidence is not strong. In the context of Patio Pacific Resort, job security appeared to vary across age groups. Older employees (41 years old and above) might feel more secure due to their experience and the stability that often comes with age. Younger employees (21 – 30 years old) may feel more vulnerable, especially if they are still early in their careers and have not built the same level of stability. Mid-aged (30 – 40 years old) employees might fall somewhere in between, feeling reasonably secure but still potentially impacted by company changes. While the differences were not strongly significant, they suggest that age can influence how secure employees may feel in their roles.

The findings revealed that Patio Pacific Resort generally has similar attitudes toward workplace culture across age groups, with homogenous experiences on dimensions such as recognition, leadership support, working conditions, and career advancement. Though job security revealed a negligible impact of age, the trend indicates that employees' experienced of the cultural context of the resort was not necessarily affected by age. This points toward a quite homogenous workplace culture experience in various age groups.

One recent study consistent with these results, specifically the idea that much of what people perceive about workplace culture was not significantly impacted by age, is "Age Diversity and Organizational Culture: A Meta-Analysis" by Kunze et al. (2019). In this meta-analysis, though broader organizational culture was the focus, it was determined that age diversity tend not to create dramatic differences in perceptions across different cultural dimensions. Kunze et al. (2019) postulated that there were other factors, such as organizational positions or personal experiences, which could potentially exert a greater influence than age.

This resonated with the Patio Pacific Resort findings, in which age largely did not prove to have a strong effect on perceptions of workplace culture, except for the marginal impact observed in job security. As a result, Kunze et al. (2019) reaffirmed the assumption that age in most instances does not generate large differences in observations of workplace culture.

Significant Difference on the Extent of Workplace Culture Experienced by the Respondents when Grouped by Designated Area

Table 14 examines the significant differences on the extent of workplace culture experienced by the respondents when they were grouped by designated area.

The result showed that when the respondents were grouped by designated area, there was no significant

difference on the extent of workplace culture in terms of recognition ($x^2=3.50$, $p=0.74$), leadership support ($x^2=7.31$, $p=0.29$), job security ($x^2=8.86$, $p=0.18$), working conditions ($x^2=8.08$, $p=0.23$) and career advancement ($x^2=3.79$, $p=0.70$), between the various designated areas in the organization.

The findings indicated that workers in each of the different designated areas in Patio Pacific Resort have strikingly similar impressions of work culture. In particular, statistical analysis failed to indicate any significant discrepancy in employees experiences from different departments' in terms recognition, leadership support, job security, working conditions, or career advancement. Since p-values are always greater than 0.05, the variations observed were statistically insignificant, and it is likely that any differences were due to chance and not a real effect of the specified area.

The result means that, in practical terms, workers from various departments or areas within Patio Pacific Resort felt and understood the workplace culture in the same manner. It indicated that the resort has effectively established a relatively consistent and similar workplace culture that cuts across departmental lines. Workers in front office, back office, housekeeping, maintenance, food and beverage, recreations, and management have a common sense of how things get done and what is appreciated. This is a good sign, as it indicates that the resort steers clear of large cultural differences between departments, which might result in conflict or dissatisfaction. The resort is free to work on the workplace culture as a whole for everyone, as opposed to focusing on departmental concerns. Strategies to increase recognition, leadership, job security, working conditions, or career advancement will have an impact on all workers, independent of department. Although statistically there were no differences, it is worth noting that perhaps there may be subtle discrepancies in individual experiences. In essence, the finding reflects a sound degree of cultural unity within the organization so that the resort can adopt general, inclusive plans for cultural improvement. A study that explicitly stated "no significant differences" across all designated areas within an organization could be challenging. However, the prevalence of a strong, overarching organizational culture that minimizes departmental differences can be highlighted. A work that supports the concept of an integrated organizational culture reducing departmental differences is "The Role of Organizational Culture in Reducing Interdepartmental Conflict" by Shin et al. (2020).

Though not specifically, testing the workplace culture between specific areas, this study highlighted how a robust, common organizational culture can reduce conflict and promote oneness among disparate departments. Shin et al. (2020) discovered that when organizations foster a robust, cohesive culture of shared values and norms, interdepartmental distinctions become less acute, resulting in increased collaboration and a sense of common purpose. This is in agreement with the Patio Pacific Resort findings, whereby a uniform culture across departments produced equivalent employee perceptions. The research confirmed the overall finding that a robust top-level culture can reduce the perception of differences between different departments.

Significant Difference on the Extent of Workplace Culture Experienced by the Respondents when Grouped by Length of Service

Table 15 shows the significant differences on the extent of workplace culture experienced by the respondents when they were grouped according to their length of service.

When respondents were grouped by length of service, a significant difference on the extent of workplace culture resulted in recognition ($x^2=8.01$, $p=0.04$), and job security ($x^2=8.67$, $p=0.03$), but no significant difference in terms of leadership support ($x^2=1.42$, $p=0.70$), working conditions ($x^2=3.37$, $p=0.14$), and career advancement ($x^2=2.17$, $p=0.15$).

As to recognition, the p-value 0.04 was less than the level of significance ($p<0.05$). This indicated that there was a statistically significant difference in how employees with different lengths of service experienced the extent of workplace culture in terms of recognition. The mean ranks suggested that those with more than ten years (MR=37.22) of service have rated the highest in workplace culture experienced by the respondents in terms of of recognition, while those with 6-10 years (MR=18.83) gave a lowest rate.

In terms of job security, the p-value 0.03 was less than the level of significance ($p<0.05$). There is a statistically significant difference in how employees with different lengths of service experienced the extent of workplace

culture in terms of job security. The mean ranks suggested that those with more than 10 year (MR=40.19) of service have rated the highest in workplace culture experienced by the respondents in terms of job security, while those with 6-10 years (MR=21.42) gave the lowest rate.

In summary, respondents' length of service showed that tenure has a significant impact on employee experienced of workplace culture in terms of recognition and job security. Employees with more than 10 years of service always have the highest perceived recognition and job security, while those with 6-10 years of service have the lowest. This implied a significant gap in these factors, reflecting a possible "mid-career" slump in value and stability perceptions. On the other hand, leadership support, working conditions, and career advancement perceptions are quite stable across all tenure categories since they were not affected by years of service to a large extent. These results highlighted the significance of tenure to the development of certain dimensions of workplace culture and emphasize the necessity of interventions targeted at redressing the issues of mid-tenured staff, while creating a consistent and positive experience for all other tenure groups.

A study of Ng and Feldman (2020) supported the discovery of differential recognition and job security perceptions across length of service, specifically the "mid-career" trough, is "The Impact of Tenure on Employee Engagement and Perceived Organizational Support". This paper explored how employee engagement and perceived organizational support differed by tenure groups. Ng and Feldman (2020) discovered that although long-term employees tended to register more perceived support and engagement, mid-career employees which is the equivalent of the 6-10year segment within the Patio Pacific Resort study occasionally had lower levels. This indicated that employees might experience decreased support and appreciation in the mid-career stage due to possible reasons such as stalled career progress or being less appreciated compared to their younger or older peers. This is also evident in Patio Pacific Resort results, where the 6-10year service group indicated very low perceptions of job security and recognition, with the 10 years and above group having the highest.

Post Hoc Analysis using pairwise comparisons between the different length of service groups for recognition and job security was done to determine if there are significant differences in perceptions of recognition and job security across employees with varying length of service.

As to recognition, the only significant difference is 6-10 years and more than 10 years ($p=0.03$). The negative test statistic (-18.38) indicated that the more than 10 years has a significantly higher mean rank for recognition than the 6-10 years group.

For job security, the only significant difference was between the 6-10 years and more than 10 years ($p = 0.02$). The negative statistics (-18.77) indicated that the more than 10 years has a significantly higher mean rank for job security than the 6-10 years group.

The post-hoc test further explains the results for the effect of length of service on job security and recognition perceptions among employees of Patio Pacific Resort. Although the initial test indicated differences across tenure, the post-hoc test identifies the particular groups responsible for the differences. Interestingly, the only statistically significant differences are between the 6-10 years and over 10 years length of service categories. Workers with more than 10 years of service always have significantly higher rating in terms of recognition and job security than those in the 6-10 years category, as evidenced by the negative test statistics. All other pairwise-comparisons between the lengths of service groups were not significant, and indicated that these disparities are mostly concentrated between the two tenure groups. This finding indicated a significant and evident gap, and confirmed the idea of a possible "mid-career" dip in their value and stability for 6-10 years of service, and emphasized the necessity for specific interventions to tackle their individual concerns.

A study supporting the conclusion of a unique "mid-career" dip in perceived organizational support and recognition, namely by distinguishing between mid-tenure and long-tenure employees, is "The Dynamics of Perceived Organizational Support Across Career Stages" by Kooij et al. (2021), the research investigated how perceived organizational support varies at different stages of a person's career, such as early, mid-, and late-career. Kooij et al. (2021) identified that mid-career workers commonly had lower levels of perceived support than late-career workers, who would have already formed relationships and feel a stronger sense of belonging within the organization.

This is consistent with Patio Pacific Resort's findings, in which the 6-10year service group (mid-career) had significantly lower recognition and job security perceptions compared to the more than 10 years group (late-career). The research supported the notion that mid-career workers can undergo a phase of lower perceived support and recognition and therefore require intervention that is specially designed to address their needs.

Significant Difference in the Level of Employee Retention of the Respondents when grouped by Profile Variables

Significant Difference in the Level of Employee Retention of the Respondents when grouped by Sex

Table 16 examines whether there are statistically significant differences in employees' perceived level of retention when they are grouped by sex.

The result showed that when the respondents were grouped by sex, there was no significant difference on the level of retention in terms of job satisfaction ($U=286.00$, $p=0.37$), organizational commitment ($U=327.50$, $p=0.86$), and turnover intention ($U=257.00$, $p=0.16$), between male and female respondents in Patio Pacific Resort.

The analysis presented indicates that sex does not significantly influence employee retention at Patio Pacific Resort. Specifically, statistical analysis revealed no statistically significant differences between male and female employees in terms of job satisfaction, organizational commitment, and turnover intention. Despite slight variations in mean ranks, these differences were not considered statistically meaningful, suggesting that both male and female employees share similar levels of job satisfaction, commitment to the organization, and intentions to remain employed. This finding suggested a relatively equitable retention experience across sex, enabling the resort to focus on broad, inclusive retention strategies rather than addressing gender-specific disparities.

One of the latest studies confirming the result of no substantial gender differences in employee retention measures is "Gender and Retention: A Meta-Analysis of Job Satisfaction, Organizational Commitment, and Turnover Intentions" by Allen et al. (2022). The meta-analysis reviewed a large volume of research to see if gender has a significant effect on job satisfaction, organizational commitment, and turnover intentions. Allen et al. (2022) concluded that although some studies indicated minor differences, in general, gender had little impact on these retention-related factors. This is consistent with the Patio Pacific Resort findings, where no statistically significant differences were observed between male and female respondents. The research supported the concept that in modern-day workplaces, issues other than sex, including organizational culture, leadership, and job design, tend to be more influential on employee retention.

Significant Difference in the Level of Employee Retention of the Respondents when grouped by Age

Table 17 presents the Kruskal-Wallis Test examining the significant difference on the level of retention when respondents are grouped by age.

When respondents were grouped by age, a significant difference on the level of retention resulted in turnover intention ($x^2 = 6.80$, $p=0.03$) but no significant difference in terms of job satisfaction ($x^2 = 1.41$, $p=0.49$), and organizational commitment ($x^2 = 0.18$, $p=0.91$). Turnover intention, test statistic is less than the significance level ($p<0.05$). This indicated that there is a statistically significant difference in turnover intention across age groups.

The post-hoc test further explains the results for the effect of respondents' age on turnover intention among employees of Patio Pacific Resort. Although the initial test indicated differences across age groups, the post-hoc test identifies the particular groups responsible for the differences.

Regarding turnover intention, 21-30 years versus 31-40 years old ($p=1.00$), and 31-40 years old versus 41 years old and above ($p=0.27$), both show no significant difference in turnover intention. However, 21-30 years old versus 41 years and above ($p=0.02$) which was less than the level of significance ($p<0.05$). The negative test statistics (-13.91) indicated that the 41 years old and above has a significant lower turnover intention than the 21-30 years

old group. Therefore, there is significant difference in the turnover intention between age 41 years old and above, and 21 – 30 years old employees.

The result showed that although turnover intention is roughly comparable between most age groups at Patio Pacific Resort, there was a clear difference between the youngest (21-30 years) and oldest (41 years and above) employees. More specifically, based on the post-hoc test, employees between the ages of 41 and older have a significantly lower turnover intention than those aged 21-30 years old. This implied that older workers were much more likely to stay with the resort than younger workers. The fact that there were no significant differences between other pairings of age groups suggested that this difference was largely due to the differing intentions of the youngest and oldest groups. This suggested the necessity for retention strategies focused specifically on younger workers' particular worries and incentives, who seem more likely to want to work elsewhere.

One recent study agreeing with the evidence of age difference in turnover intention, and which gives special note to the lower turnover intention in older employees, is "Age and Turnover: A Meta-Analysis and Meta-Analytic Review" by Sturman and Kappmeyer (2021). This research explored the age-turnover relationship in a broad spectrum of studies. Sturman and Kappmeyer (2021) concluded that older workers tend to have lower turnover intentions and actual turnover than younger workers, most probably because of factors like higher job embeddedness, fewer external job opportunities, and more work-life balance. This is in line with Patio Pacific Resort's findings, in which older workers (41 years and older) had much lower turnover intentions compared to younger workers (21-30 years).

Significant Difference in the Level of Employee Retention of the Respondents when grouped by Designated Area

Table 18 examines the significant differences in the level of employee retention of the respondents in terms of job satisfaction, organizational commitment, and turnover intention when grouped by designated areas such as front office, back office, housekeeping, maintenance, food and beverage, recreations, and management.

When respondents were grouped by designated area, there was no significant difference on the level of retention in terms of job satisfaction ($x^2=6.67$, $p=0.35$), organizational commitment ($x^2=3.00$, $p=0.80$), and turnover intention ($x^2= 0.94$, $p=0.12$). This showed that employees' perceived retention, as indicated by job satisfaction, organizational commitment, and turnover intention, is the same across all areas assigned at Patio Pacific Resort.

This implied that whether an employee was assigned to the front office, back office, housekeeping, maintenance, food and beverage, recreations or management, their job satisfaction, organizational commitment, and turnover intentions were statistically equal. The absence of notable differences, as represented by p-values greater than 0.05, indicated that departmental differences do not contribute substantially to these indicators of retention. The indication being that the retention efforts of the resort were uniformly effective across its multiple operating units, and that an integrated organizational culture exists so that departmental differences in employee retention were minimized. A more recent work in alignment with the conclusion of persistent retention markers among organizational units is "Departmental Culture and Employee Retention: A Multi-Level Study" by Zhang et al. (2023). It studied departmental culture and overall organizational culture in affecting employee retention. Zhang et al. (2023) identified that when an organization develops a strong, overall culture that prioritizes shared goals and values, differences in retention-related factors among departments become minimal. This confirms the Patio Pacific Resort findings where there was a uniform retention experience in different designated areas.

Significant Difference in the Level of Employee Retention of the Respondents when grouped by Length of Service

Table 19 investigates the significant differences on the level of employee retention of the respondents when they are grouped by length of service through different dimension such as job satisfaction, organizational commitment and turnover intention.

When respondents were grouped by length of service, a significant difference on the level of employee retention

resulted in job satisfaction ($x^2=8.40$, $p=0.03$), and turnover intention ($x^2=9.43$, $p=0.02$), but no significant difference in terms of organizational commitment ($x^2=4.23$, $p=0.23$). As to job satisfaction, the p-value 0.03 was less than the level of significance ($p<0.05$). This indicated that there was a statistically significant difference in how respondents with different lengths of service perceived the level of retention in terms of job satisfaction. The mean ranks suggested that those with more than ten years (MR=35.72) of service have rated the highest in the level of employee retention by the respondents in terms of job satisfaction, while those with 6-10 years (MR=17.96) gave a lowest rate.

In terms of turn-over intention, the p-value 0.02 was less than the level of significance ($p<0.05$). Therefore a statistically significant difference in how respondents with different lengths of service perceived the level of retention in terms of turnover intention was noted. The mean ranks suggested that those with more than 10year (MR=41.25) of service have rated the highest in the level of employee retention by the respondents in terms of turnover intention, while those with less than a year (MR=20.92) gave the lowest rate.

This showed a multifaceted relationship between retention factors and employee tenure. The large difference in job satisfaction between different lengths of service indicated that the level of satisfaction among employees was not constant and could be affected by their duration of stay with the organization. This means that tenure groups were different and have unique needs and experiences that affected their job satisfaction. Nevertheless, the fact that there was a significant difference in turnover intention depends on their length of service. It follows that some groups were more at risk of turnover. By their very nature, while organizational commitment is static, job satisfaction and turnover intention are dynamic and shaped by tenure. This requires specific retention strategies addressing the particular requirements of varying tenure groups. Organizations must examine why job satisfaction and turnover intention vary by tenure, perhaps through specialized surveys or focus groups.

One recent study that validated the concept of differential employee needs by tenure is that of Viswesvaran and Schmidt (2022), "The Psychology of Work and Organizations." They point out in this study that employees' expectations and needs change over time, which affected job satisfaction and turnover. Their meta-analysis showed that newer employees tend to focus on learning and development, whereas longer-tenured employees tend to emphasize stability and appreciation. This also supported directly the result that job satisfaction and turnover intentions vary with tenure. Additionally, Gallup's 2024 reports for "State of the Global Workplace" indicated that employee engagement, highly related to job satisfaction and retention, varies enormously according to criteria such as tenure and role. They stress the necessity of customized engagement and retention approaches, in place of the cookie-cutter kind. This supported the necessity to address the particular requirements of various tenure groups, as evidenced by the wide variations found in the data presented.

Post Hoc Analysis using pairwise comparisons between the different length of service groups for job satisfaction and turnover intention was done to determine if there are significant differences across respondents with varying length of service.

In job satisfaction, 6-10 years versus more than 10 years have p-value of 0.04, which was less than the level of significance ($p<0.05$). The difference between job satisfaction for the 6-10 years and the more than 10 years is significant. Negative test statistic (-17.76) showed that those with more than 10 years group have a significantly higher job satisfaction than the 6-10 years group.

In turnover intention, all tenured group have greater than the level of significance ($p<0.05$). There exist no statistically significant pairwise differences in turnover intention across any of the length of service. The initial finding of a significant difference reported is lost when comparing the pairwise comparison with the adjusted p-values.

The post-hoc examination of employee retention, specifically job satisfaction and turnover intention by length of service, illustrated the need for careful interpretation of statistical results. Although preliminary analysis indicated substantial differences in turnover intention, the pairwise comparisons did not show any statistically significant differences, highlighting the value of strict statistical practice and the prevention of excessive Type I error rates, as noted by Lakens (2022). This nuance is consistent with the general understanding that the effect of tenure on job satisfaction is non-linear and complex. The fact that the difference was found only between the

6-10 years and over 10

the needs and priorities of employees change over time. This is in line with the research of De Cuyper et al. (2020), which showed that career development and satisfaction are shaped by lifespan views and changing needs. Also, Valentine et al. (2010) emphasized the need for statistical power, and how post-hoc tests serve to enhance that power, and provide a better estimate of the data. Therefore, the post-hoc analysis confirmed the necessity for customized interventions, and not generalized ones, in order to efficiently respond to the various experiences and expectations of the employees at various stages of their tenure.

Significant Relationship between the extent of Workplace Culture Experienced by the Respondents and their Retention Level

Table 20 tests the correlation between the extent of workplace culture experienced by the respondents and retention level through Spearman correlation.

The extent of workplace culture experienced by the respondents in terms of recognition ($r_s = 0.661$), leadership support ($r_s = 0.551$), working conditions ($r_s = 0.626$), and career advancement ($r_s = 0.662$) were all moderately correlated with employee retention level. Job security ($r_s = 0.765$) has the strong correlation with retention. All five dimensions of workplace culture have a statistically significant ($p < 0.05$) positive correlation with employee retention.

This implied that when the employees felt recognized and valued for their efforts, they were fairly more likely to remain with the organization. When the employees felt supported by the leaders, they are fairly more likely to remain. When the employees enjoy a good working environment, they are fairly more likely to remain. When the employees notice chances to grow and get promoted within the organization, they are fairly more likely to remain.

This showed a positive correlation between the different dimensions of workplace culture and retention of employees, suggesting that the culture itself plays a direct role in contributing to keeping employees in the organization. In particular, job security has the highest correlation, followed in sequence by career development, recognition, working conditions, and leadership support also correlating significantly. All these dimensions had statistically significant positive correlations ($p < 0.05$).

This indicated that staff who feel acknowledged, are led by supportive leaders, enjoy positive working environments, and view career opportunities are much more likely to stay with the organization. In essence, an employee welfare-oriented culture creates loyalty. This was consistent with recent studies, e.g., Kim and Park (2023) who established that genuine leadership behaviors that drive greater recognition strengthen job retention. Their research highlighted how leadership plays a key role in instilling a sense of belonging and value within an organization's culture that consequently influences the decision of an employee to stay in an organization. The research also indicated job security as one of the extremely powerful retention drivers, and organizations should aim to instill a sense of job security among employees.

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents the summary of findings, the conclusions derived from the findings, and recommendations.

Summary of Findings

This study presents the following findings:

1. There were 60 respondents. In terms of age group, quite young with a majority of 30 respondents (50%) aged 21-30 years. In terms of sex, most of the workforce was mostly male which consisted 45 respondents (75%) while female consisted of 15 respondents (25%). The Food and Beverage division forms the largest segment of 20 employees (33%). Though the majority of the workforce was constituted by individuals with 1-5 years of experience consisted of 26 respondents (43%), long-time employees with more than 10 years of service also have a notable presence of 16 respondents (27%).

2. The extent of workplace culture experienced by the respondents in Patio Pacific Resort Boracay have an extensive workplace culture in a number of important dimensions. In terms of recognition ($M = 3.07$), the employees generally felt valued for their efforts. As to the leadership support ($M = 3.19$), implied that managers were viewed as supportive and accessible. As to job security ($M = 3.09$), promoted stability and commitment. As to working conditions ($M = 3.27$), employees perceived the work environment as productive and healthy. As to career advancement ($M = 2.98$) it was also seen as extensive.
3. The high level of retention of the respondents in terms of job satisfaction, organizational commitment, and turnover intention indicated a bright future for Patio Pacific Resort Boracay, with a generally satisfied, highly committed, and strongly inclined workforce to stay with the company. In terms of job satisfaction, employees indicated a high level of job satisfaction ($M = 3.34$), suggesting that they generally like what they do and were involved in. As to the organizational commitment ($M = 3.07$) highlighted the employees' strong identification with the resort, with possibilities to develop higher employee advocacy and motivation to go above and beyond their core responsibilities. As to the turnover intention ($M = 2.83$) showed high retention.
4. There were no differences in the extent of workplace culture that were statistically significant occur either by sex or area of assignment. In grouping by age, a marginally significant difference was present for job security ($p=0.05$), yet evidence was poor. Nevertheless, the difference becomes significant when considering length of service both in terms of recognition ($p=0.04$) and job security ($p=0.03$). Post-hoc analysis indicated that employees with over 10 years of service reported significantly higher levels of job security and recognition than those with 6-10 years of service. This indicated that longer-tenured employees have a more favourable perception of job security and recognition than their mid-tenured peers.
5. There were no statistically significant differences in the retention level in terms of job satisfaction, organizational commitment, and turnover intention between male and female employees at Patio Pacific Resort. As to age, a statistically significant difference in turnover intention across age groups ($p = 0.03$) was noted. Specifically, post-hoc analysis revealed that employees aged 41 and above have a significantly lower turnover intention than those in the 21-30 age group. There were no significant differences in job satisfaction or organizational commitment by age. In designated area, there were no statistically significant differences in job satisfaction, organizational commitment, or turnover intention across different designated areas. As to the length of service, there were statistically significant differences in job satisfaction ($p = 0.03$) and turnover intention ($p = 0.02$) based on length of service. Post-hoc analysis indicated that employees with more than 10 years of service report significantly higher job satisfaction compared to those with 6-10 years of service. However, the significant differences between the lengths of service with turnover intention were not found in the pairwise comparison with the adjusted p-values. In summary, while sex and designated area do not significantly impact retention levels, age does influence turnover intention with older employees being less likely to leave, and length of service impacts job satisfaction with the longest-tenured employees reporting the highest satisfaction compared to the mid tenured. The length of service does not have a difference in the pairwise comparison on turnover intention.
6. There was a positive correlation between workplace culture experienced by employees and the level of employee retention at Patio Pacific Resort. In particular, all the five workplace culture dimensions—recognition, leadership support, job security, working conditions, and career advancement—were found to have statistically significant positive correlations with employee retention ($p < 0.05$). Job security has a strong correlation (0.765), while career advancement and recognition (0.662 and 0.661, respectively), working conditions (0.626), and leadership support (0.551) have moderate correlation. These indicated the significance of developing a healthy workplace culture on all fronts, particularly focusing on job security, to create stronger employee retention within the organization. Employees feel safe, appreciated, cared for, and realize they have potential for development under good working environments and are therefore more likely to stay with Patio Pacific Resort.

Conclusion

The study highlighted the extent of workplace culture experienced by the employees of Patio Pacific Resort Boracay and their retention level.

The majority of employees were relatively young, male, and have 1-5 years of experience, though long-term employees with over 10 years of service also form a significant portion of the workforce. The resort maintained a positive workplace culture, with employees feeling valued, supported, and secure in their roles, particularly in areas of recognition, leadership support, job security, and working conditions.

The employees' high levels of job satisfaction, organizational commitment, and low turnover intention suggested a favorable environment for retention. However, significant differences in retention-related factors were observed based on the length of service, with long-tenured employees reporting higher job satisfaction and job security compared to their mid-tenured peers. Additionally, age played a role in turnover intention, with older employees being less likely to leave the organization compared to younger employees. Furthermore, the study highlighted that workplace culture plays a crucial role in employee retention, with strong positive correlations between all dimensions of workplace culture (recognition, leadership support, job security, working conditions, and career advancement) and retention. Job security emerged as the most significant factor in influencing retention, followed closely by career advancement and recognition. Therefore, to enhance employee retention, it is essential for the resort to continue fostering a supportive and secure work environment that emphasizes growth opportunities for all employees, particularly in their first 5-10 years of service.

In summary, Patio Pacific Resort Boracay is well-positioned to retain its workforce by maintaining its positive workplace culture, offering job security, supporting career development, and recognizing employee contributions. Continued attention to these factors will help ensure long-term employee satisfaction and organizational stability.

Recommendation

Employee Engagement and Retention Action Plan

The proposed Employee Engagement and Retentions Action Plan focuses on strengthening organizational capacity and improving staff retention through the following key details:

1. With the demography of young, male staff in the Food and Beverage industry, and both short and long-serving employees represented, a multi-pronged approach is essential. To effectively engage the younger demographic (21-30), Patio Pacific Resort Management should develop specific programs that can meet the employees' career. At the same time, to leverage the wealth of experience possessed by tenured employees, strong mentorship schemes must be put in place, enabling vital knowledge transfer. Inclusivity in employee programs and benefits is most important, with particular emphasis on meeting the distinctive needs and tastes of the male-dominated workforce to create a caring and fair work environment.
2. To cultivate an improved workplace culture, it is advisable for Patio Pacific Resort to prioritize the enhancement of recognition practices, the clarification of job security, and the improvement of working conditions. This can be achieved by implementing regular feedback sessions that not only recognize employee contributions but also solicit their perspectives. Furthermore, it is crucial to communicate career advancement opportunities transparently and to provide mentorship programs. Ensuring clarity around job security and promotion criteria is vital, as is the provision of resources for skill enhancement and the assessment of work environments to support employee well-being. Ultimately, the establishment of structured career advancement programs, accompanied by clear communication, will contribute to maintaining fairness within the organization.
3. To enhance employee retention, Patio Pacific Resort should cultivate a supportive work environment that prioritizes employee well-being, facilitated by effective leadership and recognition initiatives. It is essential to implement regular feedback mechanisms, such as surveys, to assess job satisfaction and promptly

- address any employee concerns. Additionally, providing training opportunities for professional development, fostering a positive organizational culture, and establishing recognition systems will strengthen employee commitment. It is also important to monitor employees' intentions to leave and respond proactively based on the feedback received.
4. In order to tackle the inequalities in job security and recognition faced by mid-tenured and long-tenured staff at Patio Pacific Resort, management should investigate the root causes of these perceptions and implement programs that include all employees and to ensure transparent communication about policies designed to improve perceptions of stability and fairness.
 5. To ensure the continued success of Patio Pacific Resort, it is essential to implement a strategic approach to employee retention that addresses the specific needs and aspirations of different age groups. This is particularly important for younger employees, who represent a substantial portion of the workforce and face unique challenges. Additionally, the resort should establish programs that recognize and reward employees for their long-term commitment, thereby enhancing overall employee morale and retention at Patio Pacific Resort.
 6. To secure future success and sustainability at Patio Pacific Resort, it is imperative to have a holistic approach to enhancing workplace culture, acknowledging the interrelated nature of various factors, including leadership support and the overall work environment as each factor plays a significant role in employee retention and overall satisfaction. By focusing on this, Patio Pacific Resort can establish itself as an employer of choice, thereby nurturing a stable and motivated workforce.

REFERENCES

1. Agarwal, U. A., Datta, S., Blake-Beard, S., & Bhave, D. P. (2022). Employee recognition and work outcomes: A meta-analysis. *Journal of Organizational Behavior*, 43(1), 164-184.
2. Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2003). Retaining talent: Replacing misconceptions with evidence-based strategies. *Academy of Management Perspectives*, 17(2), 48-64.
3. Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining talent: A guide to analyzing and managing employee turnover. *Business Horizons*, 53(1), 31-39.
4. Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2022). Gender and retention: A meta-analysis of job satisfaction, organizational commitment, and turnover intentions. *Journal of Vocational Behavior*, 138, 103788. <https://doi.org/10.1016/j.jvb.2022.103788>
5. Allen, J. G., MacNaughton, P., Laurent, J. G. C., Flanigan, S. S., Eitienne, A. A., & Spengler, J. D. (2021). Green space, perceived restoration, and employee performance: The role of workplace green space in improving employee well-being and performance. *Journal of Environmental Psychology*, 73, 101533.
6. Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2013). Work-family conflict and family-work conflict: A meta-analysis. *Journal of Vocational Behavior*, 83(3), 360-379.
7. Allen, T. D., Johnson, R. C., Saboe, K. N., Cho, E., & Dumani, S. (2023). Career development practices and employee retention: The role of perceived organizational support. *Journal of Vocational Behavior*, 144, 103908
8. Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16(3), 315-338. <https://doi.org/10.1016/j.leaqua.2005.03.001>
9. Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2022). Work engagement: Further reflections on the state of the art. *European Journal of Work and Organizational Psychology*, 31(5), 639-654.
10. Bakker, A. B., Bailey, C., & Truss, C. (2018). Engaged to be committed: Dedicated employees and affective organizational commitment. *European Management Journal*, 36(4), 468-479.
11. Bakker, A. B., van Wingerden, J., & Alexander, J. (2022). Work engagement and employee performance. In *The Wiley Handbook of the Psychology of Team Working and Collaborative Processes* (pp. 159-180). Wiley.
12. Bakker, A. B., & Oerlemans, W. G. M. (2019). Job crafting and employee well-being. In E. Diener, S. Oishi, & L. Tay (Eds.), *Handbook of well-being* (pp. 1-17). DEF Publishers.

13. Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Lawrence Erlbaum Associates Publishers.
14. Baum, T. (2018). Sustainable human resource management and the hospitality and tourism industry: A strategic, contextual and pluralistic critique. *International Journal of Hospitality Management*, 75, 108-117.
15. Bhattarai, P., Joshi, A., & Chaudhary, S. (2024). Impact of training and development programs on employee performance: A case study of Nepalese banking sector. *Journal of Business and Management Studies*, 10(1), 45-60.
16. Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework* (3rd ed.). Pearson.
17. Cascio, W. F. (2006). *Managing human resources: Productivity, quality of work life, profits*. McGraw-Hill/Irwin.
18. Chopra, P. (2023, August 10). Work culture and employee retention: Keeping your talent happy. LinkedIn. <https://www.linkedin.com/pulse/work-culture-employee-retention-keeping-your-talent-happy-chopra>
19. Chopra, R. (2023). The role of organizational culture in employee retention: A critical review. *Journal of Business and Management*, 31(2), 45-61.
20. Collings, D. G., Mellahi, K., & Cascio, W. F. (2018). Strategic talent management: A review and research agenda. *Journal of Management*, 45(4), 1438-1466.
21. Cottam, J. (2019). Understanding employee retention: The importance of workplace culture. *Journal of Business Management*, 23(4), 45-59.
22. Cottam, D. L. (2019). The impact of organizational culture on employee retention in the hospitality industry: A case study in Boracay. *Journal of Hospitality & Tourism Research*, 23(4), 387-400.
23. Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. 4th Edition. Sage Publications.
24. Cruz, R. M., Cruz, R. M., & Cruz, R. M. (2018). Employee engagement and retention in the resort industry of Boracay Island, Philippines. *Journal of Tourism and Hospitality Management*, 6(1), 1-13.
25. De Cuyper, N., Bernhard-Oettel, C., Berntson, E., Isaksson, K., & Näswall, K. (2020). Employability and sustainable careers: A lifespan perspective. *European Journal of Work and Organizational Psychology*, 29(4), 541-558.
26. De Vos, A., Van der Heijden, B. I., & Akkermans, J. (2020). Sustainable career across the lifespan: Definition, research agenda, and agenda for action. *Journal of Vocational Behavior*, 117, 103344.
27. Denison, D. R., Haaland, S., & Goelzer, P. (2014). Corporate culture and organizational effectiveness: Is there a similar pattern globally? *Advances in Global Leadership*, 8, 205-233.
28. Denscombe, M. (2014). *The Good Research Guide: For small-scale social research projects* (5th ed.). Open University Press.
29. Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, 86(1), 42-51.
30. Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75(1), 51-59.
31. Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500-507.
32. Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2005). Perceived organizational support: Contributions to perceived supervisor support and employee retention. *Journal of Applied Psychology*, 90(3), 508-519.
33. Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2020). Perceived organizational support: Recent research on antecedents and consequences. *Journal of Organizational Behavior*, 41(6), 718-768.
34. Emerald Insight. (2021). The impact of autonomy and trust on employee performance.
35. Emerald Insight Research Report.
36. Field, A. (2013). *Discovering statistics using IBM SPSS statistics* (4th ed.). Sage Publications.
37. Golden, T. D., Veiga, J. F., & Dino, R. N. (2020). The impact of professional isolation on teleworker job performance and turnover intentions: Does time spent teleworking, interacting face-to-face, or having access to communication-enhancing technology matter? *Journal of Applied Psychology*, 93(6), 1412-

1421.

38. Greenhalgh, L., & Rosenblatt, Z. (1984). Job insecurity: Toward conceptual clarity. *Academy of Management Review*, 9(3), 438-448.
39. Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26(3), 463-488.
41. Groysberg, B., Lee, J., Price, J., & Cheng, J. Y. (2018). The leader's guide to corporate culture. *Harvard Business Review*, 96(1), 44-52.
42. Harris, C. (2020). The impact of working conditions on employee well-being. *International Journal of Environmental Research and Public Health*, 17(3), 1-15.
43. Harris, P. (2020). The impact of work-life balance on employee retention. *Journal of Human Resources Management*, 18(2), 123-137.
44. Harris, P. (2021). Age diversity in the workplace: Impacts on job satisfaction and retention. *International Journal of Human Resource Management*, 32(5), 55-72.
46. Heskett, J. L., Sasser, W. E., & Schlesinger, L. A. (1994). *The service profit chain: How leading companies link profit and growth to loyalty, satisfaction, and value*. Free Press.
47. Herzberg, F. (1959). *The Motivation to Work*. John Wiley & Sons, Inc.
48. Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2008). Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance. *Family Relations*, 57(3), 238-245.
49. Holtom, B. C., Mitchell, T. R., Lee, T. W., & Eberly, M. B. (2008). Turnover and retention research: A glance at the past, a closer review of the present, and a venture into the future. *The Academy of Management Annals*, 2(1), 231-274.
50. Inkson, K., & Mingione, M. (2018). New forms of global careers: A review and conceptualization. *Journal of World Business*, 53(6), 735-748.
51. Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2024). How does human resource management influence organizational outcomes? A quantitative review of 30 years of research. *Journal of Management*, 50(1), 269-301.
52. Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.
53. Kim, S., & Park, J. (2021). Transformational leadership and career development: The mediating role of positive workplace culture. *Leadership & Organization Development Journal*, 42(6), 889-905.
54. Kim, S., & Park, Y. (2023). Authentic leadership behaviors and job retention: The mediating role of perceived recognition. *Journal of Leadership & Organizational Studies*, 30(2), 187-201.
55. Koch, A. T., D'Mello, S. K., & Sackett, P. R. (2020). Sex differences in organizational communication styles: A longitudinal study. *Journal of Organizational Behavior*, 41(3), 245-261.
56. Kooij, D. T. A. M., Jansen, P. G. W., Dikkers, J. S. E., & De Lange, A. H. (2021). The dynamics of perceived organizational support across career stages. *Journal of Vocational Behavior*, 125, 103529. <https://doi.org/10.1016/j.jvb.2020.103529>
57. Koys, D. J. (2001). The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit-level, longitudinal study. *Personnel Psychology*, 54(1), 101-114.
58. Kuhn, E., Moorman, J., & Porter, M. (2019). Understanding the link between workplace culture and employee retention in hospitality. *Journal of Hospitality Management*, 20(2), 235-249.
59. Kuhn, P., & Vannelli, A. (2019). Employee retention: The role of organizational commitment. *Journal of Labor Economics*, 37(4), 385-412.
60. Kunze, F., Boehm, S. A., & Bruch, H. (2019). Age diversity and organizational culture: A meta-analysis. *Journal of Organizational Behavior*, 40(5), 553-579. <https://doi.org/10.1002/job.2355>
61. Lakens, D. (2022). Improving the statistical inferences of psychological science: From promises to reality. *Perspectives on Psychological Science*, 17(1), 116-130.
62. Lee, T. W., Mitchell, T. R., Sablinski, C. J., Burton, J. P., & Holtom, B. C. (2004). The effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover. *Academy of Management Journal*, 47(5), 711-725.
63. Leonardi, P. M., Huysman, M., & Steinfield, C. (2012). Enterprise social media: Definition, history, and prospects for the study of social technologies in organizations. *Journal of Computer-Mediated*

- Communication, 17(4), 435-451.
64. Leonardi, P. M., Huysman, M., & Steinfield, C. (2012). Enterprise social media: Definition, history, and prospects for the study of social technologies in organizations.
 65. Liao, J., Liu, Y., & Wang, L. (2021). Gender differences in perceptions of organizational justice and psychological safety: A multi-level analysis. *Journal of Business and Psychology*, 36(6), 1145-1161. <https://doi.org/10.1007/s10869-020-09720-x>
 66. McDermott, G. A., & Sexton, D. L. (1998). Organizational culture and performance: A comprehensive review. *International Journal of Management Reviews*, 3(4), 259- 274.
 67. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89.
 68. Morin, A. J. (2017). Length of service and employee turnover: Insights from organizational psychology. *Journal of Applied Psychology*, 102(6), 890-901.
 69. Ng, T. W. H., & Feldman, D. C. (2020). The impact of tenure on employee engagement and perceived organizational support. *Journal of Vocational Behavior*, 120, 103444. <https://doi.org/10.1016/j.jvb.2020.103444>
 70. Noe, R. A. (2010). Employee training and development. McGraw-Hill Education.
 71. O.C. Tanner Institute. (2025). Global culture report: The impact of recognition on workplace culture. O.C. Tanner Institute.
 72. Rothmann, S., & Malan, D. J. (2016). Job satisfaction and employee retention in the hospitality industry. *International Journal of Hospitality Management*, 59, 95-105.
 73. Rothmann, S., & Malan, L. (2016). Work-related well-being and job satisfaction in South Africa. *South African Journal of Industrial Psychology*, 42(1), 1-11.
 74. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
 75. Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Perspectives on organizational climate and culture. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 361-388.
 76. Schneider, B., Macey, W. H., & Lee, S. A. (2013). The service climate and its consequences for employee attitudes and behaviors. In S. K. Ashkanasy, C. E. J. Härtel, & W. J. Zerbe (Eds.), *The handbook of organizational culture and climate* (2nd ed., pp. 137-157). Sage Publications.
 77. Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). John Wiley & Sons. Senior, B., & Fleming, J. (2006). *Organizational change* (3rd ed.). Pearson Education.
 78. Shin, Y., Lee, J., & Kim, T. (2020). The role of organizational culture in reducing interdepartmental conflict. *Sustainability*, 12(15),
 79. Teece, D. J., Peteraf, M., & Leih, S. (2016). Dynamic capabilities and organizational agility: Risk, uncertainty, and strategy in the innovation economy. *California Management Review*, 58(4), 13-35.
 80. Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-293.
 81. Sturman, M. C., & Kappmeyer, J. D. (2021). Age and turnover: A meta-analysis and meta-analytic review. *Journal of Applied Psychology*, 106(10), 1475–1499. <https://doi.org/10.1037/ap10000858>