

Intention to Stay of Contract of Service Employees: Human Resource Management Policies and Practices, Organizational Support, Culture, And Work-Life Balance

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Abstract

This study examined the influence of human resource management (HRM) practices, perceived organizational support, organizational culture, and work-life balance on the intention to stay of Contract-of-Service (COS) faculty members at Tangub City Global College. The study was anchored on Job Embeddedness Theory, Strategic Human Resource Management, Organizational Support Theory, Cameron and Quinn's Competing Values Framework of Organizational Culture, and the Work-Life Balance perspective. A quantitative approach employing descriptive-correlational and causal research designs was utilized. Data were collected from 111 Contract-of-Service faculty members through a modified survey questionnaire adapted from established instruments measuring the study variables. Descriptive statistics, Pearson Product-Moment Correlation, and multiple regression analysis were used to analyze the data. The findings revealed that HRM practices were generally effective, particularly in training, development, and employee involvement. Perceived organizational support was rated high, with supervisory and coworker support emerging as the strongest sources of support. Organizational culture was characterized by strong clan and market orientations, reflecting a balance of collaboration, innovation, and performance. Work-life balance was moderately high, with positive work-personal life enhancement outweighing work-related interference. The respondents also reported a high level of intention to stay, with coworker relationships, location, and socialization identified as the most influential factors. Significant relationships were found among HRM practices, perceived organizational support, organizational culture, work-life balance, and intention to stay. Regression analysis identified work-personal life enhancement as a positive predictor and coworker support as a significant predictor of intention to stay. The study concludes that non-monetary organizational factors play a vital role in sustaining employee commitment among Contract-of-Service faculty members. It recommends strengthening performance appraisal systems, institutional support mechanisms, recognition programs, work-life balance initiatives, and supportive workplace relationships to improve retention. This study supports SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth), and SDG 16 (Peace, Justice and Strong Institutions) by promoting workforce stability, supportive employment practices, and institutional effectiveness in higher education. Its sustainability contribution lies in providing evidence-based insights that can help local colleges strengthen employee retention, enhance organizational performance, and maintain the continuous delivery of quality educational services.

Keywords: Clan Culture, HRM Practices, Intention to Stay, Organizational Support, Work-Life Balance

1. Introduction

Employee retention has become a significant concern among higher education institutions, particularly for Contract-of-Service (COS) faculty and staff who perform essential academic and administrative functions despite the temporary nature of their employment. In local colleges and universities, workforce limitations, budget constraints, and the scarcity of plantilla positions have increased reliance on COS personnel. While these employees contribute substantially to instruction, research, and institutional operations, issues related to job insecurity, contract non-renewal, and limited career advancement often affect their intention to remain in the institution. Previous studies suggest that employee retention extends beyond monetary compensation and job security, encompassing organizational factors such as human resource policies and practices, perceived organizational support, organizational culture, and work-life balance. Given the recurring turnover among COS personnel, understanding the factors that influence their intention to stay is essential for sustaining institutional effectiveness and workforce stability.

1.1 Retention Challenges of Contract-of-Service Faculty and Staff in Local Colleges and Universities

Higher education institutions serve as key instruments in delivering quality education and ensuring compliance with regulatory standards and accreditation requirements. Within local colleges and universities, Contract-of-Service employees play an important role in addressing workforce demands and supporting institutional functions despite limitations in

permanent staffing positions. Contract-of-service arrangements are temporary and non-permanent employment mechanisms utilized by local government units to address workforce requirements requiring specialized skills and services (Gabotaf, 2019; Elizaga, 2015). These employees contribute significantly to institutional programs, projects, instruction, research, and student development, while also providing flexibility in addressing operational needs (Palaubsanon, 2023; Nogueira, 2023; UP Diliman Faculty Manual, n.d.-c). Despite their contributions, employee retention remains a challenge in higher education institutions. Faculty and staff turnover has increased due to workforce instability, changing employment preferences, and broader labor market shifts affecting educational institutions (Ahari, 2023; College and University Professional Association for Human Resources, 2023; Lederman, 2022; Weissman, 2023). Job insecurity associated with temporary employment arrangements and uncertain contract renewals contributes to employee dissatisfaction and reduced organizational commitment (Term Faculty Face Salary Discrepancies and Job Insecurity, 2023). While compensation and employment security remain important considerations, studies indicate that employee retention is also influenced by career development opportunities, job characteristics, management support, recognition, work-life balance, leadership practices, workplace environment, and organizational support systems (Ramachandran & Prasad, 2022; Elsafty & Albadry, 2022; Firth & Rahimi, 2022; Yousuf & Siddiqui, 2018; Godwin et al., 2020). Tangub City Global College, the only local college in Misamis Occidental, relies heavily on Contract-of-Service faculty and staff to support its academic and operational functions. However, the institution experiences recurring workforce turnover associated with contract non-renewal and limited employment security. Given the vital role of COS personnel in institutional operations, there is a need to examine organizational factors that may influence their intention to remain in the institution beyond traditional monetary and job security considerations.

1.2 Human Resource Policies and Practices, Perceived Organizational Support, Organizational Culture, Work-Life Balance, and Intention to Stay of Contract-of-Service Employees

Existing literature consistently identifies human resource policies and practices, perceived organizational support, organizational culture, and work-life balance as significant determinants of employee retention and intention to stay. Human resource management policies provide the framework for recruitment and selection, employee involvement, training and development, performance appraisal, compensation, and employee relations, all of which contribute to organizational effectiveness and employee satisfaction (Bassett-Jones, 2023; Pandit & Paul, 2023; Demo et al., 2012; Gibbons, 2023; Holliday, 2021). Effective recruitment and selection practices facilitate the attraction and retention of qualified employees, while employee involvement enhances engagement, ownership, and organizational commitment (Ivana, 2020; Kakar, 2017; Moss, 2020; Shanker, 2019; Karemu et al., 2014; Breauigh, 2013; Alzyoud & Yassin, 2018; Zhong, 2016; Jie, 2014). Likewise, training, development, and educational opportunities strengthen employee competence, satisfaction, and career advancement, thereby improving retention outcomes (Sharma, 2020; Kumari, 2022; Elsafty & Oraby, 2022; Shiri et al., 2023; Kucherov & Zamulin, 2016; Khan et al., 2021; Ahmad & Daud, 2016). Competency-based performance appraisal further supports retention by recognizing employee contributions, encouraging professional growth, and strengthening organizational commitment (Kalyanamitra, 2020; Nasir & Mahmood, 2018; Prasad, 2020; Patro, 2014; Yousuf & Siddiqui, 2018). Perceived organizational support likewise plays a critical role in employee retention. Organizational Support Theory suggests that employees develop stronger commitment and loyalty when they perceive that the organization values their contributions and cares for their well-being (Laaraj, 2023; Arboleda, 2010; Nielsen, 2014). Studies demonstrate that organizational support enhances retention by promoting fairness, trust, career development, and organizational commitment (Iqbal & Hashmi, 2015; Sumardi et al., 2021; Ferdiana et al., 2023; Abraham, 2016). Support from supervisors, coworkers, direct support personnel, and internal clients contributes to employee satisfaction, inclusion, psychological well-being, and reduced turnover intentions (Dhiman, 2021; Malik, 2020; Jin, 2017; Mittal & Kaur, 2022; Nassar et al., 2022; Kendall et al., 2021; Inoue et al., 2022; Alfisyahri et al., 2017; Wang & Wang, 2020; Gong et al., 2019). Such support systems create a positive work environment that encourages employees to remain with the organization. Organizational culture also influences employees' intention to stay through shared values, norms, beliefs, and workplace practices. Educational institutions rely on organizational culture to guide behavior, decision-making, and institutional effectiveness (Coman & Bonciu, 2016; Popelo & Melnychenko, 2022; Kholiavko & Ostrovska, 2022). Research indicates that collaborative and supportive cultures characterized by teamwork, participation, innovation, recognition, and employee involvement positively affect retention and organizational commitment (Anitha, 2016; Iqbal et al., 2017; Habib et al., 2014; Gulius, 2019; Felipe et al., 2017; Kızıloğlu, 2021; Yasmina & Etikariena, 2022; Johara et al., 2019). Although findings regarding hierarchical cultures vary across contexts, organizational culture remains a significant factor in shaping employee attitudes, satisfaction, and long-term organizational attachment (Cam, 2020; Biggadike et al., 2023; Angoluan & Caballero, 2019). Similarly, work-life balance has been identified as a crucial predictor of employee retention. Employees who effectively manage work responsibilities and personal commitments experience greater job satisfaction, well-being, and organizational commitment (Panda & Sahoo, 2021; Sindhuja & Subramanian, 2020; Garg & Yajurvedi, 2016; Kar & Misra, 2013). Conversely, work interference with personal life and personal life interference with work contribute to stress, burnout, dissatisfaction, and turnover intentions (Ren & Chen, 2018; Jha & Jha, 2019; Oosthuizen et al., 2019; Shabir et al., 2021; Hagqvist et al., 2022; Neha et al., 2020; Nyberg et al., 2018). Positive interactions between work and personal life, however, enhance employee engagement, commitment, and retention (Kurdi et al., 2020; Panda & Sahoo, 2021; Usman et al., 2021; Koekemoer & Olckers, 2019; Choudhary & Bhadu, 2020). Collectively, these findings suggest that

human resource policies and practices, perceived organizational support, organizational culture, and work-life balance are important organizational factors that influence employees' intention to stay and may serve as key predictors of retention among Contract-of-Service faculty and staff in local higher education institutions.

1.3 Local, National, and Global Perspectives on Contract-of-Service Employee Retention in Higher Education

Employee retention has emerged as a significant concern across educational institutions at the local, national, and global levels. Globally, higher education institutions face increasing turnover resulting from workforce instability, changing employee expectations, talent shortages, burnout, and the broader effects of the Great Resignation (Ahari, 2023; College and University Professional Association for Human Resources, 2023; Lederman, 2022; Weissman, 2023). These challenges have heightened the need for institutions to develop effective retention strategies that address both organizational and employee-related factors. Studies conducted in various sectors and countries consistently demonstrate that employee retention is influenced by human resource practices, organizational support, organizational culture, leadership, and work-life balance rather than solely by compensation and employment security (Ramachandran & Prasad, 2022; Elsafty & Albadry, 2022; Godwin et al., 2020). At the national level, local government units and higher education institutions in the Philippines increasingly rely on Contract-of-Service and job-order personnel to address workforce requirements and institutional demands. Local government units are authorized to hire casual and job-order workers to perform specialized and technical functions necessary for public service delivery (Gabotaf, 2019; Elizaga, 2015). Within local colleges and universities, Contract-of-Service faculty and staff contribute significantly to instruction, research, student support services, and institutional operations despite the temporary nature of their employment (Palaubsanon, 2023; Noguerra, 2023; UP Diliman Faculty Manual, n.d.-c). However, limited plantilla positions, uncertain contract renewals, and concerns regarding job security continue to create challenges for employee retention and workforce stability. In the local context, Tuguegarao City Global College represents a unique case as the only local college in Misamis Occidental that relies heavily on Contract-of-Service faculty and staff. The institution experiences recurring challenges associated with faculty and staff turnover due to contract non-renewal and limited employment security. Such conditions create difficulties in maintaining workforce continuity and sustaining institutional effectiveness. Consequently, understanding how human resource policies and practices, perceived organizational support, organizational culture, and work-life balance influence the intention to stay of Contract-of-Service employees becomes essential in addressing retention concerns within the institution and similar local higher education settings.

1.4 Job Embeddedness Theory, Strategic Human Resource Management, Organizational Support Theory, Organizational Culture Framework, and Work-Life Balance as Foundations of Intention to Stay

This study is anchored on Job Embeddedness Theory, Strategic Human Resource Management, Organizational Support Theory, Cameron and Quinn's Competing Values Framework of Organizational Culture, and the Work-Life Balance perspective. These theoretical foundations provide a comprehensive explanation of the factors influencing employees' intention to stay and employee retention. Job Embeddedness Theory explains why employees remain in an organization by examining the extent of their links, fit, and sacrifice within both the workplace and the broader community (Young, 2023). The theory posits that employees who establish strong social connections, perceive compatibility with organizational values, and recognize the potential losses associated with leaving are more likely to remain in their positions. Research supports the relationship between job embeddedness and employee retention, indicating that embedded employees exhibit lower turnover intentions, stronger organizational commitment, and higher organizational citizenship behaviors (Ghosh & Gurunathan, 2015; Cummings et al., 2023; Maharani & Satria, 2024; Asenge et al., 2023; Zainuddin, 2019). Strategic Human Resource Management emphasizes the alignment of human resource practices with organizational goals to improve performance and achieve long-term organizational success (Bassett-Jones, 2023; Pandit & Paul, 2023). This perspective recognizes employees as strategic assets and highlights the importance of recruitment, employee involvement, training and development, performance management, compensation, and organizational culture in achieving institutional objectives. Human resource policies and practices provide a framework that supports employee development, organizational effectiveness, and retention through consistent and equitable management practices (Demo et al., 2012; Madani & Wajeetongratana, 2019; Isaiah, 2021; Gibbons, 2023; Holliday, 2021). Organizational Support Theory explains employee behavior through social exchange relationships between employees and organizations. The theory suggests that employees who perceive support, recognition, fairness, and concern for their well-being are more likely to reciprocate through loyalty, commitment, and continued organizational membership (Laaraj, 2023; Arboleda, 2010). Perceived organizational support is strengthened through favorable treatment from the organization, supervisors, coworkers, and other organizational representatives who collectively influence employees' perceptions of institutional support (Nielsen, 2014; Hngoi et al., 2024). The study also draws from Cameron and Quinn's Competing Values Framework, which categorizes organizational culture into clan, adhocracy, market, and hierarchy cultures. These cultural dimensions influence employee attitudes, workplace relationships, organizational commitment, and retention by shaping how employees experience collaboration, innovation, competitiveness, and organizational control (Wong & Wong, 2023; Heinz, 2023; Shah, 2022; Naranjo-Valencia et al., 2017). The framework provides a basis for understanding how different cultural environments affect employees' intention to stay. Finally, the Work-Life Balance perspective explains how employees manage work and personal responsibilities to achieve satisfaction and effective functioning across multiple life domains (Greenhaus & Beutell, 1985; Clark, 2000). Work-life balance emphasizes minimizing conflict between professional and personal roles while promoting

physical, emotional, family, and community well-being (Human Resources and Social Development Canada, 2005; Buddhapriya, 2009). This perspective supports the view that employees are more likely to remain in organizations that facilitate a healthy balance between work demands and personal responsibilities.

1.5 Research Gap on Predictors of Intention to Stay Among Contract-of-Service Employees in Local Higher Education Institutions

Although numerous studies have examined the influence of human resource policies and practices, perceived organizational support, organizational culture, and work-life balance on employee retention, most existing research has focused on private organizations, banking institutions, healthcare settings, hospitality industries, information technology firms, and other corporate environments (Yousuf & Siddiqui, 2018; Kundu & Lata, 2017; Panda & Sahoo, 2021; Sindhuja & Subramanian, 2020; Dhiman, 2021). While these studies provide substantial evidence regarding the factors influencing employee retention, limited attention has been given to Contract-of-Service employees working in local higher education institutions. Furthermore, previous studies often examined these variables independently or within different organizational contexts, leaving limited empirical evidence regarding their combined influence on the intention to stay of Contract-of-Service faculty and staff in local colleges and universities. Existing literature also highlights the continuing challenges of job insecurity, temporary employment arrangements, and workforce instability among non-permanent employees; however, few studies have specifically investigated how organizational factors may encourage these employees to remain despite such employment conditions (Ahari, 2023; Term Faculty Face Salary Discrepancies and Job Insecurity, 2023; Lederman, 2022). In the context of Tangub City Global College, no known study has comprehensively examined the relationships among human resource policies and practices, perceived organizational support, organizational culture, work-life balance, and intention to stay among Contract-of-Service faculty and staff. This gap necessitates an investigation that identifies the organizational factors influencing retention and determines which variables best predict employees' intention to stay. The findings are expected to contribute to the development of evidence-based retention strategies that support workforce stability and institutional effectiveness within local higher education institutions.

1.6 Alignment of Contract-of-Service Employee Retention with Relevant Sustainable Development Goals (SDGs)

This study aligns with SDG 4: Quality Education, SDG 8: Decent Work and Economic Growth, and SDG 16: Peace, Justice, and Strong Institutions. SDG 4 is reflected in the study's emphasis on retaining qualified faculty and staff who contribute to the continuity and quality of educational services in local higher education institutions. Employee retention supports instructional effectiveness, academic excellence, and institutional stability, which are essential for achieving quality education outcomes. The study also aligns with SDG 8 by examining organizational factors that influence employees' intention to stay, including human resource policies and practices, organizational support, organizational culture, and work-life balance. These factors contribute to creating supportive and productive workplaces that promote employee well-being and sustainable employment. Furthermore, the study supports SDG 16 through its focus on strengthening institutional practices and organizational systems that encourage fairness, support, and effective workforce management. By identifying factors that influence employee retention, the study provides evidence that may assist local colleges and universities in enhancing governance practices and institutional effectiveness while maintaining a stable and committed workforce.

1.7 Contribution of Employee Retention Research to Institutional and Socio-Economic Sustainability

The study contributes to institutional sustainability by providing insights into the factors that influence the retention of Contract-of-Service faculty and staff in local higher education institutions. A stable workforce supports continuity in instruction, research, and administrative services while reducing disruptions associated with employee turnover. Understanding how human resource policies and practices, perceived organizational support, organizational culture, and work-life balance affect employees' intention to stay can assist institutional leaders in developing evidence-based retention strategies that strengthen organizational performance and workforce stability. The study likewise contributes to socio-economic sustainability by highlighting the importance of supportive employment practices that promote employee well-being, job satisfaction, and long-term organizational commitment. Retaining qualified personnel helps institutions maximize human capital, reduce recruitment and training costs, and maintain the consistent delivery of educational services. The findings may also provide valuable guidance to local government units, higher education administrators, and policymakers in designing programs and policies that improve employee retention and organizational effectiveness, thereby supporting the long-term sustainability of local higher education institutions and the communities they serve.

2. Material and methods

2.1 Research Design

This study utilized a quantitative approach employing descriptive-correlational and causal research designs. Quantitative research enables the measurement of respondents' behaviors, opinions, knowledge, and attitudes while describing trends and explaining relationships between independent and dependent variables (Moody, 2012). Quantitative studies commonly employ reliable and valid instruments that accommodate varying respondent perspectives and support the generalization

of findings from a large population (Wright, 2019). Prado et al. (2018) emphasized that although a valid instrument is reliable, a reliable instrument is not necessarily valid. The descriptive-correlational design was used to determine the relationships among the study variables, while the causal design was employed to identify variables that influence employees' intention to stay (Wright, 2019; Wayne & Boisoneau, 1996; Smith, 2013; Karvanen, 2014).

2.2 Locale of the Study

The study was conducted at Tangub City Global College, a community college located in Tangub City, Misamis Occidental. Established in 1984 as Tangub City College, the institution underwent several name changes before becoming Tangub City Global College. The college is funded and administered by the Local Government Unit of Tangub City, with its governance aligned with LGU policies and regulations. Following organizational reforms in 2020, the institution adopted a more structured administrative system led by a college president. The college currently operates through major functional units responsible for academics, finance and administration, planning, quality management and extension, and student life development. Academic offerings are organized under six institutes: Arts and Sciences, Teacher Education, Business and Financial Services, Health Sciences, Computer Studies, and Criminal Justice Education. The study setting represents a locally funded higher education institution where a substantial proportion of employees are engaged under Contract-of-Service arrangements.

2.3 Respondents of the Study

The respondents consisted of Contract-of-Service faculty members employed at Tangub City Global College during the conduct of the study. These faculty members represented the target population because they directly experience the employment conditions, organizational support systems, cultural environment, and work-life balance factors examined in the study. Their participation provided relevant information regarding the factors influencing their intention to remain employed in the institution.

2.4 Sample and Sampling Procedure

The study involved 111 Contract-of-Service faculty members, representing the entire population of eligible respondents. A census approach was utilized because the population size was manageable and accessible. This method allowed the researcher to gather data from all members of the population, eliminating sampling error and ensuring complete representation of the group under investigation. According to Babbie (2016), surveying the entire population is advantageous when the target group is relatively small and manageable. Similarly, Saunders, Lewis, and Thornhill (2019) noted that a census approach is appropriate when all members of the population can be reached, thereby providing a comprehensive understanding of the phenomenon being studied. Through this approach, the study obtained a complete representation of the experiences and perceptions of all Contract-of-Service faculty members regarding their intention to stay.

2.5 Research Instrument

Data were collected using a modified survey questionnaire adapted from established instruments measuring the study variables. The dependent variable, intention to stay, was measured using a modified Intention to Stay Instrument (ISI) developed by Kumar and Govindarajo (2014). The independent variables were measured using modified versions of the Human Resources Management Policies and Practices Scale (HRMPPS) by Demo, Neiva, Iara Nunes, and Rozzett (2012), the Perceived Organizational Support instrument developed by Nielsen (2006), the Organizational Culture Assessment Instrument (OCAI) reported by the University of Texas Tyler Campus (2018), and the Work-Life Balance Survey utilized by Nelson (2023). The intention to stay instrument measured factors related to management style, terms and conditions, work conditions, nature of work, workload, relationship with coworkers, achievement recognition, supportive management, socialization, location, job security, and career development. Human resource policies and practices were assessed through recruitment and selection, involvement, training, development and education, and competency-based performance appraisal. Perceived organizational support measured support received from the organization, deans or office heads, coworkers, and direct support or internal customers. Organizational culture examined clan, adhocracy, market, and hierarchy cultures (Felipe et al., 2017; Heinz, 2024; Ho et al., 2020; Sensuse et al., 2015; Sugita & Takahashi, 2013). Work-life balance evaluated work interference with personal life, personal life interference with work, and work personal life enhancement (Agha et al., 2017; Fisher et al., 2009; Looti, 2026). The final instrument consisted of 250 items measured using a five-point Likert scale ranging from strongly disagree to strongly agree. To ensure suitability within the local context, the instruments underwent expert evaluation and pilot testing among thirty non-participants. The pilot test assessed the reliability, practicality, and contextual appropriateness of the instruments, allowing necessary refinements before actual data collection.

2.6 Data Gathering Procedure

The study commenced after the research manuscript was reviewed and approved by the adviser. A formal request was secured from the Dean of the School of Business, Management, and Accountancy authorizing the conduct of the study. Following validation and reliability testing of the instruments, permission was obtained from the College President,

Administrator, and Dean to proceed with data collection. The researcher coordinated with the Human Resource Department to obtain the number of eligible faculty members and subsequently administered the questionnaires to all Contract-of-Service faculty participants. Each respondent received a consent form explaining the purpose of the study, voluntary participation, and confidentiality provisions. Completed questionnaires were collected, organized, and prepared for statistical analysis.

2.7 Data Analysis Techniques

The collected data were analyzed using both descriptive and inferential statistics. Mean and standard deviation were used to determine the levels of human resource policies and practices, perceived organizational support, organizational culture, work-life balance, and intention to stay. Frost (2023) described the mean as a useful measure for identifying the central tendency of survey responses, while Nenzhelele (2014) explained that standard deviation measures the degree of variability and consistency among responses. Pearson Product-Moment Correlation was employed to determine the strength and direction of the relationships between human resource policies and practices, perceived organizational support, organizational culture, work-life balance, and intention to stay. This technique assessed the degree to which changes in the independent variables corresponded with changes in the dependent variable. Multiple regression analysis was used to determine which variables significantly influenced intention to stay. According to Trunfio et al. (2022), multiple regression examines the simultaneous effects of several predictors on a single outcome variable. This procedure enabled the identification of the strongest predictors of intention to stay while evaluating the combined influence of all independent variables. Prior to analysis, the assumptions of linearity, independence, homoscedasticity, and normality were verified.

2.8 Ethical Considerations

The study adhered to ethical principles throughout the research process. Informed consent was obtained from all participants before data collection, and participation was entirely voluntary. Respondents were informed of their right to withdraw from the study at any stage without penalty. Confidentiality and anonymity were strictly maintained through secure handling of research data and the removal of personally identifiable information from analysis and reporting. The researcher ensured transparency regarding the purpose of the study and participant rights while minimizing any form of coercion or undue influence. Potential conflicts of interest were carefully managed to preserve the integrity, objectivity, and credibility of the research.

3. Results and Discussion

3.1 Human Resource Management Practices

3.1.1 Recruitment and Selection

The findings showed that recruitment and selection practices were rated effective, with an overall mean of 3.79. Transparency and regular updating of recruitment procedures were the highest-rated aspects (mean = 3.89), while communication of selection results received the lowest mean (3.62), though still effective. These results indicate that transparent and fair recruitment processes enhance applicant trust and institutional credibility. This supports the findings of Jyothika and Ganesh (2025) and Murfat et al. (2025), which emphasize that fair recruitment practices improve job satisfaction, motivation, and long-term retention. However, limited feedback to applicants may reduce perceived fairness, consistent with Barattucci et al. (2025), highlighting the importance of communication in strengthening employer branding and candidate experience.

3.1.2 Employee Involvement

Employee involvement was rated effective with a mean of 3.91, with respect and attention receiving the highest rating (4.11), while concern for well-being and consistency in management practices were the lowest (3.82). This suggests that participative and respectful environments promote engagement and commitment. Ploscaru et al. (2023) and Kim (2023) support that involvement enhances organizational culture and citizenship behavior. However, the relatively lower perception of well-being indicates a need to strengthen engagement strategies, consistent with Nisa and Utama (2025), who found that employee well-being significantly influences retention.

3.1.3 Training, Development, and Education

Training and development were rated effective (mean = 3.95), with application of learned skills and training evaluation as the highest indicators (4.06), while investment in formal education received the lowest (3.85). These findings indicate that practical and relevant training enhances employee competence and performance. This aligns with Simon and Agyapong (2025) and Tabasa et al. (2025), who emphasized the role of training in retention and organizational effectiveness. However, limited support for advanced education suggests a gap in long-term professional development, consistent with Keerthana et al. (2025).

3.1.4 Competency-Based Performance Appraisal

Performance appraisal practices were rated effective (mean = 3.67), with communication of appraisal criteria as the highest (3.76) and linkage to promotions and compensation as the lowest (3.55). This indicates that while appraisal systems are functional, their impact on career advancement is perceived as limited. Subandi et al. (2024) emphasized that feedback supports development, while Ortizo and Dagoc (2025) highlighted the importance of transparent promotion systems. Strengthening the link between appraisal and rewards may enhance trust and motivation, as supported by Oktaviani and Handayani (2025).

3.1.5 Overall HRM Practices

Overall HRM practices were rated effective (mean = 3.84), with training as the highest and performance appraisal as the lowest. This suggests that strong HR systems contribute to employee satisfaction and retention. The findings support Dhiman (2021) and Kundu and Lata (2017), emphasizing that effective HR practices foster commitment, though improvements in evaluation systems remain necessary.

3.2 Perceived Organizational Support

3.2.1 Organizational Support

Organizational support was rated high (mean = 3.74), with alignment of goals and values as the highest (3.86) and recognition of performance as the lowest (3.62). This indicates that alignment between employee and organizational values strengthens commitment. Tayag and Yturralde (2025) and Khairina (2022) confirm that perceived support enhances retention, though insufficient recognition may weaken employee motivation (Prayoga et al., 2025).

3.2.2 Support from Deans/Program Heads

Support from deans was high (mean = 4.10), with supervisory support as the highest (4.27) and perceived lack of concern as the lowest (3.75). These findings highlight the critical role of leadership in job satisfaction. Hawkins et al. (2022) emphasized that supportive leadership enhances development and retention, though inconsistencies in support may lead to perceptions of unfairness (Proby, 2022).

3.2.3 Coworker Support

Coworker support was high (mean = 4.02), with support for goals as the highest (4.18) and lack of concern as the lowest (3.67). This suggests strong collegial relationships that promote collaboration and well-being. Macovei (2024) and Inoue et al. (2022) highlight that peer support enhances workplace effectiveness and mental health, reinforcing retention.

3.2.4 Direct Support/Internal Customers

Support from internal customers was high (mean = 3.88), with concern for well-being as the highest (4.00) and lack of recognition as the lowest (3.81). This indicates that reciprocal support relationships contribute to employee motivation. González-Ordóñez and Noblecilla-Troya (2022) and Westover (2025) emphasize that recognition and support improve engagement and retention.

3.2.5 Overall Organizational Support

Overall perceived support was high (mean = 3.83), with strongest support from supervisors and coworkers. This suggests that interpersonal relationships play a stronger role than institutional mechanisms. Sartori et al. (2023) support that supportive environments enhance commitment, though institutional systems require strengthening.

3.3 Organizational Culture

3.3.1 Clan Culture

Clan culture was rated high (mean = 3.96), emphasizing trust, collaboration, and shared commitment. This indicates a strong family-like environment that fosters engagement and loyalty. Lumanglas (2024) and Canseco et al. (2025) support that clan culture enhances teamwork and institutional effectiveness.

3.3.2 Adhocracy Culture

Adhocracy culture was high (mean = 3.83), highlighting autonomy and innovation. This suggests that flexibility and creativity are valued. Pham et al. (2025) and Handayani et al. (2020) emphasize that innovative environments improve performance and commitment.

3.3.3 Market Culture

Market culture was high (mean = 3.95), reflecting competitiveness and goal achievement. This indicates a results-oriented environment. Teixeira (2023) and Wieczorek and Muench (2022) note that competitiveness enhances institutional performance, though balance with academic values is necessary.

3.3.4 Hierarchy Culture

Hierarchy culture was high (mean = 3.77), emphasizing structure and stability. This suggests reliance on formal procedures and control. Öztürk and Tetik (2021) highlight that hierarchical systems ensure efficiency but may limit innovation if overly dominant.

3.3.5 Overall Organizational Culture

Overall culture was strong (mean = 3.87), with clan and market cultures most dominant. This reflects a balanced environment combining collaboration, innovation, and performance orientation. De La Cruz (2025) and Makaryan (2023) support that strong culture enhances institutional performance and adaptability.

3.4 Work–Life Balance

3.4.1 Work Interference with Personal Life

Work interference was moderately high (mean = 2.96), indicating occasional disruption of personal life. This suggests manageable but present conflict. Boamah et al. (2022) and Fauzi et al. (2024) emphasize that excessive interference leads to burnout and turnover, highlighting the need for supportive policies.

3.4.2 Personal Life Interference with Work

Personal interference was moderately high (mean = 2.68), indicating limited impact on performance. This shows employees can generally manage personal demands. Malik and Verma (2025) and Sirgy and Lee (2023) emphasize that institutional support helps maintain balance and productivity.

3.4.3 Work–Personal Life Enhancement

Enhancement was high (mean = 3.75), indicating positive interaction between work and personal life. This suggests that fulfilling work contributes to well-being. Sutin et al. (2023) and Mikołajczyk (2021) highlight that positive spillover improves satisfaction and retention.

3.4.4 Overall Work–Life Balance

Overall balance was moderately high (mean = 3.13), reflecting both enhancement and conflict. This indicates the need to reduce interference while sustaining positive interactions, consistent with Rahma and Permana (2025).

3.5 Intention to Stay

3.5.1 Key Factors Influencing Intention to Stay

Intention to stay was high (mean = 3.89), with coworker relationships (4.22), location (4.01), and socialization (3.98) as the strongest factors, while work condition was the lowest (3.67). This suggests that interpersonal relationships and environmental factors are primary drivers of retention. Ahmad et al. (2020) and Morrell et al. (2022) confirm that collegial support and social integration strengthen commitment.

3.6 Relationship Between Variables

The findings revealed significant relationships between HR practices, organizational support, culture, work–life balance, and intention to stay, leading to rejection of the null hypothesis. Most variables, particularly supportive management, socialization, and recognition, were significantly correlated with retention. These results indicate that integrated HR and organizational strategies enhance employee commitment. Studies by Permarupan et al. (2024) and Li and Song (2024) support that supportive environments and HR systems reduce turnover intentions.

3.7 Predictors of Intention to Stay

Regression analysis showed that coworker support ($\beta = -0.447$, $p = 0.032$) and work–personal life enhancement ($\beta = 0.264$, $p = 0.043$) significantly predict intention to stay, while other variables were not significant. This indicates that negative coworker relationships reduce retention, while positive work-life interactions enhance it. These findings align with Sasikumar and Sujatha (2024) and Rahayu et al. (2025), emphasizing the importance of well-being and interpersonal relationships in retention.

3.8 Summary

Overall, the findings demonstrate that HR practices, organizational support, culture, and work–life balance significantly influence intention to stay. Supportive relationships and work–life enhancement emerged as the strongest drivers, while structural and institutional factors require further strengthening.

4. Conclusion and Recommendations

The study concludes that non-monetary factors, including human resource management practices, perceived organizational support, organizational culture, and work–life balance, significantly influence the intention to stay among Contract of

Service faculty. HRM practices were generally perceived as effective, particularly in training, development, and employee involvement, although performance appraisal showed relatively lower effectiveness. Organizational support was high, especially from supervisors and coworkers, while institutional-level support requires further strengthening. The organizational culture was balanced, reflecting strong collaboration, innovation, and performance orientation. Work–life balance was moderately high, with greater emphasis on positive enhancement despite some interference. Intention to stay was high and largely influenced by interpersonal relationships and workplace conditions. Significant relationships were found among most variables, and regression analysis identified work–personal life enhancement as a positive predictor and coworker support as a negative predictor of retention, confirming that supportive environments and work–life integration are essential in sustaining employee commitment.

The institution should sustain effective HRM practices, particularly in training, development, and employee involvement, while improving performance appraisal systems to enhance clarity and alignment with employee competencies. Organizational support should be strengthened, especially at the institutional level, by improving recognition systems and feedback mechanisms. The college should continue promoting a balanced organizational culture that fosters collaboration, innovation, and performance while ensuring consistency in policies and procedures. Efforts to improve work–life balance should focus on reducing work–life conflict and enhancing positive integration through supportive workplace practices. Strengthening coworker relationships, socialization processes, and supportive management should also be prioritized, as these factors significantly influence employees' intention to stay and long-term organizational commitment.

The study is limited to Contract of Service faculty from a single local college, which may restrict the generalizability of the findings to other institutions or contexts. The use of a quantitative and self-reported survey design may also introduce response bias, as the results rely on participants' perceptions and experiences. Additionally, the study focused primarily on non-monetary factors and did not extensively examine financial incentives or external labor market conditions that may also influence employees' intention to stay.

Compliance with ethical standards

The author declares no conflict of interest and confirms that this study received no external funding. The author acknowledges the participation of the Contract of Service faculty and the support of Tangub City Global College in facilitating the conduct of the study. Participation was voluntary, and informed consent was obtained from all respondents prior to data collection using non-invasive survey methods. All information gathered was treated with strict confidentiality, and no identifying details of the participants were disclosed.

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