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JOURNAL FOR THE ADVANCEMENT OF SUSTAINABLE DEVELOPMENT GOALS
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AN INTERNATIONAL, PEER-REVIEWED, OPEN ACCESS JOURNAL
www.jasdg.com
Volume 1 Issue 4 Pages 3108-3134
ISSN: 3155-7546 (Online)
DOI: 10.5281/zenodo.23998819

ORGANIZATIONAL CULTURE: IMPACT ON EMPLOYEE COMMITMENT AND RETENTION IN RETAIL FOOD SERVICE IN SELECTED CITIES IN THE NATIONAL CAPITAL REGION

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ABSTRACT

This study examined the impact of organizational culture on employee commitment and retention in retail food service in selected cities in the National Capital Region (NCR), Philippines. It evaluated the organizational culture of retail food service, how that culture improves employee commitment, and how it influences employees' decision to stay in the organization. A descriptive evaluation and descriptive correlation design was used. Descriptive evaluation assessed respondents' meaningful responses to leadership and management within the organization, while descriptive correlation tested the relationships among organizational culture, employee commitment, and retention. Two sets of self-made, expert-validated questionnaires (Cronbach's $\alpha = 0.72–0.83$) were administered to 399 respondents (105 managers, 189 supervisors, and 105 rank-and-file employees) from 105 branches of three retail food service chains in seven NCR cities. Document analysis of management and leadership, benefits and compensation, and other relevant documents complemented the survey. Data were treated with frequency, percentage, weighted mean, one-way ANOVA, Pearson's *r*, and simple linear regression. Managers and supervisors agreed that the organizational culture of retail food service is expressed through core values (3.39; 3.41), leadership style (3.18; 3.17), communication pattern (3.30; 3.29), and decision-making process (3.10; 3.08), and strongly agreed on norms and behavioral expectations (3.57; 3.54). Rank-and-file employees agreed that culture affects their commitment (overall mean = 3.02) and retention (overall mean = 3.13). No significant differences in assessments were found across firmographic or demographic profiles ($p > .05$), whereas organizational culture was highly and significantly correlated with every commitment and retention indicator ($r = .991–.999$, $p < .001$). Organizational culture is the foundation that solidifies an organization, crafted from values, beliefs, norms, behaviors, and systems aligned with its vision and mission; it influences employees to participate, engage in organizational activities, and protect the organization's welfare. Adapting to the culture is the most challenging part for every employee; if the organization takes no action, turnover will continue to rise and contribute to global attrition. The findings can guide organizations in crafting a culture based on their employees' values and norms that adapts to employees regardless of ethnicity or beliefs, increasing commitment, maintaining loyalty, and fostering a sense of ownership. Programs recommended include specialized career and skills development that strengthen employees' management ability, an internship program, recognition of employees' contributions, and, most importantly, family-first activities that improve employee well-being.

Keywords: *organizational culture; employee commitment; employee retention; employee turnover; retail food service; National Capital Region*

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INTRODUCTION

Background of the Study

In today's competitive market, organizational culture has the greatest impact on an organization. Understanding one's organization internally can determine the company's next steps toward its primary objectives and ultimate purpose. The organization's commitment to delivering its promises begins with its employees. Employees, equipped with knowledge and critical thinking abilities, play a crucial role in helping the organization fulfill its purpose.

Employees are the most important assets of the organization, especially committed and skilled employees. Retaining employees has been a challenge for many organizations. Sometimes organizations lose their way in caring for these crucial assets, leading to turnover. Organizations that experience high employee turnover may struggle to establish core competencies and often have to rely on other organizations.

Employee turnover affects individuals, families, organizations, and the entire economy. Formulating better strategies and programs for employee retention can enhance the employee–employer relationship and boost organizational profitability. A robust employee retention program transforms the organization into a profitable entity that can offer stable employment and opportunities to individuals, thereby improving economic conditions that benefit families and communities, both locally and globally.

Organizational culture provides a framework for understanding employees' perceptions of current leadership and management within the organization. Organizational culture, leadership styles, and management support are crucial to helping employees feel committed and satisfied. Organizations may incur losses if their employees leave due to inadequate care, mismanagement, or unhealthy leadership, and employee turnover can be costly in terms of money, time, and organizational value. Several studies suggest that most employees leave not primarily for financial reasons but because of leadership and management.

Employee retention and commitment are therefore among the most crucial factors for organizational success. They save the time and money otherwise spent on grooming the entire organization and preparing it to face various barriers and challenges, and it is essential for the organization to identify and retain employees who are genuinely committed, well-suited to the system, and effective contributors. From an organizational culture perspective, companies should be aware of the cultural differences and similarities of all employees in relation to their duties and responsibilities. An organization built on the values, norms, and beliefs of all its members can improve social interaction and thereby achieve its economic and environmental goals.

Against this background, the present study examined the relationships among organizational culture, employee commitment, and retention within the retail food service industry in selected cities in the National Capital Region. By shedding light on these relationships, the study seeks to contribute to organizational management and leadership, ultimately fostering an environment in which retail food service organizations can thrive, lead, and prosper with a positive impact on their employees. The sections that follow review the related literature and frameworks, describe the research methodology, present and discuss the results, and offer conclusions and recommendations.

Review of Related Literature

Organizational culture

Organizational culture plays a vital role in crafting organizational structure, systems, and workforce, enabling the organization to operate in line with its mission. It fosters teamwork and commitment, thereby improving performance and job satisfaction. Organizational culture also tends to play a proactive role, going beyond compliance and regulatory requirements in organizational change toward sustainability; Lama et al. (2021) highlighted four competing

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cultural values that shape the corporate sustainability approach as an integrated rather than a dominant approach, emphasizing the importance of aligning different values to address sustainability challenges.

Establishing an organizational culture helps the organization promote and express the importance of core values in employees' lives, work, and performance. Employee awareness of organizational leadership provides a clear message about the direction of their careers while they perform their duties and responsibilities, and organizational guidance and support encourage employees to perform well on the basis of the organization's core values.

Organizational culture binds diverse beliefs and provides a good working environment, security, and comfort to employees, enabling them to perform and deliver what the organization expects of them. A positive working environment signifies harmonious working relationships among all members and fosters respect for and protection of the organization. Treating everyone with the same level of respect and dignity is a fundamental principle based on the fact that they are human, regardless of their finances, social status, or connections; treating employees with respect, decency, and patience improves their character and contributes to a positive working environment for everyone, regardless of rank. From the highest levels of management to the staff who help management achieve its goals, everyone feels welcome and part of the organization. Unhealthy working relationships, in contrast, harm not only their members but also the organization as a whole: revenue generation suffers when employee commitment is lost to unsatisfied, demoralized, and unhappy members, and these employees may eventually choose attrition rather than stay in an unhealthy working environment.

An established culture, as Kharadze et al. (2023) observed in relation to the influence of the socialist system, prioritizes the equality and solidarity of people instead of competition. It influences people deeply through work ethics and societal values, yet leaves them free to choose and exercise their human rights toward a common goal and shared ownership of the organization. Culture influences people in making decisions, providing opportunities to choose and embrace change. Establishing culture has been a challenge for leaders because it requires considering all members of the organization in order to create a culture acceptable to everyone.

According to Asmawati et al. (2023), a good organizational culture encourages employees to improve performance and achieve maximum results, to engage in and perform their duties in accordance with the organization's established culture, to increase their productivity, to build confidence in their tasks, and to improve their interpersonal connections within the organization. Organizational culture is also an important element in developing leaders: a leader needs to understand the influence and importance of culture; culture cultivates leaders, and leaders in turn develop healthy working environments and good working conditions for all employees. Drawing on the work of Edgar H. Schein, Yasas et al. (2020) noted that organizational culture implies some level of structural stability, and that culture formation strives toward patterning and integration; because an organization is formed from different values and norms that are shared, these give it stability, consistency, and meaning for all members. The importance of organizational culture to organizational performance was categorized into three parts—assumptions, artifacts, and values—which contribute to an effective organizational culture.

Employee commitment

Commitment is an organizational approach intended to ensure that employees are dedicated to organizational goals and principles, are urged to help the organization succeed, and, at the same time, are able to increase their own sense of security (Sopiah & Ambarwati, 2022). When employees commit, caring follows: they work hard to fulfill their commitments to the organization, preserve its reputation, and care about its work. Employee commitment is an effective response to the organization as a whole and the degree of attachment or loyalty felt toward it. Ahmed (2023) emphasized that it is a mutual relationship between the employee and the organization; employees with low commitment, or none at all, may create barriers and problems within the organization through declining performance.

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People management is a crucial organizational responsibility; appraising and developing performance improves employees' interpersonal skills and increases their commitment to the organization. Employees become responsive to situations influenced by their needs, values, habits, and preferences, and appraisal helps develop their critical thinking in decision-making. Comparing results helps them realize that they are making progress in fulfilling their duties and responsibilities. Placing people in positions that suit their personality and experience and help them grow increases their engagement and eventually leads to commitment to the organization, which becomes the organization's most important asset.

Mentorship and employee training are influenced by different people within the organization: top management, which supports the training of employees; the human resource function, which ensures that training plans and programs are relevant to job descriptions and contribute to the development of character and skills; and managers and leaders, who motivate and encourage employees to engage and perform and who monitor the working environment to ensure good relationships with employees and stakeholders. A conducive work environment provides safety, security, and a sense of belonging. Regardless of the method, effective training requires (1) opportunities for trainees to practice and receive feedback, (2) meaningful content, (3) identification of prerequisites that trainees need to complete the program successfully, and (4) opportunities to learn through observation and experience; feedback from trainees, trainers, and coaches helps maintain the program's effectiveness.

The human resource department plays a critical role in integrating employee commitment into organizational practice: it screens candidates, identifies and resolves issues and concerns across sections, and consolidates information so that problems are resolved in the simplest way. Flexible human resource management is considered a prerequisite for sustainable competitive advantage. Finding employees with high adaptability and flexibility within the organization's culture is important for aligning them with organizational objectives, and organizational commitment to employees—providing resources, facilities, and training—increases their engagement and satisfaction. Organizational performance, in turn, depends on affective and continued commitment.

Employee retention

The workforce is the most important piece of an organization and plays a crucial role in organizational success, especially when employees are engaged and committed. Recognizing and appreciating employees' work and effort increases their satisfaction, yet retaining them remains a challenge for every organization; dissatisfaction with management or leadership results in attrition. Retention of employees, especially the younger generation, is a dominant concern across industries (Zamri & Halim, 2024). Employees are attracted to organizations that value career growth, job satisfaction, and work-life balance, which reflects a broader shift among employees who prioritize developmental opportunities and meaningful work over long-term stability.

Retention has been a challenge for most organizations; keeping unsatisfied employees is almost impossible, leading to resignations and sometimes influencing other employees. Leaders and managers should establish effective, efficient ways to recognize employees in the workplace, because every employee wants to be appreciated and recognized for good work and effort in performing their duties and responsibilities. Developing strategies to support employees' continued growth and development increases their morale and leads to decisions that benefit both employees and the employer. Strategies for maximizing retention also improve the company's efficiency and effectiveness and reduce the cost of continuous hiring. Retention is not merely a matter of records and reports: it depends on how well the organization understands employees' concerns and helps resolve them, since time spent grooming employees is a complete loss if they choose to leave.

Gomathy et al. (2022) argued that an employee retention strategy should start from the organization's vision, mission, values, and policies; it promotes organizational health and success and reduces the stress and cost of hiring and training new employees. High turnover leads to negative business outcomes, including decreased productivity and higher

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recruitment costs, and is an indication of an unhealthy environment that may cost the organization a huge financial loss and organizational value. Leaders should focus on increasing job satisfaction to improve job performance and reduce voluntary turnover intention (Sewell, 2022); maintaining job satisfaction indicates a strong working environment, improved performance, and increased productivity. Leaders who understand this create an environment that fits all employees regardless of differences in norms, beliefs, and principles, and provide clear and transparent direction to all members of the organization.

Employee retention is both easy and complex: an organization may retain employees without doing anything specific, but when an employee decides to leave, the company may not know why or how it could have been prevented. A strong company culture and a strong community within the organization enable employees to become embedded in their companies; a strong employer–employee bond, together with the organization's social responsibility, supports long-term stay, since most employees look for a better working environment that starts in, or is connected to, the community. If the organization does nothing to attract or retain employees, attrition and later turnover follow, so a specific and conclusive plan for retaining dedicated, committed, and productive employees—the foundation that makes a company strong and competitive—is necessary. Organizational policies that prioritize employee welfare and accommodate different employee preferences may reduce turnover and retain important talent.

Theoretical and Conceptual Framework

The literature shows that organizations bind together different beliefs, norms, values, and principles to create a harmonious environment that supports all employees, leading to excellent performance and contributing to employees' decisions to stay and become more committed to the organization. This study is anchored on Schein's levels of organizational culture, which Yasas et al. (2020) used to emphasize that each member of a group struggles with personal issues of inclusion, identity, authority, and intimacy, and that a group is not truly a group but a collection of individual members focused on making the situation safe and personally rewarding. Organizational culture plays the biggest role in molding productive, efficient members and in establishing an environment that is rewarding for the organization. Schein's model introduces three levels of understanding (Figure 1), each with a component that must be addressed internally to connect all members of the organization.

Figure 1. **Schein's levels of organizational culture**

Level	Description	Visibility
Artifacts	Visible organizational structures and processes	Hard to decipher
Espoused beliefs and values	Strategies, goals, and philosophies	Espoused justifications
Basic assumptions	Unconscious, taken-for-granted beliefs, perceptions, thoughts, and feelings	Ultimate source of values and actions

Note. Adapted from the Schein model as presented in the source dissertation (Yasas et al., 2020). An unbiased observer or external consultant is needed to decipher the deepest level.

The first level represents an internal attribute that members of the organization must deal with; a thorough analysis of the internal environment is needed to establish the organization's identity. The second level represents the accepted beliefs and values that all members embrace. The third level constitutes the most critical attributes because it cannot be seen among employees. Schein's model thus shows how organizational behavior is shaped by moral standards and implied norms through organizational rewards.

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The conceptual framework (Figure 2) examines how organizational culture creates a better working environment that benefits all members of the organization and how work commitment affects employee retention. The profile of the retail organizations (ownership classification, years of operation, and number of employees) was treated as an intervening variable in commitment and retention. Organizational culture was posited as an influencing factor in respondents' commitment and in their later decision to retain their jobs as members of the organization, and the framework is expected to enable the organization to create programs appropriate to its members.

Figure 2. **Research paradigm**

Firmographic profile		**Demographic profile**
↓ H_o1		↓ H_o2 and H_o3
Organizational culture (core values, leadership style, communication pattern, norms and behavioral expectations, decision-making process)	H_o4 (commitment) and H_o5 (retention) →	Impact on employee commitment (loyalty, trust in leadership, engagement and motivation, organizational citizenship behavior, turnover intention) and on employee retention (job satisfaction, work-life balance, professional development opportunities, rewards and recognition, job security)
↓		↓
Structural equation (regression-based) model of organizational culture, commitment, and retention		

Statement of the Problem and Hypotheses

This study determined the impact of organizational culture on employee commitment and retention in retail food service in selected cities in the National Capital Region. Specifically, it answered the following questions:

1. What are the firmographic characteristics of the retail food service in terms of branch classification, number of years of operation, total number of employees, location, and capitalization?
2. What is the demographic profile of the managers, supervisors, and rank-and-file employees in terms of age, sex, civil status, highest educational attainment, assigned department, job position, employment status, average monthly salary, and years in service?
3. What is the assessment of the managers and supervisors on the organizational culture of the retail food service in terms of core values, leadership style, communication patterns, norms and behaviors, and decision-making processes?
4. What is the extent of impact of organizational culture on employee commitment, as assessed by rank-and-file employees, in terms of loyalty, trust in leadership, engagement and motivation, organizational citizenship behavior, and turnover intention?

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5. What is the extent of the impact of organizational culture on employee retention, as assessed by rank-and-file employees, in terms of job satisfaction, work-life balance, professional development opportunities, rewards and recognition, and job security?

6. Is there a significant difference in managers' and supervisors' assessment of organizational culture when firmographic characteristics of the retail food service are considered?

7. Is there a significant difference in the assessment of rank-and-file employees on the impact of organizational culture on employee commitment when grouped according to their demographic profile?

8. Is there a significant difference in the assessment of rank-and-file employees on the impact of organizational culture on employee retention when grouped according to their demographic profile?

9. Is there a significant relationship between organizational culture and employee commitment?

10. Is there a significant relationship between organizational culture and employee retention?

11. What structural equation model can strengthen the balance within the organization's culture, employee commitment, and retention?

The following null hypotheses were tested at the 0.05 level of significance:

H_o1: There is no significant difference in the assessment of the managers and supervisors on organizational culture when firmographic characteristics of the retail food service industry are considered.

H_o2: There is no significant difference in the assessment of rank-and-file employees on the impact of organizational culture on employee commitment when grouped according to their demographic profile.

H_o3: There is no significant difference in the assessment of rank-and-file employees on the impact of organizational culture on employee retention when grouped according to their demographic profile.

H_o4: There is no significant relationship between organizational culture and employee commitment.

H_o5: There is no significant relationship between organizational culture and employee retention.

Significance of the Study

The findings are beneficial to the following groups. *Employees*, the primary beneficiaries of organizational culture, may experience personal growth, increased commitment and satisfaction, secure employment, and improved working relationships, and may use the findings to assess the management and leadership of their organization. *Management* may assess its leadership styles, formulate strategies to increase commitment and reduce turnover, evaluate current management approaches, and evaluate employee credentials that align with its management and leadership styles. *Boards of directors and owners* may use the findings to improve profitability and to select leaders who fit the organization. *Retail food service organizations* may address attrition and conflicts that affect the relationship between management and employees. The *Department of Labor and Employment* may use the findings to craft a framework for intervention that mitigates adverse impacts on businesses, including labor abuse. The *community*, a group of people sharing a common attitude, interest, and goal in the same place, benefits from the stable employment and economic conditions that retention supports. The *researcher* gains insights that enrich professional advancement, and *future researchers* may use the study as a reference for similar research on organizational culture, employee commitment, and employee retention.

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METHODS

Research Design

This study adopted a quantitative descriptive approach to collect and analyze data in order to achieve a broader and deeper understanding of organizational culture, employee commitment, and retention. It employed descriptive evaluation and descriptive correlation designs. Descriptive studies describe and observe phenomena that are essential to understanding the organizational context. Descriptive evaluation research was used to assess employees' responses to organizational culture, which inform decisions about staying at work, while descriptive correlational research was used to demonstrate whether organizational culture is significantly related to employee commitment and retention.

Locale of the Study

The study was conducted in the Philippines across seven major cities in the National Capital Region (NCR): Caloocan, Makati, Manila, Mandaluyong, Pasig, San Juan, and Quezon City. These highly urbanized cities in the central business district were selected for their high concentration of retail food service branches, particularly those of leading quick-service restaurant (QSR) chains, and for their population, which accounts for almost 61% of the NCR's 14 million residents (Philippine Statistics Authority [PSA], 2024). Each city presents distinct urban characteristics in terms of density and diversity of fast-food operations. Caloocan, part of the CAMANAVA cluster, has large residential zones and growing commercial strips with numerous 24-hour branches; Makati, the premier financial district, has a high density of QSR outlets in business hubs such as Ayala Center and Buendia Avenue; Manila combines historical landmarks with busy commercial zones such as Ermita, Quiapo, and Taft Avenue; Mandaluyong and Pasig share commercial activity around SM Megamall and the Ortigas business district; San Juan, though smaller in land area, is densely populated and commercially vibrant around Greenhills Shopping Center; and Quezon City, the largest city by land area and population, has the most QSR branches, with commercial districts in Cubao, Commonwealth, and Timog. San Juan was retained despite being the smallest city because it lies in the main center of the NCR. The remaining cities (Las Piñas, Malabon, Marikina, Muntinlupa, Navotas, Parañaque, Pasay, Taguig, Valenzuela, and the municipality of Pateros) were excluded primarily because of geographical location outside the central business district.

Population, Sampling, and Participants

The target population comprised employees of three major retail food service chains (hereafter Companies A, B, and C) operating in the seven cities. A total of 485 branches were identified: 29 in Caloocan, 28 in Makati, 141 in Manila, 44 in Mandaluyong, 43 in Pasig, 15 in San Juan, and 185 in Quezon City. To ensure equal representation and manageability, five branches per city were selected for each company, yielding 35 branches per chain and 105 branches as the institutional unit of analysis (Table 1).

The 2022 Labor Force Survey of the PSA reported 363,970 workers in the retail food service sector nationwide, including managers, supervisors, and frontline staff such as cooks and dining crew. This figure served as the reference population for Slovin's formula at a 5% margin of error, which yielded 399 respondents across the 105 branches. Cluster random sampling was employed, with each branch serving as a natural cluster; within branches, respondents were selected through simple random sampling and/or convenience sampling in which respondents' availability was considered. A manager, whose designated function is overall in charge of store operations, was selected per company branch; supervisors, who oversee the store's operational areas including production and selling, were selected at a maximum of one per functional area (two in most branches); and at least one rank-and-file member (the lowest rank, with functions such as cashiering, cooking, and serving) was selected based on availability. In all, 105 managers, 189 supervisors, and 105 rank-and-file employees participated ($N = 399$).

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Table 1. Distribution of Branches and Respondents by City

City	Branches identified	Branches sampled	Managers	Supervisors	Rank-and-file	Total
Caloocan	29	15	15	27	15	57
Makati	28	15	15	27	15	57
Manila	141	15	15	27	15	57
Mandaluyong	44	15	15	27	15	57
Pasig	43	15	15	27	15	57
San Juan	15	15	15	27	15	57
Quezon City	185	15	15	27	15	57
Total	**485**	**105**	**105**	**189**	**105**	**399**

Note. Fifteen branches per city = five branches for each of the three companies. Branch-level allocation is based on the study's sampling tables (five locations per city, one branch per company per location).

The study was limited to rank-and-file employees, supervisors, and managers across departments such as operations, marketing, and human resources. Participants had to meet certain criteria, including at least two years of continuous service with their company, to ensure the reliability and depth of the insights gathered from experienced personnel; executive-level employees were excluded. Data collection took place from April to June 2025.

Research Instrument

The research questionnaire was the primary instrument. Two sets of self-made survey questionnaires were used: one for managers and supervisors and one for rank-and-file employees. Each had five parts. Part 1 gathered the firmographic characteristics of the organization (branch classification, years of operation, total number of employees, location, and capitalization). Part 2 collected the demographic profile of respondents (age, sex, civil status, educational attainment, assigned department, job position, employment status, average monthly salary, and years of service). Part 3 gathered information on the organization's culture in retail food service in terms of core values, leadership style, communication patterns, norms and behaviors, and decision-making processes. Parts 4 and 5 assessed the impact of organizational culture on employee commitment (loyalty, trust in leadership, engagement and motivation, organizational citizenship behavior, and turnover intention) and on employee retention (job satisfaction, work-life balance, professional development opportunities, rewards and recognition, and job security). Each of these dimensions was measured with five indicators (25 items per scale) on a four-point scale (4 = Strongly Agree, 3 = Agree, 2 = Disagree, 1 = Strongly Disagree). Managers and supervisors were surveyed about their perceptions of organizational culture, while rank-and-file employees were surveyed about the impact of the organization's culture on their interpersonal development, commitment, and retention. In addition, document analysis of management and leadership documents, organizational benefits and compensation, and other relevant documents was carried out to assess the acceptance of organizational culture by all employees within the organization's goals and standards.

Validity and Reliability

The instrument underwent construct and content validation by a panel of three experts in academe, with the guidance of the researcher's adviser and panel of examiners. It was then piloted on 20 respondents who did not take part in the

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actual survey. Internal consistency, analyzed using Cronbach's alpha, was good for organizational culture ($\alpha = 0.8303$) and acceptable for employee commitment ($\alpha = 0.7869$) and employee retention ($\alpha = 0.7211$).

Data Gathering Procedure and Ethical Considerations

The researcher (1) submitted the research instrument for approval to the Vice President for Academic Affairs and the Dean of the Graduate School; (2) obtained an endorsement letter from the Graduate School; (3) requested permission from the participating organizations through a formal letter; (4) informed respondents of the date and time of questionnaire distribution, after which questionnaires were delivered personally; (5) collected completed questionnaires in a sealed box to preserve confidentiality; and (6) tabulated all responses.

Informed consent was obtained from all respondents, whose participation was voluntary and who could withdraw at any time. Anonymity was ensured even within the respondents' own organizations, and confidentiality was observed in accordance with Republic Act 10173 (Data Privacy Act of 2012). Materials were kept in a secure place during the study and shredded upon its completion. The study was submitted to the Our Lady of Fatima University Ethics Committee to ensure compliance with ethical standards.

Statistical Treatment

Frequency and percentage were used for the firmographic characteristics of the organizations and the demographic profile of the respondents. The weighted mean was used for the assessment of organizational culture and its impact on employee commitment and retention, interpreted using the scale in Table 2. One-way analysis of variance (ANOVA) was used to test differences in assessments across firmographic and demographic groups. Pearson's *r* was used to determine the relationship between variables, and simple linear regression was used to model the relationship between organizational culture and employee commitment and retention; the predicted linear regression equations were used to construct a structural equation model of the balance among organizational culture, commitment, and retention. The level of significance was set at 0.05.

Table 2. Four-Point Scale and Verbal Interpretation

Scale	Range	Verbal interpretation
4	3.50 – 4.00	Strongly Agree (SA)
3	2.50 – 3.49	Agree (A)
2	1.50 – 2.49	Disagree (D)
1	1.00 – 1.49	Strongly Disagree (SD)

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RESULTS

This section presents the data, analysis, and interpretation of the statistical procedures used in the investigation, following the order of the problems stated in Section 1.4.

Firmographic Profile of the Organizations

Table 3. Firmographic Profile of the Retail Food Service Branches (N = 105)

Characteristic	Co. A	Co. B	Co. C	*f*	%
Branch classification					
Company-owned	0	3	3	6	5.71
Franchise	35	32	32	99	94.29
Years of operation					
Below 10 years	0	3	0	3	2.86
11 – 20 years	32	32	35	99	94.29
21 – 30 years	3	0	0	3	2.86
Number of employees					
11 – 20 employees	0	0	3	3	2.86
21 – 30 employees	10	10	25	45	42.86
31 – 40 employees	25	25	7	57	54.29
Location					
Cities	1	1	1	3	2.86
Urbanized area	34	34	34	102	97.14
Capitalization					
₱21 – 30 million	6	9	18	33	31.43
₱31 – 40 million	1	1	1	3	2.86
₱41 – 50 million	28	25	17	70	65.71
₱51 million and above	0	0	0	0	0.00
Total branches per company	**35**	**35**	**35**	**105**	**100.00**

Note. Co. = company. The sampled branches were 35 per company.

Most of the visited branches were franchised (94.29%): Company A was entirely franchisee-operated, while Companies B and C each had three company-owned branches and 32 franchised branches. This implies that the majority of retail food service in the NCR is owned and operated by franchisees under the supervision of the mother

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www.jasdg.com
Volume 1 Issue 4 Pages 3108-3134
ISSN: 3155-7546 (Online)
DOI: 10.5281/zenodo.23998819

company. Franchising is an entrepreneurial opportunity for both franchisee and franchisor, fostering a mutually beneficial partnership (Bui, 2022), and most retail food service businesses adopt it as part of a long-term strategy.

Nearly all branches (94.29%) had been in operation for 11–20 years, which suggests that these areas are relatively new and still developing in terms of improvements, population, and business opportunities that are vital to business sustainability and profitability. Branches of Companies A and B employed mostly 21–40 employees, while Company C branches employed 11–40, indicating that staff size depends on the size of the operation within each branch and on the company classification. The employee ratio is used to relate the number of employees to various aspects of operations (Company Insights, 2025), helping organizations and managers understand organizational efficiency and its impact on financial and operational performance.

Almost every branch (97.14%) was located in a highly urbanized area, where population density significantly affects operations. Location plays a critical role in business success, determining profitability and venture viability, starting with a suitable, accessible site that is reachable by consumers and other stakeholders (Oppong, 2025). Capital requirements ranged from ₱21 million to ₱50 million per branch, with 65.71% in the ₱41–50 million bracket, indicating that starting a retail food service business is costly and requires substantial capital. Capitalization affects a company's financial health, risk, and growth, and defines how the business is funded and structured (Cobrief, 2025). Together, these characteristics show how the organizations operate and manage their branches—whether franchised or company-owned—in terms of employee volume and capitalization, which determine their ability to provide for employees and, at the same time, satisfy investors.

Demographic Profile of the Respondents

Table 4. Demographic Profile of the Respondents (N = 399)

Variable	Managers (n = 105)	Supervisors (n = 189)	Rank-and-file (n = 105)	*f*	%
Age					
21 – 25 years old	0	0	79	79	19.80
26 – 30 years old	0	166	26	192	48.12
31 – 35 years old	101	23	0	124	31.08
36 – 40 years old	4	0	0	4	1.00
Sex					
Male	9	60	42	111	27.82
Female	96	129	63	288	72.18
Civil status					
Single	24	88	105	217	54.39
Married	81	101	0	182	45.61
Educational attainment					

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www.jasdg.com
Volume 1 Issue 4 Pages 3108-3134
ISSN: 3155-7546 (Online)
DOI: 10.5281/zenodo.23998819

College undergraduate	0	84	105	189	47.37
College graduate	105	105	0	210	52.63
Assigned department					
Frontline / sales	105	136	80	321	80.45
Production / kitchen	0	29	18	47	11.78
Human resource	0	15	0	15	3.76
Local store marketing	0	9	7	16	4.01
Job position					
Restaurant manager	56	0	0	56	14.04
Assistant restaurant manager	49	28	0	77	19.30
Shift manager / supervisor	0	161	0	161	40.35
Cashier / counter crew	0	0	63	63	15.79
Cook / production crew	0	0	14	14	3.51
Server / dining crew	0	0	28	28	7.02
Employment status					
Part-time employee	0	0	105	105	26.32
Contractual employee	0	70	0	70	17.54
Probationary employee	0	10	0	10	2.51
Permanent employee	105	109	0	214	53.63
Average monthly salary (₱)					
10,001 – 20,000	0	0	7	7	1.76
20,001 – 30,000	0	84	98	182	45.61
30,001 – 40,000	105	105	0	210	52.63
Years of service					
1 – 5 years	70	189	105	364	91.23
6 – 10 years	26	0	0	26	6.52
11 – 15 years	9	0	0	9	2.26

Note. Categories with zero responses overall (below 20 years old; monthly salary of ₱10,000 and below) are omitted.

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Volume 1 Issue 4 Pages 3108-3134
ISSN: 3155-7546 (Online)
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Most employees were between 20 and 40 years old. Rank-and-file employees were aged 21–30, reflecting the hiring limitations and practices of retail food service for service-crew positions; nearly all supervisors (166 of 189) were aged 26–30, and nearly all managers (101 of 105) were aged 31–35. Managers and supervisors are expected to be older and experienced, with leadership skills already developed, and able to handle the demands and longer hours of the work; their expertise is vital for performing their duties and for shaping and guiding subordinates within the organization's culture, and their work values serve as criteria that guide employees' individual actions.

Female employees made up 72.18% of respondents (288 of 399), including 96 of the 105 managers. Gender parity is part of the organization's long-term goal of achieving workplace balance (McKinsey & Company, 2024), which gives value to the organization and to its commitment to equal treatment of male and female workers. Over half of respondents (54.39%) were single: all rank-and-file employees were single, whereas most managers (77.1%) and about half of supervisors (53.4%) were married. This suggests that work in retail food service requires long hours and strong job commitment at both the rank-and-file and management levels, and that hiring employees with fewer outside responsibilities is advantageous for operations that demand patience and focus.

All rank-and-file employees were college undergraduates, all managers were college graduates, and most supervisors (55.6%) were also graduates. Education changes a person's way of living and enables people to achieve personal and national goals (Sharma et al., 2023); managerial positions demand a better understanding of business—not only its financial aspects but everything needed to run it—and the critical thinking to analyze situations and make informed decisions. Employees who hold knowledge and information are among the organization's most tangible assets.

Most respondents (80.45%) were assigned to the frontline or sales department. Managers, as heads of their branches, are responsible for operations and supervise all departments, while supervisors cover specific departments depending on their assigned areas, and reshuffling of assigned areas is practiced as part of learning and development; rank-and-file employees were mostly assigned to the front area. A structural approach to attracting, engaging, and retaining employees improves their performance (Vanja & Jovana, 2023), underscoring the importance of employee engagement for positive organizational performance, although effective implementation varies with the organization's leadership and management. Some assistant restaurant managers assume managerial roles, especially in small branches, and some have functional responsibilities equal to those of shift managers or supervisors; employees feel grateful to perform tasks beyond their scope when their superiors or the organization appreciates their efforts, which means that every accomplishment is an individual improvement that the organization needs to recognize.

All rank-and-file employees were part-time, all managers were permanent, and most supervisors (109 of 189) were permanent, while the others were contractual or probationary. Tenure does not necessarily determine performance, yet it is not neglected by the organization: Sia et al. (2023) emphasized that satisfaction with compensation and with coworkers fosters good working relationships and enhances employee performance—regardless of employment status, employees deliver their assigned tasks. Employment may eventually lead to permanency: employees may undergo a five-month observational period and a one-month probationary period before becoming permanent, a process that is fair to both the organization and the employee.

Salary corresponds to the minimum wage for rank-and-file employees in the NCR (₱10,001–30,000, depending on hours worked) and to expertise and experience for management-level employees (₱30,001–40,000). In a highly competitive industry, salary serves as a lever for retaining employees as a reward or compensation. Most employees (91.23%) had 1–5 years of service; rank-and-file employees mostly come and go because of contract constraints, whereas supervisors and managers hold permanent positions, and those with six years or more of service mostly hold the highest positions in branches. Employees are promoted through lateral movement for good conduct and performance or are hired from other organizations.

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Volume 1 Issue 4 Pages 3108-3134
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In sum, the typical rank-and-file respondent was a young, single, female college undergraduate working part-time at the counter or sales area, earning ₱10,000–25,000 monthly depending on hours worked, with fewer than five years in the industry. Rank-and-file employees seek promotion after graduating from college; many work to support their schooling and use their extra time productively, and after their contracts end, they are given extensions. Supervisors and shift managers were mostly in their late twenties and permanently employed, while managers were college graduates in their early thirties earning at least ₱30,000. These data are significant for understanding how age, civil status, educational attainment, and years of service shape people and inform the leadership and management style of the organization's middle management.

Organizational Culture of Retail Food Service

Table 5 summarizes the managers' and supervisors' assessment of organizational culture. Overall, they agreed on the organizational culture of retail food service (grand weighted mean = 3.30 for managers and 3.29 for supervisors). Managers and supervisors agreed that the culture should have core values that prioritize morality, a type of leadership that respects and treats everyone fairly, clear and stable communication, a single set of norms, and decisive decision-making. Norms and behavioral expectations received the highest rating ("Strongly Agree"), and decision-making the lowest ("Agree"). Item-level results are in Appendix A.

Table 5. Organizational Culture of Retail Food Service as Assessed by Managers and Supervisors

Dimension	Managers WM	Interpretation	Supervisors WM	Interpretation
Core Values	3.39	Agree	3.41	Agree
Leadership Style	3.18	Agree	3.17	Agree
Communication Pattern	3.30	Agree	3.29	Agree
Norms and Behavioral Expectation	3.57	Strongly Agree	3.54	Strongly Agree
Decision-Making Process	3.10	Agree	3.08	Agree
Overall	**3.30**	**Agree**	**3.29**	**Agree**

Note. WM = grand weighted mean. Scale: 3.50–4.00 Strongly Agree; 2.50–3.49 Agree; 1.50–2.49 Disagree; 1.00–1.49 Strongly Disagree.

Core values. Grand weighted means were 3.39 (managers) and 3.41 (supervisors). The highest-rated indicators were consistently prioritizing customer satisfaction through friendly, attentive, and personalized service (3.93; 3.89) and demonstrating honesty and responsibility in complying with company policies (3.83; 3.92), both "Strongly Agree"; the lowest were seeking opportunities to improve processes and embracing new ideas (2.99; 3.04) and treating all individuals with respect in a diverse and inclusive workplace (3.03; 3.02). Employees with a better understanding of organizational core values tend to perform better (Inasoria, 2025). The core values support employees' needs by improving productivity and efficiency, influence every member to do the right thing, and call for the highest integrity among leaders toward their subordinates.

Leadership style. Grand weighted means were 3.18 and 3.17. Managers were rated highest in clearly communicating the organization's goals (3.47; 3.42) and in recognizing employee contributions (3.35; 3.37), and lowest in involving employees in decision-making (2.76; 2.80) and in being approachable (2.96; 2.93). Managers should listen to employees' needs and concerns, provide guidance and support, recognize contributions, communicate goals clearly, and involve members in decision-making so that all feel part of the organization. Understanding different leadership

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www.jasdg.com
Volume 1 Issue 4 Pages 3108-3134
ISSN: 3155-7546 (Online)
DOI: 10.5281/zenodo.23998819

styles helps organizations adapt to evolving challenges and remain competitive, and investing in leadership development, particularly transformational leadership competencies, can foster a culture that supports long-term success (Iriarte et al., 2024).

Communication pattern. Grand weighted means were 3.30 and 3.29. The highest-rated indicators were clear, understandable instructions from management (3.64; 3.59) and effective use of communication tools such as bulletin boards, messaging apps, and team meetings (3.59; 3.57), both "Strongly Agree"; the lowest were honest, transparent communication from leadership (3.04; 3.06) and prompt communication of important information (3.10; 3.05). Leaders' communication patterns are vital to productivity and to meeting the organization's mission, and the quality of workplace communication shapes employees' perceptions of the workplace and their ability to fulfill that mission (Pascoe, 2024).

Norms and behavioral expectations. Grand weighted means were 3.57 and 3.54 ("Strongly Agree"). Respectful, courteous, and professional interaction (3.79; 3.82), adherence to food safety and sanitation protocols (3.78; 3.75), and compliance with dress code and cleanliness (3.67; 3.60) were rated "Strongly Agree," while punctuality and reliable attendance (3.25; 3.24) were lowest. Organizational behavior examines how individuals and groups act within an organization and how this affects effectiveness, motivation, team dynamics, leadership, and culture (Guiraud, 2024). Norms and behavioral expectations are the most challenging part of building culture, but once established, they create a responsible, accountable, cooperative, and respectful organization and form the basis of ethical consideration; acceptance and adaptation to the culture depend on employees' ethnicity, values, and beliefs, and eventually fail if these are not taken into consideration.

Decision-making process. Grand weighted means were 3.10 and 3.08. Prompt decision-making (3.46; 3.43) was highest, whereas regular consultation and involvement of employees in decisions (2.84; 2.79) and informing employees of the reasons behind key decisions (2.92; 2.90) were lowest. Decision-making involves cognitive biases, emotional influences, and organizational dynamics, and decision-makers face limits in processing information and assessing risk (Khatun, 2024). Decisions based on relevant data, feedback, and employee input ensure smooth operations and improved productivity; employees feel inspired and important when the organization "has ears" for their recommendations, which encourages commitment.

Impact of Organizational Culture on Employee Commitment

As assessed by rank-and-file employees, the retail food service organizations' culture had an impact on employee commitment in terms of loyalty, trust in leadership, engagement and motivation, organizational citizenship behavior, and turnover intention (Table 6), with an overall grand weighted mean of 3.02 ("Agree").

Table 6. Impact of Organizational Culture on Employee Commitment

Dimension	Grand weighted mean	Interpretation
Loyalty	3.01	Agree
Trust in Leadership	3.06	Agree
Engagement and Motivation	3.04	Agree
Organizational Citizenship Behavior	2.97	Agree
Turnover Intention	3.02	Agree

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Volume 1 Issue 4 Pages 3108-3134
ISSN: 3155-7546 (Online)
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Overall	**3.02**	**Agree**

Note. Item-level results are in Appendix A.

Loyalty (3.01). Employees' loyalty depends on how they feel about the organization: they are proud to be associated with the company (3.06) and emotionally connected to its mission (3.05), and their personal values align with its culture (3.05), whereas the desire to remain long-term due to alignment with the company's values (2.86) was the lowest-rated indicator. Organizational culture has the strongest impact on loyalty, with work motivation, satisfaction, and relationships with superiors and colleagues as determining factors of both culture and loyalty (Khoa et al., 2024).

Trust in leadership (3.06). Trusting management's leadership is an important aspect of commitment. Employees rated highest the perception that leaders act with integrity and uphold company values (3.11) and lowest the perception of being treated fairly and respectfully regardless of role or background (2.98). Leaders who communicate clearly and treat all subordinates fairly and respectfully, regardless of position or status, give employees a sense of security and direction.

Engagement and motivation (3.04). Engagement in training sessions, team meetings, and company events, reflecting belonging and interest (3.12), was highest, and energy and enthusiasm in daily responsibilities (2.91) were lowest. Employees act proactively and respond positively to recognition, which reinforces motivation and commitment; an effective motivational program creates an effective organizational culture that helps achieve goals and makes the workplace more enjoyable and rewarding (Pandey, 2024).

Organizational citizenship behavior (2.97). Offering helpful suggestions without being asked (3.11) was highest, while going the extra mile for customers (2.90) and upholding company values when unsupervised (2.90) were lowest. Organizational citizenship behavior has a significant impact on organizational performance because employees are activators of organizational resources and important organizational assets (Ramos & Ellitan, 2023). It is voluntary, not part of formal duties, and is in the organization's interest, with a great impact on the working environment.

Turnover intention (3.02). The indicators under this dimension are phrased in terms of turnover risk (for example, thoughts of leaving within one to two months, 3.11; limited advancement opportunities, 3.00; poor relationships with coworkers or supervisors, 2.86). Employees may decide to stay if management supports a healthy balance between work and personal life, if they see opportunities to improve their skills, and if they are satisfied with the working environment and relationships with colleagues. A positive organizational culture enhances job satisfaction and reduces turnover intention; by cultivating such a culture and enhancing job satisfaction, organizations can reduce attrition and gain a competitive advantage in the post-pandemic era (Mengjiao, 2023). Organizational culture also affects performance indirectly through employee engagement: culture provides motivation, which is significant to engagement, which in turn leads to employee satisfaction.

Impact of Organizational Culture on Employee Retention

Rank-and-file employees agreed on the impact of organizational culture on employee retention in terms of job satisfaction, work-life balance, professional development opportunities, rewards and recognition, and job security (overall grand weighted mean = 3.13, "Agree"; Table 7). Job security (3.21) and rewards and recognition (3.17) received the highest ratings.

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www.jasdg.com
Volume 1 Issue 4 Pages 3108-3134
ISSN: 3155-7546 (Online)
DOI: 10.5281/zenodo.23998819

Table 7. Impact of Organizational Culture on Employee Retention

Dimension	Grand weighted mean	Interpretation
Job Satisfaction	3.13	Agree
Work-Life Balance	3.07	Agree
Professional Development Opportunities	3.07	Agree
Rewards and Recognition	3.17	Agree
Job Security	3.21	Agree
Overall	**3.13**	**Agree**

Job satisfaction (3.13). Employees felt that the culture supports a healthy balance between work and personal life (3.23) and that they are comfortable, safe, and supported in their physical and social work environment (3.20); clear paths for growth and general contentment (both 3.05) were lowest. Job satisfaction is a subjective evaluation of the work experience, encompassing feelings of contentment, fulfillment, and happiness derived from job roles and work environments, and it is connected to organizational outcomes (Baxi & Atre, 2024); interpersonal relationships with supervisors and coworkers and the perceived fairness of organizational practices play a pivotal role in shaping it.

Work-life balance (3.07). Supervisors' and managers' understanding when employees need time off or adjustments (3.13) and encouragement to take entitled leave without fear of negative consequences (3.12) were highest; a manageable workload without consistent overtime (3.00) was lowest. Knowing the outcomes of work-life balance enables an organization to identify its positive and negative effects for both individuals and the organization (Zahra et al., 2024). Employee well-being comprises personal and professional life; when felt, it results in higher engagement and a stronger connection between employee and employer.

Professional development opportunities (3.07). Regular access to relevant training programs (3.15) was highest, and active encouragement of learning by supervisors and managers (3.00) was lowest. Effective training programs help workers learn new skills and hone existing ones, and boost morale and participation; morale and loyalty can rise when employees see that their employer cares about them and their development (Chakraborty, 2023). Development programs that target individual skills increase the chances of internal promotion, which may result in retention because they help employees achieve their main goal of a better job position; career growth is significantly important and may be the basis of the decision to stay longer.

Rewards and recognition (3.17). Fair, performance-based distribution of rewards (3.33) and consistency in how recognition is applied (3.30) were highest; regular formal and informal acknowledgment of contributions (3.01) was lowest. Organizations that employ equitable, strategically designed reward systems are more likely to experience increased employee commitment and lower turnover (Adams, 2025), though effectiveness depends on alignment with employee needs and organizational goals; whereas monetary rewards may temporarily boost performance, long-term engagement is often sustained by non-monetary rewards such as recognition and career advancement. Continuous evaluation and improvement of the program is necessary, and it also helps avoid "quiet quitting," which is common among the younger generation. Motivated employees are more innovative and creative (Patil, 2025).

Job security (3.21). Promotion from within and retention of long-term employees (3.34) and awareness of policies on performance, discipline, and termination (3.32) were highest; supervisors' reassurance and guidance during periods

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Volume 1 Issue 4 Pages 3108-3134
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of change (3.07) were lowest. Avoiding frequent layoffs and abrupt staffing changes, and providing assurance during restructuring or economic downturns, helps build a team of trusted, loyal employees. Job security is most effective when combined with accountability, merit-based evaluation, and professional development opportunities; long-term employment stability can enhance performance or foster complacency (Johnson, 2025).

Differences in Assessments by Firmographic and Demographic Profile

One-way ANOVA tested differences in the assessments of organizational culture by firmographic characteristics (branch classification, years of operation, number of employees, location, and capitalization) and in the assessments of commitment and retention by the nine demographic variables (age, sex, civil status, educational attainment, assigned department, job position, employment status, average monthly salary, and years in service). As shown in Table 8, all *p*-values exceeded the 0.05 level of significance (0.98–1.00); hence $H_0$1, $H_0$2, and $H_0$3 were not rejected. There were no significant differences in the assessments of organizational culture by firmographic profile, nor in the assessments of its impact on commitment and retention by demographic profile.

Table 8. Differences in Assessments by Firmographic and Demographic Profile (One-Way ANOVA)

Assessed dimension	Grouping variables	*p*	Decision
A. Organizational culture by firmographic profile ($H_0$1)			
Core values	All five firmographic variables	1.00	Accept H_0; NS
Leadership style	All five firmographic variables	1.00	Accept H_0; NS
Communication pattern	All five firmographic variables	0.99	Accept H_0; NS
Norms and behavioral expectation	All five firmographic variables	0.98	Accept H_0; NS
Decision-making process	All five firmographic variables	1.00	Accept H_0; NS
B. Employee commitment by demographic profile ($H_0$2)			
Loyalty	All nine demographic variables	1.00	Accept H_0; NS
Trust in leadership	All nine demographic variables	1.00	Accept H_0; NS
Engagement and motivation	All nine demographic variables	1.00	Accept H_0; NS
Organizational citizenship behavior	All nine demographic variables	1.00	Accept H_0; NS
Turnover intention	All nine demographic variables	1.00	Accept H_0; NS
C. Employee retention by demographic profile ($H_0$3)			
Job satisfaction	All nine demographic variables	1.00	Accept H_0; NS
Work-life balance	All nine demographic variables	1.00	Accept H_0; NS
Professional development opportunities	All nine demographic variables	1.00	Accept H_0; NS
Rewards and recognition	All nine demographic variables	1.00	Accept H_0; NS

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Volume 1 Issue 4 Pages 3108-3134
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Job security	All nine demographic variables	1.00	Accept H_0; NS

Note. NS = not significant at $p < .05$.

Relationship Between Organizational Culture, Employee Commitment, and Retention

Regression-correlation analysis showed a high and significant relationship between each dimension of organizational culture and each indicator of employee commitment ($r = .992–.999$, $p < .001$; Table 9) and of employee retention ($r = .991–.998$, $p < .001$; Table 10). $H_0$4 and $H_0$5 were therefore rejected. Organizational culture has a strong correlation with employee commitment, indicating that an organization's culture may positively influence its members; employees may commit to the organization in the long term as long as the organization is also committed to them through welfare. Likewise, organizational culture is strongly correlated with employee retention, and members' decisions to stay or leave are influenced by factors that affect their well-being. Employees are attracted to organizations that value their work and well-being (Jambal et al., 2021).

Table 9. Correlation Between Organizational Culture and Employee Commitment (r)

Outcome indicator	Core values	Leadership style	Communication pattern	Norms and behavior	Decision-making
Loyalty	.994	.995	.997	.996	.998
Trust in leadership	.992	.995	.998	.996	.997
Engagement and motivation	.994	.996	.997	.997	.998
Organizational citizenship behavior	.996	.994	.995	.997	.999
Turnover intention	.994	.994	.995	.997	.997

Note. All correlations: $p = .000$, interpreted as High; H_0 rejected (significant).

Table 10. Correlation Between Organizational Culture and Employee Retention (r)

Outcome indicator	Core values	Leadership style	Communication pattern	Norms and behavior	Decision-making
Job satisfaction	.996	.996	.996	.998	.998
Work-life balance	.997	.997	.997	.998	.998
Professional development opportunities	.993	.995	.998	.996	.997
Rewards and recognition	.991	.997	.998	.997	.995
Job security	.995	.996	.995	.998	.997

Note. All correlations: $p = .000$, interpreted as High; H_0 rejected (significant).

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Structural Equation Model

The structural model (Figure 3) specifies organizational culture (y_1) as the sum of its five dimensions (x_1–x_5: core values, leadership style, communication pattern, norms and behavior, and decision-making process), employee commitment (y_2) as the sum of its five indicators (x_6–x_{10}), and employee retention (y_3) as the sum of its five indicators (x_{11}–x_{15}). It shows the balance among organizational culture, employee commitment, and retention: culture benefits employees and the organization, improving the commitment of both toward common goals, which eventually leads to the employee's decision to stay because of the value, well-being, and support provided by the organization.

Figure 3. **Structural equation model of organizational culture**

Latent variable	Specification
Organizational culture (y_1)	$y_1 = x_1 + x_2 + x_3 + x_4 + x_5$ (core values, leadership style, communication pattern, norms and behavior, decision-making process)
Employee commitment (y_2)	$y_2 = x_6 + x_7 + x_8 + x_9 + x_{10}$ (loyalty, trust in leadership, engagement and motivation, organizational citizenship behavior, turnover intention)
Employee retention (y_3)	$y_3 = x_{11} + x_{12} + x_{13} + x_{14} + x_{15}$ (job satisfaction, work-life balance, professional development opportunities, rewards and recognition, job security)

The simple linear regression models were as follows (Table 11). The model for commitment had an intercept of 1289.4248 and a slope of −0.0638 (R^2 = .0776), explaining 7.76% of the variation in the response variable; the model for retention had an intercept of 1119.4425 and a slope of 0.0978 (R^2 = .1111), explaining 11.11% of the variation. Component-level tests of the model's variables (organizational culture, commitment, and retention indicators) yielded *p*-values of .986–1.000 (not significant).

Table 11. **Predicted Linear Regression Equations**

Relationship	Predicted equation	R^2	Variance explained
Organizational culture → employee commitment	$\hat{y} = 1289.4248 + (-0.0638)x$	.0776	7.76%
Organizational culture → employee retention	$\hat{y} = 1119.4425 + (0.0978)x$	.1111	11.11%

Note. Interpretation per source analysis: the intercept is the average value of the response variable when the predictor equals zero; each one-unit increase in the predictor is associated with the average change given by the slope.

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www.jasdg.com
Volume 1 Issue 4 Pages 3108-3134
ISSN: 3155-7546 (Online)
DOI: 10.5281/zenodo.23998819

DISCUSSION

Impact of Organizational Culture on Employee Commitment and Retention

The positive results on employee engagement suggest that the organizational culture of retail food service organizations effectively influenced employees to commit and to stay, provided the culture is acceptable to every member of the organization. The findings are discussed under three themes.

Promoting culture and empowerment

Organizational initiatives played a vital role in cultivating a culture that makes the working environment acceptable to employees. This entails empowering managers and supervisors with new methodologies and tools for delivering the tasks and duties expected of them, and molding rank-and-file employees into better leaders and employees. Professional development and career opportunities should be consistent and applicable to every employee. The data point to where empowerment is most needed: the lowest-rated indicators across the culture dimensions concerned employee involvement—involving employees in decisions (2.76; 2.80), regular consultation (2.84; 2.79), explaining the reasons behind key decisions (2.92; 2.90), and managerial approachability (2.96; 2.93)—whereas operational standards such as customer service, courtesy, honesty, and food safety were rated "Strongly Agree." The culture of the surveyed organizations thus appears strongest in standards and compliance and relatively weaker in participation and voice.

Positive working environment

The relationship between organizational culture and employee commitment is strong: culture influences employees' work etiquette and builds trust and confidence in the organization. A strong culture positively affects camaraderie and the working environment inside the organization and ultimately supports the achievement of organizational goals and objectives. The high correlations between every culture dimension and every commitment indicator (r = .992–.999) are consistent with the view that employees commit to the organization over the long term when the organization is also committed to them through welfare, and that a culture which improves well-being and provides suitable working conditions raises commitment not only through rewards but also through professional development, boosting morale and eventually loyalty. Loyalty and organizational citizenship behavior, which received the lowest commitment ratings (3.01 and 2.97), remain areas for improvement.

Keeping an important asset

The connection between organizational culture and keeping employees is vital to every organization. Job satisfaction, work-life balance, professional development opportunities, rewards and recognition, and job security shape employees' professional growth and development. Organizational support is important in keeping employees, and recognizing their achievements fosters loyalty to the organization. Job security (3.21) and rewards and recognition (3.17) were the strongest retention factors, with promotion from within (3.34) and fair, performance-based rewards (3.33) the highest-rated indicators; satisfied employees who feel part of the team, involved in the organization's successes, and possess a sense of ownership are likely to stay, and their satisfaction with managers and leaders gives them confidence and a picture of the direction in which the organization wants to go together with them.

The positive impact on employees' morale and job satisfaction highlights the importance of management leadership in creating a positive and supportive workplace. Recognizing and addressing employees' needs can contribute to a more motivated and effective workforce, and to other improvements as well as the sustained professional development of the rank-and-file. Recognition is the formal and informal acknowledgment of an employee's work, behavior, and performance that supports the organization's goals and values (Medallon, 2020). Improving culture—clear core values that are easy to understand and implement, fair and just leadership that makes everyone feel protected, clear and

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consistent communication, respect for everyone's beliefs, and transparent and collaborative decision-making—can increase employees' commitment and thereby lead to higher retention.

Implications

Three implications follow from the findings. First, regarding organizational culture, to fill the identified gaps in the established culture, retail food service organizations should focus on professional development initiatives for employees, such as internships, workshops, and mentorship programs. Second, regarding the organizational environment, it is critical to enhance the working environment of all employees; a healthy, supportive, and collaborative environment fostered by clear and transparent leadership should be part of the organization's culture. Third, regarding values that consider cultural practices, it is imperative to acknowledge employees' achievements and to integrate norms and behavioral expectations into cultural practices as components of interpersonal and professional development programs designed to foster awareness and customs.

The finding that assessments did not differ significantly across firmographic and demographic profiles indicates that managers and supervisors share a similar view of the culture regardless of branch characteristics, and that rank-and-file employees of different ages, sexes, civil statuses, education levels, departments, positions, employment statuses, salaries, and lengths of service similarly believe that culture shapes their commitment and decision to stay. A culture-building program can therefore be designed for the organization as a whole rather than for narrowly defined employee segments.

Limitations

The study covered seven NCR cities and three retail food service chains, with data gathered from April to June 2025 through self-reported questionnaires; the results are therefore specific to this sector, locale, and period and describe perceptions at a single point in time. Rank-and-file respondents were all part-time, single college undergraduates, which limits generalization to other employee groups. In addition, the statistical results should be read with caution. The regression-based structural model explained only 7.76% (commitment) and 11.11% (retention) of the variation in the response variables, which is modest next to the very high correlation coefficients in Tables 9 and 10, and the ANOVA *p*-values were uniformly at or near 1.00. Future studies should replicate the analysis with respondent-level data, multi-item scale scores, and formal structural equation modeling, and should extend the sample to other cities, chains, and industries.

Conclusion

This study investigated the possibilities related to organizational culture toward employee commitment and retention in retail food service organizations in the National Capital Region. The results offer insightful information on the vital role of the organization in crafting a culture that improves employee commitment and retention. The key findings are as follows.

First, the identification of organizational culture gaps. The study highlighted specific gaps in the organizational culture of retail food service organizations, including core values, leadership style, communication patterns, norms and behavioral expectations, and the decision-making process.

Second, the importance of organizational culture. Organizational culture emerged as a critical factor in fostering employee commitment. Employees expressed a desire for respect and equal treatment, and to enhance their skills and keep abreast of innovative training and development based on employees' needs and the organization's current policy.

Third, cultural considerations. The Filipino cultural context significantly influences employee dynamics inside the organization. Understanding and incorporating cultural nuances in providing leadership and equal treatment proved essential for effective management.

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Beyond these, the study found that retail food service in the NCR is mostly franchised, that a college degree is relevant to managerial and supervisory positions while rank-and-file employees are part-time and still completing their degrees, and that managers, supervisors, and rank-and-file employees do not differ significantly in their assessments across firmographic and demographic profiles. Organizational culture was strongly related to both employee commitment and employee retention: retaining employees must be an organizational action driven by an established culture, and employees may decide to stay when the culture provides a growth path through the development of leadership and individual skills and through recognition of their contributions, signifying that the organization cares about and supports each member. Organizational culture must be clear and meaningful so that employees understand the organization's motives and direction; when commitment is established, employees support organizational decisions and help achieve goals and retain the organization's top asset—its employees. Organizational culture significantly affects employee welfare and serves as the foundation for a safe and reliable work environment; higher morale and commitment improve individual performance, resulting in satisfactory work, better decision-making, and increased retention.

Recommendations

This study recommends the following activities to help organizations use organizational culture to improve employee commitment and retention:

1. **Specialized career development.** Organizations should implement long-term programs for employees at all levels, supporting their interpersonal and professional growth based on skills and abilities.

2. **Skills development program.** The human resource department should create internal leadership training for aspiring leaders from rank-and-file positions, focusing on those with potential, and build a pool of leaders for future needs. Hurried lateral promotions, which can leave employees unprepared, should be avoided. All employees, especially those in rank-and-file positions, should be encouraged to engage in skills development by offering resources and motivation; boosting morale will increase engagement in organizational plans and activities.

3. **Internship program.** Management and the human resource department should encourage rank-and-file involvement in small-scale collaborative decision-making to help employees feel valued, which encourages creativity and innovation and improves employees' sense of responsibility and ownership.

4. **Recognition.** Management and the human resource department should establish long-term and consistent programs to recognize employees who strive to meet goals, not just top performers, which inspires employees and creates a competitive, motivated environment.

5. **Family day.** Organizations should promote work-life balance by fostering a family-oriented environment and, if needed, hybrid working arrangements, and extend these programs into employees' communities to support employees' well-being and morale.

6. **Cross-training program.** The human resource department should create a detailed and transparent program that challenges employees and encourages participation, helping them see that their work effort is an improvement that leads to career growth and reduces quitting among rank-and-file employees. Young professionals often quit because they perform only assigned duties; they avoid extra tasks and reject new ones not in their job description, believing the extra effort is not worthwhile or not properly compensated.

7. **Fair treatment.** Management should treat all employees fairly and equally, ensure that norms are consistent, and make collaborative, transparent decisions that are clearly communicated throughout the organization.

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8. **Merit.** Management should promote professional development and avoid superficial retention strategies, and reward employees on the basis of performance and productivity to encourage growth and long-term retention.

Organizations should also promote respect, morality, justice, and equality, prioritizing character, integrity, and moral standards as part of corporate social responsibility.

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