



# Antecedents of Port Employees' Intention to Stay: A Binary Logistics Analysis

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Originality 100% • Grammar Check: 95% • Plagiarism: 0%

## ABSTRACT

### Article History

Received: 16 Apr 2025  
Revised: 18 Sept 2025  
Accepted: 23 Nov 2025  
Published: 30 Jan 2026

**Keywords**— Employee retention, work-life balance, supervisor support, job security, descriptive-correlational, Philippines

Employee retention is a critical concern for public sector organizations like the Philippine Ports Authority (PPA), which plays a strategic role in the country's logistics and economic infrastructure. This study investigated how work-life balance, organizational support, and job security influence employees' intention to stay. Data were gathered from 173 regular and contract employees working at a government port in Northern Mindanao through a validated and reliable survey questionnaire that measured perceptions of the three independent variables and retention intentions. Descriptive statistics, including means and standard deviations, were used to assess the participants' ratings across variables, all of which were rated as high in work-life balance, supervisor support, and job security. Binary logistic regression analysis was employed to determine the predictive strength of each factor, revealing that supervisor support was a significant predictor of employees' intention to stay. Neither work-life balance nor job security had a statistically significant influence on retention. These findings highlight the pivotal role of immediate supervisors in shaping employee



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decisions to remain, emphasizing that leadership support can outweigh even broader structural factors in employee retention. This study contributes to the understanding of human resource dynamics in public institutions and aligns with Sustainable Development Goal (SDG 8)—Decent Work and Economic Growth. This is essential for building resilient infrastructure (SDG 9). Further research is recommended to explore other organizational factors such as career advancement, employee engagement, and workplace culture to develop more comprehensive retention strategies.

## INTRODUCTION

The Philippine Ports Authority (PPA), as the primary agency managing over a hundred ports nationwide, plays a pivotal role in sustaining the country's logistics, trade, and economic infrastructure. However, despite its strategic importance, the PPA faces persistent challenges related to employee retention, which threaten operational continuity and service quality. According to a 2021 internal report, the agency has experienced a 12% increase in employee turnover over the past five years—mirroring broader public sector trends (Sora et al., 2021). Factors such as limited career mobility, inconsistent job security influenced by political transitions, and challenges in maintaining work-life balance are frequently cited as drivers of attrition, particularly among younger employees (Tiwari et al., 2019). These workforce instabilities undermine the agency's ability to support national trade and logistics systems effectively. This study is aligned with Sustainable Development Goal (SDG) 9, which underscores the importance of building resilient infrastructure, promoting inclusive and sustainable industrialization, and fostering innovation—objectives that cannot be realized without a stable and committed workforce within institutions like the PPA.

While numerous studies have explored determinants of turnover intention in the public sector (e.g., Iqbal et al., 2020), there remains a lack of contextualized research specifically examining how work-life balance, job security, and organizational support influence employee retention within the PPA. Despite evidence that supervisor support fosters stronger workplace engagement and lowers turnover intention (Kakar et al., 2022), the direct applicability of such findings to the PPA remains underexplored. The volatile political landscape and its effect on employment stability further complicate retention efforts, yet these dynamics are rarely accounted for in existing literature (Miranda, 2015). This study seeks to fill that gap by empirically investigating the extent to which these three organizational factors predict employees' intention to stay in the PPA. In doing so, it provides evidence-based insights for workforce management strategies

tailored to the agency's unique operational and institutional context. The findings aim to inform practical interventions to strengthen employee retention, ensuring continuity of service and contributing to national economic development in line with SDG 9. Furthermore it ensures understanding of human resource dynamics in public institutions and aligns with Sustainable Development Goal (SDG 8) which is Decent Work and Economic Growth.

## FRAMEWORK

This study operates on the assumption that work-life balance, supervisor support, and job security are significant predictors of employees' intention to stay in a government port in Northern Mindanao. It presumes that when employees perceive their organization as supportive, when they experience a stable balance between professional and personal life, and when they feel secure in their employment, they are more inclined to remain with the organization. These assumptions are grounded in Social Exchange Theory (SET), which posits that workplace relationships are based on reciprocal exchanges wherein individuals evaluate their continued involvement based on perceived benefits. In this context, employees are likely to reciprocate the organization's positive treatment through loyalty and continued service if they feel their well-being, stability, and contributions are acknowledged and supported.

Social Exchange Theory further explains that the perceived benefits of employment must outweigh the psychological and emotional costs. Work-life balance serves as a fundamental component, allowing employees to manage work responsibilities without sacrificing personal needs. Studies by Lestari and Margaretha (2021) and Kakar et al. (2022) confirm that poor balance leads to burnout and resignation, while favorable balance promotes job satisfaction. Supervisor support enhances employees' emotional security and professional functioning. According to Gordon et al. (2019) and Iqbal et al. (2020), supportive supervisors not only facilitate daily tasks but also reinforce a sense of belonging and value, which strengthens the employee's commitment. Job security, meanwhile, is crucial in a government setting where political transitions and administrative restructuring may influence tenure. Despite civil service protections under Republic Act No. 6656, perceived threats to job continuity can increase employee anxiety, reduce motivation, and raise turnover intention (Sora et al., 2021; Shoss, 2017).

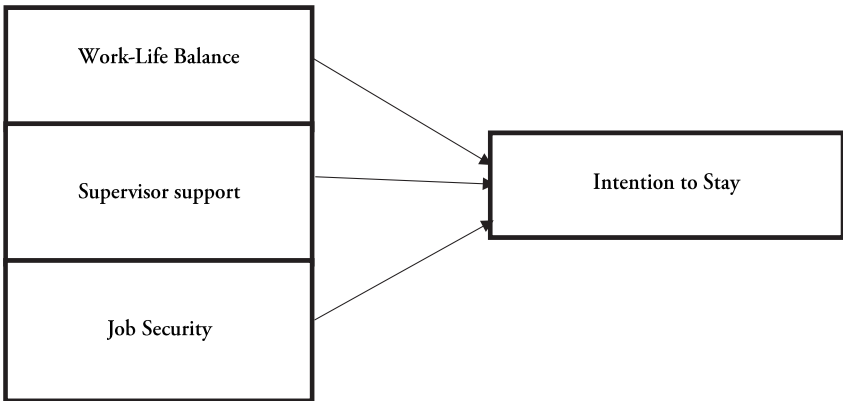
The interaction among these three predictors is central to shaping employees' intention to stay. Each factor independently contributes to retention, but their interplay creates a more holistic picture of organizational commitment. A

supportive supervisor can mitigate feelings of job insecurity, just as a well-structured work-life arrangement can reduce stress and enhance perceptions of organizational care. Employees who experience strong support, balanced responsibilities, and job stability tend to perceive the employment relationship as fair and worthwhile, thus reducing the likelihood of seeking alternative employment. This framework aligns with the principle of reciprocity embedded in Social Exchange Theory and reinforces the importance of a stable workforce in advancing institutional goals. In the context of the Philippine Ports Authority, strengthening these organizational factors supports national economic development and contributes to Sustainable Development Goal 9, which promotes resilient infrastructure and inclusive industrial growth. This interconnectedness between the predictor variables and the outcome variable is visually represented in Figure 1.

### OBJECTIVES OF THE STUDY

This study investigated the influence of work-life balance, organizational support, and job security on employees' intention to stay within the Philippine Ports Authority. Specifically, the research objectives are as follows: (1) To know the participants' self-report on their work-life balance. (2) To assess the participants' perceptions of supervisor support. (3) To evaluate the participants' perceptions of job security. (4) To discern the participants' level of intention to stay. (5) To examine the effect of work-life balance, supervisor support, and job security on the likelihood of participants' intention to stay.

**Figure 1**  
*Schematic Presentation of the Study*



## METHODOLOGY

### Research Design

A descriptive-correlational research design was employed to describe the profile and perceptions of employees regarding work-life balance, supervisor support, and job security, and to determine their relationship with intention to stay. The study involved 173 regular and contract employees of the Philippine Ports Authority (PPA) in Northern Mindanao. Participants were selected through random sampling to ensure a representative sample. Data were collected via a self-administered, structured questionnaire that was validated and pilot-tested for reliability and content accuracy. The instrument covered four key areas: work-life balance, supervisor support, job security, and intention to stay.

Descriptive statistics were used to summarize participant responses, while binary logistic regression analysis examined the influence of the predictor variables on intention to stay. This method was suitable given the categorical nature of the dependent variable (stay vs. leave) and allowed for the identification of statistically significant predictors affecting employee retention.

### Research Site

The study was conducted in one of the Philippine Ports Authority in Northern Mindanao. This government-operated facility is responsible for managing, operating, and maintaining the Port. It was selected as the research site because of its strategic role in facilitating passenger movement and cargo handling, its standardized operational systems, and its accessibility for data gathering. Smaller satellite ports under its jurisdiction were excluded due to their limited scope of operations.

### Research Respondents

The participants in this study were 173 contract of service and regular employees of a government port in Northern Mindanao. They were selected through a random sampling method. Random sampling was deemed appropriate for this study because it enhanced the validity, reliability, and generalizability of the research findings, thereby strengthening the integrity of scientific inquiry and supporting decision-making based on empirical evidence (Noor et al., 2022).

The target population consisted of 304 employees, including 152 contract of service and 82 regular employees of the Philippine Ports Authority in Northern Mindanao. The sample size was computed using the Taro Yamane formula, resulting in a total of 173 participants.

**Instrumentation**

The research instrument for this study was a researcher-made questionnaire designed to align with the study’s objectives. The questionnaire gathered comprehensive data on the key variables: work-life balance, supervisor support, job security, and intention to stay.

The instrument was divided into two main sections. Part I covered work-life balance, supervisor support as a dimension of organizational support, and job security. The work life balance questions were adapted from Kakar et al. (2022) and Lestari and Margaretha (2021). The supervisor support questions were adapted from Kuvaas et al. (2020). While Job security was adapted from Bessa et al. (2020).

Part II addressed the intention to stay, using a dichotomous (yes/no) question to directly capture participants’ plans to remain with or leave the organization, serving as the study’s outcome variable.

**Validity and Reliability of the Research Instrument**

To ensure the validity and reliability of the questionnaire, a two-phase process was implemented. First, content validity was established through consultation with three experts in organizational behavior and human resource management. These experts reviewed and provided feedback on all parts of the questionnaire to confirm that it comprehensively measured work-life balance, supervisor support, job security, and intention to stay.

Second, reliability was assessed using Cronbach’s alpha for the multi-item constructs of work-life balance (.867), supervisor support (.979), and job security (.926), confirming strong internal consistency. Cronbach’s alpha was not computed for the intention to stay variable, as it was measured with a single binary item, consistent with DeVellis (2017) and Field (2020), who note that such reliability measures apply only to multi-item scales.

**Scoring Procedure**

A five-point Likert scale was used for work-life balance, supervisor support, and job security, ranging from 1 to 5 and interpreted as follows:

Range	Description	Interpretation
4.51–5.00	Strongly Agree	Very High
3.51–4.50	Agree	High
2.51–3.50	Slightly Agree	Moderate
1.51–2.50	Disagree	Low
1.00–1.50	Strongly Disagree	Very Low

The outcome variable, intention to stay, was scored dichotomously as:

Rating	Description	Interpretation
0	High turnover intention	Plans to leave the organization
1	Low turnover intention	Plans to stay in the organization

### Data Analysis

The responses from the work-life balance questionnaire were systematically analysed, categorized, and coded by the researcher. All data were processed using the Statistical Package for the Social Sciences (SPSS) version 26.

The main variables such work-life balance, supervisor support, job security, and turnover intentions data were analyzed using descriptive statistics such as means and standard deviations to determine the respondents' average perceptions and the variability of their responses.

To examine the predictive relationships between the independent variables (work-life balance, supervisor support, job security) and the dependent variable (turnover intentions), binary logistic regression analysis was employed. This method was chosen to assess the probability of turnover intention occurrence based on varying levels of the independent variables. Statistical significance was set at  $p \leq 0.05$ , and odds ratios (OR) with corresponding confidence intervals (CI) were reported to interpret the relationships.

## RESULTS AND DISCUSSION

### Problem 1: What is the participants' report on their work-life balance?

Table 1 presents the frequency, percentage, and mean distribution of participants' self-reported work-life balance, which was generally perceived as high, with an overall mean of 4.07 (SD = 0.64). More than half of the participants (53.18%) rated their work-life balance as high, while 27.17% rated it as very high, reflecting a largely favorable perception. This may be attributed to the presence of additional manpower and the effective division of labor in the Passenger Terminal Complex, which is managed by a private institution implementing adjusted shift schedules. The Port Management's adherence to organizational guidelines may have also supported more flexible working conditions. The standard deviation indicates moderate variability in responses, suggesting some differences in individual experiences. This supports earlier observations that employees who experience better balance between work and personal responsibilities tend to view their overall job experience more positively (Kelliher & Anderson, 2020).

**Table 1**

*Frequency, Percentage, and Mean Distribution of the Participants’ Self Report on their Work-life Balance*

Range	Interpretation	Frequency	Percentage
4.51-5.00	Very High	47	27.17
3.51-4.50	High	92	53.18
2.51-3.50	Moderate	33	19.08
1.51-2.50	Low	1	0.58
1.00-1.50	Very Low	0	0.00
Total		173	100.0
Overall Mean		4.07	
Interpretation		High	
SD		0.64	

**Problem 2. What is the participants’ assessment of their supervisor support?**

Table 2 presents the frequency, percentage, and mean distribution of participants’ assessment of organizational support in terms of supervisor support, revealing a generally high perception with an overall mean of 4.26 (SD = 0.65). A large proportion of participants rated supervisor support as Very High (45.09%) and High (39.88%), indicating that most employees felt adequately supported by their immediate supervisors. This may be attributed to the open communication practices observed between division managers and their teams, where supervisors routinely offer guidance and listen to employees’ concerns. Only a minimal percentage (0.58%) rated supervisor support as Low, and none rated it as Very Low, reflecting widespread satisfaction. The moderate standard deviation suggests some variability in responses but confirms a largely consistent positive experience across the workforce. This finding supports the view that supervisor support contributes to favorable workplace experiences, with Lu et al. (2020) noting that employees who feel supported by their supervisors tend to report greater job satisfaction and lower intentions to leave.

**Table 2**

*Frequency, Percentage, and Mean Distribution of the Participants' assessment of supervisor support*

Range	Interpretation	Frequency	Percentage
4.51-5.00	Very High	78	45.09
3.51-4.50	High	69	39.88
2.51-3.50	Moderate	25	14.45
1.51-2.50	Low	1	0.58
1.00-1.50	Very Low	0	0.00
Total		173	100.0
Overall Mean			4.26
Interpretation			High
SD			0.65

### **Problem 3. What is the participant's assessment of their job security?**

**Table 3**

*Frequency, Percentage, and Mean Distribution of the Participant's Assessment of Their Job Security*

Range	Interpretation	Frequency	Percentage
4.51-5.00	Very High	74	42.77
3.51-4.50	High	71	41.04
2.51-3.50	Moderate	24	13.87
1.51-2.50	Low	4	2.31
1.00-1.50	Very Low	0	0.00
Total		173	100.0
Overall Mean			4.22
Interpretation			High
SD			0.70

Table 3 shows that job security was generally perceived as high, with an overall mean of 4.22 (SD = 0.70). A majority of participants rated their job security as Very High (42.77%) and High (41.04%), indicating high perceptions of employment stability. This may be attributed to the regular status of permanent employees and the potential for contract workers with Civil Service Eligibility

to be considered for regularization. However, some contract-based employees expressed lower levels of security due to short-term employment arrangements. Table 3 further reveals that 91.33% of participants reported an intention to stay in the organization, with only 8.67% indicating plans to leave. This high retention outlook appears to be supported by recent management initiatives, including proposals for salary increases and clearer promotion pathways for Contract of Service (COS) personnel. The combined factors of job security and supervisor support likely reinforced employees' commitment to remain. These findings reflect earlier observations that employment stability and perceived organizational support contribute significantly to lowering turnover intention and strengthening retention (Kim & Fernandez, 2021).

**Problem 4. What is the participants' assessment of their intention to stay?**

Table 4 shows that a large majority of participants (91.33%) reported their intention to stay with the organization, while only 8.67% indicated plans to leave. This strong inclination to remain may be linked to recent efforts by the Port Management Office, including proposals for salary increases and promotion opportunities for Contract of Service (COS) personnel. Such initiatives likely contributed to employees' sense of stability and motivation. Supervisor support and job security also appear to influence this outcome, as many employees benefit from consistent guidance and reassurance in their roles. These conditions help foster a positive work environment where employees feel valued and secure, which can, in turn, encourage long-term commitment. Prior studies have also observed that when employees perceive supportive leadership and employment stability, they are more likely to remain with their organization.

**Table 4**

*Frequency, Percentage, and Mean Distribution of the Participants' Assessment of their Intention to Stay*

Range	Interpretation	Frequency	Percentage
0	Plans to leave	15	8.67
1	Plans to Stay	158	91.33
	Total	173	100.0
	Interpretation	Plans to Stay	

**Problem 5. Do the participants' work-life balance, organizational support, and job security affect the likelihood of their intention to stay?**

*HO<sub>1</sub>: The participant's work-life balance does not affect the likelihood of their intention to stay.*

*HO<sub>2</sub>: The participant's organizational support does not affect the likelihood of their intention to stay.*

*HO<sub>3</sub>: The participant's job security does not affect the likelihood of their intention to stay.*

**Table 5**

*Hosmer and Lemeshow Test for Good Fit Model*

Step	Chi-square	Df	Sig.
1	8.393	8	.396

The Hosmer and Lemeshow (2000) test was used to assess the goodness of fit for the logistic regression model. The test produced a chi-square value of 8.393 with 8 degrees of freedom and a corresponding p-value of 0.396. Since this p-value exceeds the commonly accepted significance level of 0.05, it indicates that there is no statistically significant difference between the observed and predicted outcomes. In other words, the model fits the data well.

A non-significant result ( $p > 0.05$ ) suggests that the model's estimates are consistent with the observed data, and the predicted probabilities do not significantly deviate from actual outcomes. According to Hosmer et al. (2013), the Hosmer and Lemeshow test is a widely accepted method for evaluating logistic regression model fit, and a higher p-value reflects an adequate calibration of the model.

Furthermore, this result affirms that the hypothesized model is appropriate and that the parameter estimates derived from the model are reliable. The combination of predictors used in the regression analysis provides a valid and reasonable explanation for employees' intention to stay with the organization, reinforcing both the statistical soundness and practical relevance of the model.

**Table 6**

*Model Summary on the Likelihood Effect of Work-life Balance, Organizational Support, and Job security on their Intention to Stay*

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	76.764 <sup>a</sup>	.112	.260

a. Estimation terminated at iteration number 7 because parameter estimates changed by less than .001.

The Nagelkerke R Square of 0.260 indicates that the model explains 26% of the variance in the outcome variable, suggesting a moderate fit. While the model captures some variability, additional factors not included could improve its explanatory power (Nagelkerke, 1991; Hosmer & Lemeshow, 2000). Overall, the model contributes to the variability, with supervisor support being the only factor affecting the likelihood of employees staying.

**Table 7**

*Logistics Regression on the Likelihood Effect of Work-life Balance, Organizational Support, and Job Security on their Intention to Stay*

		Variables in the Equation					95% C.I.for EXP(B)		
Step		B	S.E.	Wald	Df	P value	Exp(B)	Lower	Upper
1 <sup>a</sup>	Work-life balance	.362	.626	.334	1	.563	1.436	.421	4.897
	Supervisor support	1.329	.678	3.840	1	.050	3.778	1.000	14.279
	Job satisfaction	.445	.523	.725	1	.394	1.561	.560	4.353

Significance threshold level at .05

The logistic regression analysis revealed that Supervisor Support was the only statistically significant factor influencing employees' intention to stay, with a p-value of 0.050, as supported by Meynard, S. (2002) in his book *Applied Logistic Regression Analysis* (2nd ed., Sage Publications). The odds ratio (Exp(B)) of 3.778 indicates that a one-unit increase in perceived supervisor support

makes employees nearly 3.8 times more likely to stay with the organization. This finding aligns with studies by Eisenberger et al. (2021) and Loinon et al. (2019), emphasizing the role of relational leadership in fostering employee retention. In contrast, Work-Life Balance (WLB) and Job Security (JS) did not reach statistical significance, suggesting their influence is context-specific and less direct in this organizational setting. Many employees expressed dissatisfaction with the disconnect between centralized expectations and local operational realities, which may have reduced the perceived impact of WLB and JS on their intention to stay. This is supported by the high turnover rate of 12%. This could possibly be attributed to inconsistent job security influenced by political transition, limited career mobility, and constant overtime.

Studies by Haar et al. (2022) and Huang et al. (2021) support this interpretation, highlighting that the direct influence of WLB and JS is often mediated by supervisor support and organizational culture. In conclusion, Supervisor Support is a critical driver of employee retention, emphasizing the importance of leadership development and supportive management practices in enhancing organizational loyalty and reducing turnover.

## CONCLUSION

This study provides empirical support for the Social Exchange Theory (SET), which emphasizes the reciprocal nature of relationships between employees and their organization. The findings confirm that when taken as a whole work-life balance, organizational support, and job security all play a significant role in employees' intention to stay at a government port in Northern Mindanao. But when taken individually only supervisor support was a predictor.

Participants reported high levels of work-life balance, job security and supervisor support were perceived high but supervisor support was the most critical and statistically significant predictor of their intention to stay. Furthermore, this is aligned with SET's proposition that supervisor support fosters loyalty. When supervisor offer support, employees reciprocate with loyalty and intention to stay. Thereby, fulfilling their end of the social exchange.

Logistic regression analysis revealed that supervisor support was the only significant predictor of intention to stay, with employees perceiving high support being nearly four times more likely to remain in the organization. This underscores the critical role of leadership in employee retention. Overall, the study reinforces the idea that strong support for work-life balance, leadership, and job security positively influences employee retention. These findings offer practical implications for public institutions, advocating for the promotion of

supportive leadership, work-life balance initiatives, and clear job security policies to cultivate a more committed and resilient workforce. Future research could explore other factors like career advancement opportunities, intrinsic motivation, and organizational culture to further understand employee retention drivers.

## **RECOMMENDATIONS**

Based on the findings and conclusions of this study, the following recommendations are proposed to enhance employees' intention to stay in the organization:

Management may strengthen supervisor support systems through training by building effective communication, empathy, and conflict resolution skills. Implementing regular one-on-one check-ins and structured mentorship initiatives can foster trust and collaboration. These are not just a supportive measure but a direct strategy to reduce turnover costs and enhance operational stability.

Future Researchers may explore additional predictors of employee retention, such as opportunities for career advancement, organizational culture, intrinsic motivation, or psychological safety. Expanding the scope of the investigation will provide a more comprehensive understanding of retention factors in the public sector.

## **TRANSLATIONAL RESEARCH**

This study highlights the key role of supervisor support in retaining employees at the Philippine Ports Authority. To apply these findings, management should prioritize leadership training that builds communication, empathy, and supportive practices. While work-life balance and job security were rated highly, they were not significant predictors of retention, suggesting the need to make these policies more meaningful and effective at the employee level.

These insights support efforts toward Sustainable Development Goal 8 by promoting decent work through supportive work environments. Implementing structured mentorship and participatory leadership can help reduce turnover and build a more committed public sector workforce. Overall, this research offers practical strategies for improving employee retention through evidence-based HR practices.

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