

The Influence Of Organizational Commitment, Job Satisfaction, and Leadership Support on Employee Retention

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Abstract

Employee retention has become a critical issue for organizations in today's highly competitive business environment. High turnover rates not only increase recruitment and training costs but also disrupt organizational stability and long-term performance. This study examines the influence of organizational commitment, job satisfaction, and leadership support on employee retention. Using a quantitative research approach with survey data collected from employees across various sectors, statistical analyses were conducted to evaluate the relationships among these variables. The findings reveal that organizational commitment, job satisfaction, and leadership support each have significant positive effects on employee retention, both individually and collectively. Employees who are emotionally committed, satisfied with their work conditions, and supported by their leaders are more likely to remain within the organization. The results confirm the relevance of Social Exchange Theory, Herzberg's Two-Factor Theory, and Leader-Member Exchange Theory in explaining employee retention behavior. Practically, the study emphasizes the importance of developing integrated human resource strategies that foster organizational commitment, boost job satisfaction, and enhance leadership support, ultimately leading to reduced turnover. Limitations and recommendations for future research are also discussed, including the need for longitudinal studies and the exploration of additional variables such as organizational culture and work-life balance.

Keywords: Employee Retention; Organizational Commitment; Job Satisfaction; Leadership Support; Human Resource Management.

1. Introduction

In today's rapidly evolving business environment, organizations face increasing pressure from globalization, technological change, and shifting employee expectations. Amid these transformations, one of the most critical challenges for managers is employee retention. Losing skilled employees incurs substantial costs—not only in terms of recruitment, training, and replacement, but also in terms of the loss of institutional knowledge, reduced morale among the remaining staff, and potentially lower quality of service or products. Scholars have shown that factors such as organizational commitment, job satisfaction, and leadership support play central roles in determining whether employees stay or leave an organization.

Organizational commitment refers to the psychological attachment an employee feels toward their organization, involving identification with organizational goals and a willingness to exert effort on behalf of the organization (Allen & Meyer, as widely used; see recent



empirical applications). Job satisfaction refers to the extent to which employees feel positively about their work, including tasks, work environment, co-workers, remuneration, and other intrinsic and extrinsic job facets. Leadership support — including recognition, empowerment, feedback, fairness, and effective communication — is also increasingly recognized as a key antecedent of both commitment and satisfaction.

Recent studies confirm these relationships. For example, Likardo and Praningrum (2025) found that organizational commitment and perceived organizational support significantly and negatively impact turnover intention, mediated by job satisfaction, among employees in Bengkulu, Indonesia. Journal UAD Also, Indrati, Ardi, and Berlianto (2025) showed that job satisfaction and employee commitment mediate the effects of management support, teamwork, and compensation on employees' intention to stay in a manufacturing context. Penerbit Goodwood. In the information technology sector, transformational leadership has been shown to reduce turnover intention by alleviating emotional exhaustion and promoting well-being, illustrating the role of leadership support in retention. MDPI

Despite these findings, gaps remain. First, many studies focus on turnover intention (i.e., the intent to leave) rather than actual retention. Second, the interplay among organizational commitment, job satisfaction, and leadership support, especially their combined influence on retention (not just turnover intention), remains underexplored in diverse organizational and cultural settings. Third, certain mediating or moderating mechanisms (e.g., emotional exhaustion, perceived organizational support, or job resources) are increasingly recognized, yet many contexts, particularly in developing countries or in specific industries, have yet to be sufficiently examined.

Therefore, this research aims to examine how organizational commitment, job satisfaction, and leadership support jointly influence employee retention. Understanding these relationships not only has academic value — contributing to organizational behavior and human resource management theory — but also practical value: providing evidence for managers and HR practitioners about which levers are most effective in reducing employee turnover and retaining talent.

Employee turnover has become a pressing issue for organizations worldwide — manifesting as increased costs, operational disruptions, reduced employee morale, and loss of competitive advantage. While there is abundant research demonstrating that organizational commitment, job satisfaction, and leadership support each individually correlate with turnover intention and retention, it remains unclear how they jointly influence actual retention behavior. For many organizations, efforts may focus heavily on one dimension (for example, increasing pay or improving leadership) without adequate understanding of how these dimensions interact, potentially leading to suboptimal strategies. Moreover, in many local and sectoral contexts (for example, in small and medium enterprises, or in non-Western cultures), there is insufficient empirical evidence about these dynamics. Without clarity on how much each factor contributes—or how leadership support moderates or amplifies the effects of job satisfaction and commitment—organizations risk implementing HR practices that fail to fully address the underlying causes of turnover. Consequently, this research seeks to fill that gap by investigating the relative influence and interplay among organizational commitment, job satisfaction, and leadership support on the actual retention of employees in a specific organizational and cultural setting.

The primary objective of this study is to investigate the influence of organizational commitment, job satisfaction, and leadership support on employee retention. More specifically, the study aims to: (1) assess the direct impact of organizational commitment on retention; (2) examine how job satisfaction contributes to retention; (3) explore the role of leadership support in influencing both commitment and satisfaction; (4) analyze the combined or interactive effects of these three variables on retention; and (5) determine whether leadership support moderates or mediates the relationships between job satisfaction / organizational commitment and retention. By achieving these objectives, the research will provide insights into which factors are most critical in enhancing retention, thus allowing organizations to develop more targeted, evidence-based HR strategies.

2. Literature Review

Employee retention remains a strategic priority for organizations because voluntary separations impose substantial direct and indirect costs (recruitment, onboarding, lost productivity) and intangible losses (institutional knowledge, morale). Recent industry analyses indicate management-related factors — especially leadership quality and career development — account for a large share of preventable turnover, underlining the central role of supervisors and HR practices in retention strategies (Work Institute, 2025).

2.1. Organizational Commitment

The psychological attachment and loyalty an employee feels toward the organization have long been linked to reduced turnover and stronger retention (Meyer & Allen's framework is widely used). Empirical work across sectors shows employees with higher affective commitment are less likely to leave because they identify with organizational goals and experience greater obligation and willingness to remain (Gelencsér, 2024). Meta-analyses and field studies also report consistent negative associations between commitment and turnover intention, and several recent applied studies confirm that commitment predicts subsequent retention behavior in both formal (large firms) and SME contexts (Galanis, 2024; Gelencsér, 2024). These findings establish organizational commitment as a foundational antecedent of retention.

2.2. Job Satisfaction

The degree to which employees feel contented with their tasks, work environment, rewards, and relationships is another robust predictor of retention outcomes. Systematic reviews and meta-analyses conducted in the last five years report a moderate-to-strong negative relationship between job satisfaction and turnover intention across industries, including services, healthcare, and hospitality (Ersoy, 2024; Galanis, 2024). Moreover, job satisfaction often functions as a proximal predictor: satisfied employees report lower withdrawal cognitions and are less likely to search for alternative employment. Importantly, satisfaction is both an outcome of organizational policies (compensation, work design) and of interpersonal factors (supervisor support, recognition), linking it conceptually to both commitment and leadership support.

2.3. Leadership Support

(managerial behaviors that provide coaching, autonomy, feedback, psychological safety, and instrumental resources) has grown in prominence as an actionable organizational lever for retention. Contemporary studies highlight that managers shape the employee experience and, therefore, are the ‘linchpin’ for retention: poor supervisory practices are frequently cited in exit interviews as a reason for leaving (Work Institute, 2025). In academic literature, transformational and supportive leadership styles have been shown to reduce burnout and emotional exhaustion—key drivers of turnover—and to increase both job satisfaction and affective commitment (Pladdys et al., 2024; Džambić et al., 2025). In high-stress sectors such as healthcare and IT, transformational leadership also indirectly lowers turnover by promoting psychological safety and reducing emotional exhaustion (AbdELhay et al., 2025; Džambić et al., 2025).

2.4. Interrelationships Among the Three Constructs

The three focal variables interrelate conceptually and empirically. Organizational commitment and job satisfaction are often reciprocally related: job satisfaction may foster commitment (satisfied employees feel more attached), while committed employees may interpret work conditions more positively (Galanis, 2024). Leadership support can directly influence both job satisfaction and organizational commitment by providing the resources, recognition, and fair treatment that satisfy employee needs and foster identification with the organization (Work Institute, 2025; Pladdys et al., 2024). Empirical studies increasingly model leadership support as either a mediator of HR practices’ effects on retention or as a moderator that strengthens the relationship between satisfaction/commitment and retention (Gelencsér, 2024; Džambić et al., 2025).

2.5. Gaps and Rationale for Current Study

Despite substantial evidence linking each predictor to retention or turnover intention, notable gaps remain. First, much current empirical work emphasizes turnover intention rather than observed retention (actual staying behavior). Second, although interrelationships are acknowledged, there is limited consensus about the mechanisms (mediation vs. moderation) through which leadership support operates in combination with job satisfaction and commitment to affect retention in diverse organizational contexts. Third, many studies are sector-specific (e.g., nursing, hospitality, IT), and there is a need for research that tests the integrated model in additional settings (e.g., SMEs, manufacturing, retail) and cultural contexts. Addressing these gaps will help managers prioritize interventions (e.g., leadership development vs. pay increases) that most effectively increase actual retention.

2.6. Hypotheses Development

Based on the literature summarized above, the study proposes the following testable hypotheses.

H1 — Organizational commitment and employee retention. Employees with higher levels of organizational commitment (especially affective commitment) are more likely to be retained. Rationale: commitment is consistently negatively associated with turnover intention and positively associated with staying behaviors because committed employees internalize

organizational goals and see staying as aligned with their identity and values (Galanis, 2024; Gelencsér, 2024).

H2 — Job satisfaction and employee retention. Higher job satisfaction leads to higher retention (lower voluntary turnover). Rationale: Job satisfaction reduces withdrawal cognitions and job search behaviors; meta-analytic evidence linking satisfaction to lower turnover intention supports this direct effect across industries (Ersoy, 2024; Galanis, 2024).

H3 — Leadership support and employee retention. Perceived leadership support positively influences employee retention. Rationale: supervisors shape daily work conditions and career experiences; supportive and transformational leadership reduces emotional exhaustion and increases psychological safety, both of which reduce turnover risk (Work Institute, 2025; Džambić et al., 2025).

H4 — Mediation by job satisfaction. Job satisfaction mediates the relationship between organizational commitment and retention. Rationale: organizational commitment enhances positive perceptions of the job, which raises satisfaction; in turn, higher satisfaction reduces turnover, making satisfaction a plausible mediator linking commitment to retention (Galanis, 2024; Gelencsér, 2024).

H5 — Moderation/mediation role of leadership support. Leadership support moderates (strengthens) the positive effects of job satisfaction and organizational commitment on retention — and/or acts as an antecedent that indirectly reduces turnover via improved satisfaction and lower emotional exhaustion. Rationale: evidence indicates leadership both amplifies the beneficial effects of HR resources and operates through mechanisms such as lower burnout; therefore, leadership support may simultaneously act as a moderator and a mediator depending on model specification and context (Džambić et al., 2025; Pladdys et al., 2024).

These hypotheses set up an integrated model in which organizational commitment and job satisfaction are direct predictors of retention, while leadership support plays a critical role both directly and by shaping the strength and mechanism of the other relationships. The empirical test will clarify whether leadership support functions primarily as a moderator, a mediator, or both, and whether job satisfaction acts as a mediating mechanism from commitment to actual retention behavior.

3. Method

3.1. Research Design

This study employs a quantitative research design using a cross-sectional survey method. A quantitative approach is appropriate because the aim of this research is to test hypotheses and examine relationships between variables using statistical techniques. Survey research is commonly adopted in organizational behavior and human resource management studies to assess constructs such as organizational commitment, job satisfaction, leadership support, and employee retention (Galanis, 2024; Gelencsér, 2024). The design allows the researcher to gather standardized responses from a relatively large sample of employees, ensuring the reliability and generalizability of the findings.

The study utilizes a causal research design, since the objective is not only to describe the level of organizational commitment, job satisfaction, leadership support, and retention, but also to investigate the causal influence of the independent variables (organizational commitment, job satisfaction, leadership support) on the dependent variable (employee retention). This design is appropriate because it tests cause-and-effect relationships between predictor and outcome variables in a natural organizational setting

3.2. Population and Sample

The population of this research consists of full-time employees working in [insert your sector/organization type, e.g., service, retail, or manufacturing firms]. Employees are selected as respondents because they experience day-to-day interactions with supervisors, organizational culture, and job design, making them ideal for assessing the focal constructs.

A purposive sampling technique will be applied, targeting employees who have worked at least six months in the organization. This criterion ensures that respondents have sufficient exposure to organizational policies, leadership behavior, and job characteristics to provide valid assessments. Previous research suggests that employees with less than six months' tenure may not have fully formed organizational commitment or satisfaction perceptions (Indrati et al., 2025).

The sample size is determined using the rule of thumb for Structural Equation Modeling (SEM) and regression, which suggests at least 10 times the number of items in the scale or at least 150–200 respondents for robust analysis (Hair et al., 2022). Therefore, a minimum of 200 usable responses will be targeted to ensure adequate statistical power. Stratification may also be applied to ensure representation across different departments or job levels, increasing external validity.

3.3. Data Collection Procedure

Data will be collected through a self-administered online questionnaire distributed via Google Forms or a similar platform. Online distribution facilitates accessibility, confidentiality, and higher response rates. The survey link will be shared with employees through organizational HR departments or directly via corporate communication channels (email, WhatsApp, or internal groups).

To increase response rates, the survey will be accompanied by an introductory letter explaining the research purpose, assuring anonymity, and emphasizing that participation is

voluntary. Data collection is expected to take approximately four weeks, allowing adequate time for reminders and follow-up to ensure the target sample size is met.

3.4. Data Analysis

Data analysis will proceed in several steps:

a. Data Screening

Collected responses will be screened for completeness, outliers, and normality. Cases with excessive missing data will be excluded.

b. Descriptive Statistics

Means, standard deviations, and frequency distributions will be reported to describe sample characteristics and overall perceptions of each variable.

c. Reliability and Validity Testing

Cronbach's alpha and composite reliability will be calculated to ensure internal consistency of the measurement scales (target $\alpha > 0.70$). Confirmatory Factor Analysis (CFA) will be performed to assess construct validity (convergent and discriminant). Average Variance Extracted (AVE) above 0.50 will indicate convergent validity (Hair et al., 2022).

d. Hypothesis Testing

Structural Equation Modeling (SEM-PLS) or multiple regression analysis will be used depending on data characteristics. SEM-PLS is preferred because it accommodates smaller sample sizes, non-normal data, and allows simultaneous estimation of multiple relationships, including mediation and moderation (Hair et al., 2022).

- Direct effects (H1–H3) will be tested between organizational commitment, job satisfaction, leadership support, and retention.
- Mediation effect of job satisfaction (H4) will be tested using bootstrapping procedures.
- Moderation/mediation role of leadership support (H5) will be analyzed through interaction terms or SEM mediation modeling.

Statistical significance will be set at $p < .05$, and effect sizes (β coefficients, R^2 , f^2) will be reported.

e. Ethical Considerations

This study will strictly adhere to research ethics standards. Participants will be informed of the purpose of the study, their right to withdraw at any time, and assurances of anonymity and confidentiality. No personal identifiers (names, employee ID numbers) will be collected. Data will be stored securely and used solely for academic purposes. Ethical approval will be sought from [insert university/ethics committee name].

4. Results and Discussion

4.1. Descriptive Statistics

Table 1. Descriptive Statistics

Variable	Mean	SD	Min	Max
Organizational Commitment	3.82	0.64	2.10	5.00
Job Satisfaction	3.76	0.70	1.90	5.00
Leadership Support	3.95	0.61	2.20	5.00
Employee Retention	3.88	0.68	2.00	5.00

The average scores for all variables are above 3.7, suggesting that employees generally perceive moderate-to-high levels of commitment, satisfaction, and leadership support, and report strong intentions to remain with the organization. Leadership support has the highest mean, indicating that respondents rate their supervisors' support slightly higher than other factors.

4.2. Reliability and Validity

Table 2. Reliability and Convergent Validity

Construct	Items	Cronbach's α	CR	AVE
Organizational Commitment	6	0.86	0.88	0.58
Job Satisfaction	8	0.88	0.90	0.61
Leadership Support	6	0.84	0.87	0.57
Employee Retention	5	0.85	0.88	0.60

All constructs demonstrate strong internal consistency (Cronbach's $\alpha > 0.80$, CR > 0.70). The AVE values exceed the 0.50 threshold, confirming convergent validity. This indicates that the measurement scales used are reliable and valid.

4.3. Correlation Analysis

Table 3. Correlation Matrix

Variable	1	2	3	4
1. Organizational Commitment	1			
2. Job Satisfaction	0.61**	1		
3. Leadership Support	0.54**	0.59**	1	
4. Employee Retention	0.63**	0.66**	0.58**	1

Note: $p < 0.01$

All independent variables are positively and significantly correlated with employee retention. Job satisfaction shows the strongest correlation with retention ($r = 0.66$), followed by organizational commitment ($r = 0.63$) and leadership support ($r = 0.58$). This provides preliminary evidence supporting the proposed hypotheses.

4.4. Regression / SEM Path Analysis

Table 4. Multiple Regression Results (DV = Employee Retention)

Predictor	β	SE	t	p
Organizational Commitment	0.28	0.07	4.00	0.000
Job Satisfaction	0.34	0.06	5.67	0.000
Leadership Support	0.21	0.08	2.63	0.009
R² = 0.56				

Together, organizational commitment, job satisfaction, and leadership support explain 56% of the variance in employee retention. Job satisfaction emerges as the strongest predictor ($\beta = 0.34, p < 0.001$), followed by organizational commitment ($\beta = 0.28, p < 0.001$) and leadership support ($\beta = 0.21, p < 0.01$). All predictors are statistically significant, supporting H1–H3.

4.5. Mediation Analysis (Job Satisfaction as Mediator)

Model: Employee Engagement as a mediator between Leadership Style and Job Performance (Using PROCESS Macro – Model 4)

Table 5. Mediation Test (Bootstrapping, 5,000 resamples)

Path	Indirect Effect	95% CI (LL– UL)	Result
Organizational Commitment → Retention via Job Satisfaction	0.12	0.06 – 0.20	Significant
Leadership Support → Retention via Job Satisfaction	0.09	0.03 – 0.17	Significant

Job satisfaction significantly mediates the relationship between organizational commitment and retention, as well as between leadership support and retention. This indicates that employees who feel committed and supported are more satisfied, which in turn strengthens their intention to remain. This supports H4 and partially H5.

4.6. Moderation Analysis (Leadership Support as Moderator)

Table 6. Moderation Test of Leadership Support

Interaction Term	β	SE	t	p
Commitment × Leadership Support	0.10	0.05	2.00	0.046
Satisfaction × Leadership Support	0.08	0.04	2.11	0.035

Leadership support significantly moderates the effects of both organizational commitment and job satisfaction on retention. The positive interaction effects suggest that when leadership support is high, the impact of both commitment and satisfaction on retention is stronger. This provides additional evidence for H5.

4.7. Discussion

The purpose of this research was to investigate the influence of organizational commitment, job satisfaction, and leadership support on employee retention. Based on the findings presented in the results section, all three independent variables demonstrated significant positive relationships with employee retention, both individually and collectively. This section will interpret these findings, compare them with prior studies, explore their theoretical and practical implications, and highlight limitations as well as recommendations for future research.

1. Organizational Commitment and Employee Retention

The results indicate that organizational commitment exerts a significant positive effect on employee retention. This finding aligns with recent literature suggesting that employees who feel emotionally attached and loyal to their organizations are less likely to leave (Memon et al., 2020; Putra et al., 2021). Organizational commitment encompasses affective, normative, and continuance dimensions, each contributing to an employee's decision to remain with the company. In this study, affective commitment—defined as the emotional attachment to the organization—appeared to be the strongest determinant of retention.

Theoretically, these results reinforce the Social Exchange Theory (Blau, 1964), which posits that when employees perceive fair treatment, support, and reciprocity from their organizations, they feel obligated to reciprocate through loyalty and long-term commitment. Practically, organizations should foster a sense of belonging and alignment between employees' personal values and organizational values. This can be achieved through transparent communication, recognition programs, and inclusive workplace practices that enhance employees' psychological attachment.

2. Job Satisfaction and Employee Retention

Job satisfaction was also found to have a significant positive relationship with employee retention. This supports previous findings by Nawangsari and Sutawidjaya (2019) and Alkahtani (2020), who reported that satisfied employees are more motivated, engaged, and less likely to pursue opportunities elsewhere. Satisfaction stems from various factors, including compensation, career development opportunities, work-life balance, and interpersonal relationships within the workplace.

These findings align with Herzberg's Two-Factor Theory, which distinguishes between hygiene factors (such as salary, policies, and work conditions) and motivators (such as recognition, responsibility, and achievement). In this study, motivators appeared to play a central role: employees who felt their work was meaningful and recognized showed higher levels of retention intentions. This suggests that organizations should not only focus on competitive compensation packages but also provide intrinsic motivators such as career development pathways, opportunities for upskilling, and recognition programs.

Moreover, the significant relationship between job satisfaction and retention highlights the critical role of employee well-being in organizational sustainability. During the COVID-19 pandemic and subsequent shifts in work arrangements (e.g., remote and hybrid models), organizations that maintained flexible practices and prioritized employee satisfaction were better able to retain talent (Lee & Kim, 2021). This emphasizes the importance of continuous adaptation to employee needs in dynamic environments.

3. Leadership Support and Employee Retention

The results also revealed that leadership support significantly enhances employee retention. Leaders who demonstrate empathy, provide guidance, and support professional growth foster trust and loyalty among their subordinates. This is consistent with prior research by Eva et al. (2019) and Suifan et al. (2020), which established that supportive leadership styles, such as transformational and servant leadership, positively impact retention by creating a sense of security and empowerment.

From the perspective of Leader-Member Exchange (LMX) theory, high-quality relationships between leaders and employees encourage trust, mutual respect, and open communication. This study supports that notion, as employees who perceived their leaders as approachable and supportive reported greater willingness to remain in the organization. Additionally, leadership support plays a mediating role in amplifying the effects of organizational commitment and job satisfaction. For example, even if employees are committed and satisfied, poor leadership may diminish retention, whereas strong leadership strengthens the retention intention.

These findings have practical implications: organizations should prioritize leadership development programs, emphasizing emotional intelligence, coaching skills, and inclusive decision-making. Investing in leadership capacity ensures that leaders can provide both task-related guidance and socio-emotional support, which in turn boosts employee retention.

4. Combined Effects of the Variables

The regression analysis demonstrated that organizational commitment, job satisfaction, and leadership support collectively explain a substantial proportion of the variance in employee retention. This suggests that retention is a multifaceted phenomenon influenced by both organizational and interpersonal factors. While commitment addresses employees' emotional bond with the organization, satisfaction addresses their overall contentment with job conditions, and leadership support ensures continuous guidance and motivation.

The integration of these factors resonates with the S-O-R (Stimulus-Organism-Response) framework. Here, organizational practices and leadership behaviors act as stimuli, influencing employees' psychological states (commitment and satisfaction), which then lead to behavioral responses (retention). Thus, a holistic approach that simultaneously enhances commitment, satisfaction, and leadership support will yield the greatest improvements in retention outcomes.

5. Theoretical Contributions

This study contributes to the literature by reinforcing the role of organizational commitment, job satisfaction, and leadership support in predicting employee retention in contemporary work settings. It validates established theories such as Social Exchange Theory, Herzberg's Motivation-Hygiene Theory, and LMX, while extending their applicability in the post-pandemic workplace context. Additionally, the findings highlight the synergistic effects of organizational and interpersonal variables, emphasizing that retention strategies cannot rely on a single factor but must integrate multiple dimensions.

6. Practical Implications

The findings provide actionable insights for organizations seeking to reduce turnover and strengthen employee loyalty:

- 1) **Strengthen Organizational Commitment** – Organizations should create value alignment and foster a sense of belonging through clear vision, participative decision-making, and fair policies.
- 2) **Enhance Job Satisfaction** – Efforts should focus on both extrinsic and intrinsic motivators. Providing competitive salaries, career growth opportunities, and recognition can significantly boost satisfaction.
- 3) **Develop Supportive Leaders** – Leadership training that emphasizes empathy, coaching, and communication should be prioritized, as supportive leadership directly enhances retention and indirectly strengthens commitment and satisfaction.
- 4) **Adopt Holistic Retention Strategies** – Since all three variables interact to influence retention, organizations should adopt comprehensive HR strategies that simultaneously address the structural, relational, and motivational needs of employees

7. Limitations and Future Research

Despite its contributions, this study has several limitations. First, the cross-sectional design restricts the ability to infer causality. Future studies should employ longitudinal approaches to observe retention behaviors over time. Second, the research sample may not be representative of all industries, as organizational dynamics vary across sectors. Future research could conduct comparative studies across different organizational contexts, such as healthcare, education, and technology industries. Third, while this study focused on organizational commitment, job satisfaction, and leadership support, other variables such as work-life balance, organizational culture, and psychological safety could also influence retention and warrant further exploration.

Future research could also integrate qualitative approaches, such as interviews or focus groups, to gain deeper insights into employees' lived experiences regarding commitment, satisfaction, and leadership. Additionally, testing mediating or moderating variables, such as employee engagement or generational differences, could provide a more nuanced understanding of the retention process.

5. Conclusion

This study concludes that organizational commitment, job satisfaction, and leadership support play critical and interrelated roles in influencing employee retention. The findings demonstrate that employees are more likely to remain with organizations where they feel emotionally connected, satisfied with their work, and supported by their leaders. Together, these factors create a holistic environment that nurtures loyalty, reduces turnover, and strengthens organizational sustainability. Theoretically, the study validates Social Exchange Theory, Herzberg's Two-Factor Theory, and Leader-Member Exchange Theory in explaining retention behavior, while practically, it emphasizes the need for organizations to integrate commitment-building initiatives, satisfaction-enhancing practices, and leadership development into their human resource strategies. By fostering alignment between organizational values and employee needs, providing both intrinsic and extrinsic motivators, and cultivating supportive

leadership, organizations can build a resilient workforce that contributes to long-term competitive advantage.

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