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A SYSTEMATIC LITERATURE REVIEW ON CAREER DEVELOPMENT AND MILLENNIAL RETENTION: EXPLORING THE ROLES OF JOB SATISFACTION, ORGANIZATIONAL COMMITMENT, AND EMPLOYEE EMPOWERMENT

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ABSTRACT

Objective: This study aims to systematically examine four key factors that influence millennial retention in organizations—career development, job satisfaction, organizational commitment, and employee empowerment—and to develop a conceptual framework as a reference for human resource management practitioners.

Research Design & Methods: The results of the study indicate that career development is the factor most frequently associated with millennial retention. Job satisfaction acts as a mediator between working conditions and retention intentions. Organizational commitment, particularly affective commitment, is strengthened by an inclusive work culture and aligned organizational values. Employee empowerment plays a mediating and moderating role in the relationship between leadership, work engagement, and innovative behavior. Studies indicate that the combination of these four factors has a significant impact on the loyalty and performance of young employees. These findings emphasize that retention cannot be achieved through a single approach.

Findings: This study suggests that HR policies should be redesigned with a focus on the work experience of millennials. Organizations need to develop personalized career programs, make job satisfaction a strategic indicator, build commitment through participatory leadership, and integrate empowerment into the work culture. Retention strategies should be based on values, the meaning of work, and recognition of individual contributions.

Implications & Recommendations: This study provides conceptual contributions in the form of systematic mapping of the relationships between key variables in millennial retention. The added value of this study is the integration of psychological and structural approaches in retention strategies. This study also reinforces the importance of literature synthesis as the basis for evidence-based HR policy formation. The results can be used as a basis for developing more generationally relevant retention intervention models.

Contribution & Value Added: This research contributes by systematically mapping key variables for millennial retention, integrating psychological and structural approaches as a basis for developing human resource policies and generational intervention models.

Keywords: Millennial Retention, Human Capital Strategy, Generational Workforce, Psychological Empowerment.

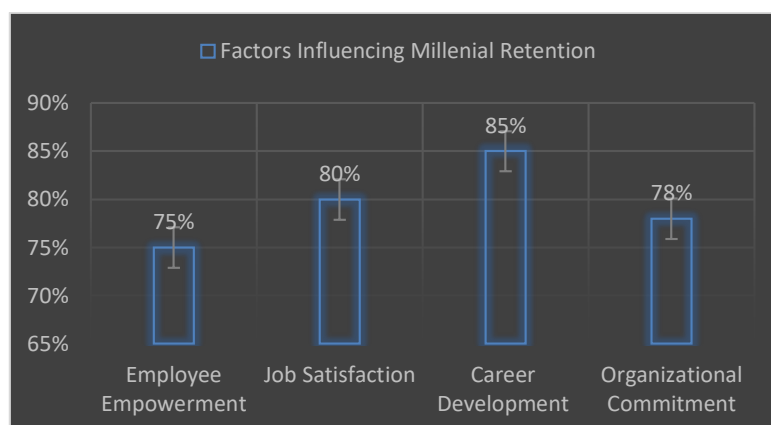
JEL codes: J24, J28, M12.

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INTRODUCTION

Demographic changes in the workforce have created new challenges for organizations in retaining millennials, who now dominate the active employee population. This generation exhibits a tendency toward high career mobility and dynamic work behavior, leading to increased turnover rates and reduced stability in the organization's human resource structure (Eddy & Parry, 2016). Various studies indicate that organizations that fail to understand the expectations of this generation, particularly regarding opportunities for growth, flexibility, and recognition of contributions, will struggle to retain them in the long term (Hershatte & Epstein, 2010; Nelson & Duxbury, 2021). This situation underscores the importance of management strategies that prioritize career development as a central focus for attracting and retaining millennial employees (Mappamiring et al., 2020). In practice, providing clear and systematic career paths not only serves as a means to enhance competencies but also plays a role in building emotional connections between employees and the organization (Jena & Nayak, 2023). When organizations can provide space for growth, the desire to stay tends to increase, and this is an important signal that career development is a strategic investment in modern human resource management (Gerhart & Feng, 2021). In addition to career development, job satisfaction levels and organizational commitment also play a significant role in shaping retention or job-switching decisions among millennials (Chavadi et al., 2022; Mappamiring et al., 2020). Various studies conclude that perceptions of the work environment, role clarity, opportunities for self-development, and organizational fairness are elements that significantly influence the quality of work experience and ultimately retention (Jayathilake et al., 2021; Park et al., 2016). When organizations can create conditions that support job satisfaction, millennials are more likely to show greater loyalty. However, this loyalty is not solely determined by external conditions but also by a sense of belonging and responsibility toward the organization, reflected in the form of affective commitment. Organizations that fail to build this dimension of commitment will struggle to retain employees from this productive age group. This indicates that job satisfaction and organizational commitment are not merely indicators of employee well-being but also key factors in determining an organization's long-term competitive sustainability (Bashir & Gani, 2020; Silva et al., 2023).

In this context, employee empowerment is an important element that connects work experience and the desire to remain within the organization. When millennials feel involved in decision-making, given space to express ideas, and trusted to manage responsibilities, they tend to show higher commitment and performance (Chatzopoulou & Kiewiet, 2021; Hershatte & Epstein, 2010). Empowerment also serves as an indirect form of recognition of individual potential, which is highly valued by this generation. Employees who feel empowered tend to have positive perceptions of the organization and feel more satisfied with their work (Kumar et al., 2022; Ma et al., 2021). This opens opportunities for organizations to reduce turnover intentions and enhance overall productivity. Studies examining the relationship between empowerment and retention have shown that empowerment has both direct and indirect effects on employee loyalty, particularly through increased satisfaction and emotional commitment to the organization. Thus, empowerment is not only a managerial tool but also part of a holistic retention strategy. Figure 1 reveals that based on an initial review of various literature studies in the field of human resource management, four main factors can be identified that are most often associated with efforts to retain millennial employees, namely career development, job satisfaction, organizational commitment, and employee empowerment. The following graph presents a visual representation of the relative importance of each factor as reflected in the trends observed across various studies. This visualization shows that career development ranks highest as the most influential factor affecting retention, followed sequentially by job satisfaction, organizational commitment, and employee empowerment. The placement of this graph aims to emphasize the conceptual foundation of the research focus, while reinforcing the reasons why these four factors were selected as the main variables in this systematic study. Thus, this graph not only serves as a supporting element of the narrative, but also as an introduction to the formulation of a more comprehensive research framework.

Figure 1 Factors Influencing Millennial Retention Literature Synthesis

Source: [Jena & Nayak, \(2023\)](#); [Chavadi et al., \(2022\)](#); [Glazer et al., \(2019\)](#); & [Akgunduz & Bardakoglu, \(2017\)](#).

This article contributes to expanding academic and practical understanding of the dynamics of millennial employee retention by systematically analyzing literature linking career development, job satisfaction, organizational commitment, and employee empowerment. Unlike previous studies that separated these variables into separate analyses, this article integrates all four into a comprehensive analytical framework to assess their interconnections and contributions to the success of retention strategies. Through a systematic approach, this article also aims to identify research gaps and best practices that organizations can use as a reference in developing more effective and sustainable human resource policies. The primary objective of this article is to provide a scientific synthesis that can assist managers, HR practitioners, and organizational policymakers in understanding how these four factors simultaneously influence retention decisions among millennials, while also offering strategic direction for the development of evidence-based retention programs.

LITERATURE REVIEW

Millennial retention in organizations has grown rapidly over the past decade, highlighting the urgency of this issue in the field of human resource management. Research has begun to focus on the complex relationship between various psychological, structural, and contextual factors that shape millennials' decisions to stay or leave a job. In contemporary approaches, career development, job satisfaction, organizational commitment, and employee empowerment are not merely understood as independent variables but as interrelated components that shape intergenerational workplace dynamics ([Burton et al., 2019](#); [Rathore & Goyal, 2024](#)). One current research trend highlights the importance of individualized approaches in retention strategies ([Grape et al., 2018](#); [Jayathilake et al., 2021](#); [Kaliannan et al., 2023](#)). They (millennials) are more responsive to flexible career paths and competency-based achievements than promotions based on tenure. Therefore, organizations that adopt individualized development approaches, such as personal coaching and alternative career paths, have proven more successful in retaining young talent ([Cloth et al., 2025](#)). In terms of job satisfaction, an organization-based approach rooted in values and an inclusive work culture is a key consideration. A study by [Chavadi et al., \(2022\)](#) shows that a mismatch between personal values and organizational culture is the primary trigger for dissatisfaction and turnover intentions, particularly among millennials. Therefore, companies that can align their core values with the expectations of young employees tend to have higher retention rates. Job satisfaction is also greatly influenced by transformational leadership, where the role of supervisors is no longer merely to control tasks but to facilitate development and psychological well-being ([Msuya & Kumar, 2022](#)). Other research highlights the important role of organizational climate in shaping affective commitment. According to [Behera et al., \(2024\)](#) a work environment that fosters openness, trust, and collaboration promotes a sense of belonging and identification with the organization.

Affective commitment has been proven to be the most effective type of commitment in reducing turnover intentions compared to normative or continuance commitment (Fazio et al., 2017). In the context of millennials, the formation of this commitment is closely linked to the granting of trust and opportunities to contribute to strategic decision-making. Additionally, the development of information technology and digital transformation also influence the patterns of relationships between empowerment and retention. Millennials, who are digitally native and accustomed to quick access and high autonomy, tend to value flexible and results-based work systems. Technology-based empowerment and real-time information access create a sense of competence and control that strengthens emotional commitment (Akgunduz & Bardakoglu, 2017). Furthermore, an employee experience-based retention approach has become a new foundation for building long-term loyalty. Instead of focusing on formal policies, companies are now designing the employee journey from recruitment to career development to create a positive and consistent impression. A pleasant work experience at various points of interaction with the organization can increase emotional attachment and reduce the intention to resign (Mburu et al., 2024). The literature also highlights conceptual and methodological challenges in measuring millennial loyalty. Unlike previous generations who demonstrated long-term loyalty to a single organization, millennials are more flexible and opportunistic in choosing their careers. Therefore, conventional metrics such as tenure often fall short in measuring true loyalty. Some researchers propose using new indicators such as “organizational embeddedness” and “career crafting” to obtain a more accurate picture of this generation's commitment to their workplace. In conclusion, a more contextual, multidimensional, and adaptive approach to the literature is crucial in understanding the dynamics of millennial retention. Future studies need to integrate cross-disciplinary perspectives, such as organizational psychology, organizational sociology, and human resource technology, to develop evidence-based policies capable of addressing the complexity of this generation's characteristics. The real contribution of such literature is to provide a comprehensive framework for organizations in designing retention strategies that are not only effective in the short term but also sustainable and relevant in the long term.

However, it is also important to examine the role of psychological well-being in retaining millennials. As awareness of the importance of mental health in the workplace increases, organizations are faced with new demands to provide a work environment that supports emotional well-being. A longitudinal study by Glazer et al., (2019) highlighted that a sense of psychological safety and the presence of social support in the workplace play a significant role in shaping young employees' attachment to the organization. In practice, implementing policies such as work-life integration, employee assistance programs, and mindfulness approaches are becoming increasingly popular strategies to improve well-being while strengthening retention. On the other hand, a data-driven approach to talent management is now an essential element of modern retention strategies. Human Resource Analytics allows organizations to more accurately identify patterns and trends in millennial work behavior, including predictions of possible turnover. This facilitates evidence-based HRM decision-making. The integration of technology and artificial intelligence in personnel information systems has enabled HR to intervene earlier before resignation occurs, such as by detecting symptoms of disengagement or career stagnation. Another aspect that is equally relevant is the multigenerational dynamics in the work environment. Millennials do not work in a vacuum, but rather interact with other generations such as Gen X and Gen Z (Gabrielova & Buchko, 2021; Yadav & Chaudhari, 2024). The literature suggests that gaps in values and preferences between generations can be a source of both conflict and collaboration (Appelbaum et al., 2022). Therefore, retention strategies need to accommodate intergenerational diversity and encourage cross-age dialog. One effective approach is reverse mentoring, a two-way learning program between young and senior employees that creates mutual understanding and increases cross-generational engagement (Chaudhuri et al., 2022). At the same time, it is also important to review the ethical aspects of the organization and their impact on millennial loyalty. This generation is known to have high sensitivity to social and environmental issues. Organizations that visibly implement corporate social responsibility (CSR) principles and demonstrate a commitment to sustainability are more likely to attract and retain millennial employees (Rosa et al., 2025). This suggests that the moral dimension of the organization plays an important role in shaping employees' perceptions of person-organization fit, which has implications for the decision to stay. By considering all these dimensions,

it becomes clear that recent literature has shifted from a one-dimensional approach to a more holistic understanding of retention. The combination of individual approaches, technology, organizational culture, and cross-generational perspectives form the foundation for developing an effective millennial retention strategy. This entire review reinforces that today's organizations are required to be adaptive, proactive and humane in dealing with the dynamics of the millennial workforce.

METHODS

This research uses a qualitative approach based on a systematic literature review (SLR) to identify, analyze, and synthesize academic findings related to career development, job satisfaction, organizational commitment, employee empowerment, and their relationship to millennial retention. This approach was chosen because it is able to provide a comprehensive understanding of complex issues through the review of credible scientific sources. The secondary data collection process was conducted by searching journal articles indexed in databases such as Scopus, Web of Science, and Google Scholar. The keywords used include "millennial retention", "career development", "job satisfaction", "organizational commitment", "employee empowerment", and other related combinations. The publication timeframe was limited between 2015 and 2025 to ensure relevance and actuality of the literature. Inclusion criteria included journal articles that: (1) focused on organizational or workplace contexts, (2) examined millennial populations or mentioned the generation in the analysis, (3) used relevant empirical or conceptual approaches, and (4) were published in internationally recognized academic journals. Opinion articles, non-peer-reviewed policy reports, and publications with low methodological quality were excluded from the analysis. The analysis procedure was conducted through three main stages: (1) literature identification, (2) abstract and full-text screening and selection, and (3) thematic coding and narrative synthesis. The coding process was done manually to explore key patterns, relationships between variables, and research gaps that could be used as opportunities for further research. Content validity was maintained through cross-source comparisons and triangulation between findings. This method is expected to produce a comprehensive theoretical mapping of the determinants of millennial retention and how organizations can develop evidence-based HRM strategies. In addition, this SLR also provides a foundation for a conceptual model that can be further tested quantitatively in future research.

RESULT

Career Development Positively Influences Millennial Retention

Most empirical literature shows that career development programs make a significant contribution to increasing the retention rate of employees from the millennial generation. A study conducted by [Jena & Nayak, \(2023\)](#) found that structured career development initiatives positively influence organizational engagement and job satisfaction, which then indirectly mediate millennial employees' decision to stay in the organization. This finding is reinforced by [Ferdiana et al., \(2023\)](#), who stated that career development strategies supported by organizational support systems are able to build long-term loyalty among the millennial workforce. The existence of a clear and structured career path in creating a work environment that is valued by millennial employees. Such an environment directly contributes to increased job satisfaction and organizational commitment ([Ferdiana et al., 2023](#)). Effective mentoring schemes, as part of career development, provide added value in the form of career and psychosocial support that plays an important role in reducing turnover rates among millennials ([Ukeni & Reynolds, 2017](#)). [Triana & Prihandoko \(2024\)](#) identified that career development has a significant impact on increasing employee engagement, as well as contributing to reducing the high job-hopping phenomenon in metropolitan areas such as Jakarta. A digital and e-learning-based approach to career development can improve millennials' adaptability to a dynamic work environment, while extending their stay in the company ([Gandasari et al., 2024](#)). Career development also serves as a mediating variable that bridges the relationship between the work environment and flexible work systems with employee retention rates ([Naqshbandi et al., 2024](#)). This demonstrates the strategic importance of career development in

integrating various organizational dimensions to support the sustainability of the millennial workforce. Opportunities for personal development and career achievement are two of the top five factors that millennials expect in a work environment, making them key determinants of long-term retention (Maharani et al., 2020).

Job Satisfaction Has a Mediating Role in Reducing Turnover Intentions

Job satisfaction has been identified as a very important mediating variable in explaining the relationship between various organizational factors and exit intention, especially among millennials (Chavadi et al., 2022; Bharadwaj et al., 2022; Moreno et al., 2022). The mismatch between individual competencies and job demands has a positive relationship with turnover intention, while job satisfaction has a significant negative relationship with exit intention, while mediating the effect of job mismatch on turnover intention (Chavadi et al., 2022). Increasing job satisfaction not only reduces employee intention to resign, but also improves mental health and work productivity, making it a strategic variable in efforts to reduce millennial employee turnover (Pasko et al., 2021). Another study by Fuchs (2022) also shows that job satisfaction and job embeddedness contribute significantly to reducing resignation intention and improving work performance of millennial generation employees. In the Indonesian context, Pradipto & Nabila (2021) found a significant relationship between job satisfaction and turnover intention in unicorn companies. The study confirmed that the higher the job satisfaction, the lower the desire of millennial employees to change jobs (Pradipto & Nabila, 2021). Similarly, Dodanwala & Santoso (2022) noted that in the Indonesian banking industry, job satisfaction has a significant negative impact on turnover intention, acting as a mediator between career development and exit intention. Although work-life balance does not directly affect turnover intention, the variable has a significant effect on job satisfaction, which then mediates exit intention among millennials (Gautam et al., 2025). Ivanovic & Ivancevic (2019) in the context of Eastern Europe found that millennials have higher exit intentions than previous generations, but these intentions can be effectively suppressed through increased job satisfaction. The role of organizational culture and leadership style on job satisfaction and exit intention, where job satisfaction significantly mediates the relationship between these organizational variables and turnover intention (Rahmayanti, 2020). Job satisfaction is able to significantly mediate between work-life balance and intention to leave work among millennials. Overall, the body of literature suggests that job satisfaction is a key component in maintaining the stability of the millennial workforce. Through its strong mediating function, job satisfaction not only reduces exit intentions, but also strengthens employees' attachment to the organization and improves overall job performance.

Organizational Commitment is Strengthened by Culture and Development Opportunities

Organizational commitment, particularly affective commitment, is consistently found to be an important factor influenced by the quality of organizational culture and employee development opportunities. Professional development opportunities have a significant influence on organizational commitment, but the influence varies across generations; among millennials, the influence of career development on affective commitment tends to be lower than Gen X, suggesting the need for approaches that are more relevant to the expectations of younger generations (Glazer et al., 2019). Emotional commitment among millennials tends to grow in organizational contexts that emphasize transparency, participation, and trust between hierarchical levels (Behera et al., 2024). The positive and significant relationship between organizational culture and all dimensions of organizational commitment (affective, normative, and continuance), confirms that organizational values and norms play an important role in the formation of employee loyalty (Dunger, 2023). Similar findings were also put forward by Sahni (2021) who noted that the two workplace characteristics that have the most influence on millennials' organizational commitment are self-management of career paths and the availability of continuous self-development opportunities. The study also showed that these characteristics explained 21% of the variance in the Organizational Commitment Questionnaire (OCQ), indicating a substantial influence on commitment. Perceived organizational support plays an important role in shaping millennial employees' emotional attachment to their workplace. When such support is accompanied by employee engagement, the relationship to organizational commitment becomes even stronger (Ampofo et al., 2023).

Competence, work motivation, and career development collectively have a significant effect on millennials' organizational commitment, which in turn has a positive impact on their performance (Hui et al., 2021). Organizational commitment as an intervening variable in the relationship between well-being, job happiness, and work-life balance on exit intention (Pitaloka & Rahman, 2025). There is a significant positive correlation between organizational commitment and work engagement, indicating that the higher the commitment, the greater the tendency of millennials to be actively involved in their work (Hui et al., 2021). Similarly, Zarkasyi (2024) stated that in the context of Indonesian higher education, high organizational commitment contributes to increased knowledge sharing behavior, which further strengthens organizational effectiveness. Trust and employee satisfaction factors directly contribute to the formation of affective commitment and loyalty, both attitudinally and behaviorally, among millennials in the Islamic education sector in Indonesia (Muflih et al., 2024). This research reinforces the importance of building trust as part of organizational culture to increase long-term attachment.

DISCUSSION

Career Development

The unique characteristics of millennials in the workforce require organizations to adopt a responsive, progressive and personalized approach to career development. Millennials are known as a generation that highly values continuous learning, professional advancement and flexibility in their career planning. Therefore, organizational strategies that emphasize technology-based training, clear career path planning, and in-depth mentoring have been empirically proven to positively impact the retention of employees from this generation (Jena & Nayak, 2023). The study by Ferdiana et al., (2023) shows that millennials tend to leave workplaces that do not provide room for growth and development. When organizations provide clear career paths and continuous development programs, they feel valued, motivated, and show greater loyalty (Ferdiana et al., 2023). This finding is reinforced by Maharani et al., (2020) who identified that of the five main factors of retention, personal development and career achievement are the highest priorities for millennials. At the organizational level, approaches such as job rotation, job crafting, and coaching have been shown to increase engagement and job satisfaction which in turn decreases resignation intentions among millennials (Udin, 2023). In addition, formally structured mentoring also plays a key role in millennial career development. The Millennial Mentoring Model (MMM) emphasizes the importance of mentor-mentee relationships that are voluntary, purposeful, and focused on personal and professional development to encourage long-term retention (Ukeni & Reynolds, 2017). Meanwhile, in the Indonesian context, career development programs tailored to the local context, including digital-based training and professional certifications, are able to reduce the high job-hopping rate in big cities like Jakarta (Triana & Prihandoko, 2024). The implementation of this strategy not only improves employee engagement, but also has a positive impact on productivity and organizational stability in the long run. In addition, career development also serves as a significant mediating variable between work environment and flexible work system on employee retention. When career development is strategically integrated with other organizational dimensions, such as work flexibility and a supportive work environment, its influence on millennial employees' retention intentions becomes even stronger (Naqshbandi et al., 2024).

Table 1 shows that effective career development requires a multidimensional approach that incorporates structural, psychosocial, technological and work flexibility aspects. The first strategy, providing a clear and structured career path, has proven to provide millennial employees with concrete direction and purpose in designing their professional future. Clarity in promotion paths, performance evaluation criteria, and individual development roadmaps create a strong sense of security and intrinsic motivation to stay in the organization (Ferdiana et al., 2023). The second strategy highlights the importance of digital training programs and technology-based learning. In the era of digital transformation, millennials—as digital natives—demand access to learning that is flexible and relevant to industry developments. E-learning programs, online training, and AI-based learning management systems (LMS) can improve their adaptability to rapid work changes while fostering loyalty to companies that provide such learning opportunities (Udin, 2023). Furthermore,

mentoring schemes are the third strategy that significantly affects millennial retention. Mentoring not only provides technical guidance, but also emotional support and a sense of social connectedness. The quality of the relationship between mentor and mentee is proven to have an impact on strengthening professional identity and perception of self-worth in the organization. Through the Millennial Mentoring Model, it has been shown that open and planned mentoring structures strengthen young people's loyalty and attachment to work institutions (Ukeni & Reynolds, 2017).

Table 1 Career Development Strategies and Their Impact on Millennial Retention

Career Development Strategy	Impact on Retention	Reference
Clear and structured career path	Increases commitment and emotional attachment	Ferdiana et al., (2023)
Digital training and learning programs	Increases adaptation and loyalty to the organization	Udin, (2023)
Targeted mentoring schemes	Supports psychosocial and professional development	Ukeni & Reynolds, (2017)
Personal development and career achievement	Included in millennials' top expectations for staying	Maharani et al., (2020)
Integration of career development and flexible working	Reduces turnover intentions	Naqshbandi et al., (2024)
Professional certification and local coaching	Reduces job-hopping in urban areas	Triana & Prihandoko, (2024)

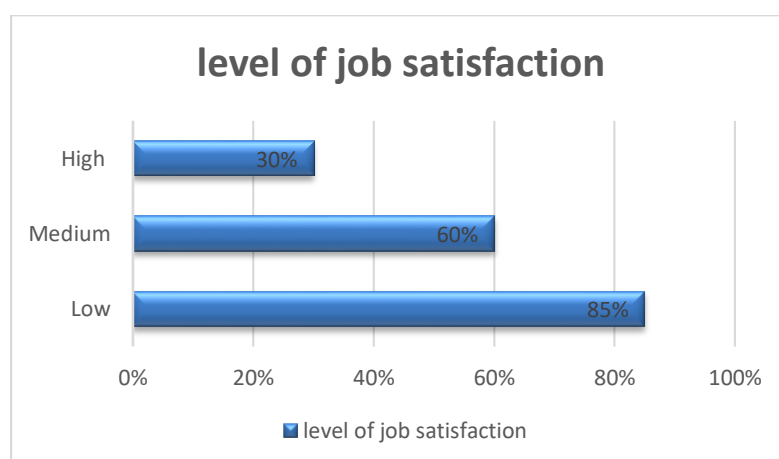
The fourth strategy highlights the importance of personal development and career achievement as key motivators for millennials to stay in an organization. Research by Maharani et al. (2020) revealed that millennial employees place this aspect as the highest expectation in their work experience. As such, organizations that provide space for professional achievement-through recognition of work, internal promotions, or involvement in strategic projects-have a greater chance of retaining potential young talent (Maharani et al., 2020). The fifth strategy points to the role of career development as a bridge between flexible work systems and a supportive work environment for improved retention. The integration of career dimensions and flexibility-such as remote work, customized working hours, and hybrid work systems-can strengthen employee commitment, especially when accompanied by opportunities for professional growth (Naqshbandi et al., 2024). Finally, the sixth strategy focuses on local approaches in the Indonesian context, where development programs combined with professional certifications and coaching have proven effective in reducing job-hopping rates. The study by Triana & Prihandoko (2024) shows that nationally or internationally recognized competency-based training boosts millennials' confidence and strengthens their perceived career value at their current organization. The program also provides competitiveness and psychological incentives that strengthen retention in the long run. Overall, this table discussion shows that effective career development is not just about technical training, but a strategic transformation that encompasses all aspects of the organizational ecosystem. By combining personalization, technology, and empowerment approaches, organizations can sustainably foster loyalty and retain the best talent from the millennial generation.

Job Satisfaction

Job satisfaction plays a very strategic role in maintaining employee stability, especially millennials who tend to have high expectations of meaning and comfort at work. In the midst of a fast-changing and stressful work environment, job satisfaction is the main buffer in dealing with stress and complex task pressures. A study by Chavadi et al., (2022) shows that high job satisfaction contributes significantly to lowering the intention to quit the job, while improving employees' psychological well-being. Millennials, known for their value orientation towards self-development and life balance, are highly sensitive to working conditions that do not support these aspects.

Research by [Pasko et al., \(2021\)](#) confirms that when millennials are satisfied with their jobs, they show higher levels of loyalty and engagement compared to coworkers from other generations. This creates a wide range of positive impacts, from increasing productivity to strengthening a healthy organizational climate ([Pasko et al., 2021](#)). In the Indonesian corporate sector, similar findings were presented by [Pradipto & Nabila, \(2021\)](#) who found that job satisfaction acts as a determinant variable in reducing turnover intention among employees of startups and technology companies. They concluded that although competitive salaries were the initial attraction, job satisfaction was the determining factor in employees' decision to stay with the company in the long term ([Pradipto & Nabila, 2021](#)). In addition, some studies show that job satisfaction also has a mediating effect on the influence of other variables such as work-life balance, leadership, and organizational culture on exit intentions ([Gautam et al., 2025](#); [Yu et al., 2022](#)). Although work-life balance does not always directly reduce turnover intention, the effect is significant when mediated by the level of job satisfaction ([Gautam et al., 2025](#); [Thakur & Bhatnagar, 2017](#)). In this context, job satisfaction acts as a psychological intermediary that translates organizational policies into employees' positive perceptions of their jobs. As an illustration of this relationship, Figure 1 shows the results of quantitative research from [Chavadi et al. \(2021\)](#) who measured the level of exit intention based on three levels of job satisfaction: low, medium, and high. It can be seen that as job satisfaction increases, turnover intention rates decrease significantly. These results statistically corroborate the finding that job satisfaction is not just an indicator of employee well-being, but also a managerial instrument capable of reducing turnover costs and risks in long-term oriented organizations.

Figure 2 The Mediating Effect of Job Satisfaction on Turnover Intention



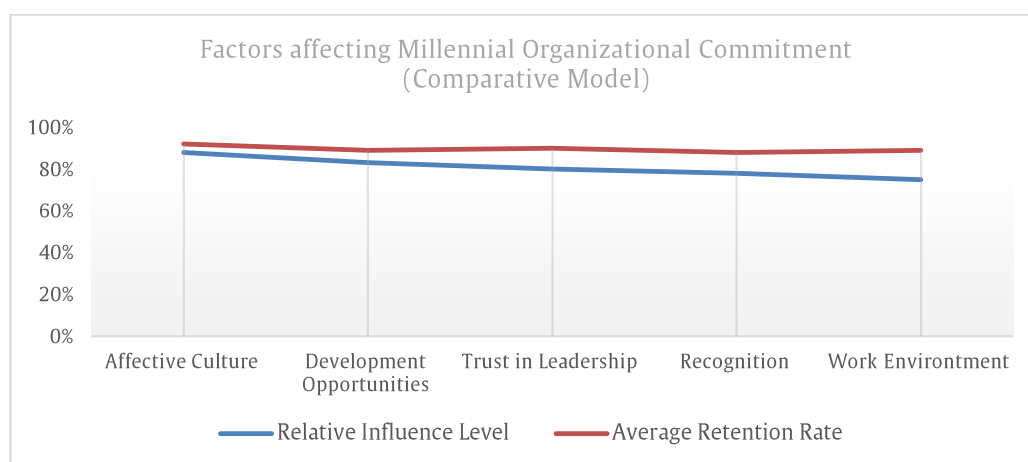
Source: ([Chavadi et al., 2022](#)); ([Pasko et al., 2021](#)); ([Pradipto & Nabila, 2021](#)).

Figure 2 visually shows a strong negative relationship between job satisfaction levels and exit intentions among millennials ([Chavadi et al., 2022](#)). The graph shows that when job satisfaction is at a low level, as many as 85% of respondents show a high intention to leave the organization ([Pasko et al., 2021](#)). In contrast, in the group with high levels of satisfaction, only 30% showed similar intentions, reflecting the protective effect of job satisfaction against turnover risk ([Pradipto & Nabila, 2021](#)). This relationship underscores that job satisfaction acts as a buffer against external and internal pressures faced by employees in the modern world of work ([Rahmayanti, 2020](#)). Theoretically, this phenomenon is consistent with the mediation model in which job satisfaction is a connecting variable between organizational factors such as leadership style, workload, and work-life balance on exit intentions. The distribution of data in the graph also shows a significant gap between the medium and high satisfaction groups, suggesting that small improvements in job satisfaction enhancing programs can have a large impact on reducing turnover. Interventions such as providing positive feedback, creating an inclusive work culture, and providing rewards have been shown to effectively increase job satisfaction ([Ivanovic & Ivancevic, 2019](#)). As such, this graph not only provides visual validation of the strategic role of job satisfaction in millennial employee retention, but also confirms the importance of a data-driven approach in the design of modern organizations' human resource policies.

Organiozational Commitment

Organizational commitment in the context of the millennial generation demands a different approach from previous generations, emphasizing affective aspects rather than structural or formal loyalties (Zarwi et al., 2023). Millennials tend to be more responsive to values, meaning of work, and emotional engagement than simply contractual ties. Employees' emotional engagement with the organization, which is a core component of affective commitment, increases significantly when personally tailored professional development support is available (Glazer et al., 2019). A collaborative and inclusive work environment is also an important foundation in shaping millennials' organizational commitment (Dwyer & Azevedo, 2016). Organizational values such as trust, transparency, and participatory openness have a positive correlation with the growth of young employees' emotional commitment (Behera et al., 2024; Dwyer & Azevedo, 2016). This approach differs from traditional loyalty, which is built on tenure or structural position, and emphasizes psychological bonds that are voluntary and based on the compatibility of personal values and organizational culture. Another important element is trust in leadership. Consistent organizational culture and ethical leadership are key reinforcers of millennial employees' affective commitment (Soomro et al., 2024). his is reinforced by Sahni (2021) who states that millennials attribute their loyalty to the quality of interpersonal relationships at work and opportunities for personal and professional growth. Furthermore, perceived organizational support is an important mediating dimension that links internal organizational factors with affective commitment. Millennial employees who feel supported, engaged and valued by the organization show significantly higher levels of commitment, especially when such support is combined with meaningful engagement programs (Walden et al., 2017; Glazer et al., 2019). This suggests that social recognition and symbolic rewards have a major impact on this generation's loyalty.

Figure 3 Comparison of Influence Factors on organizational commitment and Millennial Retention



Source: Glazer et al., (2019); Luz et al., (2018); Azzam & Harsono, (2021).

Figure 3 provides a narrative synthesis of the literature that reflects the interrelationships between the five key factors consistently cited in studies as determinants of organizational commitment among millennials, and shows how they are associated with employee retention trends. Although the data presented in visual form uses numerical representations, the numbers are not interpreted statistically, but rather as a form of frequency of occurrence and thematic emphasis in the reviewed articles. This model aims to provide a conceptual mapping of the intensity of scholarly attention to each factor in relation to affective commitment and retention of millennial employees. One of the most prominent themes in the literature is the importance of an affective organizational culture. Almost all of the studies analyzed emphasize that work cultures that create an atmosphere of openness, trust, and encourage active participation are highly effective in building emotional commitment. Behera et al., (2024) emphasize that a work environment that values collaboration and transparency is likely to result in stronger affective attachments, which in turn results in lower exit intentions among millennials. Affective cultures are also considered more

relevant than traditional loyalty systems based on hierarchy or tenure, especially for generations that prioritize work values and meaning. The second dominant theme in the literature is career and professional development opportunities. Studies such as those conducted by [Glazer et al., \(2019\)](#) and [Sahni, \(2021\)](#) confirm that organizations that provide access to training, structured career paths, and upskilling opportunities are better able to build emotional attachments with millennial employees ([Glazer et al., 2019; Sahni, 2021](#)). This generation of employees is known to have a strong orientation towards self-development and continuous learning, making competency improvement programs an attractive and effective retention instrument. The next factor that has a strong influence on the formation of affective commitment is trust in leadership. In various studies, this aspect often appears as an important predictor in shaping loyalty based on interpersonal relationships and managerial credibility. When leadership is carried out fairly, transparently, and consistently, the psychological bond between the individual and the organization is stronger, creating ongoing commitment ([Dunger, 2023](#)). In the context of millennials, this factor becomes particularly relevant as they tend to be more selective towards non-participative leadership styles.

In addition, recognition of employee contributions is also a theme that has emerged in the literature as an important element in shaping organizational commitment ([Afshari, 2023; Alnehabi, 2025; Brammer et al., 2007; Zawawi et al., 2024](#)). Recognition not only increases work motivation but also strengthens employees' perceptions of their value in the organization, which leads to an increased sense of emotional attachment ([Ampofo et al., 2023](#)). Recognition can take the form of formal awards or positive interpersonal feedback, both of which validate an individual's role and contribution to the team ([Aranzabal et al., 2022; Love et al., 2021; Wickramasinghe & Widyaratne, 2012](#)). A supportive work environment is a dimension consistently associated with increased organizational commitment and retention, especially when it supports work-life balance and provides space for psychological well-being. Factors such as work flexibility, social support among employees, and psychological safety have a positive impact on feelings of belonging and loyalty to the organization ([Pitaloka & Rahman, 2025](#)). In the literature reviewed, this factor emerged consistently in the context of creating a workplace that is humane and adaptive to the needs of younger generations. Overall, the discussion of Figure 3 shows that the five themes-affective culture, career development, trust in leadership, recognition, and work environment-are the central elements that together form the foundation of organizational commitment in the millennial context. Although they vary in thematic intensity, they are all identified as important determinants that need to be accommodated in human resource management strategies that want to foster emotional loyalty and strengthen the retention of a young workforce.

Employee Empowerment

Employee empowerment has become a fundamental strategic approach in strengthening loyalty and retention among millennials ([Jena & Nayak, 2023](#)). No longer supplementary, empowerment is now positioned as a key framework for integrating the values of transparency, access to information, and active participation in decision-making ([Carrick et al., 2023](#)). Millennials show a high affinity for work environments that allow them to articulate voice, autonomy, and influence within organizational structures, so organizations that are able to cater to these preferences tend to gain higher levels of loyalty ([Akgunduz & Bardakoglu, 2017](#)). Empowerment is proven to not only drive retention, but also strengthen employees' work engagement and innovative capacity. A quantitative study by [Kundu & Gahlawat \(2016\)](#) shows that organizations that consistently implement employee empowerment practices experience a significant increase in perceived innovative performance and organizational competitiveness. In this context, empowerment is not understood simply as the delegation of tasks, but rather as a formal recognition of employees' strategic role in creating value for the organization ([Kundu & Gahlawat, 2016](#)). The role of psychological empowerment in shaping millennial innovative behavior has also been studied in depth. Psychological empowerment has a significant moderating effect on the relationship between employee engagement and innovative work behavior, suggesting that when employees feel psychologically empowered, they tend to show higher engagement and creativity in their work ([Ali et al., 2022](#)). Psychological empowerment includes dimensions such as meaning, competence, autonomy, and impact, which collectively increase perceptions of control and a sense of belonging to the organization.

In terms of the relationship between human resource practices and youth retention, Psychological empowerment significantly moderates the influence of sustainability-based human resource practices on employees' decision to stay in the organization (Islam et al., 2022). This research highlights the importance of subjective perceptions of the meaning and impact of an individual's role in the organization, which is often a key determinant of continued employment, especially among millennials who are more sensitive to transformative work values. These studies underscore that retention of young employees is not just a result of external incentives such as compensation and perks, but has more to do with internal perceptions of how much their contributions are recognized and valued within the broader organizational structure (Haddad et al., 2023; Islam et al., 2022). When employees feel they have control and autonomy in their work, and understand how their role supports the long-term goals of the organization, the intention to stay increases significantly. Empowerment also plays a strong mediative role in the relationship between leadership and work engagement. An empowering leadership style-that is, providing support, clarity of purpose, and opportunities to make decisions-indirectly increases work engagement through psychological empowerment as a mediator (Park et al., 2017). In this context, empowerment serves as a psychological bridge that connects managerial strategies with employees' affective responses to their work (Shah et al., 2019). This suggests that empowerment is not only influenced by formal organizational policies, but also by the relational quality of daily interactions between leaders and employees (Schermuly & Meyer, 2016; Ugwu et al., 2014). These interactions create a working atmosphere conducive to the formation of trust, shared responsibility, and the perception that employees have an important role in achieving the organization's vision. Recognition of individual autonomy and capabilities in a supportive work environment can strengthen affective commitment and intrinsic desire to continue contributing in the long term (Nili & Tasavori, 2022). When employees feel that their voice is valued and their decisions have real impact, they will develop a deeper emotional attachment to the organization (Barry & Wilkinson, 2022; Jolly & Lee, 2021; Morrison, 2023). This not only contributes to increased retention, but also strengthens an organizational culture based on trust and collaboration. Therefore, implementing employee empowerment strategies that are integrated into leadership policies and practices can be viewed as a strategic investment in building the loyalty of current and future generations of workers (Park et al., 2017).

CONCLUSION

This research aims to systematically synthesize scholarly findings on the key factors influencing millennial retention in the workplace, focusing on the role of career development, job satisfaction, organizational commitment, and employee empowerment. Based on an extensive literature review, it was found that millennial retention is a multidimensional phenomenon that cannot be understood through financial incentives or structural policies alone, but demands an approach that touches on psychological aspects, work values, and emotional engagement. Career development proved to be the dominant factor that directly strengthens millennials' loyalty, especially when it is flexibly designed, competency-based and relevant to individual aspirations. Job satisfaction acts as an important mediating variable, which is able to dampen the negative influence of job stress and value mismatch on intention to leave. Organizational commitment, particularly affective commitment, is consistently associated with a work culture that is inclusive, transparent and enables strong interpersonal relationships. Meanwhile, employee empowerment was shown to strengthen the relationship between leadership, engagement, and innovation, and act as a significant psychological driver in building long-term attachment. Overall, the results of this study suggest that millennial retention will be more effectively achieved through human resource strategies that are participatory, transformative, and based on holistic employee experiences. The integration of the four key factors-career, satisfaction, commitment, and empowerment-not only improves retention, but also strengthens organizational sustainability through the creation of an adaptive, innovative, and strategically valuable work climate. Therefore, this research provides important implications for HR practitioners and policy makers to design retention approaches that are based on the needs of current and future generations of workers.

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