

The Synergistic Linkage Of Organizational Commitment And Employee Retention - A Mediation Analysis Of Employee Satisfaction In Indian Tourism Organizational Settings

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Abstract

The Indian tourism industry is known for its dynamic nature and rapid growth, which heavily rely on a committed and stable workforce. However, the industry grapples with challenges, particularly a high employee turnover rate. This study aims to systematically explore the intricate interplay between organizational commitment and employee retention within the Indian tourism sector. A selfstructured questionnaire using a 5-point Likert scale was distributed to 200 firms from January to June 2023, yielding a sample of 622 employees for analysis using SPSS and PLS-SEM 4.0. The results reveal a strong connection between organizational commitment, employee retention, and the mediating role of employee satisfaction. The findings demonstrate that committed employees tend to be more satisfied and less likely to leave, whereas dissatisfied employees are more prone to seeking new opportunities. The study also confirmed the validity and reliability of the proposed model, providing valuable insights for stakeholders in the tourism industry to address workforce stability challenges.

Keywords: Employee Retention, Employee Satisfaction, Organizational Commitment, Tourism Industry.

1.0 INTRODUCTION

The tourism sector in India has emerged as a significant driver of development within the country's service industry, contributing substantially to economic growth. It serves as a pivotal source of employment for local communities and plays a vital role in bolstering the nation's foreign exchange reserves. The World Travel & Tourism Council (WTTC) report of 2024 highlighted the significant impact of the travel and tourism sector on employment and economic contributions from 2019 to 2024. In 2019, the sector contributed 7.0% to the economy (INR 15,729.3 billion/USD 212.8 billion) and employed 40.10 million people (8.4% of total employment). The COVID-19 pandemic caused a sharp decline in 2020, reducing the sector's economic share to 4.3% (INR 9,164.9 billion/USD 124.0 billion) and employment to 29.14 million, a 41.7% drop. Recovery began in 2021, with the sector rebounding to 5.8% of the economy (INR 13,161.1 billion/USD 178.0 billion) and 32.10 million jobs (+43.6%). This growth continued in 2022, reaching 5.9% of the economy (INR 15,687.9 billion/USD 199.6 billion) and 37.21 million jobs (+19.2%). In 2023, further improvement was noticed, with a 6.5% contribution to the economy (INR 19,130.6 billion/USD 231.6 billion) and 42.94 million jobs (+9.7%). Estimates for the year 2024, are reaching 6.8% contribution to the economy (INR 21150.3 billion/USD 256.1 billion) and 45.39 million jobs (+5.7%). Looking ahead to 2034, the sector is expected to grow to 7.6% of the economy (INR 43,250.6 billion/USD 523.6 billion) with a 17.60 million job increase, totalling 62.99 million. This growth trajectory underscores the enduring importance of the tourism sector in fostering employment opportunities and driving overall national development.

The tourism industry's vitality hinges upon the dedication and skill of its workforce, essential for providing exceptional services and sustaining growth. As businesses and researchers increasingly recognize the pivotal role of employees in customer interactions, there is a growing imperative to attract, retain, and motivate talent. Despite being a significant job creator, the sector faces challenges exacerbated by the

pandemic, including a shortage of skilled workers. Projections by the Ministry of Tourism, indicate a looming deficit of over a million skilled employees by 2025 in India's Hospitality and Tourism Industry. The tourism and hospitality industry faces a notable challenge with disproportionately high employee turnover rates in comparison to other service sectors (Dipietro and Condly, 2011; Guchait et al., 2015). In India, this issue is particularly acute, posing significant concerns for the growth, stability, and profitability of the sector (Chittiprolu et al., 2021). Gupta (2013) revealed that around 55% of tourism professionals perceive the industry's work nature as unsatisfactory, with employees lacking respect. High turnover rates prevail due to dissatisfaction among employees, prompting many workers to seek opportunities in other service-oriented sectors. Over the past five years, employee attrition rates in the Indian tourism and hospitality sector have consistently remained high, reaching as much as 40% (Sathyanarayanan, 2016). McGinley, Hanks, & Line (2017) found that the Indian travel and hospitality industry is grappling with high employee turnover rates and is likely to face a significant workforce shortage soon. The enduring challenge of employee turnover is a paramount concern for hospitality and tourism management in India. Employee turnover poses a significant challenge for organizations across various sectors, including tourism and hospitality. (Huang et. al., 2023).

Hom et al. (2017) characterize turnover as the voluntary severance of employment ties by employees. Beyond the immediate financial costs of recruitment and training, high turnover rates entail talent loss and institutional knowledge (Stamolampros et al., 2019). Organizations often underestimate the true costs associated with employee turnover, fail to adequately identify its root causes, and struggle to implement solutions that effectively address underlying issues, leading to ineffective management of attrition (Phillips and Connell, 2004).

Employee turnover poses significant challenges for organizations, impacting their operational efficiency, service quality, and competitive edge, while also incurring substantial costs, which can amount to as much as half of an employee's annual salary (Thompson, 2016). The contemporary workplace in the 21st century is witnessing profound changes, presenting individuals entering organizations with a multitude of challenges. These challenges include diminished job security, limited employment opportunities, rapid technological advancements, and global pressures on organizations to achieve heightened performance (Marock, 2008). The rapid and substantial changes have led to inquiries into individuals' ability to cope with such challenges, their adaptability, and their commitment to a single organization (McLaggan, Bezuidenhout, and Botha, 2013). As work dynamics evolve, the question of an individual's capability to effectively adjust, remain adaptable, and sustain long-term commitment to a single organization becomes increasingly pertinent. Organizations must understand and meet employee needs and expectations, ensuring satisfactory working conditions to sustain a viable retention strategy. Given this context, there is a compelling need to conduct research to cope with the challenge of a high attrition rate in India's burgeoning tourism industry.

1.1 Rationale of the Study

The Indian tourism industry is rapidly expanding but faces significant challenges, particularly high employee turnover, which threatens its long-term success. Maintaining a committed and stable workforce is essential for sustaining service quality and achieving organizational goals. This study is unique in its focus on empirically exploring the relationship between organizational commitment, employee retention, and the role of job satisfaction in influencing employees' decisions to stay or leave. By examining these dynamics within the Indian tourism context, the research aims to fill a gap in existing literature, offering valuable insights for stakeholders to enhance workforce stability and improve organizational outcomes. Additionally, the study contributes new perspectives to the understanding of employee retention and organizational commitment, potentially leading to innovative strategies for addressing turnover issues in the Indian tourism sector.

2.0 REVIEW OF LITERATURE

Recent studies have extensively explored the factors influencing employees' decisions to stay or leave their jobs. Williams & Hazer (1986) underscored the positive relationship between personal and organizational characteristics, and job satisfaction, with commitment being a key factor influencing whether employees intended to leave their jobs or not. Balaji (1985) examined how organizational commitment and job

satisfaction influence employees' intentions to quit. The study found that commitment can significantly aid in retaining employees. Similarly, Gaertner and Nollen (1989) explored the impact of career-related factors on employee commitment. They concluded that when employees perceive their company as supportive of their career growth, their commitment increases, reducing the likelihood of them leaving the organization. San Martin (2008) highlighted that when employees are emotionally invested and aligned with the organization's values, they are more likely to stay with the company. This emotional attachment fosters a stronger desire to continue their tenure. Ferreira and Coetzee (2010) further demonstrated the link between commitment, satisfaction, and retention, showing that highly satisfied employees are more dedicated, resulting in lower turnover, reduced absenteeism, and higher retention. Similarly, Lamane-Harim et al. (2021) found that job satisfaction and organizational commitment play a crucial role in reducing turnover intentions and enhancing employee retention.

Dockel, Basson, and Coetzee (2006) found that job security, career development, compensation, and work-life balance positively influence organizational commitment, particularly in high-technology organizations. Khan (2018) emphasized the significance of training and development as predictors of employee commitment and retention, with organizational commitment having a stronger impact on retention. Bangwal and Tiwari (2019) underscored the pivotal role of satisfaction and contented employees demonstrate higher commitment and are more inclined to stay. Guzeller and Celiker (2019) indicated a moderate negative relationship, suggesting that deeply attached employees are less likely to leave their workplaces. Rodríguez-Sánchez et al. (2020) noted that work-life balance initiatives reduce stress, enhance commitment, and serve as effective retention strategies. Ghani et al. (2022) concluded that employees who were satisfied were less inclined to leave their current positions, whereas dissatisfied employees were more inclined to seek better career opportunities.

Porter, Steers, Monday, and Bouliam (1974) established relationships between employee attitudes and turnover, highlighting organizational commitment as a stronger predictor of turnover than job satisfaction. Peter et al. (1981) indicated a strong connection between commitment and intention to quit, surpassing the influence of job satisfaction. Commitment could precede job satisfaction, implying that interventions based on commitment models could enhance satisfaction without necessarily increasing commitment (Bateman and Strasser, 1984). Mottaz (1988) found a positive correlation between employee retention practices and continuance commitment. Equitable pay, employer interest in employees, cooperation and trust among employees, and opportunities for social engagement are key factors contributing to increased commitment levels (Maxwell and Steele, 2003). Salanova et al. (2003) and Schaufeli and Bakker (2004) noted that high levels of employee engagement are associated with several positive outcomes, including increased satisfaction, reduced attrition, and heightened organizational commitment. Cantarello et al. (2012) discovered a positive relationship between organizational commitment and factors such as multi-task training, integration, and teamwork. Blau and Boal (1989) identified a positive correlation between organizational commitment and job involvement, indicating that committed employees are more engaged in their work, significantly influencing turnover rates. The effective implementation of high-performance Human Resource Management (HRM) practices fosters supportive work environments, instilling in employees a sense of duty towards the organization's objectives (Kehoe & Wright, 2013). Job satisfaction serves as an alternative metric for gauging employees' perceived quality of work life, influencing their decision to remain in or depart from a job. High levels of job satisfaction among individuals within an organization correlate with reduced intentions to voluntarily leave their positions (Chourasia, 2022; Han, 2022).

Akhter (2024) demonstrated that employee job satisfaction positively impacts both organizational culture and employee performance. Moreover, organizational culture significantly influences performance and mediates the indirect relationship between job satisfaction and performance. Utilizing structural equation modelling (SEM), the study highlights the pivotal role of employee satisfaction and a strong organizational culture in fostering employee commitment and achieving competitiveness in the microfinance sector. Anisha and Melvin (2020) identified job opportunities, promotion prospects, and both monetary and non-monetary incentives as key drivers of job satisfaction, reduced work stress, and improved work-life balance, which collectively strengthen organizational commitment. They cautioned that work-life imbalances could result in negative outcomes, such as increased work stress, absenteeism, reduced job

satisfaction, family conflicts, and depression. The study also highlighted the significant impact of work stress and role conflict on employees' emotional well-being, leading to frequent mood fluctuations. Budiman and Tan (2022) revealed that job stress negatively affects both organizational commitment and job satisfaction, potentially undermining organizational effectiveness. Furthermore, organizational commitment was found to be a critical determinant of turnover intention, particularly among younger employees. These findings underscore the necessity for organizations to prioritize stress management, enhance job satisfaction, and reinforce organizational commitment to mitigate turnover rates and improve workforce stability in the competitive internet industry.

Dias et al. (2022) found that the organizational environment significantly influences job satisfaction and organizational commitment but does not directly affect work-life balance. A strong positive relationship was identified between job satisfaction and organizational commitment, whereas no significant link was found between organizational commitment and work-life balance. Furthermore, organizational commitment mediated the relationship between the organizational environment and job satisfaction but not the relationship with work-life balance. These findings underscore the complexities of employee perceptions, highlighting the need for organizations to create supportive environments that enhance employee well-being and strengthen employee retention. Osei et al. (2024) found that job satisfaction significantly impacts affective, continuance, and normative commitment, with continuance and normative commitment positively influencing job performance, while affective commitment has no significant effect. Using partial least squares structural equation modelling (PLS-SEM), the study emphasized the importance of job satisfaction in strengthening organizational commitment and performance. It recommends targeted training programs to address skill gaps and enhance satisfaction. Public sector organizations, particularly local governments in developing countries like Ghana, are encouraged to adopt effective job satisfaction strategies to improve employee commitment and retention. This research provides valuable insights for enhancing employee performance and retention in the public sector.

Otto (2024) emphasized the importance of employee engagement as a critical organizational resource that significantly contributes to two interconnected strategic outcomes: employee retention and organizational commitment. Otoo and Rather (2024) posited that highly engaged employees exhibit greater job satisfaction, stronger commitment, and lower turnover intentions. The study emphasized that organizations prioritizing employee welfare often experience enhanced employee commitment. Furthermore, employees who perceive strong support for their well-being are typically more productive, motivated, and loyal to their organizations. Extrinsic job satisfaction, such as job security and coworker relationships, has a stronger positive correlation with organizational commitment for Generation X. Conversely, intrinsic job satisfaction, including autonomy and personal achievement, significantly influences commitment for Generation Y. These findings emphasize the need for tailored organizational strategies that account for generational preferences, offering actionable insights to enhance employee engagement and retention in Kazakhstan's dynamic work environment (Sagituly and Guo, 2023).

In summary, various studies shed light on factors influencing employee commitment and retention, emphasizing the importance of organizational support, fair policies, work-life balance, career development opportunities, and positive work environments. Specifically, there has been limited investigation into the mediating role of job satisfaction between organizational commitment and employee retention in the tourism sector. However, there exists a gap in theoretical and empirical exploration concerning the relationship between organizational commitment (OC), employee retention (ER), and the mediating role of job satisfaction (JS) within the context of the tourism industry. Filling this void through research could establish a sturdy groundwork for subsequent studies and provide significant insights for managers in the Indian tourism sector. This study specifically delves into the interplay between organizational commitment and employee retention with the mediating role of satisfaction in decision-making processes within the tourism sector of Delhi-NCR, India.

3.0 MATERIALS AND METHODS

3.1 Data Source and Sample Frame

The research used a quantitative approach, focusing on employees of travel organizations in Delhi-NCR, India. According to data from the Ministry of Tourism, Government of India, there were 470 registered

travel firms in Delhi-NCR, each with a minimum requirement of 4 qualified employees. This made the minimum total population 2680 individuals. Following Krejcie and Morgan's (1970) sample size criteria for a population of approximately 3000 individuals, a sample of 341 was needed. Random sampling was employed, using the list of travel companies registered with the Ministry of Tourism, Government of India as the sample frame. Around 200 firms were surveyed between January 2023 and June 2023 and 636 responses were received. After applying statistical measures such as standard deviation, skewness & kurtosis, 622 responses were deemed suitable for analysis (Fincham, 2008).

3.2 Statistical Methodology

The research focused on employees within the tourism industry, employing a self-structured questionnaire with closed-ended questions rated on a 5-point Likert scale, allowing respondents to select from five options: Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. This type of scale, introduced by Likert (1932), is commonly used to assess respondents' attitudes toward a specific question or set of statements. The researcher employed the Likert scale due to its adaptability, making it ideal for evaluating opinions and perceptions. It enables respondents to express the degree of their agreement or disagreement without being forced to choose extreme options. The Likert scale is widely utilized in satisfaction surveys for its ability to capture nuanced responses effectively.

To achieve the objectives of the study, the data underwent analysis using SPSS and model creation using PLS-SEM, a robust multivariate statistical technique known for its applicability in complex models and small sample sizes. Ensuring the reliability and validity of the constructs, the study employed key metrics such as Cronbach's Alpha, composite reliability, and average variance extracted (AVE). These measures were pivotal in assessing the internal consistency of the constructs and determining their validity, ensuring that the data collected accurately represented the intended concepts. In the structural model analysis, the study utilized bootstrap p-values, t-statistics and path coefficients. This approach is crucial for gauging the statistical significance of correlations between variables, providing a robust foundation for understanding the relationships within the model. The use of bootstrap resampling enhances the robustness of the results, especially in cases where sample sizes may be limited. The ethical dimension of the study was underscored by the researchers' adherence to strict ethical guidelines.

3.3 Objectives of the Study

The study has outlined the following objectives:

- To investigate the relationship between organizational commitment and employee retention.
- To analyze the mediating effect of employee satisfaction between the relationship of organizational commitment and employee retention.

3.4 Hypotheses of the Study

To achieve the outlined objectives, the proposed hypotheses of the study are as follows:

- H1- There is a positive and significant relationship between affective commitment (AC) and employee retention (ER).
- H2- There is a positive and significant relationship between continuance commitment (AC) and employee retention (ER).
- H3- There is a positive and significant relationship between normative commitment (AC) and employee retention (ER).
- H4- There is a positive and significant relationship between employee satisfaction (ES) and employee retention (ER).
- H5- There is a positive and significant relationship between employee satisfaction (ES) and affective commitment (AC).
- H6- There is a positive and significant relationship between employee satisfaction (ES) and continuance commitment (CC).
- H7- There is a positive and significant relationship between employee satisfaction (ES) and normative commitment (NC).
- H8- Employee satisfaction (ES) plays a positive and significant mediating role in the relationship between affective commitment (AC) and employee retention (ER).

- H9- Employee satisfaction (ES) plays a positive and significant mediating role in the relationship between continuance commitment (CC) and employee retention (ER).
- H10- Employee satisfaction (ES) plays a positive and significant mediating role in the relationship between normative commitment (NC) and employee retention (ER).

4.0 RESULTS AND DISCUSSION

4.1 Demographic Information of the Respondents

Table 1 presents a mosaic of unique individuals, each contributing their distinct qualities to this diverse and dynamic group. The data presented here offer valuable insights into the multifaceted aspects of the participants, their demographics, and their roles within the organization.

Table 1: Demographics Frequency (N - 622)

Demographics	Values	Frequency	Per centage
Age	Below 25 Years	131	21.1
	25 - 30 Years	238	38.3
	30 -35 Years	147	23.6
	More Than 35 Years	106	17.0
Gender	Male	415	66.7
	Female	207	33.3
Background	Urban	351	56.4
	Rural	119	19.1
	Semi-Urban	152	24.4
Overall Experience	Less Than 5 Years	320	51.4
	5 -10 Years	212	34.1
	10 -15 Years	69	11.1
	More Than 15 Years	21	3.4
Experience In This Organization	Less Than A Year	140	22.5
	Up To 3 Years	277	44.5
	3 - 5 Years	154	24.8
	More Than 5 Years	51	8.2
Position	Top-Level	52	8.4
	Middle Level	140	22.5
	Lower Level	430	69.1
Marital Status	Single	196	31.5
	Married	374	60.1
	Prefer Not To Say	52	8.4
Annual Income	Below 3 Lakhs	131	21.1
	3 - 6 Lakhs	235	37.8
	6 - 9 Lakhs	181	29.1
	9 - 12 Lakhs	51	8.2
	More Than 12 Lakhs	24	3.9

Source: The Author using SPSS.

4.2 Model Assessment

Table 2: Standardized Path Coefficients

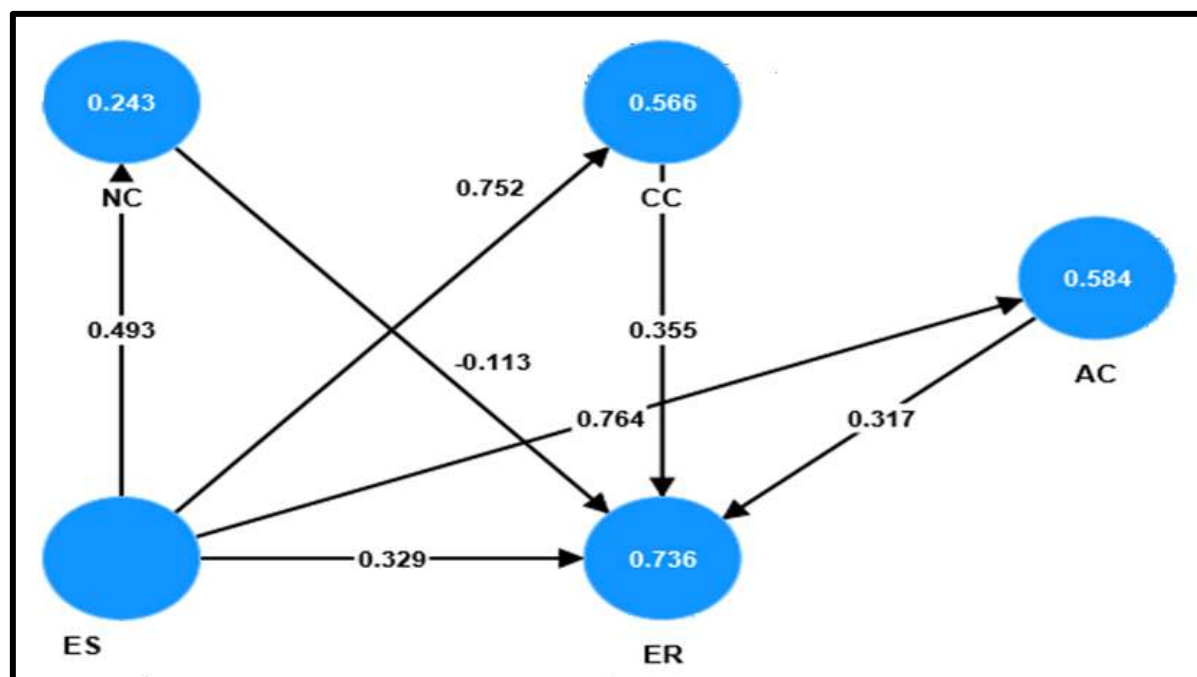
Hypotheses	Beta Coefficient	Standard deviation	T-statistics	P values	Results
H1 AC → ER	.317	.057	5.566	.000	Supported
H2 CC → ER	.355	.055	6.512	.000	Supported
H3 NC → ER	-.113	.035	3.222	.001	Not Supported
H4 ES → ER	.329	.061	5.390	.000	Supported
H5 ES → AC	.764	.022	35.459	.000	Supported
H6 ES → CC	.752	.023	33.131	.000	Supported
H7 ES → NC	.493	.037	13.202	.000	Supported

Source- Prepared by the Author using PLS-SEM 4.0

In this phase of the study, the structural paths were evaluated to understand the relationships among different factors. The results are presented in Table 2. The beta coefficient should generally range between -1 and +1 (Hair et al., 2019). For results to be statistically significant, the p-value must be less than 0.05 (Hair et al., 2019).

Figure 1 outlines the proposed model investigating the interconnections between organizational commitment, employee retention and employee satisfaction.

Figure 1: Structural Model



Source- Prepared by the Author using PLS-SEM 4.0.

Hypothesis H1 proposed a relationship between affective commitment (AC) and employee retention (ER) and the results strongly supported the hypothesis. The values of B (0.317), t-statistics (5.566) and ($p < 0.001$) in Table 2 indicate a significant positive relationship between affective commitment and employee retention, confirming that employees who express a strong affective commitment are more likely to stay (Araya & Haiyan, 2016).

Hypothesis H2 examined the relationship between continuance commitment (CC) and employee retention (ER) and found a significant positive relationship. The values of B (0.355), t-statistics (6.512) and ($p < 0.001$) in Table 2 indicate that employees who have a strong continuance commitment are more likely to stay (Mottaz, 1988).

On the other hand, Hypothesis H3 proposed a relationship between Normative commitment (NC) and employee retention (ER), which was not supported. The findings indicated a negative association with the values of B (-0.113), t-statistics (3.222) and p (0.001) in Table 2. This implies that normative commitment significantly but negatively impacts employee retention, suggesting that employees strongly tied to normative commitment might be more inclined to leave.

Hypothesis H4 explored the association between employee satisfaction (ES) and employee retention (ER) and the results strongly supported the hypothesis. The values of B (0.329), t-statistics (5.390) and ($p < 0.001$) in Table 2 indicate a significant positive relationship between employee satisfaction and employee retention, emphasizing that satisfied employees are more likely to stay (Bangwal & Tiwari, 2019; Ghani et al. 2022).

Hypothesis H5 examined the interplay between employee satisfaction (ES) and affective commitment (AC) which was strongly supported. The values of B (0.764), t-statistics (35.459) and ($p < 0.001$) in Table 2 indicate a significant and positive influence of employee satisfaction on affective commitment, showing that satisfied employees are more likely to have an affective commitment (Araya & Haiyan, 2016).

Hypothesis H6 proposed a correlation between employee satisfaction (ES) and continuance commitment (CC) and found a significant positive relationship. The values of B (0.752), t-statistics (33.131) and ($p < 0.001$) in Table 2 indicate a significant positive relationship between employee satisfaction and continuance commitment, indicating that satisfied employees are more likely to continue with the present organization (Scandura & Lankau, 1997).

Hypothesis H7 explored a relationship between employee satisfaction (ES) and normative commitment (NC) and the results strongly supported the hypothesis. The values of B (0.493), t-statistics (13.202) and ($p < 0.001$) in Table 2 indicate a significantly positive interplay between employee satisfaction and normative commitment, suggesting that satisfied employees are more likely to have a normative commitment (Lambert, 2003).

These results show the intricate relationships between different aspects of organizational commitment, employee satisfaction, and retention. They provide valuable insights into how these factors interconnect and influence each other in the context of the study.

4.3 Construct Reliability and Validity

Table 3 provides a comprehensive compilation of factor loadings for each item, ensuring that all loadings exceed the established cutoff value of 0.70 (Fornell and Larcker, 1981; Nunnally, 1978) and are statistically significant. Furthermore, all extracted factors exhibit remarkably high and significant values of rho_c, signifying strong internal consistency. In this study, the AVE values ranged from 0.660 to 0.884, surpassing the acceptable threshold of .50, confirming that the research meets the criteria for convergent validity (Hair et al., 2010).

Table 3: Construct reliability and validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
AC	.926	.931	.939	.660
CC	.947	.949	.956	.731
ER	.869	.869	.938	.884
NC	.747	.756	.887	.797

Source- Prepared by the Author using PLS-SEM 4.0

4.4 Discriminant Validity

The implementation of HTMT (Heterotrait-Monotrait Ratio) as a method for evaluating discriminant validity. Several scholars have proposed scientifically recommended threshold values, typically advocating for values lower than 0.850 or 0.90 (Henseler et al., 2015; Gold et al., 2001; Franke and Sarstedt, 2019). This is because values beneath these thresholds indicate clear distinctions between constructs. Remarkably, in Table 4, all the recorded values fall below the 0.90 benchmark, unequivocally confirming the presence of discriminant validity within the model.

Table 4: Discriminant validity

	AC	CC	ER	ES	NC
AC					
CC	.890				
ER	.881	.870			
ES	.787	.770	.840		
NC	.758	.821	.616	.568	
Using Heterotrait-monotrait ratio (HTMT) – Matrix					

Source- Prepared by the Author using PLS-SEM 4.0

4.5 Mediation Analysis

To evaluate the mediating role of satisfaction in the association between commitment and employee retention, a Mediation Analysis was conducted. This study utilized the bootstrapping technique as delineated by Preacher and Hayes (2004) to examine the mediation effect. The analysis was conducted using PLS-SEM 4.0, with 5,000 subsamples drawn and a 95 per cent confidence interval for a more robust estimation of the mediation effect.

In the findings outlined in Table 5, a compelling revelation emerged, shedding light on the intricate dynamics within the organizational framework. Notably, the data exposed a noteworthy indirect impact of affective commitment (AC) on employee retention (ER) through the conduit of employee satisfaction (ES). The statistical analysis, revealing a B coefficient (.242) with a corresponding t-value (5.678) and ($p < .001$), underscores the significance of this indirect effect. Surprisingly, when delving into the holistic effect, a robust total effect emerged, with a substantial B-value (0.783), an impressive t-value (27.611) and ($p < .001$). Even without the incorporation of the mediator, employee satisfaction, the effect of AC on ER retained its significance, as indicated by a B-value (.317), t-value (5.566) and ($p < .001$). This compelling evidence elucidates the complementary role played by employee satisfaction as a mediator in the intricate relationship between affective commitment and retention, thereby bolstering the support for hypothesis H8.

Table 5: Mediation Analysis (AC→ES→ER)

Total effects			Direct Effects (AC→ER)			Indirect effects of AC on ER				Percentile bootstrap 95% confidence interval	
B	t	p	B	T	p	b	SE	t	p	Lower	Upper
.783	27.611	.000	.317	5.566	.000	.242	.043	5.678	.000	.156	.323

Source- Prepared by the Author using PLS-SEM 4.0

Moving on to Table 6, a parallel pattern emerged, delineating an analogous indirect effect of CC on ER, mediated by ES. The statistical parameters paint a vivid picture, with a B-value (.267), t-value (6.280), and ($p < .001$), collectively signifying the salience of this indirect pathway. Remarkably, the total effect retained its dominance, boasting a B-value (.783), t-value (27.611) and ($p < .001$). Even without the inclusion of employee satisfaction as a mediator, the effect of CC on ER stood strong, evidenced by a B-value (0.355), t-value (6.512) and ($p < .001$). This underscores the supplementary mediating function of employee

satisfaction in the intricate relationship between continuance commitment and retention, unequivocally supporting hypothesis H9.

Table 6: Mediation Analysis (CC→ES→ ER)

Total effects			Direct Effects (CC→ ER)			Indirect effects of CC on ER				Percentile bootstrap 95% confidence interval	
B	t	p	B	t	P	b	SE	t	P	Lower	Upper
.783	27.611	.000	.355	6.512	.000	.267	.043	6.280	.000	.188	.351

Source- Prepared by the Author using PLS-SEM 4.0

Table 7, ushered in a distinctive perspective, unravelling the interplay between normative commitment and retention through the lens of employee satisfaction. Interestingly, the data revealed an unexpectedly insignificant indirect effect, characterized by a B-value (-.056), t-value (3.104), and a p-value (.002). This counterintuitive negative coefficient underscores the significant mediating role of employee satisfaction in this intricate relationship. Notably, the total effect maintained its statistical robustness, with a B-value (.783), a substantial t-value (27.611) and ($p < .001$). Even in the absence of employee satisfaction as a mediator, the impact of NC on ER remained notably negative, as evidenced by a B-value (-.113), t-value (3.222) and ($p < .001$). This novel revelation doesn't underscore the competitive mediating influence of employee satisfaction, thereby invalidating Hypothesis H10.

Table 7: Mediation Analysis (NC→ES→ ER)

Total effects			Direct Effects (NC→ ER)			Indirect effects of NC on ER				Percentile bootstrap 95% confidence interval	
B	t	p	B	t	p	b	SE	t	p	Lower	Upper
.783	27.611	.000	-.113	3.222	.001	-.056	.018	3.104	.002	-.092	-.022

Source- Prepared by the Author using PLS-SEM 4.0

5.0 CONCLUSION

This study focuses on understanding why employees choose to stay or leave their jobs within an organization. Specifically, it explores how organizational commitment and employee retention are interrelated and impact the decisions of employees, particularly in the service-oriented tourism industry of Delhi-NCR. In this context, the findings reveal that job satisfaction is a key factor in determining employee retention and organizational commitment. Therefore, nurturing job satisfaction is essential for maintaining employee commitment and ensuring long-term organizational success. The study underscores that in the Indian tourism industry, job satisfaction, organizational commitment, and employee retention are positively and significantly interconnected. This study contributes significant insight to the existing literature by highlighting that when employees are satisfied, it leads to employee commitment in return. The satisfaction of employees is intricately connected to their retention. Neglecting employee satisfaction and retention can have severe repercussions for organizations. The research confirms a positive relationship between employee retention and organizational commitment, emphasizing the importance of retaining satisfied employees to foster loyalty, reduce turnover costs and strengthen the retention rate. The research findings indicate that employees who experience satisfaction are less prone to leaving their current roles, whereas those dissatisfied are more inclined to explore better career opportunities.

The reviewed literature highlights the interconnectedness of job satisfaction, organizational commitment, and employee retention as critical constructs for organizational success. Job satisfaction serves as a foundational element that enhances organizational culture and commitment, directly influencing

employee performance and reducing turnover. Organizational commitment, shaped by factors such as supportive environments, stress management, and engagement, mediates the relationship between satisfaction and retention, ensuring workforce stability. Prioritizing these constructs through targeted strategies—such as addressing generational preferences, fostering employee welfare, and offering growth opportunities—can strengthen commitment, enhance satisfaction, and secure retention, ultimately driving organizational competitiveness and sustainability. Moshabi (2024) concluded that job satisfaction does not mediate the relationship between organizational commitment and employee retention, a result that differs from the findings of the current study. In contrast, the current study identified a statistically significant relationship between the dimensions of job satisfaction and employee retention, emphasizing a divergence in the conclusions of the two studies. In addition, these findings align with and support the outcomes reported in earlier research studies (Bateman & Strasser, 1984; Balaji, 1985; Hazer, 1986; Mottaz, 1988; Blau & Boal, 1989; Putti et al., 1989; Scandura & Lankau, 1997; Maxwell & Steele, 2003; Mahal, 2012; Araya & Haiyan, 2016; Khan, 2018; Bangwal & Tiwari, 2019; Guzeller & Celiker, 2019; Anisha and Melvin, 2020; Budiman and Tan, 2022; Dias et al., 2022; Ghani et al., 2022; Sagituly and Guo, 2023; Akhter, 2024; Osei et al., 2024; Otoo and Rather, 2024; Otoo, 2024).

5.1 Managerial and Theoretical Implications

The findings of this research not only contribute to the broader literature on organizational behaviour but also offer valuable insights to stakeholders within the Indian tourism industry. Understanding the dynamics of how organizational commitment influences employee retention can empower industry leaders and policymakers to implement targeted strategies for talent management, thereby fostering a more resilient and competitive workforce within the Indian tourism sector. As this industry continues to evolve, this research provides a timely and relevant exploration of the factors that underpin employee commitment and retention, ultimately shaping the industry's future trajectory.

By exploring the link between organizational commitment and employee retention, this research aims to fill existing gaps in the realm of Human Resource Management. Understanding these connections is vital, especially in uncertain job situations, as it can inform strategies to enhance employee commitment within organizations. The insights gained from this study might be broadly applicable, offering valuable guidance for retention strategists within the tourism sector and similar service-oriented industries.

5.2 Limitations of the Study and Scope for Further Research

The present study focuses exclusively on employees working in travel organizations situated in the Delhi-NCR, India. Subsequent studies could broaden their scope to encompass diverse regions across India, providing a more holistic perspective on the interplay of employee retention and organizational commitment. Additionally, to enhance cross-cultural insights, researchers could extend their investigations to multiple countries. However, it's crucial to recognize the constraints of the current study, particularly the limited sample size. Future research initiatives should aim to overcome this limitation by including larger and more diverse participant groups, thereby improving the applicability of the study's findings. In conclusion, this study provides valuable insights into the relationship between employee retention and organizational commitment within travel organizations in the Delhi-NCR. However, it also serves as a foundation for future research to expand its horizons by exploring broader geographical areas, conducting cross-industry comparisons, delving into cross-cultural aspects, and addressing the limitations related to sample size.

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