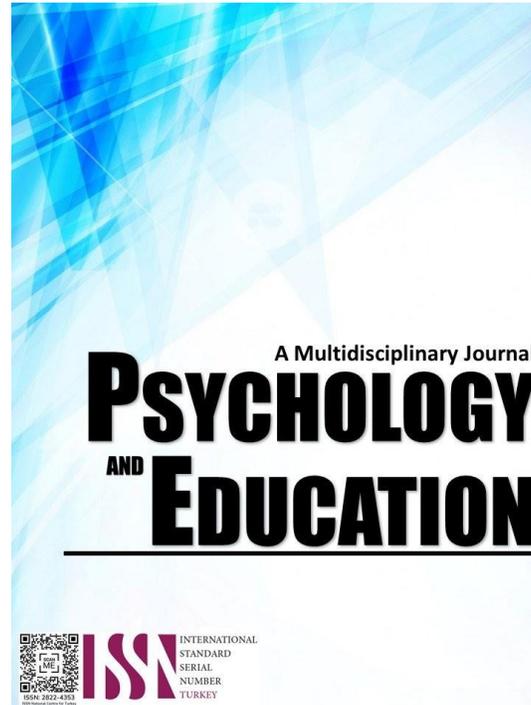


# EMPLOYEE RETENTION AND ITS RELATIONSHIP WITH ORGANIZATIONAL CLIMATE, LEADERSHIP BEHAVIOR AND WORK-LIFE BALANCE OF HEALTHCARE INSTRUCTORS



**PSYCHOLOGY AND EDUCATION: A MULTIDISCIPLINARY JOURNAL**

Volume: 30

Issue 9

Pages: 1376-1381

Document ID: 2025PEMJ2917

DOI: 10.5281/zenodo.14642114

Manuscript Accepted: 12-04-2024

# Employee Retention and its Relationship with Organizational Climate, Leadership Behavior and Work-Life Balance of Healthcare Instructors

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## Abstract

This study explores the relationships of organizational climate, leadership behavior, and work-life balance on employee retention among healthcare instructors. Employing a descriptive-correlational research design, the study was conducted in the Davao Region, Philippines, involving 295 healthcare instructors. Data were analyzed using mean, standard deviation, and Pearson product-moment correlation. The findings indicate that organizational climate, leadership behavior, and work-life balance have significant positive correlations with employee retention. These results underscore the importance of fostering a supportive organizational climate, implementing effective leadership practices, and promoting work-life balance to enhance employee retention. Strengthening these areas is vital for maintaining a stable and committed workforce in healthcare education.

**Keywords:** *organizational climate, leadership behavior, work-life balance, employee retention, healthcare instructors*

## Introduction

Faculty retention in medical sciences universities is crucial for sustaining the quality and continuity of education in healthcare. Faculty members face numerous challenges, including heavy workloads, inadequate benefits, and insufficient organizational support, which contribute to retention issues. Addressing personal and social needs, ensuring efficient resource management, and fostering a fair and transparent organizational structure are essential for creating a supportive environment. This study recognizes the competitive nature of the healthcare sector and seeks to provide insights into strategies for improving faculty satisfaction and retention, thereby ensuring the stability of the healthcare education workforce.

Globally, retaining skilled faculty remains a critical challenge, as institutions grapple with the loss of expertise and resources due to faculty turnover. Prior studies, such as those by Cox et al. (2020) and Salajegheh et al. (2022), emphasize the role of human resource management in mitigating faculty departures. Key factors influencing retention include working conditions, interpersonal relationships, and organizational climate (Matarid, 2018; Gonzalo et al., 2018). Conversely, the absence of benefits and work-life balance exacerbates dissatisfaction and increases turnover intentions (Thomas-Gregory, 2022; Vican et al., 2020). This study examines these dynamics to contribute to the broader discourse on faculty retention.

Existing literature underscores the influence of leadership behavior, organizational support, and professional growth opportunities on retention. Studies from diverse contexts (Yimer et al., 2017, Figueira, 2018, Mohammadi & Salajegheh, 2023), highlight how task-oriented leadership, transparent structures, and career development initiatives impact faculty satisfaction. In the Philippines, Gaspar et al. (2019) and Kukano et al. (2018) identify positive working conditions, fair treatment, and collegial relationships as pivotal for retention. However, gaps remain in understanding the multifaceted challenges specific to healthcare faculty, particularly concerning work-life balance and its interplay with organizational factors. This study aims to address these gaps by examining the relationships among organizational climate, leadership behavior, work-life balance, and employee retention among healthcare instructors. The findings offer evidence-based insights for administrators, policymakers, and stakeholders to develop strategic initiatives that enhance faculty satisfaction, retention, and institutional stability in this vital sector.

## Research Questions

This study examined the Employee Retention and its relationships to Organizational Climate, Leadership Behavior, Work-Life Balance of Healthcare Instructors. Specifically, this sought to answer the following questions:

1. What is the level of organizational climate, leadership behavior, work-life balance and employee retention among healthcare instructors in terms of:
2. Is there significant relationship between employee retention and:
  - 2.1. organizational climate;
  - 2.2. leadership behavior; and
  - 2.3. work-life balance?

## Literature Review

### *Organizational Climate*

Organizational climate encompasses the shared values, beliefs, behaviors, and operational norms within an organization that shape its identity and influence member interactions and engagement with external stakeholders (Schein, 2016). This workplace ambience

significantly affects employee morale, productivity, and overall well-being, while also serving as a determinant of leadership practices. Much like an individual's unique personality, an organization's distinct climate defines its ethos and differentiates it from others (Kenton, 2020). The role of organizational climate in influencing employee behavior, including job satisfaction, commitment, and performance, has been well-documented. When employees perceive a positive organizational environment, they are more likely to demonstrate creativity, align with organizational goals, and foster a strong sense of identity within the organization (Kose, 2016). Research supports that a healthy organizational climate is closely associated with enhanced job satisfaction and retention outcomes. For instance, Arian et al. (2018) identified factors such as organizational culture, support systems, and leadership styles as critical elements influencing educators' job satisfaction. Similarly, Saber (2014) emphasized the importance of mentorship and workplace culture in creating supportive environments conducive to retention.

### ***Leadership Behavior***

Leadership behavior refers to the actions and strategies employed by leaders to influence and guide their teams toward achieving organizational objectives. Effective leadership behavior involves motivating employees, fostering a shared vision, and facilitating problem-solving and goal attainment (Northouse, 2014). High-quality leadership is pivotal in establishing a cohesive and efficient workforce, as leaders play a central role in balancing organizational limitations with opportunities for growth (Blanchard, 2015; Rahim, 2016). Effective communication, a cornerstone of leadership, fosters organizational cohesion and ensures the seamless dissemination of pertinent information to employees (Abun & Tabur, 2018). Leaders in higher education, particularly those adopting transformational, relations-oriented, and change-oriented approaches, have been shown to drive organizational success and flexibility. According to Rajbhandari (2017), action-oriented leadership that emphasizes task completion and relationship building enables leaders to adapt to changing demands and achieve both success and effectiveness. This blend of leadership styles is crucial in navigating the complexities of modern educational environments.

### ***Work-Life Balance***

Work-life balance reflects an employee's ability to effectively manage professional responsibilities alongside personal commitments. Organizations that foster family-friendly policies and supportive cultures contribute significantly to achieving this balance. Leaders play a vital role in shaping workplace norms that either support balance or exacerbate pressures, which can lead to disengagement and turnover (Karatepe & Avci, 2017). A healthy work-life balance is especially critical for healthcare instructors, given the demanding and high-stress nature of their roles. Research underscores the importance of work-life balance in employee satisfaction and retention. Studies, such as those by Janssen et al. (2018) and Park and Moon (2021), have demonstrated the negative effects of work-life imbalance on job satisfaction and turnover intentions among nursing faculty. Similarly, Matsuo et al. (2021) found that Japanese nurses with lower dedication to work-life balance exhibited higher turnover intentions. These findings highlight the critical need for organizations to prioritize work-life balance to foster employee well-being and retention.

### ***Employee Retention***

Employee retention refers to the strategic efforts organizations undertake to retain personnel for extended periods, thereby reducing turnover and fostering stability. Retention strategies emphasize collective efforts to utilize employees' skills in achieving organizational goals while ensuring job satisfaction and engagement (Vuong et al., 2021). While competitive compensation remains a factor, modern retention approaches focus on non-monetary incentives, such as creating supportive environments and offering growth opportunities (Lardner, 2015). The global healthcare sector faces significant retention challenges due to workforce shortages and increasing workloads. High turnover rates, particularly among nursing professionals, exacerbate these challenges and impede organizational effectiveness (Ayalew et al., 2021; Ferede et al., 2021). Research has identified key factors influencing retention, including leadership, work-life balance, employee engagement, and recognition programs (Alatawi, 2017). By addressing these factors, organizations can enhance satisfaction, reduce turnover intentions, and maintain a committed workforce essential for meeting organizational objectives (Patience et al., 2020).

## **Methodology**

### **Research Design**

This study employed a descriptive-correlational research design to investigate the relationships among organizational climate, leadership behavior, work-life balance, and employee retention among healthcare instructors. A structured questionnaire was utilized as the primary data collection instrument, consistent with the descriptive approach's objective of systematically characterizing and analyzing the target population.

### **Respondents**

The study included 295 full-time healthcare instructors from allied health programs in the Davao Region, Philippines, selected using stratified random sampling. Participants were eligible if they had at least six months of teaching experience in accredited programs such as Nursing, Medical Technology, Pharmacy, Radiologic Technology, among others. Institutions from Davao del Sur, Davao del Norte, and Davao Oriental were included, while those in areas without allied health programs were excluded. The sample size was

calculated using the Raosoft calculator, ensuring a 5% margin of error and a 95% confidence level. Stratification was employed to ensure proportional representation across the identified strata.

### Instrument

This study utilized adapted, validated, and standardized questionnaires to gather data. The instruments included measures for Organizational Climate ( $\alpha = 0.807$ ), Leadership Behavior ( $\alpha = 0.909$ ), Work-Life Balance ( $\alpha = 0.805$ ), and Employee Retention ( $\alpha = 0.808$ ), ensuring reliability and consistency in the data collected.

### Procedure

This study strictly adhered to ethical standards while examining organizational climate, leadership behavior, work-life balance, and employee retention among healthcare instructors in the Davao Region. Ethical clearance was granted by the Liceo Research Ethics Board, and formal permissions were obtained from the participating institutions. Participants were fully informed about the study's objectives, the voluntary nature of their participation, and the confidentiality of their responses. Informed consent was obtained electronically prior to participation. Data were collected through an online survey administered via Google Forms, ensuring accessibility and minimizing potential biases. A professional statistician assisted in processing and analyzing the data to ensure accuracy and reliability.

### Ethical Considerations

The study adhered to strict ethical protocols to ensure scientific integrity, protect participant welfare, and comply with the Data Privacy Act of 2012. Participant privacy was safeguarded through anonymized data collection, and transparency was maintained by clearly communicating the study's purpose, potential risks, and benefits. Recruitment was conducted with authorized institutional permissions, ensuring that participation was voluntary and that participants retained the right to withdraw at any time. The study posed minimal risks to participants, and findings will be shared through academic channels while upholding confidentiality and respecting community norms. To avoid coercion, no financial incentives were offered.

## Results and Discussion

This section presents the results of the quantitative analysis in response to the research questions. The findings are organized and discussed according to each research question.

### Levels of Organizational Climate, Leadership Behavior, Work-Life Balance and Employee Retention

Table 1 shows the descriptive levels of organizational climate, leadership behavior, work-life balance and employee retention. The results shows an overall mean of 3.63 reflects a generally positive perception among healthcare instructors in the Davao Region regarding organizational climate, leadership behavior, and employee retention, with the scores indicating a high level of satisfaction. Specifically, the high scores for organizational climate (3.85), leadership behavior (3.94), and employee retention (3.68) suggest that instructors feel supported by their institutions, experience effective leadership, and are committed to staying in their roles. These factors are vital for fostering a productive and motivated workforce. However, the moderate score for work-life balance (3.04) reveals that instructors face some challenges in managing their professional responsibilities alongside personal commitments. This highlights a potential area for improvement, where institutions could consider implementing policies such as flexible working hours, more manageable workloads, or other strategies to better support instructors' work-life balance.

Table 1. *Level of Organizational Climate, Leadership Behavior, Work-Life Balance and Employee Retention Among Healthcare Instructors*

<i>Indicators</i>	<i>Mean</i>	<i>Std. Dev.</i>	<i>Interpretation</i>
Organizational Climate	3.85	0.579	High
Leadership Behavior	3.94	0.648	High
Work-Life Balance	3.04	0.362	Moderate
Employee Retention	3.68	0.482	High
Overall Mean	3.63	0.518	High

*Legend: 4.51-5.00 Strongly Agree/Very High; 3.51-4.50 Agree/High; 2.51-3.50 Neutral/Moderate; 1.51-2.50 Disagree/Low; 1.00-1.50 Strongly Disagree Very/Low*

The current study indicates that while healthcare instructors generally experience manageable workloads and a supportive work environment, there remains variability in individual experiences, particularly concerning workload management and alignment with institutional culture. This variability can result in pockets of dissatisfaction even within otherwise positive organizational climates, as highlighted by Arian et al. (2018). The findings from de Oliveira & da Costa Rocha (2017) further support the need for a balanced leadership approach, integrating both task-oriented and relational behaviors. While healthcare administrators tend to excel in task and results orientation, the lower scores in individualized coaching and communication suggest a need for greater emphasis on relational leadership to strengthen staff connections. This aligns with research by Blanchard (2015) and Rajbhandari (2017), which underscores that effective leadership requires attention to both task completion and interpersonal relationships to avoid negatively impacting employee morale. Additionally, studies by Mauno et al. (2015) and Karatepe & Avci (2017) emphasize the challenges healthcare

professionals face with work-life imbalance, noting that organizational culture, management support, and family-friendly policies are crucial in fostering a healthy work-life balance. Addressing these areas can enhance the overall work environment, benefiting both healthcare instructors and the institutions they serve.

### Relationship Between Organizational Climate, Leadership Behavior, Work-Life Balance and Employee Retention

Table 2 presents the relationships between organizational climate, leadership behavior, work-life balance, and employee retention among healthcare instructors. The correlation coefficient of 0.799 ( $p < 0.001$ ) reveals a strong positive relationship between organizational climate and employee retention, indicating that a positive organizational climate is a significant factor in retaining healthcare instructors. This underscores the importance of creating a supportive and engaging work environment, where factors such as management support, a positive workplace atmosphere, and effective communication foster employee engagement and motivation, leading to higher retention rates. Additionally, the correlation of 0.683 ( $p < 0.001$ ) between leadership behavior and employee retention demonstrates a strong positive relationship, suggesting that effective leadership plays a crucial role in retention. Leaders who exhibit supportive, task-oriented, results-oriented, and change-oriented behaviors can significantly impact employee morale and commitment, thereby enhancing retention. In contrast, the correlation of 0.309 ( $p < 0.001$ ) between work-life balance and employee retention indicates a moderate positive relationship, highlighting that while work-life balance contributes to retention, its influence is not as strong as organizational climate or leadership behavior.

Table 2. *Correlation Analysis of Organizational Climate, Leadership Behavior, Work-Life Balance and Employee Retention Among Healthcare Instructors*

<i>Employee Retention</i>	<i>Correlation Coefficient</i>	<i>p-value</i>	<i>Interpretation</i>
Organizational Climate	.799**	.000	Significant
Leadership Behavior	.683**	.000	Significant
Work-Life Balance	.309**	.000	Significant

\*\* Correlation is significant at the 0.01 level (2-tailed)

The findings of this study are supported by several previous studies that highlight the importance of organizational climate, leadership behavior, and work-life balance in employee retention. Lan et al. (2020) confirm a strong positive correlation between organizational climate and employee retention, noting that a positive work environment, characterized by effective communication, support, and management recognition, is a key factor in improving retention rates. Similarly, Bai and Ye (2021) found that a favorable organizational climate significantly reduces turnover intentions, especially in educational settings, which aligns with the current study's results for healthcare instructors. Additionally, Gaudet and Tremblay (2017) emphasize the importance of leadership behavior in fostering employee attachment to the organization and reducing turnover. Kim et al. (2017) further support this by highlighting that employees who perceive their leaders as supportive are more likely to remain in the organization. This suggests that leadership behaviors, such as providing recognition, support, and clear direction, play a critical role in enhancing employee commitment and retention. Moreover, Hashim et al. (2022) confirm the positive relationship between work-life balance and employee retention, asserting that employees who feel they can effectively manage both their personal and professional lives are less likely to leave. Lastly, Ambrose et al. (2020) reinforce these findings, suggesting that offering flexible work arrangements and cultivating a supportive work-life culture can significantly enhance retention.

### Conclusions

This study provides a comprehensive analysis of organizational climate, leadership behavior, work-life balance, and employee retention in healthcare institutions. The findings indicate that positive working conditions, high job satisfaction, and strong interpersonal relationships are key factors that motivate healthcare instructors and foster long-term commitment to their organizations. Effective leadership behaviors, including task-oriented, results-oriented, and change-oriented approaches, play a crucial role in enhancing employee engagement and overall organizational performance. Although work-life balance is moderately associated with retention, the study underscores the importance of addressing challenges related to work interference with personal life. Among the factors studied, organizational climate emerged as the strongest positive influence on employee retention, closely followed by leadership behavior, while work-life balance, though significant, had a less direct impact. Based on these findings, healthcare institutions should prioritize strategies that enhance organizational climate and leadership effectiveness, alongside offering flexible work arrangements and wellness programs to improve work-life balance. Future research could extend these insights to other regions or industries to further explore the dynamics of employee retention and identify additional strategies for fostering a supportive work environment.

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