

Employee Retention through Leadership, Satisfaction, and Support: A Systematic Review

Darmanto¹, Edy Prasetyo², Tomi Riyanto³, Erna Kristiyaningrum⁴, Elisabet Ersi⁵

^{1,2,3,4,5} Departement of Magister Management, Universitas Sarjanawiyata Tamansiswa, Indonesia.

Correspondence: darmanto.9097@gmail.com

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ABSTRACT

This article aims to develop a conceptual model that integrates Employee Engagement, Work Environment, Compensation Practices, and Organizational Support as the main determinants of Employee Retention in the context of modern organizations. The main objective of this study is to map the relationships between variables and formulate interaction patterns that can serve as a basis for empirical research related to employee retention. Using a Systematic Literature Review (SLR) approach, this study identifies patterns of findings and relationships between variables from indexed literature from 2015 to 2025, analysing 125 articles thematically using the PRISMA method. The findings show that Employee Engagement is a dominant factor that consistently plays a role in increasing employees' tendency to stay. A conducive work environment, competitive compensation, and organizational support have been proven to strengthen affective commitment and intention to stay. The four variables interact with each other to form a retention mechanism that is influenced by individual, structural, and psychological factors. This article offers a new conceptual model that links engagement, work environment, compensation, and organizational support in a comprehensive framework, combining theoretical lenses such as Social Exchange Theory, Job Demands–Resources, and Organizational Support Theory.



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INTRODUCTION

Employee retention is a strategic issue in human resource management, especially in the period 2015–2025, when the workforce undergoes significant changes due to digitalization, demographic shifts, and increased career mobility. Organizations are required to retain high-performing employees while creating a work environment that supports well-being, commitment, and long-term loyalty, as the sustainability of organizational performance largely depends on the stability of core talent and the consistency of accumulated competencies (Menezes et al., 2025). This demand is even more relevant for organizations facing rapid change, where successful adaptation is determined by competent and responsive employees who possess a strong sense of belonging. The literature confirms that failure to retain employees can result in significant costs, loss of institutional knowledge, decreased productivity, and weakened organizational competitiveness (Al Kurdi et al., 2020).

Employee retention is also closely related to talent management strategies and organizational sustainability, as HR stability affects an organization's ability to maintain process quality, innovation, and stakeholder satisfaction consistently (Tunio, 2024). Strong retention enables organizations to build collective learning, deepen expertise, and sustain a productive work culture, whereas high turnover rates tend to create uncertainty, repeated adaptation burdens, and decreased team cohesion (Abdul Rahman et al., 2023). In addition to internal effectiveness, retention also influences an organization's reputation in the labor market through employer branding, making it a key factor in attracting new talent and improving cost efficiency in recruitment (Pratama & Jakfar, 2025). Thus, retention is not only an outcome of

HRM practices but also a prerequisite for organizational survival and growth in a competitive and dynamic environment.

Employee engagement (EE) has emerged as a key factor in improving retention, as it reflects the psychological energy and connectedness that drive employees to stay and contribute consistently (Evans-Uzosike & Okatta, 2020). Engaged employees demonstrate strong emotional, cognitive, and behavioral connections with the organization, making them less likely to leave (Wibaselpa et al., 2025). However, engagement does not operate in isolation, as its level is influenced by the work context experienced by employees. The work environment including organizational culture, physical conditions, interpersonal relationships, and work flexibility also determines long-term employee comfort (Hakim et al., 2025).

In addition, fair, competitive, and performance-based compensation plays an important role in retaining employees, especially among the new generation of workers that has become dominant since 2015. Compensation is not only viewed as a financial reward but also as a signal of appreciation, recognition of contributions, and clarity of economic prospects that support career sustainability (Sorn et al., 2023). Organizational support including supervisor support, career development opportunities, and recognition strengthens the reciprocal relationship between employees and the organization (Ferdiana et al., 2023). Such support is also essential for maintaining mental health and work functioning, particularly under high workloads or rapid organizational change.

Although many studies have examined employee retention, most focus on one or two variables in isolation, resulting in a fragmented understanding that fails to capture the interrelated dynamics of retention in the modern work context. The integrative relationships among engagement, work environment, compensation, and organizational support have not been comprehensively synthesized. Therefore, this article conducts a systematic literature review (SLR) to provide a comprehensive overview, identify relationship patterns, and address research gaps. The proposed conceptual model offers theoretical contributions and serves as a foundation for future empirical research.

LITERATURE REVIEW

Employee Engagement

Employee Engagement refers to the psychological and emotional involvement of employees in their work and organization (Bantam, 2022). This concept emphasizes a mental state characterized by work energy, focus, and affective connectedness, so that employees are not only physically “present” but also engaged in meaning and purpose (Bantam, 2022). In the framework of organizational behavior, engagement is often understood as a condition that encourages employees to fully express themselves in their work roles, strengthen the quality of their contributions, and build healthier working relationships (Ubaydillah & Puspitadewi, 2023).

Literature from the 2015–2025 period shows that engagement is a major predictor of retention, influencing the intention to stay through increased commitment and job satisfaction. Engaged employees tend to view the organization as a place where they can grow, making their decision to stay more stable and less susceptible to external offers (Presbitero et al., 2025). In addition, engagement is also related to the formation of repeated positive work experiences such as a sense of achievement, being valued, and having control which cumulatively reduce turnover intention and increase long-term loyalty (Wibaselpa et al., 2025).

Work Environment

The work environment, whether physical, social, or psychological, has a significant impact on employee comfort. A safe and decent physical environment helps employees work without unnecessary additional burdens, such as poor facilities or safety risks (Bergefurt et al., 2022). Meanwhile, the social and psychological environment is reflected in how people interact, the quality of communication, and whether employees feel safe to speak, ask questions, or propose ideas without fear of being embarrassed (Nofiyanti et al., 2025).

A positive work environment increases a sense of security, ease of work, and interpersonal harmony, which ultimately strengthens retention (Ok et al., 2025). When employees feel psychologically secure, they are more courageous in expressing ideas, admitting mistakes, and learning, so that work pressure becomes more adaptive (Ok et al., 2025). At the same time, ease of work and harmonious interpersonal relationships reduce daily friction, maintain emotional stability, and strengthen the sense of belonging, which together encourage employees to see the organization as a place worth staying in (Dirk et al., 2025).

Compensation Practices

Fair and competitive compensation is not limited to financial aspects, but also includes benefits, work flexibility, and various forms of non-financial rewards (Sorn et al., 2023). For many employees, compensation represents the way an organization recognizes and appreciates their contributions (Julianto et al., 2025). Therefore, compensation is not merely perceived as a nominal value on a pay slip, but as a reflection of the organization's commitment to a decent standard of living, security, and attention to the balance between work demands and employees' personal needs.

The literature confirms that compensation functions as a control mechanism and long-term motivation (Tanjung et al., 2025). As a control mechanism, compensation directs work behavior through incentive structures, performance indicators, and clarity of rewards for results; while as long-term motivation, compensation shapes perceptions of fairness and future prospects that influence retention decisions (Tanjung et al., 2025). When compensation is perceived as transparent and consistent, employees tend to feel economically secure and symbolically valued, thereby increasing retention and decreasing turnover intention (Zai et al., 2025).

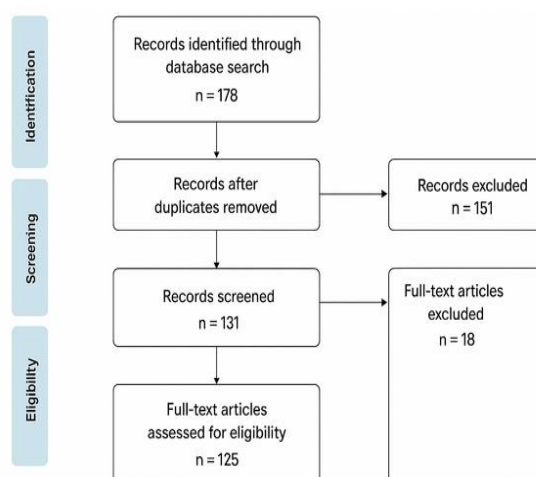
Perceived Organizational Support

Perceived Organizational Support (POS) reinforces the reciprocal relationship between employees and the organization (Zai et al., 2025). POS emphasizes the perception that the organization cares about employee welfare and values their contributions, which then triggers a psychological response in the form of a sense of belonging and a moral obligation to reciprocate through performance and loyalty (Zai et al., 2025). In practice, POS is reflected through the quality of supervisor support, access to development, policy fairness, and meaningful recognition of work results.

Strong organizational support has been shown to strengthen employee trust and commitment, which ultimately reduces turnover intention (Likardo & Praningrum, 2025). Trust is not formed solely from the existence of formal policies, but from the consistency of support that is truly felt and aligned with the real needs of employees (Solihin et al., 2025). Under these conditions, commitment develops more deeply because employees perceive the working relationship as a reciprocal relationship of mutual support, so that the decision to stay is not only emotional, but also rational and sustainable).

RESEARCH METHODS

This study uses a Systematic Literature Review (SLR) approach with reference to the PRISMA guidelines to ensure that the process of identifying, selecting, and synthesizing literature is carried out systematically and transparently. The articles analysed were obtained from various reputable databases, namely Scopus, Web of Science, ProQuest, ScienceDirect, and national journals indexed by SINTA. Inclusion criteria were established to maintain the focus and quality of the literature reviewed, namely articles published between 2015 and 2025, discussing the theme of employee retention, and addressing the variables of engagement, work environment, compensation, and organizational support. The articles accepted included empirical and conceptual studies, with the stipulation that all journals must be indexed in Scopus Q1–Q4 or SINTA 1–2. These criteria ensured that the literature analysed had high scientific standards and strong relevance to the research context.



Picture 1 PRISMA Systematic Literature Review Flowchart

RESULTS AND FINDINGS

Employee Engagement as a Key Factor in Retention

Employee engagement is the most consistent predictor of employee retention. Employee engagement is understood as the psychological and emotional attachment of employees to their work and organization, which is reflected in their level of work energy, dedication, and cognitive involvement (Evans-Uzosike & Okatta, 2020). Engaged employees tend to have higher commitment, better job satisfaction, and strong emotional attachment, thereby reducing their intention to leave the organization (Wibaselppa et al., 2025).

This finding is in line with the research by Rahman et al. (2024), which states that engagement functions as an internal mechanism that connects positive work experiences with long-term retention decisions. Another study by Dewi & Rahyuda (2025) also shows that engagement acts as a mediator between human resource management practices and intention to stay, especially in the context of dynamic modern organizations. Employees who feel that their work is meaningful and in line with their personal values will tend to view the organization as an important part of their identity.

Furthermore, several studies emphasize that engagement is not only individual in nature but is also influenced by social context and leadership. Adhithara et al. (2025) assert that a work environment that allows employees to express themselves authentically will strengthen engagement and ultimately increase retention. Thus, engagement serves as a psychological foundation that bridges individual needs and organizational goals in retaining quality workers.

Work Environment Increases Intention to Stay

An inclusive, flexible, and supportive work environment contributes significantly to increasing employees' intention to stay. A positive work environment creates psychological safety, which is the feeling of being safe to express opinions, try new things, and make mistakes without fear of negative consequences (Ok et al., 2025). In addition, physical and social comfort in the workplace also reinforces employees' perception that the organization cares about their well-being (Dumitriu et al., 2025).

Previous research by Wowor & Dewi (2022) confirms that psychological safety is an important prerequisite for employee engagement and job continuity. Another study by Dirk et al. (2025) found that harmonious interpersonal relationships between coworkers and supervisors play a major role in shaping employee loyalty, even when job demands are relatively high. Thus, it can be concluded that a healthy work environment allows employees to build meaningful social relationships, which are often the main non-financial reason for staying.

Additionally, work flexibility, such as arrangements for work time and location, is increasingly seen as an important component of the modern work environment. Research by Rangaraj & Rajini (2025) shows that flexibility improves work-life balance and reduces work fatigue, which in turn strengthens the intention to stay. These findings indicate that the work environment is not merely a physical context, but a socio-psychological ecosystem that influences employees' career decisions.

Compensation Practices Strengthen Long-Term Retention

Fair and competitive compensation plays a role in strengthening retention, especially in the long term. Compensation is not only understood as salary, but also includes benefits, incentives, non-financial rewards, and work flexibility (Sorn et al., 2023). Thus, organizations that can offer comprehensive and fair compensation not only gain employee satisfaction, but also increase the resilience and stability of their work teams in the long term.

Research by Che Malek et al. (2025) confirms that perceptions of compensation fairness have a direct influence on job satisfaction and intention to stay. Another study by Sorn et al. (2023) shows that compensation acts as a “stabilizer,” a factor that keeps employees from leaving despite work pressures or external opportunities. In this context, competitive compensation provides a sense of security and recognition for employee contributions.

Che Malek et al. (2025) also highlight that financial compensation needs to be balanced with the fulfillment of psychological needs in order not to lose its motivational power. Compensation that focuses solely on financial aspects can lose its relevance if it is not accompanied by holistic recognition of employee contributions. Therefore, compensation practices that are integrated with career development and performance recognition have proven to be more sustainable in supporting employee retention.

Perceived Organizational Support Builds Loyalty and Commitment

Perceived organizational support is an important factor in building employee loyalty and commitment. Organizational support is reflected through attention to welfare, policy fairness, and the availability of resources to help employees carry out their roles (Jing & Yan, 2022). When employees feel supported, they tend to develop stronger emotional bonds with the organization (Jing & Yan, 2022).

This finding is consistent with Social Exchange theory, which states that the relationship between employees and organizations is reciprocal (Ahmad et al., 2022). Perceived support will encourage employees to respond with positive behavior, including commitment and the desire to stay. Research by Siddiqi et al. (2024) also shows that organizational support reduces turnover intention by increasing feelings of appreciation and trust in the organization.

Furthermore, organizational support has proven to be increasingly important in uncertain work situations. Recent studies emphasize that policies that are empathetic and responsive to employee needs strengthen the moral obligation to remain (Georgiadou et al., 2024). Thus, organizational support functions as a relational glue that maintains the sustainability of employment relationships in the long term.

Integration of Four Variables Forms a Comprehensive Retention Model

The SLR results show that employee retention cannot be explained by a single variable. Engagement, work environment, compensation, and organizational support interact with each other to form a complex and dynamic retention mechanism. The articles analysed confirm that retention strength emerges when all four variables are present simultaneously and reinforce each other.

Previous research by Shafique et al. (2025) states that fragmented retention models tend to produce partial and less contextual understanding. Conversely, an integrative approach allows organizations to understand how psychological, social, and economic factors work simultaneously in influencing employee retention decisions. A meta-analysis study by Gelencsér et al. (2024) also reinforces that variable combinations have higher predictive power than single factors.

Thus, this SLR confirms the need for a comprehensive, system-based retention model. The integration of engagement, work environment, compensation practices, and organizational support provides a more realistic conceptual framework for explaining employee retention behavior in modern organizations. This model is not only theoretically relevant but also offers practical implications for sustainable human resource management)

DISCUSSION

The findings reinforce Social Exchange Theory (SET), in which retention is the result of a reciprocal relationship between the organization and employees. Employee Engagement serves as the psychological foundation, while the work environment and organizational support are structural supporting factors. Compensation acts as a long-term reinforcer.

The integration of the findings also supports the Job Demands–Resources (JD–R) model, in which the four variables act as key resources that reduce fatigue and increase motivation.

Table 1 Systematic Literature Review Article Search and Screening Strategies

Database	Key Keywords	Operator Boolean	Initial Results	After Duplication	After Title & Abstract Screening	Article Final
Scopus	“Employee retention”, “employee engagement”, “work environment”, “organizational support”, “compensation”	(“employee retention”) AND (“engagement” OR “work environment” OR “organizational support” OR “compensation”)	72	63	52	49
Web of Science	“Employee retention”, “work environment”, “organizational support”	(“employee retention”) AND (“work environment” OR “organizational support”)	41	36	29	27
ProQuest	“Employee retention”, “compensation”, “engagement”	(“employee retention”) AND (“compensation” OR “engagement”)	33	28	24	23
ScienceDirect	“Employee retention”, “organizational support”, “engagement”	(“employee retention”) AND (“organizational support” OR “engagement”)	22	18	15	14
SINTA 1–2	“Employee retention,” “work environment,” “organizational support,” “compensation”	(“employee retention”) AND (“work environment” OR “organizational support” OR “compensation”)	10	9	11	12
Total			178	154	131	125

CONCLUSION AND RECOMMENDATIONS

Conclusion

This SLR study confirms that employee retention is influenced by four main variables, namely employee engagement, work environment, compensation practices, and organizational support, which interact synergistically in shaping employees' decisions to stay. Employee engagement has been proven to be the most dominant factor in predicting retention, where employees who feel emotionally and psychologically involved in their work have higher levels of commitment and are more likely to stay. An inclusive, flexible, and supportive work environment significantly increases intention to stay by creating a sense of security and psychological comfort for employees. Fair and competitive compensation, which includes not only salary but also benefits, incentives, and flexibility, serves as a long-term retention enhancer by providing a sense of appreciation and security. Organizational support perceived by employees acts as an emotional connector that encourages employee loyalty and commitment to stay. The conceptual model developed in this study positions employee retention as the result of integrated psychological, structural, and economic mechanisms, so that the decision to stay cannot be understood partially, but rather as a cumulative process of meaningful, fair, and employee-wellbeing-oriented work experiences.

Recommendations

Further research is recommended to empirically test this conceptual model using the Structural Equation Modelling (SEM) approach, either through SEM-AMOS or PLS-SEM, to obtain stronger validation of the relationships between variables. In addition, other variables such as work-life balance, career development, and psychological empowerment can be considered as mediators or moderators to

enrich the understanding of employee retention mechanisms. Cross-country and cross-sector studies are also important to capture the influence of cultural differences, industry characteristics, and organizational contexts on retention patterns, so that the research findings have broader theoretical relevance and practical implications for human resource management in various organizational contexts.

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