



Empirical Models Determinant Employee Commitment and Retention Determinants in Shopping Centers: A Case of Indonesia

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ABSTRACT

One of the business strategies to win the competition is to recruit the best employees and retain potential employee's possessed by the organization to still faithful to the organization. Determinants of employee commitment and retention conclude by transient that organizational communication factors, leadership roles, and employee training aspects are highly considered to resolve employee problems in the organization. In this context, an empirical study in the shopping centers to examine the most significant determinants of commitment factors and their implication on employee retention. This paper takes a quantitative approach, with participants from one shopping center in a big city in Indonesia, with of final sample of 169 usable data observations. Data analysis methods take structural equation modeling with a confirmatory factor analysis approach. The findings confirm that organizational communication and training have relevance to employee commitment and retention determinants. Hence, organizations are required to consider those affecting determinants to retain their commitments. It is believed that it adds literature on retention determinants as well as builds awareness in decision-makers on focus to evaluate various leadership styles in manager owns to reach organization sustainability.

Keywords: Employee Commitment, Retention Determinants, Organizational Communication, Training

JEL Classifications: C30, D22, M54

1. INTRODUCTION

In common, creative employees will be encouraged to remain in the organization, while fewer employees with low productivity supported to move or leave from one workplace to another (Al Kurdia et al., 2020). Some of the excuses that cause turnover include issues with low compensation, poor relationships between superiors and subordinates, incompatibility between employees and top management, employee performance not being recognized by leaders in organizations, problems when changing assignments, assignment time that does not cover, and feelings of insecurity experienced by employees, and another reason (Silva et al., 2019, hal. 46). Common concerns expressed by practitioners and professionals as causes for not sustain with an organization are financial instability and growth (Ong et al., 2019). This problem can be overcome by job satisfaction which is the hope of employees so that low compensation, low employee participation,

organizational decisions that do not represent all parties in the process, absenteeism issues, technology adoption, and welfare will shape work morale or determine organizational commitment.

Nowadays, the purpose of employee retention is a consideration in all global industrial circles to avoid turnover in the workforce at the end of 2023 as we enter the VUCA (volatility, uncertainty, complexity and ambiguity) era. Based on the latest release in the Organizational Wellbeing Report, by Arthur J. Gallagher & Co. in 2023 in the "Benefits Strategy and Benchmarking Survey," which survey involving more than 4000 participants concluded that one of the trends that is the focus for consideration and formulation of HRM strategies is "retention reigns" which is the main priority in the organization's daily activities, how to retain an employee's talent exceeds income for the business, and 20% of companies experience turnover problems of 1/3 of the number of employees in their workplace. Then, other things that are the

main focus of HRM are human resource technology being the main priority, monitoring DEI (diversity, equity and inclusion) in achieving organizational leadership accountability, upgrading the sum of employees per year to the next year and medical and pharmaceutical costs, which continue to increase (Bennett, 2023).

Rise assert for human resources and appealing business rivalry will become triggers that require companies must able sustain and creative in developing strategies to acquire quality workers. One of implement the business strategy to win the competition is to recruit the best employee and retain potential employee's possess by the organization to still faithful to the organization. Some of the challenges that organizations face to retain talented employees are development of career employment, globalization and information era, workplace well-being, industry competitive, and new employment landscape (Mohamad Mazlan and Jambulingam, 2023). Organizational commitment find out as the tiers to which a person can recognize himself as part of an organization. Steers (1977), define a employee commitment us a sense of identification, involvement and loyalty expressed by an employee (Al-Jabari and Ghazzawi, 2019). Employees certainly want change and commitment to the organization. According to a survey report released by Gallup, Inc. State of the Global Workplace in 2023, which asked employees about their hopes for a better workplace, employees expressed their hopes for a better workplace, focusing on salary/benefits, welfare, culture/engagement (85%), gaining more recognition from the organization, fair treatment, better management conditions, and opportunities for learning and development (41%), improvements in compensation such as salaries and benefits (28%), and health support, work-life balance, and flexibility (16%). Respondents concluded that there was fair treatment, greater recognition, clearer goals, improved management, and opportunities to learn and develop themselves.

Furthermore, apart from the issue of employee retention and talent, employee productivity is the main target where the company and workforce must be able to build employee trust which ultimately has an impact on employee commitment. Based on the latest release in Global Talent Trends, by Mercer LLC earlier this year in a survey involving 84 investors, 9449 employees, 1920 HR leader's, 45 C-Suite executives from 17 geographies and 16 different industries concluded that one of the trends in focus for one thing to pay attention to is employee confidence, 44 percent of the survey results stated that improving the analytical capabilities of the organization's HR/employees with the challenge of redesigning jobs to combine artificial intelligence (AI) and automation is the company's hope for increasing productivity, because without AI corporate sustainability cannot be achieved. Kate Bravery added that re-orienting HRM strategies is important to develop work models that are more inspiring, less time and energy consuming, and achieve a sustainable vision (Bueno, Juan Carlos). Therefore, the hope of employees to achieve their work commitments is to be proud of the place where they work, have a work environment that encourages career planning and development, and have leaders who support what their employees do. The human resource training and development (T&D) structure of an institution is a key system in ensuring the ability, skills, and approach that are essential to

attain organizational goals and form a competitive advantage (Chamoli and Sangeeta, 2019).

Several of the business sectors impacted i.e., the hotel and tourism services sub-sectors and retails of shopping centers industry as global Covid-19 pandemic. Based of a report notify from Datassential, 10% of all restaurants in the US have closed timeless ever during the starting in the era pandemic. In addition to large-scale restaurants, 16.2% of independent restaurants have closed permanently, compared to chain restaurants. Food trucks were the most impacted, with 22.5% permanently closing. In France, 15.3% of restaurants closed permanently, while in the District of Columbia, the figure was 14.9% (Samantha Des Jardins - PR Newswire's, 2021). A report from Across: The Europe Placemaking digital magazine noted a decline in traffic on highways and city centers in the UK and Europe following the implementation of lockdown measures at the start of the Covid-19 pandemic. The retail industry's transition to a multi-purpose and multicultural model is quite rapid, with online order systems in the last few weeks experiencing an increase of 129 percent and this concept will likely continue to develop after the Covid-19 pandemic (Wilson-MacCormack, 2021).

News release from Daily Mail Online from England in 2022 is facing a difficult era impacting 5 years. Since 2021, it has been recorded that on average throughout the year 47 shops closed, and 5500 of them went bankrupt. The Centre for Retail Research concluded that the number increased by almost 50% in 2022, viz. 17,145 compared to 2021 of 11,499 along highways and several other locations (Bazaraa and Mailonline, 2023). The impact of Covid-19 in the nation's capital of Indonesia. In 2021, where the Chairman of the Regional Leadership Board of the Indonesian Hotel and Restaurant Association (PHRI), Sutrisno Iwantoro, is not agreed with the policy counsel to implement a lockdown on the weekend in the beginning years in DKI Jakarta. The Covid-19 pandemic has induced thousands of restaurants and hotels to close, leading to decreased business expenses for hotels and restaurants. On the other side, the Chairman of the Indonesian Shopping Center Association (abbr. in Indonesia - APPBI), Alphonzus Widjaja, guarantees that malls or shopping centers are not clusters for the spread of Covid-19. The potential loss of income of 1 trillion in a month if the PPKM policy is continued also has a big impact on the losses that retailers experience when they don't carry out operations in their business (Mery Handayani - VOI, 2021; 2021).

Human resource management service is required and of course, must be ready to deal with this alter implication of an era of Covid-19 so that it can exist and be sustainable for future years. Building strong communication in an organizational context determinant to these circumstances becomes one of the most effective ways to adapt to the changes in a pandemic so that organizations have the necessary capabilities. A leader from one of the shopping mall industries in a big city in Indonesia, which has main departments such as housekeeping, food and beverage, front office, HRD/personnel, and security, should adopt various styles of communication to align with his employees and demonstrate leadership to enhance their commitment and achieve objectives,

especially in the sustainable aftermath of the Covid-19 pandemic. It is important to assess the predispose of training, employee commitment, and employee retention according to the phenomena mentioned above, news, magazines, and reports from global consultants, both during and after the Covid-19 pandemic, to achieve sustainability and agility in human resources management in the current digital era and Industry 4.0. Determinants of employee commitment and retention indicate that organizational communication factors, leadership roles, and employee training aspects are highly important in resolving employee issues within the organization. Furthermore, organizations may face the risk of losing competent employees with valuable skills, making this indicator crucial for human resource management to consider as a key to organizational success (Ong et al., 2019). In this context, an empirical study in shopping centers examines the most significant determinants of commitment factors and their impact on employee retention, as there has been limited research on testing the determinant of both in this industry.

2. THEORETICAL FRAMEWORK

2.1. Organizational Communication

Communication enacts an essential role for organizations when facing changes both internally and externally. Human resource appears essential part of advancing commitment in organizations, in the take on the workforce, primary demographic, technological, and other changes. According to Putnam and Mumby (2014) define an organization as a system that influences and is related to one another, and is a component for management to carry out monitoring and coordination activities between individual levels of employees who are involved in the organization (Bisel et al., 2022). The scope of communication studies includes 17 elements such as communication skills, power and influence, communication networks, language and message, information flows and channels, technology, interpersonal relations, communication and management styles, decision-making and problem-solving, culture, and symbolism, the interconnectedness of the communication environment, structure, uncertainty and quality of information, group dynamics, interculturality, ethics, and climate.

Conrad in Tubbs (2012) identified communication functions including: (1) command function, relating to the rights and obligations to discuss, receive, interpret, and act on an order; (2) relational function, creating and maintaining personal relationships with other organizational members; and (3) ambiguous management function, regarding choices in organizational situations that are often made in unclear circumstances (Siregar et al., 2021, hal. 68). In carrying out relational functions, creating and maintaining personal relationships with other organizational members, the Society for Human Resource Management (SHRM) in a frequent survey of HR professionals in (2016) deduced that the factors of job satisfaction and employee complicity are very essential to consider to present prospects for employees by communicating clearly and consistently, this will help organizations to see the prospects and commitment of their employees (Miheso and Mukanzi, 2020). To avoid employees' reasons for turnover intentions as individual motivation, organizations must be able to

maintain and manage this condition by developing better ways of increasing organizational commitment, not only by guaranteeing better compensation for employees but also by ensuring that they have reasons to stay committed to their work (Ong et al., 2019).

Meyer dan Allen (1997) argues that it is necessary to comprehend new relationship patterns, policies and procedures in the work context, the relationship between intrinsic motivation, job characteristics and affective reactions so that they influence each other to increase work commitment at the organizational level on an on-going basis. Organizational commitment leads to efficiency in managing human resources and a complete understanding of organizational goals and values (Miheso and Mukanzi, 2020). Organizational commitment is classified into three dimensions: normative, continuance, and affective commitment (Figure 1).

2.2. Leadership Style

According to Northouse (2019, page 3) leadership is a phases in which a person predisposes another to retain set objectives, involving interplay among the leader and his followers, where the leader is responsible for directing and motivating his followers towards achieving a common goal. Robbins and Judge (2019, hal. 249) defined leadership as achieving a vision or goal that is formally established, as done by the managerial ranks within an organization. Without leadership and direction, the connection between individual and company objectives may be weak. These conditions may give rise to situations in where individuals work to achieve their personal purposes, whereas the organization makes inefficient in reaching planned purposes.

A leader should adjust their leadership style to motivate their team because a leader's impact is essential for an organization to achieve its objectives (Table 1). Companies often use gifts or rewards as tools to motivate employees. Leadership styles vary among individuals, cultures, and countries, but regardless of the style, the effectiveness of leadership lies in the ability to understand and influence the people being led to work in a positive manner. According to French Jr. and Snyder (1978), there are several types of strength a leader in, enclosing legitimate management, reward, coercive, expert, and referent power. An effective leader decides ways to apply his control helpful. Additionally, there are 14 qualities of a leader, namely: knowledge, courage, integrity, positivity, decision-making ability, wisdom, fairness, resilience, trustworthiness, initiative, attitude, altruism, loyalty, and ability to empathize (Gibson et al., 2012).

According to Klein and House (1995), charisma is defining a product of unity that exists in the relation among a leader who has charismatic qualities and his own qualities. The charismatic leadership style plays a role in helping leaders to inspire its employees and expand their abilities in general. Charismatic leader, this involves dealing with decisions and risks and using personality and his communication to gain the admiration of his followers (Wilson, 2022). The transformational leadership style is considered modern leaders who create a style that makes the people they lead aware of their performance and role in the organization, appreciating individual achievements to motivate the people they lead.

2.3. Training

Robbins and Judge (2019, hal. 21) describe the following leadership styles: (1) charismatic leadership style is a style that inspires followers to exhibit heroic or exceptional qualities when they observe specific behaviours of their leader. (2) Transactional leadership style motivates followers to achieve goals by explaining tasks and the requirements of each role. (3) Transformational leadership style motivates followers to go beyond their personal interests and can have a significant impact on their personalities. (4) Visionary leadership style involves a leader who is adept at creating and communicating an attractive, realistic, and credible vision for the future of the organizational unit, fostering improvement and development. (5) Democratic leadership style involves the leader engaging in discussions with subordinates to tackle challenging tasks, ensuring that subordinates feel valued for their ideas and opinions and gain experience in handling complex problems. This approach encourages subordinates to act out of a sense of responsibility rather than coercion, driven by an awareness of their duties.

Ozkeser (2019) added that training programs are a measure for employees provided by the company and become an investment in facilitating employees for adaptation and sustainable development in the current environment or conditions, then training will help solve and make decisions for employees so they can improve their abilities. Besides, training will help the organization to be successful and contribute to increasing the knowledge and skills needed and become a prerequisite during the transition period, and training is the most important part of achieving organizational success in the future (Elkhdr, 2019). Training programs are one of the essential activities in the context of developing human resources for organizations. One of these activities focuses on improving employee skills and abilities, encouraging creativity and knowledge to provide support to the organization. The development of this training will involve organizational investment in human resource work programs, coaching, career planning, and work practices (Opeke and Mayowa-Adebara, 2020).

3. EMPIRICAL REVIEW

3.1. Organizational Communication Determinants to Commitment and Retention

Organization communication style can affect organization member attitudes and behaviors in a positive way. Limited studies were undertaken by researchers to explore the impact of organization communication and employee commitment. For example, Syakur et al. (2020) in context of educational institution in Uganda and Indonesia demonstrate that communication measurements with work oriented and organization communication. The results revealed that work-oriented communication significantly affects employee and organizational commitment positively. Miheso and Mukanzi (2020) conducted research in the context of the Kenya National Library Service, assessing dimensions of communication including social, innovation, and task-related (instructional information). The study obtained that organizational communication was a significant prophesying but only the communication mode dimension influencing employee commitment when measured simultaneously. The

employee communication dimension is closely related to employee commitment, emphasizing the importance of promoting communication practices that drive organizational commitment.

Tomazzoni et al. (2020) study on shopping malls in Brazil examines the commitment, entrenchment, and consent of workers with an exploratory and qualitative approach. The findings reveal that organizational ties influence attitudes and forms of individual commitment in different workplaces. Zito et al. (2021) study on Italian workers during the COVID-19 pandemic emergency with three indicator measurements of the Copenhagen Psychosocial Questionnaire (COPSOQ) which highlights the power of protective organizational communication that may trestle the impact of techno-stress and increase an individual wealth and self-efficacy. Furthermore, Mações and Román-Portas (2022) employee's at the hospitality sector in Portugal which use of the Communication Satisfaction Questionnaire (CSQ) viz. upward communication, downward communication, reliability of information, and quality of information. As a result, an organization communication has a significant influence on leadership and employee commitment and is positively linkage in organizational change. Further, it is a precious valuable and required oncoming to manage change, by understanding the prophecy of organizational alteration, and by revolving how individual antecedent efforts attain this organizational change. However, from various industries spread on the U.S. in the context of full-time employees studied by (Lee and Kim, 2022), found that the CEO's task-oriented behaviour does not have a relevant effect on communication. Instead, it enhances affective commitment and employee behaviour. In this context, organizational communication and employee commitment in their relationship are stated in the first alternative hypothesis.

Organizational communication can positively impact organization member attitudes and commitment, leading to improved employee retention. Limited studies were undertaken by researchers to probe the implication of organization communication and employee retention. For example, Mahadi et al. (2020) conducted a conceptual paper in the context of Malaysian organizations, providing recommendations for encouraging employees to participate in activities that foster closer relationships with their supervisors, colleagues, and subordinates. This improved communication can enhance understanding within the organization and help identify new strategies to enhance employee retention programs. Furthermore, Gelencsér et al. (2023) conducted a study in Hungary involving employees from various job roles, sectors, domains, and positions. They used Spector's (1985) Job Satisfaction Survey to measure employee well-being, focusing on factors such as good communication, unclear organizational goals, and employee ignorance of organizational goals. The findings indicated that effective communication was the most significant predictive factor in reducing employees' intentions to leave. The relationship among organizational communication and employee retention from this paper is stated in a second alternative hypothesis.

3.2. Leadership Style Determinants to Commitment and Retention

Besides a organization communications, leadership style can affect positive to the organization member attitudes and behaviors.

Limited studies were undertaken by researchers to probe the leverage of leadership style and employee commitment. For example, such as Abasilim et al. (2019) studied in Nigeria employee's of Lagos State Civil Service Commission (CMC) which use of transformational, transactional, and laissez-faire leadership style which concludes its empirical findings that impact of transformational leadership style as positively, whilst laissez-faire and transactional leadership style respectively have an insignificant negative and positive influence on employee commitment. (Mqomboti, 2018), study from four retail stores of one of Mall in South Africa to the subordinate employees which use of Multifactor Leadership Questionnaire (MLQ 5X), which inferred that leadership with a transformational style had a more significant influence than leadership with a style transactional towards continuance and normative commitment.

Bhatti et al. (2019), of studied employee commitment in hotel industry sector of Pakistan with 6 indicator measurement of participative leadership for encouraging ideas and suggestions for making decisions. As a result, an employee get appraise the personality traits of a participative leader which is strengthened by ongoing commitment helping to carry out subsidiary role behavior sans worry of being employed by the leader's. Furthermore, Ribeiro et al. (2020), studied customer orientation in the hospitality sector in Portugal which assesses the dimensions of balanced information processing, internalized moral perspective, relational transparency, and authentic leadership self-awareness. As a result, an authentic leadership's able to positively respond to the orientation and with affective commitment which influences both. Yuan et al. (2022) studied the Coronavirus crisis on employee's commitment to main tourists at five-star hotels, in four big cities in China, which utilize transformational leadership and trust factors. As a result, the perception of transformational leadership has become determinant of trust in leadership and affective commitment as positively. In this paper, the relationship among leadership style and employee commitment is stated of a third alternative hypothesis.

Leadership style can affect organization member attitudes and commitment in a positive way, leading to improved employee retention. Limited studies have been undertaken by researchers to probe the cause of leadership style on employee retention. For example, Geh Ming (2021) studied employee retention in the hotel industry sector of Sarawak, Malaysia, assessing the dimensions of servant, directive, participative and laissez-faire leadership styles. The findings indicated that directive and servant leadership styles emerged as predictive factors relevant to employee retention. Effective leadership behaviors are essential for retaining talented employees in the hotel industry. In a study by Nazarian et al. (2022) about intention to leave in USA, UK, Italy and Spain country at hotel sector employee's which assesses the element of distributive justice and procedural justice. As a result, procedural justice with intention to leave any country is have no relation use four these countries. Ethical leadership has not a significant implicate to the job satisfaction and organizational justice in the UK, in contrast to the findings from another of three countries. Distributive justice has a significant relate of intention to leave in UK and US (Anglo cluster) country, whilst in the context of (Latin European cluster)

i.e., Italy and Spain country, findings that no specific relate as significantly. This paper presents the relationship among leadership style and employee retention as the fourth alternative hypothesis

3.3. Training Determinants to Commitment and Retention

Besides leadership style, training can also affect organization member attitudes and behaviors in a positive way. Limited studies have been undertaken by researchers to explore the implications of training on employee commitment. For example, Ahmad et al. (2019) demonstrate that training and development from 8 item measured of manager support affect a employee in context of hotel industry in Malaysia. The data analysis findings represent a significant relationship among training and commitment, while the strengthening of coworker relationships and knowledge-based loyalty, leading to increased individual and organizational effectiveness by enhancing employee abilities.

Pham et al. (2019), conducted a study on employee commitment at four or five-star hotels in Vietnam, using six indicators to measure environmental training (Green Training). The study focused on the quantity of environmental training provided to employees, the frequency of training on environmental matters, and the regularity of environmental training. As a result, the two-way interaction between environmentally friendly training and organizational culture openness employee commitment to the environment friendly, specifically of green organizational culture an extent high and as average. Furthermore, Iftikhar et al. (2021) studied of employee environmental commitment in hotels registered with the Securities and Exchange Commission of Pakistan (SECP), the researchers explored the implications of Green HRM on Service Recovery. This finding show that training as a significant strength of predictors to the employee environmental commitment besides performance appraisal and recruitment. Then, Alola et al. (2022) studied at hotel industry in Turkey on organizational citizenship behavior (OCBE) and Ability-Motivation-Opportunity (AMO) theory, with 6 indicator measurements of environmental training (Green Training), who in total environmental training is given to employees, occasioning trained on environmental matters, and get environmental training oftentimes. As a result, there is a positive relate effect on the green training and OCBE for hotel employees in Vietnam. But it's the other way around, in the context of Chemical Recovery Plant (CRP) a corporate of steel industry in Cilegon, Indonesia studied by Pramono and Prahiawan (2022), found that training had a significant positive impact on competence but had an insignificant effect on employee commitment. In this paper, the linkage among training and employee commitment is stated of fifth alternative hypothesis.

Training can affect organization member attitudes and commitment in a positive way to relieve employee retention. Limited studies were undertaken by researchers to investigate the causes of training and employee retention. For example, Abba (2018) and Dudu Isa (2021) demonstrate that training and development measurements affect a employee retention in Bauchi State Metropolis Banks of top and middle level staff, Nigeria and in Micro Finance Institutions in Rukun Giri Discript, Uganda.

Assesses the construct of training and development is considered, employees are promoted to share training experiences, and stay work in organization as from clearance about forward education and use of dimension of on-job, off-job, and challenges training practises. As a result, findings show that training and development has a relate to the employee retention as positively. It means that training and development of the bank employees will added, the opportunity of the employees' being retained. As well as, off-job training practice is an imperative tool necessary for the retention of employees. Furthermore, Elsafty and Oraby (2022) study of employees retention in private sector in Egypt which 4 indicator measurement of training and development viz. there are promotional opportunities, opportunities to develop personal skills, opportunities to use abilities and good training received from the company. The training and development yield, then also job satisfaction influence towards employee retention as positively. Then, Bresk research in (2023) in the context of London, with literature review and desktop methodology. The results explain that an effective training program must be conformed to the particulars required of employees and the organization, use a type of training methods, periodically to make sure its effectiveness. Overall, the findings recommend that human resource training as tool for measurement for diminishing employee turnover. In this paper, the linkage among training and employee retention is stated of sixth alternative hypothesis.

3.4. Employee Commitment Determinants to Employee Retention

Employee commitment can impact organization member attitudes and behaviors in a positive way to reduce employee retention. Limited studies were undertaken by researchers to probe the impact of training and employee commitment. For example, Khan (2018) use dimension of Organizational Commitment Questionnaire (OCQ) developed by Meyer and Allen in (1997) to assess employees' attitudes and feelings towards their organization in the private sector in the UAE. The data analysis findings conducted by Khan aimed to assess the strength of predictors of employee retention based on employee commitment. Tadesse (2018) conducted a study in the public sector of Ethiopia, while Bhati and Borde (2021) studied organizations in India. Both of them, comprehend the viable of employee commitment and retention which managers carry actions to avert the job diverting of their main talents. The data analysis findings that the factors are allowing in the present study illustrate significantly employee retention is employee commitment.

Chatzoudes and Chatzoglou's (2022) study involves five diverse European countries with 7 indicator measurements of employee commitment, consisting of a strong sense of belonging, a sense of pride, an emotional bond, feelings of guilt when leaving the current organization, the importance of the organization to employees, feeling like they have a debt with the organization, and feeling it when the organization faces problems. The study emphasizes that employee commitment is highly determinant, based on high job satisfaction and employees' intention for current work, while also focusing on the mechanisms that affect employee retention. Sija's

(2022) study on private healthcare workers in Sarawak, Malaysia during the COVID-19 pandemic emergency aims to recognize the basic reasons for the high turnover in private healthcare. As a result, encourages that employee recognition is the robustness portends of employee retention at hospitals. The relationship for employee commitment and employee retention in this paper is stated in a seventh alternative hypothesis (Figure 2).

To further knowledge and bridge gaps in this field, based on the study of literature from various countries representing the global context, this research examines the determinant of the determinants of employee commitment and retention. It has supported organizational communication, leadership, and training factors within HRM roles in the context of workers in a shopping center in a major city in Indonesia. Currently, there is a lack of literature addressing the employee determinants commitment and its relationship with employee retention in a front heavily impacted by COVID-19, serving as a mediating function. The gap identified in the literature review suggests the following proposed alternative hypothesis:

- Employee commitment mediating the relate of organizational communication and employee retention is stated of eight alternative hypothesis
- Employee commitment mediating the relate of leadership style and employee retention is stated of ninth alternative hypothesis
- Employee commitment mediating the relate of training and employee retention is stated of tenth alternative hypothesis.

4. RESEARCH METHODOLOGY

The participants in this research gathered from employees of one of shopping center in big city in Indonesia. An online and offline survey how was utilized to gather data. The questionnaire was distributed directly, uploaded to Google Forms, and divided into social media tools for this subject research. And final sample of 169 data might conduct in this study.

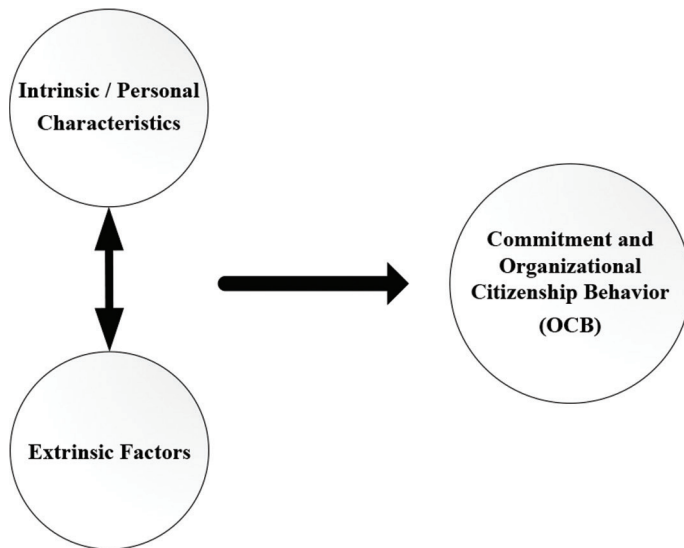
A 1-6 Likert category (6 strongly agree, 5 = agree, 4 = quite agree, 3 = quite disagree, 2= disagree, and 1 = strongly disagree) was utilized in this research. The construct dimensions and indicators in this research were applied based relevant prior from theoretical literature and empirical study. Organizational Communication; using three aspect measurement Farace et al. (1977) in adopting from (Miheho and Mukanzi, 2020) research. Some of dimensions are: innovation-related, task-related and maintenance-related (social issues maintaining human relations). Then, using five factor of Dennis' Communication Climate survey in cited of O'Connell (1979) in adopting from (Hayase, 2009). Some of dimensions are: superior-subordinate, quality, superior openness/candor, reliability of information, and opportunities for upward communication. Both of measurement modified into ten item statements. Leadership Style; using 7-items from ELS (ethical leadership scale) measurement Brown et al. (2005) in adopting from (Khan and Javed, 2018). Then, using 3-items from of LES (Leadership Effective Scale) (Shipton et al., 2008). Both of measurement modified into ten item statements. Training; using four component

Table 1: Leadership theories (Summarized)

Theory	Description	Period Era
Great Man	Focal point in natural born leader	1840's Trait
Trait	Focal point in identifying characteristics of effective leaders	1930-1940's
Behavioral	Focal point in skills and actions of leaders	1940-1950's Behavioral
Contingent and Situational	Focal point in adopt his/her style taking into account the environment	1960's Situational
Transformational	Focal point in inspiration style followers to higher and higher levels of	1990's
Transactional	Focal point in a cost-benefit exchange of leadership	2000's
Shared	Focal point in achievement	
Collective	Focal point in engaging followers (person-centred style)	
Collaborative	Focal point in followers leading each others	
Servant	Focal point in whole system of an organization	
Inclusive		
Complexity		

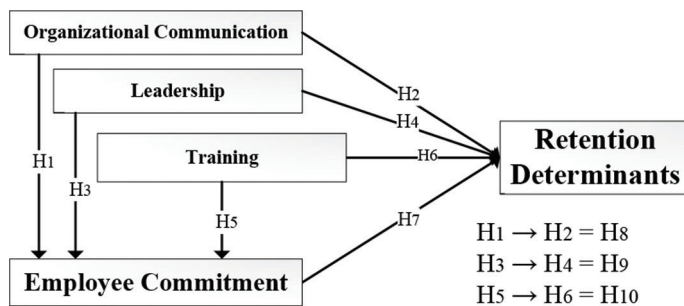
Source: (Benmira and Agboola, 2021)

Figure 1: Predictors of employee commitment to reach commitment and OCB



Source: (Al-Jabari and Ghazzawi, 2019)

Figure 2: Empirical proposed model



Source: Based of previous study (2023)

measurement Noe and Wilk (1993); Bartlett (2001) in adopting from (Bulut and Culha, 2010). Some of dimensions are: training motivation, access to training, benefits from training, and support for training. Then, using 5-items from Hope Action Theory (HAT) in adopting of (Amundson et al., 2020). Some of dimensions are: visioning, environment, self-clarity, and implement and adoption. Both of measurement modified into ten item statements. Employee Commitment; using six component measurement affective commitment scale of Meyer (1993); in adopting from (Asif

et al., 2019; Miheso and Mukanzi, 2020). Overall measurement modified into ten item statements. Employee Retention; using 3 component measurement intent to stay of Kyndt et al. (2009) in adopting from (Arasanmi and Krishna, 2019), then modified with other interesting things regarding employee beliefs regarding motivation and the organization's future prospects for their work. Some of dimensions are: wish to become different job within this company in the foresee able future, seek IT related work at another company, and seek work in a profession other than IT. Overall measurement modified into ten item statements.

The variable measuring summarize in Table 2.

Data analysis methods using a structural equation models (SEM) approach. SEM has powerful method of multivariate analysis, which allows for interaction between theory and data. In addition, the SEM method can also test a series of relatively complex relationships simultaneously. Based on Kline (2015), SEM, also foremost covariance structure modeling is build as a single model. Both or more equation can estimate, then SEM can variance of piece each observed indicator become an underlying latent construct and the portion ignore unexplained (based unknown measurement errors), which in inning consents of accurate estimates of relate among construct.

According to Hair et al. (2019, hal. 709), several methods can be used to estimate convergent validity between the measurement items used, including after factor loadings values and also average variance extracted (AVE) values. Validity testing in this research uses confirmatory factor analysis (CFA) techniques. The technique schemes to confirm the multidimensionality of a theoretical construct which examines the dimensionality of the pattern of each latent variable into specification to the good model (Whittaker and Schumacker, 2022). A good validity towards its construct or latent variable, if it meets the following assumptions: (i) the t-value must be above the critical value, namely 1.96 at a confidence level of 95%; or (ii) standardized loading factors (SLF) must be >0.5; desirable until >0.7 for each question item or indicator. Reliability measurements in the SEM method can be carried out using composite/construct reliability (CR) measures and variance extracted measures (AVE). A basis decision making for a reliable instrument, if the test CR score is >0.7 then the questions in the questionnaire are quite good (reliable), or vice

Table 2: Variable measuring (Summarize)

Variables	Dimensions	Indicators	References
Organizational Communication (OC)	Maintenance-Related	- Receive information about organization changes	(Miheso and Mukanzi, 2020)
	Quality of Information	- Kept informed about goals and objectives, how well organizational - People in top management say, means, and which they said - Top management is provides information really want and need - Management's efforts to inform employees up-to-date - Satisfied with explanations from top management - Information received is reliable - Notified prior about changes affected job	(Hayase, 2009)
Leadership Style (LS)	opportunities for Upward Communication	- Believe about real your influence in organization - Expect that suggest heard and considered	(Brown et al., 2005); (Khan and Javed, 2018)
	Ethical Leadership	- Defines success (results) but way of obtained - Best interests from mind of employees - Can be trusted - Give example as how the things the right way ethics - Discipline who employee violate ethical standards - Listens from employees what have to say - Makes fair, balanced, and trustworthy decisions	
Training (TR)	Ethical Leadership Behaviors	- Builds strong relationship with the community - Proposes creative ideas and escalate service/process - Effectively led, for fulfill the customer	(Shipton et al., 2008)
	Access to training	- Type and amount of training received employees as stated policies - Set an access to training	(Bulut and Culha, 2010)
Employee Commitment (EC)	Benefit of training	- Participate in training can help my personal development - Participate in training can help reach goals of careers - perkily espouse in training program	(Amundson et al., 2020)
	Support for training Visioning, Environment, Self-clarity, Implement and adapting	- Set career plan by counselor's and assistants - Receive requested of lateral transfers (transfer to another department) - Set a regular systematic program, that employees' skills and interests - Give information about openings to employees - Train employee skills for prepare jobs and career development	
Employee Retention (ER)		- Happy for remaining careers in this organization - Feels when this organization's problems - Feels of moral obligation be gripped currently - Will continue to working because gives a good compensation - Keeps work in and souring loyalty is important - A great deal of personal meaning - Still working while waiting for an opportunity at another - Feel "emotionally attached" - Feel like "part of the family" - Continue to work because it has good values and socially responsible	(Meyer and Allen, 1997); (Asif et al., 2019); (Miheso and Mukanzi, 2020)
		- Jobing of planned in another company within 3 years - Want to do other jobs or functions, with look prospects these - Looks at future in company - Doesn't matter in this company or another about works - Definitely working in company for the five years, up to me - Choose job other company, start over again - If get an attractive offer, would have received - Loving work in this company - Examine of company other job previously - Difficult to leave this company	(Kyndt et al., 2009); (Armstrong and Taylor, 2017; Arasanmi and Krishna, 2019)

Source: Based of previous study (2023)

versa, while the AVE must score is ≥ 0.5 (Hair et al., 2019), with an equation below:

$$CR = \frac{(Std.Loading)^2}{(\Sigma Std.Loading)^2 + \Sigma \epsilon_j} \quad (1)$$

$$AVE = \frac{Std.Loading^2}{\Sigma Std.Loading^2 + \Sigma \epsilon_j} \quad (2)$$

Goodness-of Fit (GoF) test is desiderate to appraise in case the proposed model has a data “fit” or not by several criterion. Hair et al. (2019, hal. 666-669), subsumed three dimension measurement below:

- Absolute Fit Indices are a variant of GOF that appeals the theoretical fit of the model by data collecting. These indices consist of: (i) Chi-square (χ^2) is a quantify of whether a model is good or bad as a whole. (ii) Goodness-of-Fit Index (GFI) measurement originate from the model exactness in preceding covariance matrix observes, by opposing the all extent of fitness of the model with the observation data actually. (iii) Root Mean Square Error of Approximation (RMSEA) is quantity of measuring at deviations from baseline scores on a model, based on index by population covariance matrix. (iv) Root Mean Square Residual (RMR) and scoring of Standardized (abb. “SRMR”) reflects the gaining value of average residual by fitting the covariance matrix of variance the hypothesized and matrix of the sample data.
- Incremental or Comparative Fit Indices are a variant of GOD functioned to comparison the fitting theoretical and proposed model, bound to basic preference model (null/independence model). These indices consist of: (i) Adjusted Goodness of Fit Indices (AGFI) is a development of AGFI that is “adj” score, in extent of degree freedom of proposed model. (ii) Normal Fit Index (NFI) is a comprise measurement among the proposed model by the null model. (iii) Tucker-Lewis Index (TLI)/ Non-Normed Fit Index (NNFI) is model complexity which has fundamental problems that arise due to by comprise the model being tested with the baseline model. (iv) Comparative Fit Index (CFI) is comparison measurement in extent of hypothesized model by the null model, but sample size has no effect towards CFI. (v) Relative Fit Indices (RFI) is a comparison measure among the proposed model by the null model.
- Parsimonious Fit Indices are dimensions to associated the GOF model for estimate the coefficients acquired to reach model fit. These stages is identic to adjusting the R^2 score in multiple regression analysis. These indices consist of: (i) Parsimony Goodness Fit Index (PGFI) is a measurement as similar of GFI into parsimony model. (ii) Parsimony Normed Fit Index (PNFI) is a modification of NFI index through extent degree of freedom (dF) score used to reach model fitting. (iii) Normed Chi-square (CMIN/dF), measurement the extent fit gained by use the Normed Chi-square (CMIN/dF) score with a confidence level ($\alpha = 0.05$). The Minimum Sample Discrepancy Function (CMIN) is gained by divided with dF score’s.

Estimate model after that, the score residuals still there or close to zero (0) and the distribution frequents from residual covariance should be symmetrical of them. A good model must acquire a low standardized residual variance. Hair et al. (2019) provide a guideline for considering whether or not it is necessary to modify a model, namely by viewing residuals number produced in these model. An acquisition of ≥ 1.96 is the allowable limit score which is construed as statistically significant at the 5 percent level. If insignificantly yield in t-statistics (has “mark”) in the output program. Then, the indicates the existence of a substantial prediction error for a couple of indicators. To make it easier to carry out modifications, a modification index can be used which is calculated by the program for each relationship between the variables being estimated (Whittaker and Schumacker, 2022).

5. RESULTS AND DISCUSSION

5.1. Respondent Demographics

Data Descriptive of demographics are distributed in Table 3.

Summary of Table 3 describe demographic statistic splitting of respondents of 169 respondent proceeds of majority in male as 73.96%, shopping centers employee’s with one-in three of them by productive age among 21 and 40 years, has mariaged status and variate of educational background. They have too an time experience quite diverse from <1 to 15 years. Based on data from Table 2 above, which may infer that one of the shopping centers in Indonesia is high-productivity employees, with good education and who able to services to customers.

5.2. Confirmation of Validity and Reliability

Validity and Reliability testing in results are distributed as follow in Table 4.

Summary of Table 4 describe validity of reliability proceeds from statistic output program, gaining with SLF score for each item statements is < 0.3 i.e., (i) One of dimension benefits of training in construct variable “Training” which use item statements

Table 3: Demographic respondents: Summarize

Categorized	Range	Yield (in Percentage)
Gender	Male	73.96
	Female	26.04
Social Status	Single	27.81
	Married	72.19
Age Interval (Years)	Eighteen until twenty	1.77
	Twenty-one until thirty	34.32
	Thirty-one until fourty	40.24
	Fourty-one until fifty	19.53
	Fifty-one until fifty-five	4.14
Educational Background	High-Schools	44.97
	Diploma	22.49
	Bachelor Degree	28.99
	Master Degree	3.55
Experience	Not reach of 1 Years	7.11
	1 until 4 Years	30.77
	5 until 8 Years	17.15
	9 until 12 Years	24.26
	13-15 Years	20.71

Source: Analysis Results from Author’s (2024)

Table 4: Validity and reliability: Testing

Statement of Item (in Abbv.)		Proceed of Value (Standardized Loadings Factor)		Inferred of Testing	
First Testing	Repeat Testing	First Testing	Repeat Testing	First Testing	Repeat Testing
OC1	OC1	0.50	0.50	Valid of all items	Valid of all items
OC2	OC2	0.56	0.56		
OC3	OC3	0.64	0.64		
OC4	OC4	0.64	0.64		
OC5	OC5	0.64	0.64		
OC6	OC6	0.66	0.66		
OC7	OC7	0.58	0.58		
OC8	OC8	0.67	0.67		
OC9	OC9	0.61	0.61		
OC10	OC10	0.64	0.64		
CR = $\frac{37.6996}{41.0296} = 0.918838$, it means is reliable					
LS1	LS1	0.70	0.70	Valid of all items	Valid of all items
LS2	LS2	0.66	0.66		
LS3	LS3	0.74	0.74		
LS4	LS4	0.83	0.83		
LS5	LS5	0.67	0.67		
LS6	LS6	0.59	0.59		
LS7	LS7	0.72	0.72		
LS8	LS8	0.69	0.69		
LS9	LS9	0.93	0.93		
LS10	LS10	0.59	0.59		
CR = $\frac{50.6944}{53.0144} = 0.956238$, it means is reliable					
TR1	TR1	0.60	0.60	Valid 9 of 10 items	Valid of all items
TR2	TR2	0.47	0.47		
TR3	-	0.29	-0.82		
TR4	TR4	0.82	0.56		
TR5	TR5	0.56	0.68		
TR6	TR6	0.68	0.54		
TR7	TR7	0.54	0.49		
TR8	TR8	0.49	0.40		
TR9	TR9	0.40	0.67		
TR10	TR10	0.67			
CR = $\frac{27.3529}{29.6329} = 0.923058$, it means is reliable					
EC1	EC1	0.74	0.72	Valid 9 of 10 items	Valid of all items
EC2	EC2	0.63	0.64		
EC3	EC3	0.73	0.73		
EC4	EC4	0.63	0.62		
EC5	EC5	0.59	0.58		
EC6	EC6	0.65	0.66		
EC7	EC7	0.66	0.66		
EC8	EC8	0.63	0.63		
EC9	EC9	0.58	0.58		
EC10	-	-0.22	-		
CR = $\frac{33.8724}{37.7626} = 0.896987$, it means is reliable					
ER1	ER1	0.95	0.95	Valid 5 of 10 items	Valid of all items
ER2	-	0.27	-		
ER3	-	-0.27	-		
ER4	ER4	0.35	0.39		
ER5	-	0.19	-0.68		
ER6	ER6	0.61	0.73		
ER7	ER7	0.75	-0.82		
ER8	-	-0.19	-		
ER9	ER9	0.81			
ER10	-	-0.24			
CR = $\frac{12.7449}{16.3249} = 0.780703$, it means is reliable					

Source: Analysis Results from Author's (2024)

number 3.(ii) One of indicator in construct variable “Employee Commitment” which use item statements number 10. (iii) Several indicator in construct variable “Employee Retention” which use item statements number 2, 3, 5, 8, 10. Because of, this score is still fulfill, taking into account the conditions by (Norušis, 1986, hal. 123), which state that the items contained comply should be higher than 0.3 from construct of each item statements are rightfull to state “valid.” Then, doing the repeats data test of validity with not use the indicator above. The overall repeat testing give proceeds items statements with an SLF score of more than 0.3. It means “valid.” It inferred that the validity assumption use confirmatory factor analysis has been fulfilled. Furthermore, reliability utilize the calculation of construct reliability (CR), is also proceeds gaining the CR scoring higher than 0.70. It means “reliable.” It inferred that the reliability assumption for proposed construct variable also has been fulfilled.

5.3. Goodness-of-Fit Index (GFI) Assessment

GFI index testing in results of each criterion are summarized as follow in Table 5.

Summary of Table 5 describe Goodness-of Fit Criteria index assessment proceeds from statistic output program, which the first proposed model proceeds, about a RMSEA parameter has score is 0.088 (it means, higher than 0.08 acceptable criterion). Then, all of parameter have criterion is “poor fit” in absolute fit indices, which no fulfill baseline cut-off value. It signify that comparison of the level of agreement among the collected and processed data with the proposed research model yielded in an unacceptable fit model. Then the goodness-of fit can modificatied the index based on output program recommendations because the fitting model can re-specification. Jöreskog and Sörbom (1993) gives recommendations modelling strategy of re-specification. In this study, model generating type use because models do not have the expected abilities. The modification process can be done repeatedly until the best match is found of notable prediction error for a mates of indicators calculated by the program for each relationship between the estimated variables (Hair et al., 2019).

After the full-model is modified (from Table 4), the testing results (full-model) are computed by statistical program application for each linkageamong variables estimated on the Goodness-of-Fit test, the Chi-score has count of $\chi^2 = 1.671.06$; $P = 0.000$ and an RMSEA score of 0.077. Although, the GFI (goodness of fit index) and adjusted has still the “poor” fit criterion with a score of 0.7 and 0.65. By the other estimation, each of the incremental fit measures (TLI or NNFI, CFI, and RFI) scores have higher than suits to (\geq) 0.90. Moreafter, the PGFI parameter has score is 0.61 dan the PNFI score is 0.86. The overall results are better than the initial proposed model before conduct modification index. The combination of the various test criteria above inferred that the final proposed research model has an proper of Goodness-of-Fit level.

5.4. Structural Equation Proposed Model Results

The full-model proposed model proceeds, become of the structural equation from output program as follows:

Direct Effect:

$$EC = 0.185 * OC + 0.089 * LS + 0.431 * TR, \text{ Errorvar.} = 0.600, R^2 = 0.400$$

$$ER = 0.998 * EC - 0.23 * OC - 0.17 * LS - 0.41 * TR, \text{ Errorvar.} = 0.393, R^2 = 0.607$$

Indirect effect:

$$ER \text{ through } EC = 0.185 * OC, = t_{\text{stats}} = 2.072$$

$$R \text{ through } EC = 0.089 * LS, = t_{\text{stats}} = 1.272$$

$$ER \text{ through } EC = 0.430 * TR, = t_{\text{stats}} = 3.314$$

According to the structural equation yields, bivariate model R^2 score calculate for Employee Commitment is 0.40, and Employee Retention is 0.60, 7 respectively, which means this model can illustrate 40% and 60.7% of differs latent variables of Employee Commitment and Employee Retention.

Table 5: Goodness-of Fit (GoF): Comparison

Goodness-of Fit Criteria		Full Model		Full Model (Modified)	
Parameter	Cut-off Value	Score	Inferred Testing (Fit Criterion)	Score	Inferred Testing (Fit Criterion)
Absolute Fit Indices					
Chi-square statistic	Minimum Score (Expect)	2,815.16	Poor of all testing criterion	1,671.06	Poor
Sig. Probability (P-value)	>0.05	(High)		(High)	Poor
GFI	>0.90	0.000		0.000	Poor
RMSEA	<0.05	0.600		0.70	Acceptable
RMR (Std.)	<0.05	0.088		0.077	Good
	≤ 0.08	0.080		0.076	Marginal
		0.082		0.082	
Incremental Fit Indices					
AGFI	≥ 0.90	0.56	Poor	0.65	Good of overall testing, but AGFI criterion
TLI/NNFI	>0.90	0.91	Good	0.96	
CFI	≥ 0.95	0.94	Marginal	0.97	
IFI	≥ 0.95	0.95	Good	0.97	
RFI	≥ 0.90	0.95	Good	0.93	
Parsimonious Fit Indices					
PGFI	>0.50	0.55	Good	0.61	Good of overall testing criterion
PNFI	>0.6-0.9	0.87	Good	0.86	
CMIN/df	<2	2.416	Poor	1.9797	

Source: Analysis Results from Author's (2024)

5.5. Hypothesis Result

Hypothesis examination starts when the Goodness-of-fit criterion has requisites "Acceptable" Fit, with the bivariate regression weight from full-model (modified) as the determinant of employee commitment on the implication the employee retention comes. The result of hypothesis proposed model proceeds from Table 6, and also indirect effect is summarize below:

5.6. Discussions

The result of structural equation modeling for deciding determinant Employee Commitment and Retention determinants (in Table 6), these findings view that the Organizational Commitment has confirmed a significant grading of t-stats as 2.007 and -2.31. Each of them is higher than 1.96 critical value, it is represented of statistical evidences each of Employee Commitment and Employee Retention (H_1 , H_2 is Accepted) as significantly. In CFA analysis, all indicators involve to proposed research construct in Organizational Communication because of has fulfil requirement with SLF score more than 0.3. These findings in line with prior study conducted by (Syakur et al., 2020) use organizational member's behavior coefficient affect as 0.3; by (Mihešo and Mukanzi, 2020) use communication mode wheal only the communication mode dimension has a significant impact. However, studied from Lee and Kim (2022) with prove that task-oriented communication has no significant impact to the symmetrical communication and finally, escalated affective commitment and behavior.

About a relevance of employee retention, these findings in line with studied from (Mahadi et al., 2020) with give recommendation for establish a nearby relations by their supervisor, subordinate, colleague and will remedy communication among them, as formulated a new strategies to increasing employee retention program. Then, from research by (Gelencsér et al., 2023), which communication is the highest predictive factor among others for reducing employee intentions to move.

Organization as a composition is management having for coordinating between individual levels of employees involved which cannot be separated from the scope of communication, some of which are relationships, flow and quality of information, communication environment between groups and also organizational climate. As a relationship function, it is very important in maintaining relationships between individuals and other members of the organization. When an organization successfully manages existing conditions, of course individual

commitment will be formed towards each other. In this empirical study, determinant the organization's communication has indirect towards retention determinants with employee commitment which both intercourses possess (H_8 is Accepted). The results of this individual and group commitment will have an impact on employee retention, because individual employees are formed who have high work quality and productivity.

The result of structural equation modeling for deciding determinant Employee Commitment and Retention determinants (in Table 6), these findings view that the Leadership Style has no confirmed a significant grading of t-stats as 1.217 to the employee commitment, but t-stats as -1.97 confirm a significant grading to the employee retention. It is represented of statistical evidences each of Employee Commitment and Employee Retention (H_3 is Rejected, H_4 is Accepted). In CFA analysis, all indicators involve to proposed research construct in Leadership Style because of has fulfil requirement with SLF score more than 0.3. These findings in contrast with prior study conducted by (Tomazzoni et al., 2020) use full range leadership model; (Bhatti et al., 2019) use participative leadership correlation person as 0.654; by (Ribeiro et al., 2020) use authentic leadership's self-awareness dimension has coefficient affect as 0.21; (Yuan et al., 2022) studied who trust and transformational leadership and factors has a significant influence towards outgoing commitment, customer orientation, and affective commitment.

About a relevance of employee retention, these findings in line with studied from (Geh Ming et al., 2021) evidence from servant and directive leadership styles, in confirm are empirical the employee retention; by (Nazarian et al., 2022) only distributive justice has a important relating in intention to leave, but ethical leadership in UK did not have impact to the job satisfaction and organizational justice, in contrast to the yields in the three another countries. But, there is something interesting here that using the ethical leadership dimension actually produces findings that are contradictory to the study from (Nazarian et al., 2022).

Organizations cannot go away, must be communicated, coordinate well with role of leadership. This bridges individual commitment and organizational goals which can be a solution when individual workers have personal goals and have an impact on the efficiency and effectiveness of the organization in reaching its goals. When an organizational leader succeeds in managing existing conditions with the right leadership style, individual commitment to each

Table 6: Result of hypothesis confirming

Signs (in Path)	Regression Score	Err variance	t-Stats	Proviso	Inferred of Testing
OC→EC	0.185	0.092	2.007	t-Stats >1.96 (critical)	Accept H1
LS→EC	0.089	0.073	1.217		Reject H3
TR→EC	0.431	0.138	3.119		Accept H5
OC→ER	-0.23	0.098	-2.31		Accept H2
LS→ER	-0.17	0.084	-1.97		Accept H4
TR→ER	-0.41	0.12	-3.32		Accept H6
EC→ER	0.998	0.275	3.627		Accept H7
OC→EC→ER	0.185	0.089	2.072	t-Stats >1.96 (critical)	Accept H8
LS→EC→ER	0.089	0.072	1.242		Reject H9
TR→EC→ER	0.430	0.130	3.314		Accept H10

Source: Summarize from Author's Result (2024)

other will certainly be formed. In this empirical study, no indirect determinant of leadership style was found on the determinants of retention and employee commitment, both of which are related to this relationship (H_9 is Rejected). Leadership styles vary from one individual to another. Even though they are different and whatever the leadership style, the point of leadership style effectiveness in the figure leader's to weight the people behavior of being led and substansialy to build they work in a assuring way which ultimately aims to maintain employee retention.

The result of structural equation modeling for deciding determinant Employee Commitment and Retention determinants (in Table 6), these findings view that the Training has confirmed a significant grading of t-stats as 3.119 and -3.32 . Each of them is higher than 1.96 critical value, it is represented of statistical evidences each of Employee Commitment and Employee Retention (H_5 , H_6 is Accepted) as significantly. In CFA analysis, the training no involves one of the dimensions about the benefits of training program in participating will help to personal development because of has no fulfill requirement with SLF score <0.3 . These findings are in line with a prior study conducted by (Pham et al., 2019), the use of measurement of environmental (green); (Iftikhar et al., 2021) determinant effect the employee environmental commitment as 0.21; by (Yuan et al., 2022) use environmental training has a significant affect towards OCB. However, these findings in contrast with Pramono and Prahawan (2022), with prove that training has no significant impact to the commitment with indicators instructors, materials, participants, training time, objectives and targets.

About a relevance of employee retention, these findings in line with studied from Abba (2018); Dudu Isa (2021); Elsafty and Oraby (2022) evidence from training and development, which are prevalent in employee retention. Then, human resource training can be a worth tool for diminishing employee (Bresk, 2023). Training programs on one of the related value hierarchies can be part of the evaluation in the organizational context and become an effort taken by the organization for its employees.

This training will help employees complete and make decisions so they can improve their abilities. The final goal to be achieved is to form individual employee commitment and ultimately organizational commitment. In this empirical study that determinant the training has an indirect towards retention determinants with employee commitment which both intercourses possess (H_{10} is Accepted). Training is the most important part in achieving organizational success in the future. Employee self-development has one of the main goals, namely increasing employee retention.

The result of structural equation modeling for deciding determinant Employee Commitment and Retention determinants (in Table 6), these findings view that the Employee Commitment has confirmed a significant grading of t-stats as 3.627 is higher than 1.96 critical value, it is represented of statistical evidences relevance of Employee Commitment to the Employee Retention (H_7 , Accepted) as significantly. In CFA analysis, the employee commitment no involves one of the indicators about the keep working and wait

for opportunities at another organization because of has no fulfill requirement with SLF score <0.3 . These findings are in line with a prior study conducted by (Chatzoudes and Chatzoglou, 2022) used one of the work attitudes of employees correlation person as 0.296; by (Sija, 2022) determinant effect to the employee recognition as 0.414.

Employees with potential and individual commitment will be recognized by management and leadership as people who have the potential to fulfill strategic functions within the company. This employee potential will be found in individuals who are certainly different from other employees. Employee commitment will be formed by many factors, for example by communication between organizations, leadership roles and styles, a conducive organizational climate, high employee involvement in the organization. Indeed, many studies have proven these factors or determinants, while in this study employee commitment is formed by three factors, namely organizational leadership, leadership roles and training programs with a moderate contribution of 40%.

On the other hand, the pertinence of the determinants of employee retention in this research resulted in a fairly strong contribution to the three factors above accompanied by an increase in employee commitment, namely 60.7%. There are still factors that are not involved in the proposed research model, around 40-60%. It is an option for companies to evaluate individual employee programs, as employees may have greater preference in reaching careers at different organizations. Nowadays, organization has to cause high-works to retain their proficiency employees. Losing that employee intends HRM-investment disappearance, so that recent employees have to be recruited and trained. Additionally, when proficiency employee's turnover intention a organization, they can bring a wealth of knowledge, putting the organization risk of forfeit confidential information to rivalry of business.

6. CONCLUSIONS

This research purpose is to analyze and evaluate the pertinent determinants of employee commitment and retention and conclude that organizational communication factors, leadership roles, and employee training aspects are highly considered to resolve employee problems in the organization. The final sample utilized 169 participants who are employees at one of the shopping centers in a big city in Indonesia. Data analysis utilizes structural equation modeling (SEM) with the CFA method to confirm the alternative hypothesis viz: (1) there is determinant of Organizational Communication and Training to the Employee Commitment and Retention Determinants. (2) There is no determinant Leadership Style to Employee Commitment, but Leadership Style is influenced towards Retention Determinants as significantly. (3) There is a relevance of Employee Commitment and Retention Determinants.

Most researchers focus on studying turnover intention, job satisfaction, and employee performance. In other respect, retention is not turnover side. The present study exhibited how to reach employee commitment and identify what makes them to retentions. Especially, a few developed research has been implemented in the context of several countries on employee retention in the hotel

and tourism, shopping centers, and retail industries. These studies revealed the determinant influencing factors on commitment and retention determinants based on organizational commitment and training, while many types of leadership roles have relevance to the commitment. Therefore, it is believed that it adds literature on retention determinants as well as builds awareness in decision-makers on focus to evaluate various leadership styles in manager owns to reach organization sustainability.

As the samples are taken from employees from shopping centers in one of the big cities of Indonesia, the result of the study cannot be inferred for shopping centers of employees in the country. The study only tried to represent the organization's communication, leadership role, and training factors, on employee and retention determinants. Employee commitment studies can be affected by more factors than followed in this study, which only has 40% of the determination coefficient. Formulating dimensions and indicators call for an in-depth thorough study because of many theories and approaches to measure this construct, especially the integrated leadership style which fits the shopping centers. The next study is essential for several determinants and factors as a developed research model for measuring employee commitment and retention determinants, such as job involvement, VUCA context, organization culture and climate, conflict management, green HRM, etc.

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