

Employee Retention Analysis through Organizational Commitment and Job Satisfaction

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ABSTRACT

This study aims to analyze employee retention through organizational commitment and job satisfaction. Employee retention has become a strategic issue for organizations because the ability to retain competent employees is closely related to cost efficiency, work continuity, knowledge preservation, and organizational competitiveness. Organizational commitment reflects employees' emotional attachment, perceived need to remain, and moral responsibility to stay with the organization, while job satisfaction reflects employees' positive evaluation of work, compensation, supervision, career opportunities, coworkers, and the work environment. This article uses a qualitative literature review method by examining theories and previous studies related to employee retention, organizational commitment, and job satisfaction. The discussion indicates that organizational commitment strengthens employee retention through affective, continuance, and normative attachment. Job satisfaction supports retention by increasing comfort, fairness perception, work motivation, and positive work experience. The integration of organizational commitment and job satisfaction can reduce turnover intention and encourage employees to remain in the organization. The study recommends that organizations develop fair compensation systems, supportive leadership, career development, employee recognition, meaningful work, and a positive work climate to improve employee retention.

INTRODUCTION

Employee retention is a strategic issue in human resource management because employee turnover may create direct and indirect costs for organizations. Direct costs include recruitment, selection, onboarding, and training costs, while indirect costs include the loss of tacit knowledge, disruption of work continuity, declining team morale, and reduced service quality. In a competitive labor market, organizations cannot rely only on recruitment to secure talent. They must also develop strategies to retain employees who have knowledge, skills, experience, and organizational understanding.

Employee retention refers to the ability of an organization to encourage employees to remain employed for a longer period. Retention is not only about preventing employees from leaving, but also about creating an organizational condition where employees feel valued, satisfied, committed, and motivated to contribute. A high retention level indicates that employees have positive work experiences and perceive the organization as a place where they can develop and achieve career goals.

The retention problem is often related to employees' psychological evaluation of the organization. Employees may leave an organization when they feel dissatisfied with their work, perceive a lack of fairness, experience limited career opportunities, have poor relationships with supervisors, or feel that their contribution is not appreciated. Conversely, employees tend to stay when they feel satisfied, emotionally attached, and committed to organizational goals. This indicates that employee retention is closely connected with job satisfaction and organizational commitment.

Organizational commitment is one of the important determinants of employee retention. It reflects the extent to which employees identify with the organization, accept organizational values, and desire to remain part of the organization. Meyer and Allen (1991) explain that organizational commitment consists of affective commitment, continuance commitment, and normative commitment. Affective commitment reflects emotional attachment, continuance commitment reflects awareness of the cost of leaving, and normative commitment reflects a sense of obligation to remain in the organization. These three dimensions can explain why employees choose to stay.

Job satisfaction also plays an important role in retention. Locke (1976) describes job satisfaction as a pleasant emotional state resulting from the appraisal of one's job or job experiences. Employees who feel satisfied with their work, compensation, supervision, promotion opportunities, coworkers, and work conditions tend to show stronger willingness to stay. Job satisfaction creates positive attitudes toward the organization and reduces the intention to search for alternative employment.

Organizational commitment and job satisfaction are interrelated. Job satisfaction can strengthen organizational commitment because employees who experience fairness, recognition, meaningful work, and supportive leadership are more likely to develop emotional attachment to the organization. At the same time, committed employees are more willing to tolerate work challenges and maintain membership in the organization. Therefore, the integration of organizational commitment and job satisfaction is important in understanding employee retention.

The issue of employee retention is increasingly relevant in modern organizations because employees today tend to evaluate employment based not only on salary, but also on work-life balance, career development, leadership quality, organizational culture, psychological safety, learning opportunities, and meaningful work. Organizations that fail to provide these aspects may face higher turnover intention even when employees have adequate compensation. Thus, retention strategies must be designed comprehensively by considering both affective and evaluative factors.

Based on this background, this article aims to analyze employee retention through organizational commitment and job satisfaction. The discussion focuses on the concepts, dimensions, indicators, relationships among variables, theoretical framework, and managerial strategies that can be implemented by organizations. This article contributes conceptually to human resource management literature and practically to organizations seeking to reduce turnover intention and retain valuable employees.

THEORETICAL FRAMEWORK AND HYPOTHESIS

Employee Retention

Employee retention is the organization's ability to maintain employees and reduce voluntary turnover. Retention is a strategic outcome of human resource practices because retaining competent employees helps organizations maintain stability, organizational knowledge, service quality, and operational continuity. Retention is different from merely keeping employees physically present. It includes the willingness of employees to continue contributing, remain loyal, and develop a long-term relationship with the organization.

From a human resource perspective, retention can be understood as a result of the fit between employee expectations and organizational offerings. Employees tend to stay when the organization provides fair rewards, career opportunities, supportive leadership, a comfortable work environment, meaningful tasks, and recognition. Conversely, employees may develop turnover intention when there is a mismatch between expectations and organizational reality.

Mobley (1977) explains that turnover intention begins with dissatisfaction, followed by thinking of quitting, searching for alternatives, evaluating alternatives, and finally deciding to leave. This view suggests that retention efforts should focus on reducing dissatisfaction and strengthening psychological attachment before employees reach the stage of active job search. Hom et al. (2017) also emphasize that turnover is a multidimensional process influenced by job attitudes, organizational attachment, alternative opportunities, and personal considerations.

Employee retention can be measured through several indicators, including intention to stay, loyalty to the organization, willingness to recommend the organization as a workplace, low intention to leave, willingness to contribute in the long term, and perceived career continuity. These indicators show that retention is not only a behavioral outcome, but also a psychological tendency reflecting employees' desire to remain part of the organization.

Organizational Commitment

Organizational commitment is a psychological state that characterizes the relationship between employees and the organization and has implications for the decision to continue or discontinue membership. Allen and Meyer (1990) and Meyer and Allen (1991) introduced a three-component model of commitment consisting of affective commitment, continuance commitment, and normative commitment. This model is widely used in organizational behavior and human resource management research because it explains different reasons employees remain in organizations.

Affective commitment refers to employees' emotional attachment, identification, and involvement with the organization. Employees with strong affective commitment remain because they want to. They feel proud to be part of the organization, accept organizational values, and experience psychological attachment to organizational goals. Affective commitment is considered the most desirable form of commitment because it is associated with positive attitudes, voluntary contribution, and lower turnover intention.

Continuance commitment refers to employees' awareness of the costs associated with leaving the organization. Employees with high continuance commitment remain because they need to. The cost may include loss of income, benefits, seniority, career stability, social networks, and accumulated organizational knowledge. Although continuance commitment can reduce turnover, it may not always produce strong enthusiasm if employees stay mainly because leaving is costly.

Normative commitment refers to employees' feeling of obligation to remain in the organization. Employees with high normative commitment stay because they feel they ought to. This sense of obligation may arise from organizational support, moral values, loyalty norms, investment in employee development, or social expectations. Normative commitment can support retention when employees perceive that the organization has treated them fairly and deserves reciprocal loyalty.

Organizational commitment is relevant to employee retention because committed employees are less likely to develop turnover intention. Porter et al. (1974) state that commitment includes belief in organizational goals, willingness to exert effort, and desire to maintain membership. Thus, commitment strengthens retention by creating psychological attachment and reducing the attractiveness of external job alternatives.

Job Satisfaction

Job satisfaction is a positive emotional response resulting from employees' evaluation of their work and work experiences. Locke (1976) defines job satisfaction as a pleasurable or positive emotional state arising from the appraisal of one's job. Robbins and Judge (2019) also explain that job satisfaction reflects an individual's general attitude toward work. Employees who are satisfied tend to show positive attitudes, better cooperation, and stronger willingness to stay.

Job satisfaction consists of various aspects. Smith, Kendall, and Hulin (1969) identify satisfaction facets such as work itself, pay, promotion opportunities, supervision, and coworkers. These facets are relevant because employees evaluate their work experience through multiple dimensions. An employee may be satisfied with coworkers but dissatisfied with promotion opportunities. Therefore, organizations need to understand satisfaction comprehensively rather than only focusing on one aspect such as salary.

The work itself refers to the extent to which tasks are meaningful, challenging, clear, and aligned with employee competence. Pay satisfaction refers to employees' perception of fairness and adequacy of compensation. Promotion satisfaction refers to opportunities for career advancement and development. Supervision satisfaction refers to the quality of leadership, communication, feedback, and support from supervisors. Coworker satisfaction refers to cooperation, trust, and social support in the workplace.

Judge et al. (2001) show that job satisfaction is related to job performance, indicating that satisfied employees are more likely to be productive and committed. In the context of retention, job satisfaction reduces turnover intention because satisfied employees perceive fewer reasons to leave. When employees experience fairness, recognition, supportive relationships, and career development, they are more likely to remain in the organization.

Job satisfaction is important in retention because employees often compare their current work experience with alternative employment opportunities. If employees perceive that the current organization provides better satisfaction than possible alternatives, they are more likely to stay. Therefore, job satisfaction works as an attitudinal factor that strengthens employee retention.

Relationship between Organizational Commitment and Employee Retention

Organizational commitment has a positive relationship with employee retention because commitment represents employees' psychological bond with the organization. Employees with strong commitment are more likely to stay even when facing work pressure or external job opportunities. Affective commitment encourages employees to stay because they feel emotionally connected to organizational values. Continuance commitment encourages employees to stay because leaving may create economic or career costs. Normative commitment encourages employees to stay because they feel responsible and loyal.

Previous studies have consistently suggested that organizational commitment reduces turnover intention and strengthens employee retention. Meyer et al. (2002) found that organizational commitment is negatively related to turnover and turnover intention. The stronger employees' commitment, the lower the probability that they will leave. Therefore, organizations that want to improve retention need to strengthen employees' identification, involvement, and sense of belonging.

H1: Organizational commitment positively affects employee retention.

Relationship between Job Satisfaction and Employee Retention

Job satisfaction has a positive relationship with employee retention because satisfied employees tend to perceive their organization as a favorable place to work. Satisfaction with salary, supervision, career opportunities, work environment, and coworkers reduces the desire to leave. Employees who feel satisfied are more likely to develop loyalty and maintain long-term employment relationships.

Mobley's turnover model suggests that dissatisfaction can trigger withdrawal cognition and turnover intention. Therefore, increasing job satisfaction is an important strategy for reducing turnover intention. Organizations that provide fair rewards, meaningful work, career development, and supportive leadership can increase satisfaction and improve retention.

H2: Job satisfaction positively affects employee retention.

Relationship between Organizational Commitment and Job Satisfaction toward Employee Retention

Organizational commitment and job satisfaction can simultaneously influence employee retention. Job satisfaction reflects employees' evaluation of their job experience, while organizational commitment reflects psychological attachment to the organization. Employees

who are satisfied with their job and committed to the organization have stronger reasons to stay. Satisfaction provides positive work experience, whereas commitment provides emotional and moral attachment.

The simultaneous relationship is important because retention cannot be explained by one factor alone. Employees may be satisfied but not committed if they perceive the organization only as a temporary workplace. Conversely, employees may be committed but dissatisfied when work conditions are poor. Therefore, organizations need to manage satisfaction and commitment together to build sustainable retention.

H3: Organizational commitment and job satisfaction simultaneously affect employee retention.

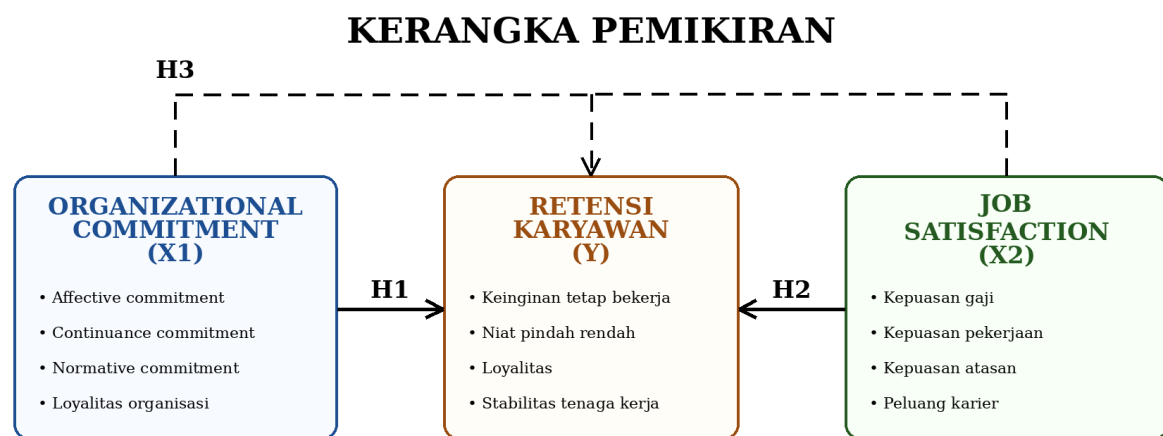


Figure 1. Development of a conceptual framework

H1 : Organizational Commitment berpengaruh positif terhadap Retensi Karyawan

H2 : Job Satisfaction berpengaruh positif terhadap Retensi Karyawan

H3 : Organizational Commitment dan Job Satisfaction berpengaruh positif secara simultan terhadap Retensi Karyawan

METHOD

This article uses a qualitative literature review method. The method was selected because the purpose of the article is to build conceptual understanding of employee retention through organizational commitment and job satisfaction. The analysis was conducted by reviewing theories, conceptual models, and previous studies relevant to employee retention, organizational commitment, job satisfaction, and turnover intention.

The data sources used in this article consist of human resource management books, organizational behavior books, national and international journal articles, and academic publications discussing employee retention and related variables. The literature was selected based on relevance to the research topic, clarity of theoretical concepts, and contribution to explaining the relationships among variables.

The analysis was carried out through several stages. First, the main concepts were identified, namely employee retention, organizational commitment, and job satisfaction. Second, the dimensions and indicators of each variable were classified. Third, relationships among variables were synthesized to develop a conceptual framework and hypotheses. Fourth, managerial implications were formulated as recommendations for improving employee retention.

FINDING AND DISCUSSION

Operationalization of Concepts

The operationalization of concepts clarifies the dimensions and indicators that can be used by organizations to analyze employee retention through organizational commitment and job satisfaction. The operationalization is presented in Table 1.

Variable	Conceptual Definition	Dimensions	Main Indicators
Organizational Commitment	Psychological attachment between employees and organization that influences the decision to remain.	Affective, continuance, normative commitment.	Pride in organization, emotional attachment, perceived cost of leaving, obligation to stay, loyalty.
Job Satisfaction	Positive evaluation of job and work experience.	Work itself, pay, promotion, supervision, coworkers, work environment.	Meaningful work, fair compensation, career opportunity, supportive supervisor, coworker support.
Employee Retention	Organization's ability to maintain employees and reduce turnover intention.	Intention to stay, loyalty, long-term contribution, low turnover intention.	Desire to stay, recommending organization, commitment to career continuity, low job-search intention.

Table 1. Operationalization of Research Concepts

Organizational Commitment as a Retention Driver

The literature indicates that organizational commitment is a key driver of retention. Employees who feel emotionally attached to the organization tend to show lower intention to leave because they identify themselves with organizational goals. Affective commitment is especially important because it reflects a voluntary desire to remain, not merely an economic necessity. Organizations can strengthen affective commitment by creating a shared vision, involving employees in decision-making, building trust, and recognizing employee contributions.

Continuance commitment can also support retention, especially when employees perceive that remaining in the organization provides career security, benefits, and accumulated value.

However, organizations should not rely only on continuance commitment because employees who stay only due to cost considerations may show lower enthusiasm. Normative commitment can be strengthened through fairness, ethical leadership, employee development, and reciprocal support. When employees believe that the organization has invested in them, they may feel morally obligated to remain and contribute.

Job Satisfaction as a Retention Driver

Job satisfaction strengthens retention by creating positive work experiences. Employees who are satisfied with their job tend to perceive fewer reasons to leave. Satisfaction with work itself can be improved by providing meaningful tasks, autonomy, and role clarity. Satisfaction with pay can be improved through fair compensation and transparent reward systems. Satisfaction with promotion can be improved by providing clear career pathways and development opportunities.

Supervision satisfaction is important because supervisors represent the organization in daily interactions. Supportive supervisors can improve retention by providing feedback, appreciation, coaching, and problem-solving support. Coworker satisfaction is also relevant because harmonious relationships create social attachment and psychological comfort. Therefore, job satisfaction must be managed comprehensively across multiple dimensions.

Integrated Retention Strategy

The integration of organizational commitment and job satisfaction creates a stronger retention strategy. Job satisfaction provides positive evaluation of work conditions, while organizational commitment creates psychological attachment to the organization. If both are strong, employees have both rational and emotional reasons to stay. This combination can reduce turnover intention and improve long-term employee contribution.

Organizations need to design retention programs that do not focus only on financial incentives. Retention strategies should include leadership development, career planning, work-life balance, recognition, employee participation, organizational justice, learning opportunities, and a positive organizational culture. These strategies can improve job satisfaction and strengthen organizational commitment simultaneously.

Synthesis of Literature

No	Source	Main Finding	Relevance to This Article
1	Allen & Meyer (1990), Meyer & Allen (1991)	Organizational commitment consists of affective, continuance, and normative commitment.	Provides the main dimensions of organizational commitment.
2	Porter et al. (1974)	Commitment includes belief in organizational goals, willingness to exert	Explains commitment as a basis for employee retention.

No	Source	Main Finding	Relevance to This Article
		effort, and desire to maintain membership.	
3	Locke (1976)	Job satisfaction is a positive emotional state resulting from job evaluation.	Provides conceptual foundation for job satisfaction.
4	Smith et al. (1969)	Job satisfaction includes satisfaction with work, pay, promotion, supervision, and coworkers.	Provides dimensions and indicators of job satisfaction.
5	Mobley (1977)	Turnover intention develops from dissatisfaction and withdrawal cognition.	Explains why satisfaction is important in retention.
6	Meyer et al. (2002)	Organizational commitment is negatively related to turnover and turnover intention.	Supports the relationship between commitment and retention.
7	Judge et al. (2001)	Job satisfaction is related to performance and positive work outcomes.	Supports job satisfaction as an important employee attitude.
8	Hom et al. (2017)	Turnover is influenced by job attitudes, attachment, alternatives, and individual conditions.	Strengthens the need for integrated retention strategy.

Table 2. Literature Synthesis

Managerial Implications

First, organizations need to strengthen affective commitment by building a positive organizational identity. Employees need to understand organizational values, mission, and strategic direction. Leaders should communicate organizational goals clearly and involve employees in achieving them. When employees feel part of the organization, they are more likely to stay.

Second, organizations need to improve job satisfaction through fair and transparent human resource practices. Compensation must be perceived as fair, promotion opportunities must be

accessible, work roles must be clear, and supervisors must provide support. Satisfaction with daily work experiences can reduce dissatisfaction and turnover intention.

Third, organizations need to develop career and learning systems. Employees are more likely to remain when they see future opportunities in the organization. Training, mentoring, job rotation, career planning, and talent development programs can increase satisfaction and strengthen commitment.

Fourth, organizations need to monitor employee retention indicators regularly. Employee surveys, exit interviews, stay interviews, turnover intention measurement, and engagement assessment can help organizations identify early signals of retention problems. Retention strategy must be evidence-based and adjusted to employee needs.

CONCLUSION

This study concludes that organizational commitment and job satisfaction are important factors in analyzing employee retention. Organizational commitment strengthens retention by creating emotional attachment, perceived cost of leaving, and moral obligation to remain. Job satisfaction strengthens retention by creating positive work experiences related to work itself, compensation, promotion, supervision, coworkers, and work environment.

Employee retention can be improved when organizations manage organizational commitment and job satisfaction simultaneously. Employees who are satisfied but not committed may still leave when better alternatives appear, while employees who are committed but dissatisfied may stay without optimal enthusiasm. Therefore, organizations need to create both satisfying work conditions and strong psychological attachment.

The managerial recommendation of this article is that organizations should develop fair compensation systems, supportive leadership, career development, recognition programs, meaningful work design, participative culture, and positive work climate. Future research can develop this conceptual article into quantitative research by testing the effects of organizational commitment and job satisfaction on employee retention using regression analysis, SEM-PLS, or mediation and moderation models.

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