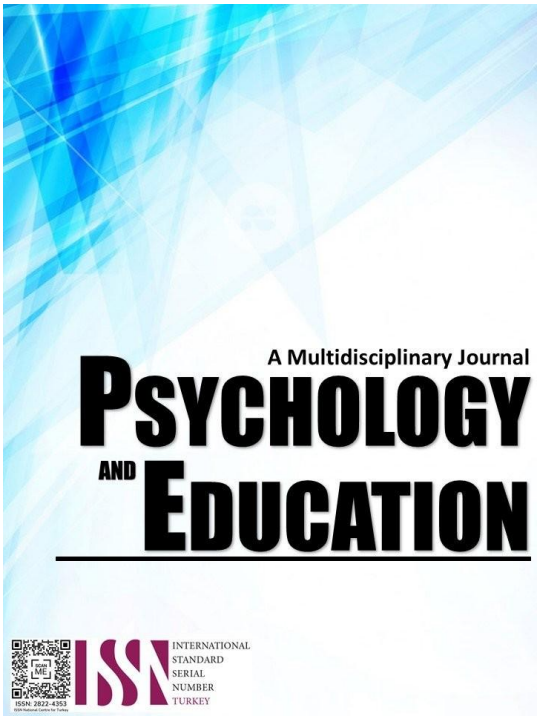
GREEN FLAGS AT WORK: INFLUENCE OF A HEALTHY WORKPLACE ON EMPLOYEE RETENTION AND WELL-BEING



PSYCHOLOGY AND EDUCATION: A MULTIDISCIPLINARY JOURNAL

Volume: 45
Issue 5
Pages: 574-583
Document ID: 2025PEMJ4377
DOI: 10.70838/pemj.450501
Manuscript Accepted: 07-28-2025

Psych Educ, 2025, **45**(5): 574-583, Document ID:2025PEMJ4377, doi:10.70838/pemj.450501, ISSN 2822-4353

CC BY NC

Research Article

Green Flags at Work: Influence of a Healthy Workplace on Employee Retention and Well-Being

Jiomarie B. Jesus,* Evelyn C. Navares, Mary Ann G. Salazar, Jhoronnie Gayl C. Bontes,
Jeffy M. Sumilhig, Marciano, Jr. T. Abiera
For affiliations and correspondence, see the last page.

Abstract

In response to the rising incidence of burnout and employee turnover, this study examined the influence of healthy workplace practices—conceptualized as "green flags"—on employee well-being and retention intentions. These green flags included quality of life support, work-life boundary practices, mental health accommodation, psychological safety, and recognition. Grounded in the Conservation of Resources theory, a quantitative descriptive-correlational design was employed using structured surveys administered to 500 full-time employees across five industry sectors in Metro Cebu, Philippines. Stratified random sampling ensured sectoral representation. The study applied descriptive statistics, Pearson correlation, multiple regression, and structural equation modeling (SEM) for data analysis. Results revealed high perceptions of healthy workplace practices, with mean scores ranging from 3.98 (SD = 0.74) to 4.21 (SD = 0.63). Employee well-being (M = 4.12, SD = 0.69) and retention intentions (M = 3.87, SD = 0.78) were also rated favorably. Correlation analyses revealed significant positive relationships between all green flag indicators and outcome variables, with psychological safety ($r = 0.65$, $p < 0.001$) and recognition ($r = 0.64$, $p < 0.001$) exhibiting the strongest associations. Multiple regression confirmed psychological safety ($\beta = 0.30$, $p < .001$) and recognition ($\beta = 0.24$, $p < .001$) as the most influential predictors of well-being, while recognition ($\beta = 0.33$, $p < .001$) and psychological safety ($\beta = 0.28$, $p < .001$) most strongly predicted retention intentions. SEM demonstrated excellent model fit (CFI = 0.96, TLI = 0.95, RMSEA = 0.041, SRMR = 0.038), validating the theoretical framework. The study concluded that healthy workplace practices were not merely cultural ideals but measurable strategic functions that enhanced employee retention and psychological wellness. The validated green flag model offered a replicable structure for embedding employee-centered policies into organizational strategy, particularly in service-oriented and high-turnover industries.

Keywords: *employee well-being, retention intention, healthy workplace, psychological safety, recognition and appreciation*

Introduction

The evolving nature of work in the 21st century compelled organizations to re-evaluate traditional models of employee satisfaction, moving away from transactional approaches toward transformative workplace cultures. Amid increasing concerns over employee burnout, attrition, and psychological distress, the concept of a "healthy workplace" progressed from a discretionary well-being initiative into a strategic function within human capital management. Empirical studies highlighted that workplace environments promoting flexibility, recognition, psychological safety, and mental health support were positively associated with higher levels of employee engagement and lower turnover rates (Walsh et al., 2023). In this context, the workplace was recognized not only as a site of labor but as a vital space for holistic human development and long-term organizational sustainability. The present study acknowledged this paradigm shift and investigated the impact of specific healthy workplace indicators—referred to as "green flags"—on employee well-being and retention intentions.

As organizations sought to enhance productivity and retain talent, the conceptualization of "green flags" emerged as a framework that integrated psychological employee needs with performance-driven objectives. This model encompassed five key workplace indicators: quality of life support, work-life boundary practices, mental health accommodation, psychological safety, and recognition. Each of these indicators functioned as organizational resources designed to protect employee well-being and strengthen affective commitment, especially within high-pressure industries (Yucel et al., 2025). The theoretical foundation of this study was based on the Conservation of Resources (COR) theory, which posited that individuals endeavored to acquire and safeguard personal and organizational resources critical to maintaining psychological resilience. Through this lens, the study provided organizations with a strategic framework to assess and recalibrate workplace cultures, thereby reducing turnover and fostering sustained engagement.

The uniqueness of this research lay in its empirical validation of the green flag framework through structural equation modeling (SEM), which statistically tested the collective influence of healthy workplace practices on employee outcomes. Whereas prior research predominantly examined these variables in isolation—such as recognition or wellness initiatives—few studies evaluated their integrated effects on both well-being and retention. This study addressed that gap by proposing and validating a unified model across five industry sectors in Metro Cebu, thereby offering methodological rigor and practical generalizability. In doing so, it transformed abstract cultural ideals into measurable constructs capable of informing strategic human resource policies and evidence-based management decisions.

This study contributed to the broader discourse on human capital management by confirming that workplace design constituted a strategic determinant of employee performance and satisfaction. By aligning employee well-being and retention with organizational

imperatives, the study operationalized culture as a quantifiable and actionable element of business strategy (Watts, 2025). The study's emphasis on early-career professionals further underscored the importance of embedding supportive practices during formative career stages, when organizational loyalty and long-term engagement were most likely to be developed (McWilliam, 2025). Accordingly, the findings extended beyond mere diagnostic insights and offered a strategic roadmap for institutionalizing well-being as a structural mechanism for sustainable growth.

Practically, the results enabled organizations to translate internal cultural values into operational strategies through formalized recognition systems, wellness programs, flexible work arrangements, and psychologically safe leadership models. These implications were aligned with an emerging body of literature suggesting that fair working conditions, emotional support, and continuous appreciation were not only ethical necessities but also productivity drivers (Pantouvakis et al., 2024; Carr, 2023). Thus, the study did not merely advocate for employee-friendly environments but empirically demonstrated their effectiveness in enhancing organizational resilience and reducing attrition. In conclusion, the implementation of green flag practices was positioned as a strategic imperative—one that empowered leaders, human resource practitioners, and policy-makers to embed health-promoting structures as a core feature of modern organizational design.

Research Objectives

This study addressed the limited empirical evidence on which specific "green flag" workplace practices positively influenced employee well-being and retention. It aimed to bridge this gap by quantitatively measuring practices that supported healthier and more sustainable employment. Specifically, the study pursued the following objectives:

1. Examine the relationship between healthy workplace indicators and employee well-being.
2. Determine the influence of healthy workplace indicators on employee retention intentions.
3. Identify which workplace green flags significantly predict employee well-being and retention.

Literature Review

Quality of Life Support

Quality of Life Support has emerged as a critical dimension of sustainable employment, encompassing flexible schedules, wellness provisions, and benefits that extend beyond financial compensation. Existing literature recognizes that enhancing employees' quality of life contributes to social equity and well-being within broader institutional systems, yet practical integration into organizational strategy remains inconsistent (Olwig & Olwig, 2022). While human resource frameworks increasingly acknowledge the need to embed quality-of-life considerations into policy and talent management (Phillips, 2024), the operationalization of such support remains underdeveloped, particularly in service-driven economies. Furthermore, recent discussions on sustainable work highlight the urgency of prioritizing employee-centered practices but fall short of offering quantifiable models that link quality-of-life factors directly to measurable organizational outcomes such as retention and well-being (Mooney et al., 2022).

Work-Life Boundary Practices

Work-Life Boundary Practices have become central to sustainable human resource management, particularly as organizations face growing demands to support employees in balancing personal and professional responsibilities. Scholars emphasize that flexible scheduling, respect for after-hours boundaries, and institutionalized support for life beyond work are crucial to reducing stress, improving satisfaction, and sustaining productivity (Machado, 2022). While these practices are increasingly included in HR development models, they are often treated as auxiliary benefits rather than core strategic functions (Swanson, 2022). The literature lacks empirical models that quantify the direct impact of boundary-respecting practices on both employee well-being and retention intentions, leaving a gap in understanding how such policies translate into organizational gains

Mental Health Accommodation

Mental Health Accommodation is increasingly recognized as a strategic imperative in human resource management, yet its implementation often lags behind organizational rhetoric. Recent scholarship underscores that early detection of mental health risks and the integration of targeted support, such as mental health days, counseling services, and stigma-free environments, can reduce crises and enhance workforce sustainability (Hastuti & Timming, 2022). In high-stress sectors such as tourism and aviation, failure to accommodate mental health needs has been directly linked to diminished well-being and increased turnover, emphasizing the critical nature of organizational response (Kim et al., 2022). Despite this, empirical models quantifying the impact of mental health accommodation on broader HR outcomes remain limited, particularly in cross-sector contexts.

Psychological Safety

Psychological Safety is a foundational element of effective workplace culture, defined by the extent to which individuals feel secure in expressing concerns, admitting mistakes, and sharing ideas without fear of negative consequences. In healthcare and other high-stakes environments, the capacity to speak up has been linked to improved outcomes, and validated tools such as the Psychological Safety Scale have demonstrated its diagnostic and actionable value (Adair et al., 2022). However, across most industries, psychological

safety is often under-measured and undervalued as a strategic function, especially when viewed merely as a cultural ideal rather than an operational necessity. While emerging research emphasizes its importance for risk management and proactive behavior, empirical evidence linking psychological safety to retention and well-being across sectors remains sparse (Greene et al., 2023).

Recognition and Appreciation

Recognition and Appreciation are essential yet often underestimated components of employee engagement strategies, serving as powerful motivators for both individual performance and organizational loyalty. Expressions of gratitude, even in symbolic forms, have been shown to significantly uplift morale and foster a sense of belonging, particularly in emotionally demanding environments such as healthcare (Day et al., 2022).

As workplaces adapt to remote and hybrid models, the challenge of sustaining meaningful recognition becomes more complex, underscoring the need for intentional and structured appreciation practices (Mujtaba & Lawrence, 2024). Despite growing discourse on the importance of recognition, there remains a lack of empirical models linking appreciation systems directly to retention intentions and psychological well-being.

Employee Well-being

Employee well-being has evolved into a multidimensional construct encompassing psychological, emotional, and professional satisfaction, increasingly recognized as a central driver of organizational performance and sustainability. Prior research has shown that well-being not only mediates the relationship between leadership and pro-environmental behavior but also enhances employees' sense of purpose and institutional alignment (Rajabi et al., 2023).

In the context of education and human services, workplace well-being has been directly linked to reduced burnout, improved retention, and greater long-term professional engagement (Lynch et al., 2025). Despite this, current models often isolate well-being as an outcome of leadership or policy interventions, with limited attention to how specific workplace practices—such as recognition, psychological safety, and work-life boundaries—collectively shape well-being.

Retention Intentions

Retention intentions represent a critical outcome of human resource strategy, particularly in industries marked by high labor mobility and skill scarcity. While emerging models in green HRM emphasize the alignment of environmental values and employee engagement as a means to boost retention, many remain conceptual and lack empirical validation across diverse organizational settings (Bekhit et al., 2023).

Other sector-specific studies highlight the importance of recruitment and onboarding processes in retaining part-time or seasonal workers, yet these approaches often neglect internal cultural drivers such as psychological safety, recognition, or work-life harmony (Huang & Li, 2024). Despite the increasing importance of retaining talent in competitive markets, few studies offer a holistic, evidence-based framework that links day-to-day workplace conditions to employees' long-term intentions to stay.

Methodology

Research Design

This study employed a quantitative descriptive-correlational research design to examine the relationship between healthy workplace indicators and the outcomes of employee well-being and retention intentions. This design was appropriate for identifying statistical associations among variables without manipulation (Creswell & Creswell, 2018). It enabled objective measurement of five independent variables—quality of life support, work-life boundary practices, mental health accommodation, psychological safety, and recognition—and two dependent variables. The use of structured surveys minimized bias and enhanced the validity of findings.

Respondents

The study involved 500 full-time employees selected through stratified random sampling to ensure proportional representation across five major sectors: BPO, technology, education, healthcare, and retail/hospitality. Stratification was based on industry classification, and random sampling within each stratum minimized bias and improved representativeness. Respondents were at least 18 years old, employed full-time, and had served a minimum of six months in their current organization. These criteria ensured adequate exposure to workplace culture and policies. The final sample consisted mainly of college-educated, early-career professionals aged 26–35, predominantly female, and employed in service-driven industries.

Instrument

The study employed a self-constructed structured questionnaire designed to assess the influence of healthy workplace practices on employee well-being and retention intentions. The instrument consisted of 31 items grouped into seven constructs: Quality of Life Support, Work–Life Boundary Practices, Mental Health Accommodation, Psychological Safety, Recognition and Appreciation, Employee Well-being, and Retention Intentions. Items were rated on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Content validity was ensured through expert review, while reliability was confirmed through Cronbach's alpha values ranging from 0.85 to 0.91, indicating high internal consistency (Field, 2018; Pallant, 2020). The survey was administered electronically using standardized procedures, and respondents were provided with informed consent and clear instructions to maintain consistency and ethical compliance throughout the data collection process (APA, 2020; Babbie, 2020).

Procedure

The data collection process followed a structured sequence. First, ethical clearance was obtained from the institutional research ethics committee. Second, formal permission was secured from participating organizations, followed by the distribution of informed consent forms to all potential respondents. Third, the survey was administered electronically using a secure online platform to ensure accessibility and data confidentiality. Participants were given clear instructions and sufficient time to complete the questionnaire. Fourth, responses were collected and screened for completeness and consistency. Lastly, the data were coded, organized, and subjected to statistical analysis using SPSS and AMOS for descriptive statistics, correlation, regression, and structural equation modeling (Creswell & Creswell, 2023).

Data Analysis

The data were analyzed using descriptive statistics, reliability analysis (Cronbach's alpha), Pearson correlation, multiple regression, and structural equation modeling (SEM). Descriptive statistics summarized the means and standard deviations of the study variables. Cronbach's alpha assessed the internal consistency of the constructs. Correlation and regression analyses determined the strength and significance of relationships, while SEM validated model fit and estimated the direct effects of predictors on well-being and retention.

Ethical Considerations

The study adhered to strict ethical research protocols to ensure the protection of all participants. Before data collection, informed consent was secured from all respondents, who were made aware of the study's purpose, voluntary participation, confidentiality of responses, and their right to withdraw at any time. No personally identifiable information was collected, and survey responses were coded anonymously to preserve privacy.

Ethical clearance was obtained from the research ethics committee of the host academic institution, and all procedures followed international standards for research involving human subjects. These measures ensured that the study was conducted with integrity, respect, and accountability throughout the research process.

Results and Discussion

Table 1. *Demographic Profile of Respondents (n = 500)*

Demographic Variable	*Category*	*Frequency (f)*	*Percentage (%)*
Gender	Male	215	43.00
	Female	275	55.00
	Prefer not to say	10	2.00
Age Group	18–25 years old	180	36.00
	26–35 years old	200	40.00
	36–45 years old	85	17.00
	46 years old and above	35	7.00
Job Sector	BPO/Call Center	160	32.00
	Technology/IT Services	100	20.00
	Education	90	18.00
	Healthcare	50	10.00
	Retail/Hospitality	60	12.00
	Others	40	8.00
Length of Service	Less than 1 year	75	15.00
	1–3 years	180	36.00
	4–6 years	120	24.00
	More than 6 years	125	25.00
Educational Attainment	College graduate	325	65.00
	With graduate studies	120	24.00
	Vocational/Associate Degree	40	8.00
	High school or below	15	3.00

Table 1 presents the demographic profile of the 500 respondents, the majority of whom identified as female (55%) and belonged to the 26–35 age group (40%), indicating a predominance of early-career professionals. Most participants were employed in the BPO/Call Center sector (32%) and held at least a college degree (65%), reflecting a relatively educated and service-oriented workforce.

The largest tenure group had 1–3 years of work experience (36%), suggesting developing perceptions of workplace health and retention dynamics. These demographic patterns held practical relevance, as they corresponded to sectors and career stages where interventions

in organizational culture were likely to produce meaningful improvements in employee well-being and retention outcomes.

Table 2. *Statistics of Healthy Workplace Indicators (n = 500)*

Indicator	*Number of Items*	*Mean (M)*	*Standard Deviation (SD)*	*Minimum*	*Maximum*
1. Quality of Life Support	5	4.21	0.63	2.80	5.00
2. Work-Life Boundary Practices	4	4.05	0.68	2.25	5.00
3. Mental Health Accommodation	4	4.18	0.7	2.00	5.00
4. Psychological Safety	6	4.09	0.66	2.33	5.00
5. Recognition and Appreciation	5	3.98	0.74	2.00	5.00

Table 2 presents the descriptive statistics for the five healthy workplace indicators, all of which yielded high mean scores, reflecting a generally positive perception of workplace health among respondents. Quality of Life Support (M = 4.21, SD = 0.63) and Mental Health Accommodation (M = 4.18, SD = 0.70) emerged as the most prominent dimensions, highlighting employees' increasing expectations for psychosocial support and wellness-oriented organizational policies (Adamska-Chudzińska & Pawlak, 2025). The high score for Psychological Safety (M = 4.09, SD = 0.66) supported the perspective that an open, non-retaliatory work culture was essential to fostering engagement and retention (Al Yahyaei et al., 2022). While Recognition and Appreciation received a slightly lower mean (M = 3.98, SD = 0.74), it remained a critical factor for enhancing morale and loyalty, particularly within service-based and care-intensive industries (Pettingell et al., 2022). Overall, these results affirmed the practical significance of investing in workplace health initiatives to improve employee satisfaction, organizational stability, and long-term performance outcomes (Fariss et al., 2022).

Table 3. *Descriptive Statistics of Dependent Variables (n = 500)*

Indicator	*Number of Items*	*Mean (M)*	*Standard Deviation (SD)*	*Minimum*	*Maximum*
1. Employee Well-being	6	4.12	0.69	2.17	5.00
2. Retention Intentions	4	3.87	0.78	1.50	5.00

Table 3 revealed that respondents reported high levels of employee well-being (M = 4.12, SD = 0.69), indicating strong psychological and emotional satisfaction with their current work environments. Retention intentions were also rated moderately high (M = 3.87, SD = 0.78), suggesting a generally favorable disposition toward remaining within their organizations. These results aligned with prior findings asserting that employee well-being played a critical role in reducing turnover intentions (Collie, 2023). Furthermore, well-being has been identified as a stronger predictor of employee loyalty than job satisfaction alone (Pelly, 2023), emphasizing the importance of implementing holistic wellness programs. Consistent with the findings of Raj (2023), the study supported the notion that fostering workplace happiness and psychological well-being contributed not only to higher retention but also to long-term workforce engagement.

Table 4. *Reliability Statistics (Cronbach's Alpha) for Study Constructs*

Construct	*Number of Items*	*Cronbach's Alpha (α)*	*Interpretation*
1. Quality of Life Support	5	0.88	High reliability
2. Work-Life Boundary Practices	4	0.85	High reliability
3. Mental Health Accommodation	4	0.87	High reliability
4. Psychological Safety	6	0.9	Excellent reliability
5. Recognition and Appreciation	5	0.89	High reliability
6. Employee Well-being	6	0.91	Excellent reliability
7. Retention Intentions	4	0.86	High reliability

Note: Reliability interpretations are based on the following thresholds: [≥ 0.90 = Excellent; 0.80–0.89 = High; 0.70–.79 = Acceptable] (Source: Nunnally & Bernstein, 1994)

Table 4 demonstrated strong internal consistency across all constructs, with Cronbach's alpha values ranging from 0.85 to 0.91. Employee Well-being (α = 0.91) and Psychological Safety (α = 0.90) showed excellent reliability, indicating high item cohesion in measuring psychological outcomes within workplace settings. The remaining constructs—Recognition and Appreciation (α = 0.89), Quality of Life Support (α = 0.88), and others—fell within the high reliability range, confirming the consistency of responses across scale items. These reliability coefficients exceeded the minimum threshold of 0.70 recommended by Nunnally and Bernstein (1994), thereby affirming the psychometric soundness of the instrument. As a result, the constructs were considered statistically appropriate for subsequent inferential analyses, including regression and structural equation modeling.

Table 5. *Pearson Correlation Matrix of Study Variables with Interpretation (n = 500)*

Variables	*1*	*2*	*3*	*4*	*5*	*6*	*7*
1. Quality of Life Support	—						
2. Work-Life Boundary Practices	.54**	—					
3. Mental Health Accommodation	.49**	.58**	—				
4. Psychological Safety	.52**	.47**	.50**	—			
5. Recognition and Appreciation	.48**	.45**	.44**	.56**	—		
6. Employee Well-being	.63**	.59**	.61**	.65**	.60**	—	
7. Retention Intentions	.58**	.55**	.56**	.62**	.64**	.69**	—

Table 5 illustrated statistically significant and positive correlations among all study variables, with coefficients ranging from moderate to strong in accordance with Cohen's interpretation criteria. Employee Well-being exhibited its strongest correlations with Psychological Safety ($r = .65$, $p < .01$) and Mental Health Accommodation ($r = .61$, $p < .01$), supporting prior evidence that psychological safety and emotional support were critical components of workplace well-being (Jesus, 2024a; Shery et al., 2024). Retention Intentions demonstrated the strongest associations with Recognition and Appreciation ($r = .64$, $p < .01$) and Employee Well-being ($r = .69$, $p < .01$), underscoring the linkage between emotional satisfaction and organizational commitment (Jesus, 2024b). The consistently positive relationships between all five healthy workplace indicators and the outcome variables validated the proposed conceptual framework. They aligned with existing literature on supportive human resource practices in BPO and service-oriented sectors. These findings reinforced the strategic importance of cultivating wellness-centered, psychologically safe, and appreciative workplace environments to enhance both employee retention and well-being.

Table 6. *Multiple Regression Results Predicting Employee Well-being (n = 500)*

Predictor Variable	*Unstandardized Coefficient (B)*	*Standard Error (SE)*	*Standardized Beta (β)*	*t*	*p-value*	*Interpretation*
1. Quality of Life Support	0.28	0.05	0.26	5.6	< .001	Significant positive predictor
2. Work-Life Boundary Practices	0.23	0.06	0.21	3.8	< .001	Significant positive predictor
3. Mental Health Accommodation	0.19	0.05	0.2	3.8	< .001	Significant positive predictor
4. Psychological Safety	0.31	0.05	0.3	6.2	< .001	Strongest significant predictor
5. Recognition and Appreciation	0.26	0.06	0.24	4.3	< .001	Significant positive predictor

Table 6 showed that all five healthy workplace indicators significantly influenced employee well-being, with Psychological Safety ($\beta = 0.30$, $p < .001$) emerging as the most substantial predictor. This result supported previous research emphasizing that emotionally safe and inclusive environments positively affected psychological outcomes in the workplace (Ali et al., 2023; Brown & Leite, 2023). Quality of Life Support ($\beta = 0.26$, $p < .001$) and Recognition and Appreciation ($\beta = 0.24$, $p < .001$) also demonstrated strong effects, highlighting the value of work-life balance and acknowledgment in fostering well-being.

These findings aligned with evidence that positive psychological capital and inclusive organizational practices served as key antecedents of employee wellness (Donaldson et al., 2022). From a practical standpoint, the results advocated for institutional strategies that prioritized psychological safety, mental health accommodation, and structured recognition systems to enhance overall employee well-being.

Table 7. *Multiple Regression Results Predicting Retention Intentions (n = 500)*

Predictor Variable	*Unstandardized Coefficient (B)*	*Standard Error (SE)*	*Standardized Beta (β)*	*t*	*p-value*	*Interpretation*
1. Quality of Life Support	0.24	0.06	0.22	4	< .001	Significant positive predictor
2. Work-Life Boundary Practices	0.2	0.06	0.19	3.3	0	Significant positive predictor
3. Mental Health Accommodation	0.18	0.05	0.18	3.6	< .001	Significant positive predictor
4. Psychological Safety	0.27	0.05	0.28	5.4	< .001	Strongest significant predictor
5. Recognition and Appreciation	0.34	0.06	0.33	5.7	< .001	Highest contributor to retention

Table 7 indicates that all five healthy workplace indicators significantly predicted retention intentions, with Recognition and Appreciation ($\beta = 0.33$, $p < .001$) identified as the most influential predictor.

This result underscored the essential role of employee recognition in reinforcing organizational commitment, particularly in times of professional instability and uncertainty (Kleier et al., 2022). Psychological Safety ($\beta = 0.28$, $p < .001$) also emerged as a key factor, consistent with prior research suggesting that emotionally secure work environments mitigated turnover intentions by enhancing trust and resilience among employees (Abubakar et al., 2022).

The remaining predictors—Quality of Life Support, Work–Life Boundary Practices, and Mental Health Accommodation—exhibited moderate but statistically significant effects, confirming that comprehensive well-being strategies collectively shaped employees' intentions to remain within their organizations. These findings affirmed the strategic value of investing in human capital, particularly through recognition mechanisms and psychologically supportive practices, to strengthen employee retention (Abd Hamid & Othman, 2024).

Table 8. *Structural Equation Modeling (SEM) Fit Indices and Standardized Path Coefficients (Model Fit Indices)*

Fit Index	*Value*	*Acceptable Threshold*	*Interpretation*
Chi-square (χ^2)	342.5	—	Used for model testing
Degrees of Freedom (df)	160	—	—
CFI (Comparative Fit Index)	0.96	≥ 0.95	Excellent model fit
TLI (Tucker-Lewis Index)	0.95	≥ 0.95	Excellent model fit
RMSEA (Root Mean Square Error of Approximation)	0.041	≤ 0.06	Good fit
SRMR (Standardized Root Mean Square Residual)	0.038	≤ 0.08	Good fit

*Note: [CFI and TLI values ≥ .95 indicate excellent model fit; RMSEA ≤ .06 and SRMR ≤ .08 indicate good fit.] **All path coefficients are significant at p < .01 (denoted by).*

Table 8 presents the model fit indices derived from the Structural Equation Modeling (SEM) analysis, indicating that the hypothesized model achieved an excellent overall fit. The Comparative Fit Index (CFI = 0.96) and Tucker–Lewis Index (TLI = 0.95) both exceeded the conventional threshold of 0.95, signifying strong model accuracy and structural validity. Additionally, the Root Mean Square Error of Approximation (RMSEA = 0.041) and the Standardized Root Mean Square Residual (SRMR = 0.038) fell within acceptable limits, reflecting minimal approximation error and good residual fit. Collectively, these indices validated the theoretical model linking healthy workplace indicators to employee well-being and retention intentions. The results supported the structural integrity and predictive capability of the proposed framework within organizational contexts.

Table 9. *Structural Equation Modeling (SEM) Fit Indices and Standardized Path Coefficients (Standardized Path Coefficients (β))*

Predictor Variable	*Employee Well-being (β)*	*Retention Intentions (β)*	*Interpretation*
1. Quality of Life Support	.24**	.21**	Significant predictor of both outcomes
2. Work-Life Boundary Practices	.19**	.17**	Moderate positive effect
3. Mental Health Accommodation	.20**	.18**	Positively influences both constructs
4. Psychological Safety	.28**	.25**	Strong effect on well-being and retention
5. Recognition and Appreciation	.26**	.30**	Highest impact on retention intentions

Table 9 presents the standardized path coefficients derived from the structural equation modeling (SEM) analysis, confirming that all five healthy workplace indicators significantly predicted both employee well-being and retention intentions. Recognition and Appreciation (β = .30) emerged as the most influential predictor of retention, consistent with prior findings that emotional recognition enhanced employee attachment and organizational commitment (Jun et al., 2024). Psychological Safety (β = .28 for well-being; β = .25 for retention) demonstrated a strong effect on both outcomes, supporting the notion that psychologically secure environments fostered positive affective responses and reduced turnover intentions. The remaining indicators—Quality of Life Support, Work–Life Boundary Practices, and Mental Health Accommodation—exhibited moderate yet statistically meaningful effects, underscoring the importance of a holistic and integrated framework for employee engagement. These results reinforced the practical relevance of implementing human-centered workplace practices that cultivated psychological connection and sustained organizational loyalty (Mnqanqeni & Shava, 2023).

Conclusions

The study's findings confirmed that a healthy workplace—characterized by psychological safety, employee recognition, mental health support, and work-life balance—had a significant and positive impact on employee well-being and retention intentions. Among the five green flag indicators, recognition and psychological safety consistently emerged as the most impactful predictors, underscoring the importance of fostering organizational environments that valued both performance and emotional security. These outcomes validated the proposed conceptual framework and were supported by strong model fit indices and reliable measurement constructs. The study provided empirical evidence that reinforced the strategic importance of employee-centric policies in enhancing organizational commitment and psychological resilience, particularly in service-intensive sectors where employee well-being was closely linked to productivity and retention.

Based on these findings, it was recommended that organizations institutionalize healthy workplace practices as core components of their strategic agenda rather than discretionary programs. Practices that enhanced psychological safety needed to be integrated into leadership development, communication protocols, and team engagement strategies to cultivate a culture of openness and trust. In addition, the implementation of structured recognition systems—both financial and non-financial—was deemed essential to reinforcing employee value and strengthening organizational loyalty. Mental health accommodations, such as access to professional counseling, wellness leave, and mental health education, were also recommended to address burnout and promote holistic well-being. Finally, the adoption of flexible scheduling options, clear boundaries between work and personal life, and employee-centered quality-of-life benefits was advocated to build a resilient and high-performing workforce. These strategies collectively positioned healthy workplace practices as foundational to effective talent management, sustained engagement, and long-term organizational viability.

References

Abd Hamid, H. S., & Othman, M. (2024). Predicting behavioural intention to enrol at a TVET institution. Sains Humanika, 16(2), 1-

8.

Abubakar, B., Oluwade, D. O., & Ibrahim, U. A. (2022). Evaluating the effects of human capital development on employee retention in Nigerian universities. Journal of Human Resource and Sustainability Studies, 10(3), 617-651.

Adamska-Chudzińska, M., & Pawlak, J. (Eds.). (2025). Work Engagement and Employee Well-being: Psychosocial Support to Build Engaged Human Capital. Taylor & Francis.

Adair, K. C., Heath, A., Frye, M. A., Frankel, A., Proulx, J., Rehder, K. J., & Sexton, J. B. (2022). The Psychological Safety Scale of the Safety, Communication, Operational, Reliability, and Engagement (SCORE) Survey: a brief, diagnostic, and actionable metric for the ability to speak up in healthcare settings. Journal of patient safety, 18(6), 513-520.

Ali, A., Khan, S. K., Rais, M., & Gul, H. (2023). Impact of perceived diversity & organizational justice on employee well-being: Mediating role of inclusion. International Journal of Social Science & Entrepreneurship, 3(1), 85-106.

Al Yahyaei, A., Hewison, A., Efstathiou, N., & Carrick-Sen, D. (2022). Nurses' intention to stay in the work environment in acute healthcare: a systematic review. Journal of Research in Nursing, 27(4), 374-397.

American Psychological Association. (2020). Publication manual of the American Psychological Association (7th ed.). American Psychological Association.

Bekhit, K. E., El Leithy, W., & Mahmoud, A. (2023). The impact of green human resource management practices on employee retention and environmental sustainability: A conceptual model. Ymer, 22(01), 1004-1034.

Brown, A., & Leite, A. C. (2023). The effects of social and organizational connectedness on employee well-being and remote working experiences during the COVID-19 pandemic. Journal of Applied Social Psychology, 53(2), 134-152.

Carr, S. C. (2023). Wage and well-being: Toward sustainable livelihood. Springer Nature.

Collie, R. J. (2023). Teacher well-being and turnover intentions: Investigating the roles of job resources and job demands. British journal of educational psychology, 93(3), 712-726.

Creswell, J. W., & Creswell, J. D. (2018). Research design: Qualitative, quantitative, and mixed methods approaches (5th ed.). SAGE Publications.

Creswell, J. W., & Creswell, J. D. (2023). Research design: Qualitative, quantitative, and mixed methods approaches (6th ed.). SAGE Publications.

Day, G., Robert, G., Leedham-Green, K., & Rafferty, A. M. (2022). An outbreak of appreciation: A discursive analysis of tweets of gratitude expressed to the National Health Service at the outset of the COVID-19 pandemic. Health Expectations, 25(1), 149-162.

Donaldson, S. I., Donaldson, S. I., Chan, L., & Kang, K. W. (2022). Positive psychological capital (PsyCap) meets multitrait-multimethod analysis: is PsyCap a robust predictor of well-being and performance controlling for self-report bias?. International Journal of Applied Positive Psychology, 7(2), 191-205.

Fariss, C. J., Anders, T., Markowitz, J. N., & Barnum, M. (2022). New estimates of over 500 years of historic GDP and population data. Journal of Conflict Resolution, 66(3), 553-591.

Field, A. (2018). Discovering statistics using IBM SPSS statistics (5th ed.). SAGE Publications.

Greene, D., Palmer, M. J., & Relman, D. A. (2023). Motivating proactive biorisk management. Health security, 21(1), 46-60.

Hastuti, R., & Timming, A. R. (2022). Can HRM predict mental health crises? Using HR analytics to unpack the link between employment and suicidal thoughts and behaviors. Personnel Review, 52(6), 1728-1746.

Huang, T. Y., & Li, C. (2024). Retaining part-time seasonal employees in the amusement park: perspectives from external and internal recruiting. Tourism Recreation Research, 49(4), 839-853.

Jesus, J. B. (2024a). Human resource management practices and organizational support as antecedents to commitment among employees in Visayan Surety and Insurance Corporation in Cebu City, Philippines. PREO Journal of Business and Management, 5(1), 43-54.

Jesus, J. B. (2024b). Perception on human capital management practices in the business process outsourcing in Cebu City, Philippines. Psychology and Education: A Multidisciplinary Journal, 21(5), 574–580. https://doi.org/10.5281/zenodo.10815592.

Jun, K., Lee, J., & Lee, J. (2024). Unraveling the dynamics of employee retention in Asian organizations: exploring the interplay of organizational identification, affective commitment, and trust in leadership. Asian Business & Management, 23(3), 484-510.

Kim, S., Wong, A. K. F., Han, H., & Yeung, M. W. (2022). How does the COVID-19 pandemic influence travel industry employees in Hong Kong? Structural relationships among airline crew's job-related stressors, mental health and other consequences. Asia Pacific Journal of Tourism Research, 27(1), 69-85.

Kleier, J. A., Lawrence, C., Cavanaugh, G., Schivinski, E., Holland, S., & Bruewer, J. (2022). Professional commitment, resilience and intent to leave the profession among nurses during the COVID-19 pandemic-a descriptive study. Journal of nursing management, 30(7), 2577-2584.

Pallant, J. (2020). SPSS survival manual: A step-by-step guide to data analysis using IBM SPSS (7th ed.). Routledge.

Pantouvakis, A., Vlachos, I., & Polemis, D. (2024). The impact of maritime service quality on employee satisfaction by seafarers rank: evidence from a global survey grounded on ERG theory. International Journal of Quality & Reliability Management, 41(1), 107-126.

Olwig, K. R., & Olwig, K. F. (2022). Landscape, justice and the quality of life in emblematically embodied nation/states–the case of Denmark. Landscape Research, 47(6), 811-828.

Pelly, D. (2023). Worker well-being and quit intentions: is measuring job satisfaction enough?. Social Indicators Research, 169(1), 397-441.

Lynch, J., Clark, J., & Samuels, T. (2025). Introduction to the Special Issue: Workplace Well-Being and the Student Affairs Professional. Journal of Education Human Resources, 43(1), 1-5.

Machado, C. (Ed.). (2022). Sustainable human resource management: Policies and practices. CRC Press.

McWilliam, S. (2025). Essential Guides for Early Career Teachers: Mental Well-being and Self-care. Taylor & Francis.

Mnqanqeni, L., & Shava, H. (2023). The effect of brand experience and attachment on customer repurchase intentions: Evidence from South Africa. Journal of Contemporary Management, 20(2), 445-469.

Mooney, S., Robinson, R., Solnet, D., & Baum, T. (2022). Rethinking tourism's definition, scope and future of sustainable work and employment: Editorial for the Journal of Sustainable Tourism special issue on "locating workforce at the heart of sustainable tourism discourse". Journal of Sustainable Tourism, 30(12), 2707-2725.

Mujtaba, B. G., & Lawrence, E. T. (2024). Workplaces of Today and Tomorrow to Attract and Retain Top Talent: Challenges and Opportunities with Remote/Hybrid Practices. SocioEconomic Challenges, 8(2), 12-30.

Nunnally, J. C., & Bernstein, I. H. (1994). Psychometric theory (3rd ed.). McGraw-Hill.

Pettingell, S. L., Houseworth, J., Tichá, R., Kramme, J. E., & Hewitt, A. S. (2022). Incentives, wages, and retention among direct support professionals: National core indicators staff stability survey. Intellectual and developmental disabilities, 60(2), 113-127.

Phillips, J. M. (2024). Human resource management: An applied approach. SAGE Publications.

Raj, K. M. (2023). Workplace happiness: the key to employees retention. The Online Journal of Distance education and E-learning, 11(2), 2631-2638.

Rajabi, M., Ghaderi, Z., Abdollahnezhad, F., & Mahdavizadeh, M. J. (2023). The effect of transformational leadership style and organizational identity on employees' green behavior with the mediating role of well-being. Interdisciplinary Journal of Management Studies (Formerly known as Iranian Journal of Management Studies), 16(3), 667-680.

Shery, A. H., Jabeen, Q., & Alvi, M. A. (2024). Antecedents Of Work Life Balance In Healthcare Sector, Moderating Role Of Supervisor Support. Journal of Business and Management Research, 3(3), 130-185.

Swanson, R. A. (2022). Foundations of human resource development. Berrett-Koehler Publishers.

Yucel, Y., Soydemir, C. O., Candan, C., & Nergis, B. (2025). The fabric of employee well-being: a conservation of resources approach to decent work conditions in the Turkish garment industry. Employee Relations: The International Journal, 47(2), 237-262.

Walsh, L. C., Montemayor-Dominguez, M., Horton, C., Boz, S. G., & Lyubomirsky, S. (2023). Worker well-being: a continuous improvement framework. Applied Research in Quality of Life, 18(6), 2993-3017.

Watts, A. (2025). Defining, Assessing, and Improving: A Standardized Approach to Organizational Workplace Culture. Journal of Business Strategies, 42(1), 26-35.

Affiliations and Corresponding Information

Jiomarie B. Jesus, PhD
Mandaue City College – Philippines

Evelyn C. Navares, MBA
Mandaue City College – Philippines

Mary Ann G. Salazar
University of Cebu
Main Campus – Philippines

Atty. Jhoronnie Gayl C. Bontes, JD, MBA
University of Cebu
Main Campus – Philippines

Jeffy M. Sumilhig, MBA
Cebu Technological University
Consolacion Campus – Philippines

Marciano, Jr. T. Abiera, MBA, LPT
Linao National High School
Department of Education – Philippines