

Why Generation Z Stays: The Power of Resilience and Organizational Commitment in Reducing Turnover Intention

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Keyword : Turnover Intention, Resilience, Organizational Commitment, Generation Z	Abstract This study aims to examine the mediating role of organizational commitment in the relationship between resilience and turnover intention among Generation Z employees in Indonesia. Previous research have shows resilience directly reduces turnover intention, while others find this effect is mediated by work engagement. This inconsistency highlights the need to explore mediating mechanisms, such as organizational commitment, in the resilience-turnover intention relationship. The study involved 193 Gen Z employees from a multinational corporation, with data collected through established and reliable measures of resilience($\alpha = .962$), organizational commitment ($\alpha = .921$) and turnover intention ($\alpha = .871$). Mediation analysis conducted using JASP software revealed that resilience significantly decreased turnover intention through the pathway of continuance commitment ($Z = -3.709$, $p < .001$). In contrast, affective and normative commitments did not demonstrate significant mediating effects. Drawing Upon Conservation of Resources (COR) Theory, these findings suggest that Generation Z employees' retention is primarily driven by concerns over potential losses of valuable resources, such as financial stability and career development opportunities, rather than affective or normative attachments to the organization. This study underscores the critical role of organizational commitment as a mechanism for retaining Gen Z employees and highlight that retention strategies should prioritize on enhancing resource-based incentives and reducing perceived resource loss rather than solely fostering emotional or normative engagement..		
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INTRODUCTION

The emergence of Generation Z (Gen Z) in the labor force has precipitated profound transformations in organizational dynamics. As the first generation raised in the digital era, Gen Z demonstrates a strong preference for work flexibility, continuous development, and resistance to monotonous work tasks di(Schroth, 2019). A systematic literature review by Vieira & Gomes (2024) found that Gen Z view employment as a "stepping stone," even willing to move within 2–6 months if expectations are not met. In the context of companies in Indonesia and Malaysia, research indicates that Generation Z exhibits a relatively higher turnover intention rates compared to previous generations (Hanaty, 2022; Subagyo et al., 2024; Zahari & Puteh, 2023). This condition poses a considerable challenge for organizations, as its potential impacts include disruption to operational stability and increased recruitment and training costs (Goh & Lee, 2018). Futhermore, highy employee turnover leads to a diminution of investment in training and development, as well as delays in work activities (Cascio & Aguinis, 2011). Turnover intention is a critical indicator in the study of organizational behavior, as it reflects an individual's intention to resign from their current position (Lazzari et al., 2022; Mobley, 1977).

Resilience, defined as an individual's ability to adapt and recover from stress or adversity (Luthans

et al., 2006), is one psychological factor believed to influence turnover intention. Previous studies have consistently reported a negative relationship between resilience and turnover intention. For instance, Cooke et al (2016), Lee & Gagne (2022), and Maria Niasty Hia et al (2024) found that high levels of resilience reduce employees' desire to leave their organization. However, Cao & Chen (2021) reported that resilience indirectly influences turnover intention through increased work engagement. These varying findings suggest that more research is needed to understand well the mechanisms through which resilience influences turnover intention.

Although turnover intention does not always lead to actual resignation, it remains a critical measure for assessing organizational effectiveness. Thus, understanding the factors that influence turnover intention, particularly among Generation Z, is highly relevant (Priporas et al., 2017). Several factors influence turnover intention besides resilience, including leadership style, employee psychological well-being, and organizational commitment (Cohen, 1997). Organizational commitment comprises three components: affective (emotional), continuance (based on cost-benefit calculations), and normative (based on moral obligations) commitment (Meyer & Allen, 1991). Consistent with previous findings, high organizational commitment has been found to negatively correlate with turnover intention; employees who feel emotionally attached are more likely to stay (Luthans & Youssef, 2007).

Organizational commitment also acts as a mediator. Jung et al (2023) demonstrated that organizational commitment mediates the relationship between psychological capital, particularly resilience, and turnover intention. These findings suggest that individuals with higher resilience levels tend to demonstrate stronger organizational commitment, ultimately reducing their intention to leave the organization.

According to the Conservation of Resources (COR) theory developed by Hobfoll (1989) (Hobfoll et al., 2018), individuals endeavor to maintain and enhance various personal and social resources to safeguard against potential loss and to initiate a resource gain spiral when resources are successfully amassed. In the context of Generation Z workplace, resilience acts, as a personal resource, serves as a psychological foundation that fosters resilience to work pressures and triggers further resource investment, such as the three dimensions of organizational commitment: affective commitment, continuance commitment, and normative commitment. If employees of Generation Z have a high level of resilience, it allows them to respond to professional challenges with optimism and active adaptation.

This adaptability is reflected their ability to seek quick solutions, fostering positive experiences and emotional identification with the organization. These emotional sentiments serve to fortify affective commitment, thereby engendering in employees a desire to remain with the organization and to feel a sense of belonging. At the same time, resilience enhances awareness of tangible job-related benefits such as compensation, professional networks, and career growth opportunities. These perceptions heighten the perceived cost of leaving, which in turn leads to a commitment based on rational calculations ("should"). In the context of organizational commitment, such benefits function as "resource anchors" that stabilize employees' decisions to stay.

In accordance with the COR principle, investments in safeguarding personal resources have been shown to yield stability and protection from loss. Beyond the emotional and practical considerations, resilience can foster a sense of moral and social responsibility toward the organization. For example,

employees who perceive support in the form of training, mentoring, or scholarships may develop a sense of reciprocity and obligation to stay. This sense of morality fosters normative commitment, leading employees to feel compelled to stay.

Building upon the theoretical and empirical gaps outlined above, the present study aims to examine which dimension of organizational commitment plays a stronger role as a mediator in the influence of resilience on turnover intention in addition to examination of the direct impact of resilience on turnover intention among generation Z.

Research Hypotheses

H1. The present study explores the influence of resilience on Generation Z's turnover intention

H2. The present study explores the influence of resilience on Generation Z's turnover intention, with a particular focus on the mediating role of affective commitment.

H3. The present study explores the influence of resilience on Generation Z's turnover intention, with a particular focus on the mediating role of continuance commitment.

H4. The present study explores the influence of resilience on Generation Z's turnover intention, with a particular focus on the mediating role of normative commitment.

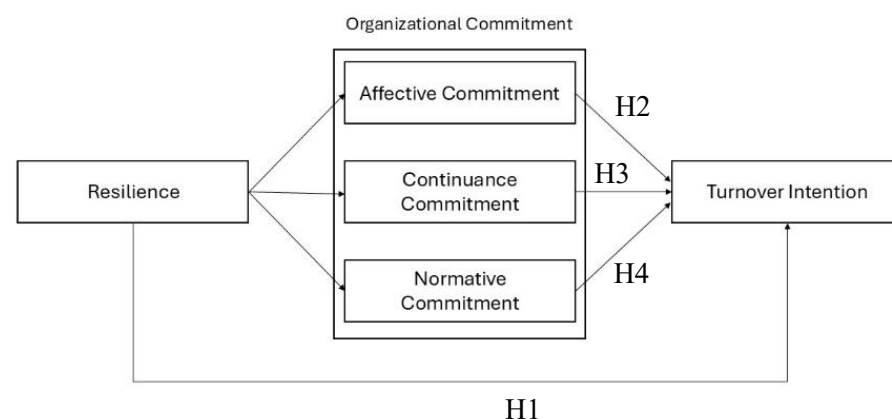


Figure 1. The Hypothesized Mediation Model

METHOD

The present study employed a path analysis and mediation research design. The participants of this study were all members of Generation Z, defined as individuals born between 1997 and 2012, employed by a company in Surabaya, Indonesia. The total sample size was 193 employees. The decision to employ a census sampling was predicated on the consideration of the relatively modest number of employees, a factor that permitted the incorporation of the entire population within the purview of the study. The participants in this study ranged in age from 21 to 33 years (mean = 26.124; SD = 2.397), with 60% of the sample identifying as female and 40% as male. Approximately 32% of the participants had three years of work experience and 68% of the participants held a bachelor's degree.

The present study examined three variables: job turnover intention as the dependent variable,

resilience as the independent variable, and organizational commitment as the mediator. The instruments were translated into Indonesian using back translation method. The content validity of the instrument was reviewed by two organizational psychologists, and pilot testing with 41 respondents ensured item clarity and internal consistency. Ethical approval was obtained from the Ethics Committee of the Faculty of Psychology Universitas 17 Agustus 1945 Surabaya and informed consent was secured from all participants in accordance with ethical research standards. All items were rated using a five-point Likert scale (1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Always).

Turnover Intention was measured using a 9-item scale adapted from Mobley, (1977). Sample items include: “I am thinking about leaving this job in the near future” and “I am actively seeking employment opportunities at other companies.” Responses were rated on a 5-point Likert scale.. Item-total correlations ranged from .555 to .872, indicating good validity. The scale demonstrated excellent internal consistency, with a Cronbach’s Alpha of .914. Data sourced from the main sample

Resilience, defined as the ability to adapt and recover from stress or adversity, was measured using a 35-item scale adapted from Amacon & Shatte (2002). Sample items include statements such as “I can recover quickly after feeling stressed or angry” and “I am confident that I can overcome challenges at work.” Validity tests showed item-total correlations between .548 and .869, while reliability analysis yielded a Cronbach’s Alpha of .972, indicating excellent internal consistency.

Organizational Commitment refers to employees’ emotional, normative, and continuance attachment to their organization. This construct was measured using a 14-item scale developed from Meyer & Allen, (1991) organizational commitment theory, encompassing affective, continuance, and normative components. Sample items include: “I would be very happy to spend the rest of my career with this organization,” “I really feel that the problems of this organization are my own problems,” and “This organization has a lot of personal meaning to me.” Item-total correlations ranged from .487 to .787, indicating acceptable validity, while Cronbach’s Alpha of .946 demonstrated excellent reliability.

The analysis was conducted using path analysis. This analysis was conducted to test the mediation effect, using a bootstrapping approach with 5,000 resamplings to obtain bias-corrected confidence interval (95% CI) estimates. An effect is deemed statistically significant if the confidence interval excludes the value of zero (0). All analyses were conducted using JASP software version 0.16.4.0.

RESULTS AND DISCUSSION

The total sample analyzed in this study comprised 193 respondents. In Terms of gender, the majority of respondents identified as female 56%, while 44% identified as male. Regarding education level, the predominant proportion of respondents were undergraduate graduates, constituting 68% . In regard to the duration of their professional tenure, the majority of respondents, amounting to 32% , possessed approximately three years of work experience. Table 1 presents the detailed participant data.

Table 1. Descriptive data of research subjects

Description		%
Gender	Male	44
	Female	56
Education Level	Senior High School	14
	Diploma	11
	Undergraduate	68
	Master	8
Working Period	< 1 Years	3
	1 Years	3
	2 Years	29
	3 Years	32
	4 Years	5
	5 Years	3

Table 2 presents the descriptive statistics for the study variables.

The average age of the participants was 26.12 years (SD = 2.40), suggesting that the sample was relatively young workforce with minimal age variation. Regarding organizational commitment, affective commitment was moderate (M = 23.52, SD = 3.89). Continuance and normative commitment were average (M = 26.97, SD = 4.41 and M = 26.12, SD = 4.24, respectively), suggesting high dependence on the organization due to switching costs and social norms. The average turnover score was 28.38 (SD = 7.24), indicating high variability in the intention to leave the company. Meanwhile, participant resilience level tended to be high (M = 131.53, SD = 24.17), though there was a fairly wide range among individuals.

Table 2. Descriptive Statistics

	Mean	Std. Deviation
Age	26.124	2.397
Affective Commitment	23.523	3.892
Continuance Commitment	26.974	4.405
Normative Commitment	26.124	4.237
Turnover	28.378	7.235
Resilience	131.534	24.167

Mediation path analysis revealed a significant indirect effect of resilience on turnover intention through continuance commitment ($\beta = -0.051$, $z = -3.709$, $p < .001$). The 95% confidence interval (-0.080 , -0.024) did not include zero, confirming the existence of this effect. In other words, the higher the resilience, the stronger the continuance commitment, which in turn reduced employees turnover intention. However, mediation through affective commitment ($\beta = 0.0005$, $z = 0.057$, $p = 0.955$, CI $[-0.023, 0.026]$) and normative commitment ($\beta = -0.008$, $z = -0.473$, $p = 0.637$, CI $[-0.046, 0.027]$) was not significant because the p-value

was high and the confidence interval crossed zero (table 3).

Table 3. Indirect effects

	Estimate	Std Error	Z-Value	p	95% Confidence Interval		Conclusion
					Lower	Upper	
H1. Resilience → Affective → Turnover Intention	5.432×10 ⁻⁴	0.010	0.057	0.955	-0.023	0.026	rejected
H2. Resilience → Continuance → Turnover Intention	-0.051	0.014	-3.709	< .001	-0.080	-0.024	accepted
H3. Resilience → Normative → Turnover Intention	-0.008	0.017	-0.473	0.637	-0.046	0.027	rejected
H4. Resilience → Turnover Intention	0.151	0.017	-8.770	< .001	-0.185	-0.116	accepted

Resilience was found to have a significant direct negative effect on turnover intention ($\beta = -0.151$, $SE = 0.017$, $z = -8.77$, $p < .001$, 95% CI $[-0.185, -0.116]$), indicating that as resilience increases, employees are less likely to intend to leave the company .

As shown in Table 4 and figure 2, affective commitment was not a significant predictor of turnover intention ($\beta = 0.012$, $SE = 0.209$, $z = 0.06$, $p = .955$, 95% CI $[-0.502, 0.547]$), nor was normative commitment ($\beta = -0.082$, $SE = 0.173$, $z = -0.47$, $p = .636$, 95% CI $[-0.458, 0.269]$). However, continuance commitment significantly predicted turnover intention ($\beta = -0.505$, $SE = 0.124$, $z = -4.08$, $p < .001$, 95% CI $[-0.765, -0.214]$), indicating that higher continuance commitment is associated with reduced turnover intention. Additionally, resilience showed a significant negative direct effect on turnover intention ($\beta = -0.151$, $SE = 0.017$, $z = -8.77$, $p < .001$, 95% CI $[-0.185, -0.116]$), and significantly predicted all three commitment dimensions: affective ($\beta = 0.046$, $SE = 0.007$, $z = 6.88$, $p < .001$, 95% CI $[0.034, 0.058]$), continuance ($\beta = 0.101$, $SE = 0.011$, $z = 8.94$, $p < .001$, 95% CI $[0.081, 0.126]$), and normative ($\beta = 0.101$, $SE = 0.008$, $z = 11.87$, $p < .001$, 95% CI $[0.086, 0.117]$)

Table 4. Path coefficients

						95% Confidence Interval	
		Estimate	Std. Error	z-value	p	Lower	Upper
Affective	→ turnover_intention	0.012	0.209	0.057	0.955	-0.502	0.547
Continuance	→ turnover_intention	-0.505	0.124	-4.077	< .001	-0.765	-0.214
Normative	→ turnover_intention	-0.082	0.173	-0.473	0.636	-0.458	0.269
resilience	→ turnover_intention	-0.151	0.017	-8.770	< .001	-0.185	-0.116
resilience	→ Affective	0.046	0.007	6.875	< .001	0.034	0.058
resilience	→ Continuance	0.101	0.011	8.936	< .001	0.081	0.126
resilience	→ Normative	0.101	0.008	11.867	< .001	0.086	0.117

The initial hypothesis, which posits that resilience exerts an influence on Generation Z's turnover intention via affective commitment, has not been substantiated by empirical evidence ($z=.057$; $p=.955$). The second hypothesis, which posits that resilience influences Generation Z's turnover intention through continuance commitment, is substantiated by empirical evidence ($z=-3.709$; $p<.001$). The third hypothesis, which posits that resilience influences Generation Z's turnover intention through normative commitment, has been found to be unsupported by empirical data ($z=-.473$; $p=.637$).

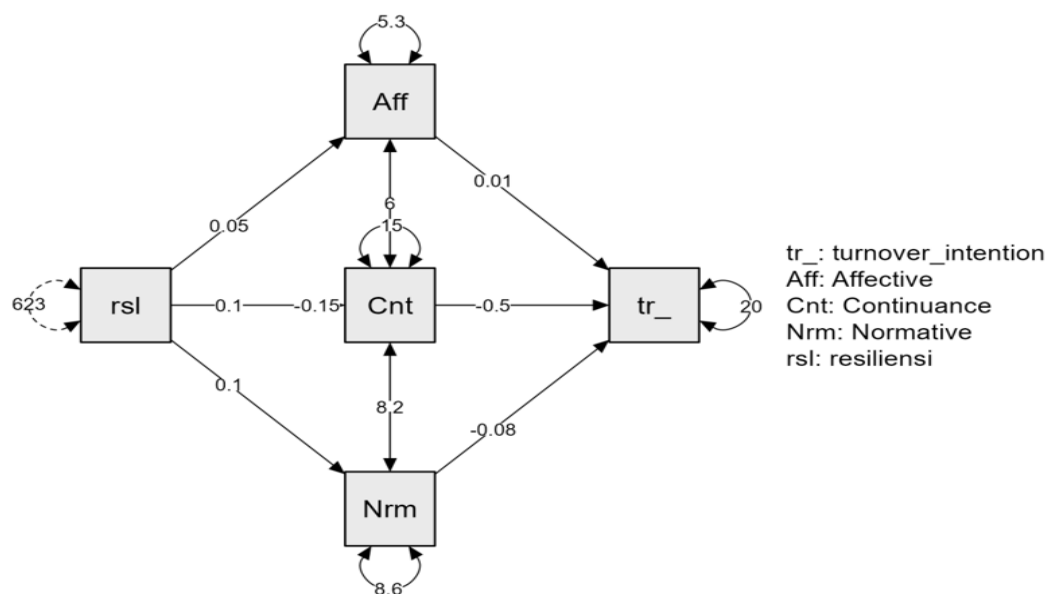


Figure 2. Path Analysis

The analysis shows that resilience has a significant negative effect on turnover intention ($\beta = -0.151$, $SE = 0.017$, $z = -8.770$, $p < .001$), 95% bias corrected bootstrap CI $[-0.185, -0.116]$. This interval does not include zero, indicating a statistically significant direct effect. The bootstrap results (5,000 samples) show a significant indirect effect of $\beta = -0.065$, 95% CI $[-0.090, -0.043]$, $p < .001$. The CI that does not include zero confirms significant mediation. Because the direct effect remains significant ($\beta = -0.151$, $p < .001$) and there is a significant indirect effect, the results of the study indicate partial mediation

Table 5. Estimation of the Direct and Indirect Effects

Effect	Estimasi β	SE	Statistics	p	95% CI
Direct	–0.151	0.017	$z = -8.77$	< .001	[–0.185, –0.116]
Indirect	–0.065	(bootstrap)	—	< .001	[–0.090, –0.043]

The findings of this study indicate that among Generation Z employees in Indonesia, continuance commitment plays a more significant mediating role in the relationship between resilience and turnover intention, compared to affective and normative commitment. This suggests that individuals' decisions to remain in the organization are primarily driven by pragmatic considerations regarding the potential loss of valued resources—such as job stability, financial benefits, career development opportunities, and professional networks—rather than emotional attachment or moral obligation.

This result aligns with the Conservation of Resources (COR) theory proposed by (Hobfoll, 1989), which posits that individuals are motivated to acquire, protect, and retain valuable resources. When such resources are perceived to be at risk, individuals are more likely to take action to preserve them, including staying in their current roles to avoid potential loss (Hobfoll, 2001). In this context, continuance commitment functions as an adaptive mechanism that reflects a strategic effort to prevent the loss of accumulated resources.

Previous studies have also emphasized the positive relationship between resilience and organizational commitment. Resilient employees are better equipped to cope with workplace stress and uncertainty, and they tend to invest in building what Hobfoll et al., (2018) refer to as a “resource caravan” a bundle of interrelated resources, including positive work relationships, professional credibility, and access to developmental opportunities (Luthans & Youssef, 2007; Shin et al., 2012). These accumulated resources strengthen the rationale for staying, especially when leaving the company would mean forfeiting these valuable assets.

In the context of Generation Z, there is a noticeable tendency to make career-related decisions based on pragmatic and short-term stability concerns. Paterson et al., (2014) observed that while Gen Z employees value flexibility and meaningful work, they are also highly sensitive to issues such as job security, financial compensation, and career path clarity. In the Indonesian context, Natalia et al., (2024) found that Gen Z employees are more likely to stay in company that offer career development and job security, even though their emotional attachment may is relatively low.

This helps explain the insignificant role of affective and normative commitment in this study. The declining influence of affective commitment is supported by Twenge et al., (2010), who found that younger generations tend to express lower emotional attachment to institutions, including their employers, compared to previous generations. Similarly, the diminished role of normative commitment reflects a shift of work values among Gen Z, who tend to adopt a more individualistic and reciprocal orientation, valuing fairness and transparency over traditional moral obligations (Lub et al., 2012).

In Indonesia's collectivist and hierarchical work culture, organizational expectations of long-term loyalty are increasingly misaligned with the evolving values of Gen Z. These employees evaluate organizations based on their ability to provide tangible returns on their contributions, rather than adhering to

loyalty for its own sake (Ngebursian et al., 2024). Therefore, continuance commitment emerges as a rational, strategic mechanism to avoid the loss of valuable organizational resources, rather than as an expression of affective or normative allegiance.

These study finding elucidates the observed association between resilience and continuance commitment. Participants presumably perceived the decision to depart as a potential threat to the resources they had accumulated, leading them to opt for retention based on pragmatic factors rather than emotional or normative considerations. As supporting contextual information, a survey by Moriarty, (2024) of 2,000 Gen Z respondents aged 18 to 27 showed that the majority prioritized stable employment and long-term career opportunities. This data provides a plausible explanation for the strengthening role of continuance commitment in a sample also comprised of individuals early in their careers.

The results of this study are consistent with the findings of Han & Cai, (2024), who demonstrated that resilience influences continuance commitment, which in turn reduces turnover intentions among cabin crew in Korea. Concurrently, data from Han & Cai, (2024) underscores the significance of continuance commitment in maintaining the retention of Generation Z workers in Korea. Chen, (2006) study also demonstrated that normative and continuance commitment had a significant impact on turnover intentions among flight attendants in Taiwan. This finding provides cross-cultural support for the importance of these commitment dimensions.

This study's findings contrast with those reported by Akçin, (2023), who found that resilience was more closely related to affective and normative commitment in reducing turnover intentions. This suggests that the effect of resilience on commitment may vary depending on sample characteristics or the work environment. On the other hand, this study indicates that resilience may also facilitate the decision-making process to stay by assisting individuals in managing stress therefore it directly impacts intention not to leave the company.

In conclusion, resilience functions as a key psychological capital that not only enhances individual coping capacity but also contributes to the formation of continuance commitment by enabling employees to accumulate and safeguard critical resources within the organization. The implication for organizations is that retention strategies should go beyond emotional or normative engagement. Instead, they should focus on creating supportive environments that offer clear career paths, equitable compensation, and opportunities for resource accumulation, particularly for younger employees navigating the early stages of their professional careers.

CONCLUSION

Drawing upon the Conservation of Resources (COR) Theory Hobfoll, (1989), this study provides empirical evidence supporting the role of resilience as a crucial psychological resource in reducing turnover intention among Generation Z employees in the Indonesian context. The findings demonstrate that resilient individuals are more inclined to remain in their company due to a calculated anticipation of resource loss, such as benefits, career advancement, and social capital, should they decide to leave. This behavior aligns with the central principle of COR theory, which posits that individuals are motivated to conserve existing resources when faced with potential threats or instability.

Among the three dimensions of organizational commitment examined, continuance commitment emerged as the most salient mediator in the relationship between resilience and turnover intention. This suggests that decisions to stay are less influenced by emotional attachment (affective commitment) or a sense of moral obligation (normative commitment), and more by rational considerations regarding the cost of leaving the organization. For Generation Z employees who are characterized by a pragmatic and opportunity-seeking work orientation such resource-based decision-making appears to be a dominant mechanism driving retention behavior.

Importantly, the study not only confirms a direct negative relationship between resilience and turnover intention, but also highlights the indirect path through continuance commitment. Resilience fosters a stronger perception of accumulated organizational resources, which in turn enhances continuance commitment and subsequently reduces the likelihood of voluntary turnover. These findings underscore the importance of conceptualizing employee retention strategies not merely in terms of fostering affective bonds, but also in terms of enhancing employees' perceived resource value within the organization. In doing so, organizations can better align their human resource practices with the motivational logic of the contemporary workforce—particularly that of Generation Z. These findings imply that organizations to strengthen management system, compensation system such as financial/non financial incentives for tenure achievement, and training or coaching especially in techniques for improving resilience to strengthen ongoing commitment.

This study has a cross-sectional design, meaning data were collected over only a single time period. Therefore, this approach does not allow for the analysis of temporal change or dynamics. To better understand the turnover phenomenon from a Conservation of Resources (COR) perspective, future studies should use a longitudinal design. This design would enable a more thorough examination of the gain spiral process and the dynamic mechanisms underlying resource changes over time. Additionally, this study is limited by its single-firm setting, the potential for social bias in self-reported measures, and the homogeneity of the sample, which may restrict the applicability of the results to the broader Gen Z population.

The findings of this study carry several practical implications for human resource management and organizational leadership, particularly in managing and retaining Generation Z employees in the Indonesian context. First, organizations should prioritize building and maintaining resources that are perceived as valuable by employees such as job stability, career advancement opportunities, learning and development programs, and financial security. Since continuance commitment was found to be the most significant mediator, efforts to retain employees should focus on creating tangible value and resource-based incentives rather than relying solely on emotional appeals or cultural loyalty. Second, investing in the development of employee resilience is essential. Companies can offer resilience-building interventions, such as coaching, mentorship, stress management training, or psychological capital workshops. These initiatives not only enhance individual capacity to cope with challenges but also foster longer-term commitment through the accumulation of professional and psychological resources. Third, HR managers should recognize that Generation Z tends to evaluate Companies through a pragmatic lens. They are more likely to remain in companies that offer visible and measurable returns for their contributions. As such, Companies should emphasize fairness, transparency in promotion and evaluation, and a clear structure for career development. Policies and practices that align with Gen Z values, such as flexible work arrangements and recognition

systems can further strengthen organizational commitment. Lastly, to reduce turnover intention, companies must move beyond traditional employee engagement models and adopt a resource-focused retention strategy, particularly targeting younger employees who are still forming their professional identities and accumulating workplace capital.

Further research is proposed to introduce other mediating factors and develop models that test how resilience influences turnover intentions. Based on these findings, managers and company leaders should consider ways to enhance organizational resilience and commitment, especially continuance commitment. While this study provides valuable insights into the mediating role of organizational commitment, particularly continuance commitment, in the relationship between resilience and turnover intention among Gen Z employees in Indonesia, several avenues for future research are worth exploring. First, future studies should consider longitudinal research designs to assess how resilience and organizational commitment evolve over time and how these dynamics influence turnover behaviors in the long run. Longitudinal data could provide deeper insights into causal mechanisms rather than relying on cross-sectional assumptions. Second, it would be valuable to expand the research across different generational cohorts (e.g., Millennials, Generation X) or different cultural contexts to examine whether the dominance of continuance commitment is unique to Gen Z or specific to the socio-economic conditions in Indonesia. Cross-cultural comparisons could also clarify whether cultural values (e.g., collectivism vs. individualism) moderate the effects observed in this study. Third, qualitative or mixed-methods research could offer richer, contextualized understandings of how Gen Z employees interpret and negotiate their organizational commitments. This could help uncover the nuanced motivations behind their decisions to stay or leave, beyond what quantitative surveys can capture. Finally, future research could explore other potential mediators or moderators, such as perceived organizational support, psychological safety, or leader-member exchange (LMX), which may interact with resilience and commitment in shaping turnover intention. This would contribute to a more comprehensive model of employee retention in the modern workplace.

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