



ORGANIZATIONAL CLIMATE OF OIL AND GAS FACILITY IN LIMAY, BATAAN: AN INPUT FOR DEVELOPING EMPLOYEE RETENTION STRATEGIES

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ABSTRACT

This research completed in June 2026 employed a convergent parallel mixed-methods design to examine the organizational climate of an oil and gas facility in Limay, Bataan, and its implications for employee retention strategies. Quantitative data were collected through a survey of 294 employees, while qualitative data were obtained through interviews with four personnel representing the organization's major departments. Both datasets were analyzed independently and integrated through convergent mixed-methods evaluation to identify organizational climate dimensions and work-related factors influencing employee retention. Quantitative findings indicate that the organizational climate was generally perceived as favorable. Leadership–member communication and work-role compatibility received the highest ratings, reflecting effective management interaction and strong alignment between employees' competencies and job responsibilities. In contrast, training opportunities and career development received comparatively lower ratings, highlighting areas requiring organizational improvement. Qualitative outcomes revealed the overarching theme of conditional commitment, wherein employees expressed strong emotional attachment to the organization but emphasized that sustained commitment depends on continued investment in career advancement and professional development. Integration of quantitative and qualitative findings highlighted supportive leadership, effective communication, meaningful work, and a collaborative environment as key retention drivers, while revealing structured training and clear career pathways as critical areas for organizational improvement. Overall, employee retention was found to be influenced by five interrelated factors: leadership support, effective communication, engaging work roles, career development opportunities, and a supportive workplace environment. These findings provide evidence-

based insights for designing strategic human resource interventions that strengthen employee retention and organizational stability within the oil and gas industry.

Keywords: *employee retention, mixed methods, oil and gas industry, organizational climate, work-related factors*

INTRODUCTION

Employee retention has become one of the most critical human resource challenges facing organizations worldwide as economic uncertainty, labor market competition, and workforce mobility intensify. The combined effects of geopolitical instability, inflationary pressures, energy market volatility, technological transformation, and evolving employee expectations have considerably reshaped employment relationships. The Global Risks Report identifies labor shortages, economic uncertainty, and supply chain interruptions as major risks affecting institutional resilience, particularly in manufacturing and energy industries that depend heavily on highly skilled technical personnel (World Economic Forum, 2023). At the same time, employees increasingly value meaningful work, supportive leadership, opportunities for career advancement, and work-life balance, making retention a strategic rather than purely administrative concern (Gallup, 2024).

The challenge is especially apparent in the oil and gas industry. Refinery operations require highly skilled personnel working under hazardous conditions, on rotating schedules, subject to tight regulatory requirements, and amid continuous production demands. Such work environments expose employees to considerable physical and psychological stress, making retention significantly more complex than in many other industries (International Energy Agency, 2023). Recent organizational records from the participating refinery indicate that employee attrition increased from 4.83% in 2018 (Petron Corporation, 2019) to 10.76% in 2023 (Petron Corporation, 2024), indicating a rising retention concern despite the facility's strategic importance to the Philippine energy sector. This rising trend emphasizes the need to identify organizational factors that influence employees' decisions to remain with the organization.

Recent research suggests that retention decisions are determined by organizational experiences rather than compensation alone. Leadership quality, communication, career development opportunities, workplace relationships, organizational justice, worker well-being, and encouraging work environments consistently predict organizational commitment and employee turnover intentions (Albrecht et al., 2023; Karatepe et al., 2022). These findings correspond with Herzberg's Two-Factor Theory, which proposes that employee retention depends on both hygiene factors that prevent dissatisfaction and motivational factors that foster commitment and engagement (Herzberg, 1966). In technical industries, where replacing experienced personnel is costly and operationally disruptive, understanding these organizational influences has become increasingly important.

Among these influences, organizational climate has emerged as one of the strongest

predictors of employee retention. Organizational climate reflects employees' shared perceptions of leadership practices, communication quality, performance expectations, organizational support, and the broader work environment, which jointly influence workplace experiences (Su et al., 2022). Positive organizational climates promote trust, psychological safety, collaboration, and organizational commitment, whereas unfavorable climates increase stress, disengagement, and employee turnover intentions (Albrecht et al., 2021). Leadership serves a central role in establishing organizational climate by shaping managerial practices, communicating organizational expectations, and fostering supportive interpersonal relationships. Similarly, effective leader–member communication improves transparency, employee participation, and trust, consequently strengthening employees' attachment to the organization (Kim et al., 2023).

Leadership of management, leader–member communication, and performance expectations are interrelated dimensions that jointly shape organizational climate and influence employee attitudes and organizational effectiveness. Contemporary literature reliably demonstrates that transformational, participative, and involving leadership foster supportive organizational climates by promoting vision, trust, psychological safety, knowledge sharing, employee engagement, and organizational citizenship behaviors (Raes et al., 2022). Likewise, effective leader–member communication, characterized by transparency, participation, trust, openness, and a balance between official and informal communication channels, strengthens organizational climate, improves employee satisfaction, improves performance, facilitates change readiness, and fortifies organizational commitment (Alviola, 2024). Performance expectations add further to organizational climate by influencing employees' motivation, self-efficacy, innovation, and work behaviors through expectancy mechanisms and leader-induced performance beliefs, while positive organizational climates strengthen the interpretation and achievement of these expectations (Curilla et al., 2023). Together, the evidence suggests that leadership practices, communication quality, and clearly articulated performance expectations operate synergistically in developing positive organizational climates that promote employee engagement, innovation, job satisfaction, performance, and organizational sustainability, although additional longitudinal and cross-cultural investigations continue to be necessary to better understand the contextual dynamics underlying these relationships.

Beyond organizational climate, work-related factors substantially influence employees' retention decisions with evidence indicating that employees are more likely to remain in organizations that provide congruence between these aspects. Work-role compatibility, grounded in person–job, person–organization, and person–environment fit theories, improves employee engagement, job satisfaction, and organizational commitment, consequently reducing employee turnover intentions through indirect psychological mechanisms (Cable & DeRue, 2022). Likewise, Bonds Formed in the Workplace, as explained by Social Exchange Theory and Job Embeddedness Theory, strengthen employees' feelings of belonging, trust, and reciprocal support, therewith fostering commitment and retention (Dechawatanapaisal, 2025). The Job Demands–Resources and Conservation of Resources frameworks address work challenges and responsibilities, further demonstrating that excessive workload, emotional demands, and

role conflict increase burnout and employee turnover intentions unless balanced by adequate organizational resources (Bakker & Demerouti, 2017). Career progression and development opportunities promote retention by satisfying employees' expectations for expertise growth and reinforcing perceptions of organizational support. Benefits, on the other hand, improve job satisfaction, organizational loyalty, and long-term commitment (Ng et al., 2024). Similarly, Training and skills development strengthens retention by signaling organizational investment in employees, encouraging reciprocal commitment through Social Exchange Theory (Hussain et al., 2025). Finally, an encouraging workplace environment characterized by a positive organizational climate, healthy interpersonal relationships, safe physical conditions, and opportunities for development plays a major role in worker well-being, organizational commitment, and sustained retention across diverse organizational domains (Bagis et al., 2024). Collectively, these studies suggest that employee retention is best achieved through an integrated human resource management strategy that simultaneously addresses person–job fit, social connectedness, meaningful work design, career development, equitable rewards, continuous learning, and encouraging workplace environments.

Although a substantial body of literature has examined organizational climate and employee retention, several important research gaps remain. First, most empirical studies have been conducted in healthcare, education, hospitality, information technology, or general manufacturing, while comparatively few have focused on petroleum refining, chiefly in developing economies. Second, previous research frequently examines organizational climate and work-related factors independently rather than exploring their combined contribution to employee retention. Third, relatively few studies use mixed-methods approaches that integrate quantitative patterns with employees' lived experiences, thereby delivering a more comprehensive understanding of why employees choose to remain with or leave an organization. Finally, evidence specific to Philippine oil and gas industries remain limited despite its strategic importance and the increasing retention challenges experienced by these organizations.

Dealing with these gaps is equally timely and practically significant. As organizations face increasing financial restrictions that reduce reliance on purely monetary retention strategies, understanding the influence of non-financial organizational factors has become increasingly important. Identifying how leadership, communication, workplace relationships, career development, training, benefits, and workplace environment interact to influence retention provides evidence to develop sustainable human resource interventions that strengthen organizational commitment while maintaining operational continuity.

Accordingly, this research examined the organizational climate and work-related factors influencing employee retention in the Refinery Division of a major oil and gas facility in Bataan, Philippines, during Fiscal Year 2023. Guided by Herzberg's Two-Factor Theory (Herzberg, 1966), the Theory of Organizational Equilibrium (March & Simon, 1958), and Expectancy-Confirmation Theory (Oliver, 1980), the study investigated how organizational climate variables and work-related factors jointly influence employees' retention decisions. Using a convergent parallel mixed-methods design, the study

integrated quantitative survey findings with qualitative employee experiences to develop a thorough understanding of organizational climate and its consequences for retention. The results of this research were utilized to develop inputs into an employee retention program recognizing the needs of organizations to retain their talent as they navigate the challenges and uncertainties of the oil and gas sector.

Research Questions

This research sought to answer the following questions:

1. What is the profile of the employees in terms of:
 - 1.1. age;
 - 1.2. civil status;
 - 1.3. total years of experience with the company and
 - 1.4. Current position?
2. How may the Organizational Climate be described in terms of the following factors?
 - 2.1. managerial leadership;
 - 2.2. leader and subordinate communication, and
 - 2.3. performance expectations?
3. How may the work-related factors be described in terms of the following:
 - 3.1. work-role compatibility;
 - 3.2. bonds formed in the workplace;
 - 3.3. work challenges and responsibilities;
 - 3.4. career progression and development;
 - 3.5. benefits;
 - 3.6. training and skills development, and
 - 3.7. Workplace environment?
4. Is there a significant difference in the assessment of organizational climate when respondents are grouped according to profile?
5. How did the emerging themes from the participants' experiences disaffirm or support the quantitative results?
6. What retention strategies may be developed based on the findings of the study?

METHODOLOGY

Research Design

In this study, a convergent parallel mixed-methods design was used. According to Katz-Buonincontro (2024), this approach involves simultaneously collecting and analyzing both quantitative data (numeric data analyzed statistically) and qualitative data (descriptive, non-numeric information) separately. Afterward, the results from both sets are combined to examine their relationship, leading to a better understanding of the research issue.

The first phase focused on quantitative or descriptive research. It began by identifying a sample population, collecting survey data, and analyzing the results. This approach provided insights into the study population's means and behaviors (Punch, 2013).

The study then transitioned to a qualitative phase. This phase used non-numerical methods to provide a deeper understanding of perceptions, thoughts, and experiences. Hammarberg et al. (2016) note that this approach uncovers new concepts. Semi-structured interviews yielded clear, rich responses from participants.

Population and Sample of the Study

This research used two sampling techniques corresponding to each study phase. For the quantitative phase, stratified sampling was used among 595 employees in Limay, Bataan, grouped into departments: 290 in Operations, 140 in Maintenance, 31 in General Engineering, and 134 in Technical/Support Services. Sample sizes per department were determined using the Slovin formula with a 10% margin of error (Israel, 1992). For the qualitative phase, purposive sampling was utilized to intentionally select engineers from different teams within the oil and gas facility. Four respondents, one per department, were chosen to achieve data saturation and to examine developing perceptions (Guest et al., 2006). These departments were predominantly male, with many assigned to Operations, Maintenance, and Engineering roles. Employee ages mostly ranged from 25 to 35, with tenures of 6 to 10 years at the company. These demographics suggest the findings may also be relevant to similar oil and gas organizations.

Research Instruments

This study used two instruments: a survey questionnaire (quantitative) and interview questions (qualitative). The survey was based from the work of Hoy et al. (2002) and gathered participants' profiles and views on organizational climate and work-related factors. Each area had five statements. Profile data included age, sex, civil status, experience, and position. For the qualitative stage, the interview guide included questions on demographics, facility experiences, and relevant topics. Seventeen follow-up questions ensured all needed information was gathered.

Construction and Validation of Research Instruments

The research objectives guided the development of the quantitative instrument. The literature review and expert consultations informed both the questionnaire and the interview guide. Organizational climate aspects—managerial leadership, leader-member communication, and performance expectations—were drawn from the Organizational Climate Index by Hoy et al. (2002). The work-related factors questionnaire was self-developed and based on previous studies. All research tools were tested and validated for accuracy and suitability. At least 20 personnel not in the study tested the questionnaire. As no issues arose, instruments were distributed to respondents. Sentence structure, statement consistency, and grammar were evaluated after instrument completion. Three supervisors and two managers, as subject-matter experts,

reviewed the survey for suitability and appropriateness. They validated the survey in person.

Data Analysis

This study followed a convergent parallel mixed-methods design, with data analysis included both statistical and qualitative analyses after which interpretation was made. The quantitative method was supported by applicable computer software since maximizing the use of computer software elevates the credibility of the analysis and prevents human errors, according to Kumar (2019), and increases the likelihood of accomplishing the computational objectives of the research, according to Silver and Lewins (2014). The results of the survey through the questionnaire were initially processed through Microsoft Excel then analyzed through the Statistical Package for the Social Sciences (SPSS). The demographic profile and work factors were described using means, percentages, and frequencies. To compare variables, the Kruskal-Wallis H-Test—a nonparametric test used for three or more groups (Lee, 2022)—was applied. The Scheffe test, as recommended by Agbangba (2024) was then used to determine which groups differed. For comparisons with only two groups, the nonparametric Mann-Whitney U test was used (Chicco et al., 2025). The significance level was set at 0.05. Values above 0.05 were not significant; those below were significant. For the qualitative method, analysis was performed through MAXQDA. Thematic analysis was used for qualitative data, identifying, interpreting, and patterning data to ascertain themes and commonly raised meanings in interviews, as described by Kiger and Varpio (2020). With the independent evaluation of quantitative and qualitative outcomes, these were integrated during interpretation to develop meta-inferences (Creswell & Plano Clark, 2018). Consistent with contemporary mixed-methods integration standards, convergence was evaluated using three typologies: confirmation (agreement), expansion (complementarity), and dissonance (contradiction). This integrative approach strengthens inferential validity by identifying where numerical patterns align with lived experiences and where narrative data reveal structural nuances not fully captured by survey metrics (Molina-Azorin & Guetterman, 2023).

RESULTS

Table 1. Summary of Results

	Statement of the Problem	Themes	Subthemes
1	What is the profile of the employees in terms of: 1.1 age; 1.2 civil status; 1.3 total years of experience	Profiles of Participants	1.1. Most respondents (35.71%) were 30-34 years old, followed by 28.9% aged 25-29. The fewest (1.36%) were in the 45-49 age group. 1.2. Of the 294 respondents, 166 (56.46%) were single. Respondents (33.67%) have worked with the

with the company and 1.4 Current position?		company for 11-15 years, followed by 92 (31.29%) with 5-10 years of tenure. The least at 14 or 4.76% have stayed with the company for 16 to 20 years, and 21 years and above. 1.3. Total Years of Experience with the Company. Ninety-nine respondents (33.67%) have worked with the company for 11-15 years, followed by 92 (31.29%) with 5-10 years of tenure. The least at 14 or 4.76% have stayed with the company for 16 to 20 years, and 21 years and above. 1.4. Current Position. Of 294 respondents, 152 (51.70%) were non-MPT; 73 (24.83%) were Supervisors/Superintendents; 14 (4.76%) were Managers.	
2	How may the Organizational Climate be described in terms of the following factors?	Good managerial leadership. (Mean = 3.79, SD = 1.11)	Managers' perspective-taking and valuing opinions (M = 3.82, SD = 1.21) and their performance standards (M = 3.82, SD = 1.21) scored highest. Managers' openness to change was lowest (M = 3.71, SD = 1.28).
	2.1 managerial leadership; 2.2 leader and subordinate communication; and 2.3 performance expectations?	Good leader-member communication. (M=4.02, SD=0.86)	The highest mean was "I can count on my superiors when I need work-related support" (M=4.19, SD=0.93), and the Lowest was "My superior regularly meets with me individually to discuss work issues, challenges, and extend support to my individual needs in the performance of my work" (M=3.94, SD=1.00).
		High performance expectation. (M=3.68, SD=0.71)	The highest mean was for the company maintaining a high level of expectation for job performance (M=3.99, SD=0.84), while the lowest was for a high level of performance being known and rewarded by the company (M=3.16, SD=1.31).

3	How may the work-related factors be described in terms of the following: 3.1 work-role compatibility; 3.2 bonds formed in the workplace; 3.3 work challenges and responsibilities; 3.4 career progression and development; 3.5 benefits; 3.6 training and skills development, and 3.7 Workplace environment?	Highly compatible work-role compatibility. (M=4.21, SD=0.69)	The highest mean was for the feeling that respondents can contribute more to their work with the skills they have (M=4.29, SD=0.74), while the lowest was for personal values aligning with the role's values (M=4.16, SD=0.79)
		Strong workplace bonds. (M=4.10, SD=0.88)	The highest mean was for getting along with co-workers (M=4.29, SD=0.89). The lowest mean was for looking up to superiors and managers as role models (M=3.88, SD=1.19).
		High work challenges and responsibilities. (M=4.20, SD=0.71)	The highest mean was for responsibilities worth accomplishing (M=4.38, SD=0.71), while the lowest was for manageable workload (M=3.99, SD=1.04).
		Good career progression and development. (M=3.75, SD=0.78)	The highest mean was for anticipating specific future roles (M=3.91, SD=0.91), while the lowest was for the company's provision of career progression prospects (M=3.60, SD=1.01).
		Good benefits. (M=3.64, SD=0.98)	The highest mean was for the statement, "I deserve the benefits I receive based on my current work role and position" (M=3.76, SD=1.04). The lowest mean was for "The company is providing me with the benefits fit for my duties and responsibilities" (M=3.55, SD=1.08).
		Average Training and skills development (M=3.50, SD=0.92)	The highest mean among the indicators was "the training that I receive complements my responsibilities well" (M=3.61, SD=0.97), while the lowest was "I receive sufficient training to best perform my work responsibilities" (M=3.38, SD=1.05)
		Good workplace environment (M=3.83, SD=0.86)	The highest mean was "My co-employees, superiors, and managers were well-mannered and approachable" (M=4.01, SD=0.98), while the lowest was "My workplace is well-equipped with the necessary

			tools and facilities needed to perform work" (M=3.4830, SD=1.09204).
4	Is there a significant difference in the assessment of organizational climate when respondents are grouped according to profile?	Significant difference when Grouped by Age (p=0.03, H=15.58)	Variables have varied results: Leadership of Management and Performance Expectation are both significant at p=0.01 (H=17.44) and p=0.04 (H=15.03), respectively, while Leadership-Member Communication is not significant at p=0.74 (H=4.34). The null hypothesis that there is no significant difference in the Organizational Climate is rejected, taking age into consideration, revealing that the differences were found in responses from the 45-49 age group compared to the other age groups.
		Significant difference when Grouped by Civil Status p=0.02 (U=8931.00)	The Organizational Climate variables Leadership of Management and Performance Expectation were significant at p=0.02 (U=8983.00) and p=0.03 (U=9060.00), respectively, while Leadership-Member Communication was not significant at p=0.06 (U=9270.00). The null hypothesis that there was no significant difference in Organizational Climate is rejected when civil status is taken into consideration.
		Significant difference when Grouped by Years of Experience (p<0.001; H=25.84)	Leadership of Management (p<0.001, H=26.53), Leadership-member communication (p=0.04, H=11.53), and Performance expectation (p<0.001, H=25.84) all showed significant differences. We reject the null hypothesis, as respondents with 21 or more years of experience gave significantly higher ratings than other groups.
		Significant difference when Grouped by	This was supported by Leadership of Management (p=0.01, H=14.00)

		Position ($p=0.01$, $H=11.03$)	and Performance expectation ($p=0.01$, $H=12.04$), both showing significant differences, whereas Leadership-Member communication ($p=0.23$, $H=4.31$) showed an insignificant result. The null hypothesis that there is no significant difference in Organizational Climate is rejected when position is taken into consideration, as higher-than-average ratings were found for Managers and Professional/Technical groups in post-comparison statistical tests.
5	How did the emerging themes from the participants' experiences disaffirm or support the quantitative results?	Central Theme 1: Coaching Leadership Style	Derived from three sub-themes identified from respondents' answers to the Organizational Climate question: "support and encouragement," "avenues for talks and feedback mechanism," and "awareness that performance is expected in this challenging environment."
		Central Theme 2: Employee Well-being	Created from the seven sub-themes formed from respondents' answers on Work-related factors: "balancing and alignment of personal work values," "work relationships and different generations," "continuous learning and work fulfillment," "clear guidelines as progression results to fulfillment," "generally good benefits with room for improvement," "structural training program," and "safe environment and relationships."

6	What retention strategies may be developed based on the findings of the study?	The list of programs for each Key Results Area (KRA) as part of Employee Retention Strategies is listed below: Key Results Area (KRA) Organizational Climate (OC) Work-Related Factor (WRF) KRAOC1 Managerial Leadership – Establishing the presence and availability of the leadership program KRAOC2 Leader and Subordinate Communication – Creating an open and positive leadership program KRAOC3 Performance Orientation – Improving performance metrics for the employees' program KRAWRF1 Work-Role Compatibility – Creating a suitable work and role alignment program KRAWRF2 Bonds Formed in the Workplace – Organizing social bonds program KRAWRF3 Work Challenges and Responsibilities – Improving preparedness to tackle challenges in the program	Work prioritization; Coaching of management (active listening, feedback, encouragement)
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KRAWRF4 Career Progression and Development – Establishing an attainable career development program	A clear process to progress and develop a career
KRAWRF5 Benefits – Enhancing benefits program	Pay according to the effort provided and the risks present in a job
KRAWRF6 Trainings and Skills Development – Advancing employee skills and abilities program	Preparedness in handling assigned responsibilities
KRAWRF7 Workplace Environment – Better work environment program	Safe work environment; Quality of relationships at work

DISCUSSION

The research examined the influence of organizational climate and work-related factors on employee retention in an oil and gas facility using a convergent parallel mixed-methods design. Quantitative and qualitative findings were independently analyzed and subsequently integrated to generate meta-inferences about employees' organizational experiences. The discussion interprets the findings in relation to existing literature, Herzberg's Two-Factor Theory, organizational climate theory, job embeddedness theory, and the Job Demands–Resources (JD-R) framework. The discussion further highlights consequences for employee retention, organizational development, and leadership practices in production settings.

The respondents represented employees from Operations, Maintenance, General Engineering, and Technical/Support Services departments. The workforce was primarily male personnel assigned to operational and engineering functions. Most employees were within the 25–35 age bracket and had six to ten years of organizational tenure. In terms of current position, 51.70% (n = 152) were classified as non-management and non-professional/technical personnel (non-MPT), 24.83% (n = 73) were Supervisors/Superintendents, 18.71% (n = 55) were Professional/Technical staff, and 4.76% (n = 14) were Managers.

The quantitative findings on the Organizational Climate variables showed that respondents generally perceived the organizational climate positively, particularly in

Leadership–Member Communication, Leadership Management, and Performance Expectation. Leadership–Member Communication had the highest mean score ($M = 4.02$), indicating that employees perceived the communication system as accessible, responsive, and supportive. Leadership Management likewise received favorable ratings ($M = 3.79$), while Performance Expectation showed moderately positive perceptions ($M = 3.68$). These results indicate that the organization maintains a relatively supportive climate defined by openness in communication and managerial guidance.

On the other hand, the quantitative findings on Work-related Factors demonstrated generally favorable perceptions throughout all dimensions. The factor "Compatibility of Work Roles and Personal Perspectives" obtained the highest mean score ($M = 4.21$). Work Challenges and Responsibilities ($M = 4.20$) and Bonds Formed in the Workplace ($M = 4.10$) likewise received highly favorable ratings. These results suggest that employees experience meaningful work, strong interpersonal relationships, and alignment between personal values and organizational responsibilities.

A significant difference in organizational climate was found between the respondent groups. When grouped by age, there is a significant difference in the overall Organizational Climate ($p=0.03$, $H=15.58$). Variables have varied results: Leadership of Management and Performance Expectation are both significant at $p=0.01$ ($H=17.44$) and $p=0.04$ ($H=15.03$), respectively, while Leadership-Member Communication is not significant at $p=0.74$ ($H=4.34$). The null hypothesis that there is no significant difference in the Organizational Climate is rejected when age is taken into consideration, revealing that the differences were found in responses from the 45-49 age group compared to the other age groups. When grouped by civil status, there is a significant difference in Organizational Climate ($p=0.02$; $U=8931.00$). The Organizational Climate variables Leadership of Management and Performance Expectation were significant at $p=0.02$ ($U=8983.00$) and $p=0.03$ ($U=9060.00$), respectively, while Leadership-Member Communication was not significant at $p=0.06$ ($U=9270.00$). The null hypothesis that there was no significant difference in Organizational Climate is rejected when civil status is taken into consideration. Grouping by years of experience showed a significant difference in Organizational Climate ($p<0.001$; $H=25.84$). Leadership of Management ($p<0.001$, $H=26.53$), Leadership-member communication ($p=0.04$, $H=11.53$), and Performance expectation ($p<0.001$, $H=25.84$) all showed significant differences. We reject the null hypothesis, as respondents with 21 or more years of experience gave significantly higher ratings than other groups. When grouped by position, there was a significant difference in Organizational Climate ($p=0.01$, $H=11.03$). This was supported by Leadership of Management ($p=0.01$, $H=14.00$) and Performance expectation ($p=0.01$, $H=12.04$), both displaying significant differences, whereas Leadership-Member communication ($p=0.23$, $H=4.31$) showed an insignificant result. The null hypothesis that there is no significant difference in Organizational Climate is rejected when position is taken into consideration, as higher-than-average ratings were found for Managers and Professional/Technical groups in post-comparison statistical tests.

The qualitative respondents were one employee from each of the following major departments: Operations, Maintenance, General Engineering, and Technical/Support

Services. The qualitative findings strengthened this interpretation by revealing the central theme of "Coaching Leadership Style." Employees described supervisors as mentors who provided guidance, developmental feedback, support, and coaching-oriented communication. The integration of quantitative and qualitative findings demonstrated convergence between employees' favorable perceptions of leadership and their lived experiences of supportive managerial practices. This convergence reinforces the importance of leadership quality as an essential element of organizational climate and employee retention.

The findings correspond with organizational climate theory, which claims that employees' shared perceptions of leadership practices, communication systems, and managerial support shape workplace attitudes and organizational commitment (Su et al., 2022). The strong ratings for Leadership–Member Communication suggest that communication mechanisms serve not only informational functions but also relational and psychological functions that encourage trust and organizational cohesion. Contemporary studies have regularly emphasized that transparent and supportive communication strengthens employee engagement, psychological safety, and retention outcomes (Yue et al., 2019; Karatepe et al., 2022). The findings also support Herzberg's Two-Factor Theory. Leadership behaviors characterized by recognition, support, coaching, and developmental feedback may function as motivators that improve job satisfaction and employee engagement (Herzberg, 1966). Employees' descriptions of supervisors as mentors indicate that leadership practices contributed favorably to intrinsic motivation and organizational attachment. Similar findings were reported by Kim and Beehr (2023), who found that coaching leadership strengthens worker well-being and mental empowerment. Likewise, Bani-Melhem et al. (2021) concluded which supportive leadership practices are associated with higher retention intentions and stronger organizational commitment in industrial organizations.

Despite generally favorable findings, the results also revealed variability in Leadership Management experiences. Quantitative findings showed greater variability in leadership ratings, whereas qualitative narratives indicated uneven implementation of coaching-oriented leadership practices across units. This partial divergence indicates that although the organization generally promotes supportive leadership, supervisory practices may vary among departments, depending on departmental culture, operational demands, or managerial style. Such inconsistencies are important because leadership variability can affect perceptions of fairness, trust, and organizational support. The findings regarding Performance Expectation also demonstrated partial convergence. Quantitatively, employees generally perceived performance expectations positively, suggesting that company goals and standards were relatively clear. However, qualitative accounts stressed the heightened intensity of performance pressure within the operational environment. Employees acknowledged awareness of demanding performance expectations and also described the operational environment as challenging and pressure-driven. This distinction between structural clarity and subjective experience is significant in high-risk industries such as oil and gas operations, where operational performance and safety compliance remain strongly emphasized.

These findings correspond with Herzberg's conceptualization of organizational conditions as hygiene factors. Performance expectations may contribute to dissatisfaction when employees perceive them as unclear, inequitable, or excessively demanding (Herzberg, 1966). Contemporary turnover literature similarly suggests that role ambiguity, excessive performance pressure, and inequitable evaluation systems increase employee stress and turnover intentions (Hom et al., 2017). Thus, while the organization appears to communicate performance expectations effectively, strengthening fairness and transparency, and incorporating feedback, may improve employee perceptions and reduce stress-related dissatisfaction.

The qualitative findings reinforced the quantitative results around the central theme of "Employee Well-Being." Respondents emphasized fulfillment, a feeling of purpose, emotional support, and meaningful workplace relationships as major contributors to retention. The convergence between quantitative and qualitative findings indicates that both inherent and relational workplace factors shape employee well-being within the organization.

The findings on work-role compatibility strongly support job embeddedness theory, which posits that employees are more likely to remain in organizations when they perceive compatibility between personal values and job roles (Mitchell et al., 2001; Hom et al., 2017). Employees in the study reported that alignment between organizational expectations and personal values contributed to lessened stress and greater professional fulfillment. This finding is particularly important in factory conditions, where operational demands can create psychological strain. The perceived fit between employees' values and organizational positions appears to serve as a protective factor, strengthening organizational attachment. The findings concerning Bonds Formed in the Workplace likewise demonstrated strong convergence. Quantitative results showed high relational cohesion, whereas qualitative narratives described supportive intergenerational relationships characterized by mentoring, collaboration, and emotional support. These findings align with social exchange theory, which posits that reciprocal workplace relationships foster trust, commitment, and retention (Cropanzano et al., 2017). Employees who experience supportive relationships are more likely to develop an emotional attachment to the organization and remain committed despite operational challenges.

However, the qualitative findings also revealed generational tensions stemming from differences in communication styles, work expectations, and organizational values. Older employees emphasized stability and hierarchy, whereas younger employees valued flexibility and candid communication. Similar findings were reported by Hans et al. (2023), who argued that generational diversity may simultaneously enhance innovation and create coordination challenges. Nevertheless, the present study suggests that encouraging interpersonal relationships and mentoring practices lessen these tensions and add to overall workplace cohesion.

The findings on Work Challenges and Responsibilities demonstrated complementarity between quantitative and qualitative strands. Employees perceived their work

responsibilities positively, both quantitatively and qualitatively, describing them as chances for learning, growth, and engagement. This finding supports the JD-R model, which posits that challenging work can serve as a motivational resource when accompanied by adequate organizational support (Bakker & Demerouti, 2023). Employees appeared to interpret job challenges not simply as demands but also as sources of achievement and professional development.

In contrast, Career Progression and Development demonstrated partial divergence. Quantitative findings indicated moderate satisfaction with career development systems, whereas qualitative narratives highlighted uncertainty about promotion pathways along with the transparency of advancement. Employees associate fulfillment with clear, transparent progression guidelines, suggesting that the availability of opportunities alone is insufficient to sustain strong retention. This finding is consistent with contemporary retention research, which emphasizes that employees value procedural fairness and explicit communication in career advancement systems (Hosen et al., 2024).

Similarly, Benefits, Training, and Skills Development emerged as comparatively weaker dimensions. Quantitative findings indicated moderate adequacy, whereas qualitative accounts raised concerns about fairness, competitiveness, and access to development opportunities. Employees expressed a desire for structured competency-building programs, equal access to training, and more competitive benefits systems. These data suggest that, although foundational systems exist, employees perceive restrictions in the tactical alignment of these systems with long-term vocational aspirations.

The divergence between quantitative and qualitative findings regarding training and career development is noteworthy. Quantitative ratings may reflect general satisfaction with the existence of programs, whereas qualitative narratives disclose deeper concerns regarding effectiveness, accessibility, and perceived value. This distinction supports the argument of Kwon et al. (2024) that organizational resources should be evaluated not simply by availability but also by perceived significance and efficiency.

The findings concerning Workplace Environment demonstrated convergence with complementary depth. Employees perceived workplace conditions positively, with quantitative measures indicating positive perceptions and qualitative responses emphasizing psychological safety, trust, and caring relationships. This evidence supports organizational climate research indicating that workplace safety goes beyond physical safety systems to include psychological and relational dimensions (Su et al., 2022). Employees' descriptions of the environment as "supportive" and "family-like" indicate that relational trust substantially contributes to perceptions of retention.

Nonetheless, respondents also identified differences in supervision, communication, and execution of safety practices. This suggests that structural safety measures do not automatically guarantee perceived experiential safety. In industrial organizations, employees' views on safety are strongly determined by leadership consistency, communication quality, and interpersonal trust (Naji et al., 2022). Consequently, retention strategies ought to address both physical and psychological safety dimensions.

The convergent parallel mixed-methods design strengthened the credibility and comprehensiveness of the findings by merging quantitative and qualitative evidence. Quantitative data provided measurable patterns regarding organizational climate and work-related factors, whereas qualitative findings contextualized these results by revealing employees' lived experiences. The integration procedure enabled the identification of convergence, complementarity, and divergence across variables, thereby generating richer meta-inferences concerning employee retention.

Multiple practical implications emerge from the findings. First, leadership development initiatives ought to prioritize coaching-oriented supervisory practices that emphasize mentoring, developmental feedback, communication accessibility, and employee support. Second, organizations should strengthen communication systems and guarantee consistency across operational units to reduce variability in employee experiences. Third, career development systems should highlight transparency, procedural fairness, and clearly communicated advancement pathways. Fourth, organizations should enhance training systems and ensure equitable access to professional development opportunities. Finally, workplace safety initiatives should incorporate psychological safety, trust-building, and interpersonal support mechanisms alongside physical safety protocols.

Based on the study's findings, a comprehensive employee retention program is proposed to address key organizational factors influencing employees' intention to remain with the organization. The proposed program is structured around the Key Results Areas (KRAs) derived from the two major dimensions investigated in the study: Organizational Climate (OC) and Work-related Factors (WRF). Each KRA is designed to strengthen specific organizational practices identified through quantitative and qualitative findings as critical determinants of employee retention in the oil and gas industry.

Under the Organizational Climate dimension, three KRAs are recommended. The first, Establishing Leadership Presence and Accessibility, focuses on enhancing managerial visibility and support through effective prioritization, leadership coaching, active listening, constructive feedback, and continuous encouragement. The second, Fostering Open and Positive Leader–Employee Communication, emphasizes strengthening the frequency, quality, and transparency of interactions between managers and employees while ensuring timely and meaningful responses to employee concerns and suggestions. The third, Strengthening Performance Orientation, seeks to improve the organization's performance management system by establishing clear performance expectations, measurable performance standards, regular mentoring, and developmental coaching that enable employees to achieve organizational and individual goals.

Under the Work-related Factors dimension, seven KRAs are proposed. The first, Enhancing Work–Role Compatibility, aims to improve the alignment between employees' competencies, assigned responsibilities, and personal values to promote meaningful and satisfying work experiences. The second, Strengthening Workplace Social Relationships, focuses on cultivating collaboration, teamwork, mutual respect, and positive interpersonal relationships that reinforce employees' sense of belonging. The third, Building Readiness for Work Challenges and Responsibilities, is intended to develop employees' confidence

and capability to manage increasingly complex tasks while fostering fulfillment in their assigned responsibilities. The fourth, Advancing Career Progression and Development, seeks to establish transparent career pathways, equitable promotion processes, and structured professional development opportunities that encourage long-term organizational commitment. The fifth, Enhancing Employee Benefits and Rewards, aims to ensure that compensation and benefits are perceived as equitable, competitive, and commensurate with employees' contributions, work demands, and occupational risks. The sixth, Advancing Training and Skills Development, emphasizes continuous learning through structured competency development programs that equip employees with the knowledge and skills necessary to perform their current and future roles effectively. Finally, the seventh KRA, Promoting a Safe and Supportive Workplace Environment, focuses on maintaining a physically safe workplace while fostering an inclusive, respectful, and collaborative organizational culture that supports employee well-being.

Collectively, these ten Key Results Areas provide an integrated framework for strengthening organizational practices associated with employee retention. The proposed employee retention program is grounded in the empirical findings of the present study and is intended to address the organizational climate and work-related conditions that shape employees' intention to stay. By systematically enhancing leadership practices, communication processes, career development, rewards, employee capabilities, and workplace relationships, the program offers a practical, evidence-based strategy to improve employee commitment, satisfaction, and long-term retention in the oil and gas industry.

The study has several limitations. The research was conducted within a single oil and gas facility, which may limit the generalizability of the findings to other industrial settings or cultural contexts. The cross-sectional design also restricts conclusions regarding causality and long-term retention outcomes. Additionally, self-reported perceptions may be influenced by social desirability bias or temporary organizational conditions. While the mixed-methods design enhanced interpretive depth, future research may benefit from longitudinal designs, multi-site comparisons, and the inclusion of additional organizational variables, such as organizational justice, burnout, and psychological resilience. Despite these limitations, the study contributes significantly to contemporary retention literature by demonstrating the interconnected influence of organizational climate and work-related factors on employee retention in industrial organizations. The findings highlight that employee retention is shaped not only by structural organizational systems but also by employees' lived experiences of leadership, communication, meaningful work, relational support, and psychological safety. The integrated findings further reinforce the importance of balancing the intrinsic, relational, and structural organizational dimensions to sustain employee commitment and long-term retention.

Conclusions

This research examined the influence of organizational climate and work-related factors on employee retention in an oil and gas facility using a convergent parallel mixed-methods design. The findings demonstrated that employees generally perceived the organizational

climate positively, particularly in Leadership–Member Communication, Leadership Management, and Performance Expectation. Employees described leadership practices as supportive, communication-oriented, and coaching-based, while quantitative findings reflected favorable ratings for managerial accessibility and communication systems. The integrated findings indicated that supportive leadership and open communication contributed to positive employee experiences, psychological safety, and organizational attachment.

The study further revealed that work-related factors significantly influenced employee retention experiences. Compatibility of Work Roles and Personal Perspectives, Work Challenges and Responsibilities, and Bonds Formed in the Workplace obtained the highest quantitative ratings, indicating strong alignment between employees' values, responsibilities, and workplace relationships. Qualitative findings supported these results by emphasizing meaningful work, collaborative relationships, mentoring, emotional support, and opportunities for professional growth.

Despite the generally favorable findings, the study also identified areas requiring organizational attention. Career Progression and Development, Benefits, and Training and Skills Development received comparatively lower ratings. They generated qualitative concerns regarding transparency and fairness in advancement, the competitiveness of compensation, and the adequacy of development opportunities. The convergent parallel mixed-methods analysis revealed that employees valued not only supportive leadership and meaningful work, but also transparent systems related to promotion, rewards, and competency development.

The findings support Herzberg's Two-Factor Theory by demonstrating that intrinsic motivators such as meaningful work, leadership support, growth opportunities, and workplace relationships contribute to employee satisfaction and retention, while structural conditions such as compensation, training, and career systems function as hygiene factors influencing dissatisfaction when inadequately addressed (Herzberg, 1966). The study also supports organizational climate theory, which emphasizes the importance of leadership behavior, communication, and workplace relationships in shaping employee perceptions and organizational commitment (Su et al., 2022).

Overall, the study concludes that the interaction among organizational climate, work-related experiences, and organizational structures shapes employee retention in industrial organizations. Leadership support, communication openness, meaningful responsibilities, workplace relationships, and psychological safety emerged as organizational strengths, while career advancement systems, benefits competitiveness, and structured development programs represented areas requiring further improvement.

Recommendations

Based on the findings, the research recommends that organizational leaders strengthen coaching-oriented leadership practices through leadership development programs that emphasize mentoring, developmental feedback, emotional support, and accessible

communication. Management should also institutionalize consistent communication and feedback mechanisms across operational units to reduce variability in employee experience. The organization should enhance career progression systems by establishing transparent promotion guidelines, competency-based advancement pathways, and clearly communicated development opportunities. Training and Skills Development programs should likewise be expanded through structured competency-building initiatives, equitable access to professional development, and cross-functional learning opportunities. To strengthen employee retention, management should review benefits and compensation systems to ensure fairness, competitiveness, and alignment with employee expectations and operational demands. Workplace relationship-building activities, mentoring systems, and collaborative programs should also be maintained to reinforce psychological safety, teamwork, and organizational attachment. Future studies may employ longitudinal or comparative research designs involving multiple industrial organizations to further examine the long-term effects of organizational climate and work-related factors on employee retention.

Proposed Inputs to Employee Retention Program

Table 2. Employee Retention Framework

Findings from the Study (Specify the Sub-themes and central theme)	Key Results Area (KRA) Organizational Climate (OC) / Work-Related Factor (WRF)	Proposed Program/ Objectives
Central Theme 1: Coaching Leadership Style Sub-Theme 1: Support and encouragement	KRAOC1 Managerial Leadership – Establishing the presence and availability of the leadership program	Work prioritization; Coaching of management (active listening, feedback, encouragement) 1. Consider creating a company news journal to provide company-related information regarding status and directions to be taken. 2. Consider implementing regular events (weekly flag ceremony) where Management executives offer short talks on issues and encouragement to employees. 3. Direct superior to formally mentor direct reports and be trained to perform this effectively.
Sub-Theme 2: Avenues for talks and feedback mechanism	KRAOC2 Leader and Subordinate Communication – Creating an open and positive leadership program	Frequency and depth of management-employee talks; Actions on raised issues and concerns 1. Consider regular town hall meetings where employees and

		management executives can interact and be updated on relevant issues within the company. 2. Consider a timely Management response to employee-raised issues.
Sub-Theme 3: Awareness that performance is expected in this challenging environment	KRAOC3 Performance Orientation – Improving performance metrics for the employees' program	Set performance guidelines; Employee mentoring 1. Develop role-based performance guidelines to supplement the general performance guidelines of employees. 2. Implement an employee recognition program for within-the-year citation of good performance.
Central Theme 2: Employee Well-being Sub-Theme 1: Balancing and alignment of personal work values	KRAWRF1 Work-Role Compatibility – Creating a suitable work and role alignment program	Balanced work and personal values 1. Direct superior mentoring of employees to include integration of company values and holistic personal perspectives. 2. Incorporate in soft skills training how to improve perspectives and align with company values.
Sub-Theme 2: Work relationships and different generations	KRAWRF2 Bonds Formed in the Workplace – Organizing social bonds program	Levels of collaboration: Friendly work relationships 1. Implement regular employee socializing activities (sports, cultural/tradition-based) 2. Opportunity for employees to be part of temporary teams comprised of members from other groups to handle special activities.
Sub-Theme 3: Continuous learning and work fulfillment	KRAWRF3 Work Challenges and Responsibilities – Improving preparedness to tackle challenges in the program	Fulfillment in the handled responsibilities; Preparedness to tackle challenges 1. Consider mentoring by a direct superior in guiding employees through work challenges. 2. Consider workload evaluation with a direct superior to distribute work as necessary. 3. Review of concurrent responsibilities and streamline necessary tasks.

Sub-Theme 4: Clear guidelines as progression results to fulfillment	KRAWRF4 Career Progression and Development – Establishing an attainable career development program	A clear process to progress and develop a career 1. Pursue a structured career progression program 2. Discuss details on how to develop their career and progress with employees, respectively. 3. Institutionalize job rotation of employees at identified intervals.
Sub-Theme 5: Generally good benefits with room for improvement	KRAWRF5 Benefits – Enhancing benefits program	Pay according to the effort provided and the risks present in a job 1. Consider salary review to include pay for days reported off duty and hazard-based pay, among others. 2. Consider commutation of unused leaves (sick and emergency)
Sub-Theme 6: Structural training program	KRAWRF6 Trainings and Skills Development – Advancing employee skills and abilities program	Preparedness in handling assigned responsibilities 1. Pursue a structured training program for each role. 2. Develop a competency plan, preparing employees to handle the responsibilities of higher-level positions. 3. Extend equal opportunity for employees to attend training seminars and professional conventions.
Sub-Theme 7: Safe environment and relationships	KRAWRF7 Workplace Environment – Better work environment program	Safe work environment; Quality of relationships at work 1. Regular review of work conditions to improve safety at work. 2. Develop programs and projects for work collaborations from different teams 3. Implement wellness programs for employees.

Compliance with Ethical Standards

This research involved human respondents. As such, it was the researcher's responsibility to consider and address ethical issues to safeguard the respondents. The first step provided the respondents with pertinent information on the research objectives and specifics. Secondly, consent is essential and was secured to ensure they willingly participate in the research. Corresponding rules and regulations were followed by

consulting the authorities with jurisdiction over the research. The respondents had the option not to identify themselves when answering the survey questionnaire and instead to use a code name. In the qualitative interview method, an alias was assigned to prevent identification. In view of discretion and privacy, the researcher assured that the data would be treated with confidentiality. The collected information was managed securely and deleted after 90 days upon completion of the final research. In terms of works by other authors, all related information was cited appropriately. It was ensured that the organization and the participants would not be held accountable for the study's results if they were found unfavorable, as participants' names were withheld. The findings, however, will be recommended to the organization's management as suggestions to improve current practices, to foster a better organizational climate and stronger employee retention strategies. The researcher's objective is to reduce or eliminate the risk of management backlash as the sensitive issue of employee retention is brought into the spotlight, and this research is considered a vehicle for surfacing employee sentiment on how organizational climate variables and work-related factors are currently viewed in the company. Moreover, Artificial Intelligence (AI) was utilized as a tool for editing purposes only and its use was made known to assure that the research process was transparent.

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