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## Exploring Relevant Concepts between Job Happiness, Organizational Allegiance, and Staff Retention in Pakistan: Implications for HRM

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### ARTICLE INFO

#### Article History:

Received:	December	12, 2025
Revised:	January	09, 2026
Accepted:	January	24, 2026
Available Online:	February	16, 2026

#### Keywords:

HRM Perspective, Employee Retention, Job Happiness, and Organizational Growth.

### ABSTRACT

*This study investigates the interrelationships among job happiness, organizational commitment, and staff retention in hospitals in Pakistan. The study's initial stage involves exploring relevant concepts and theories. Based on an extensive review of the literature, discussions, and prior findings, it is determined that work happiness, organizational commitment, and supervisor support are positively associated with employee retention. Employees who are committed to the organization experience a deep emotional connection, exert greater effort, and tend to be more productive. The study employs seven indicators to measure supervisory support. To quantify organizational commitment, five markers are used, while job satisfaction is assessed through seven modified items. Additionally, employee retention is measured using six modified questions. A five-point Likert scale is used to evaluate each questionnaire statement. The study reveals that satisfied employees are more likely to be highly motivated and to stay with the organization longer. Additionally, supervisor support improves job satisfaction and aids in employee retention. The implications of these findings extend beyond the specific hospitals in Pakistan and can be applied to other hospital industries to improve employee retention, job satisfaction, and overall organizational growth. From an HRM perspective, these findings highlight the significance of creating a positive work environment that fosters job happiness, encourages organizational commitment, and emphasizes supervisor support. Implementing strategies to enhance these factors can lead to higher staff retention, improved job satisfaction, and greater organizational success.*



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### Introduction

Business practices around the world have undergone drastic changes as they evolve. Businesses are now establishing themselves globally rather than focusing on local markets, as the world has become more globalized. As a result, businesses compete not only locally but

also globally. The way businesses operate has altered as a result of these competitive markets. Some of the neglected or underdeveloped business concerns have also become more important as a result of these shifting business patterns (Naseer et al., 2019). One unresolved problem is the human resources issue. In response to shifting business trends, companies now view their human resources as their most valuable asset and the factor that directly or indirectly determines competitive advantage. Companies now set up specific funds for employee recruitment, training, and retention. Human resources budgets are a major area of investment for businesses. It is not enough to only manage human resources; you also need to keep them around for as little money as possible. Because human resources are a valuable asset for all organizations worldwide, employee retention is a crucial factor for each organization's competitive advantage. Retaining employees is one strategy because it saves hiring costs, prevents production disruptions, and yields many other benefits (Naseer et al., 2023). Employee satisfaction levels affect employee retention. The greater an employee's level of contentment, the more likely they are to stay in their current position. Employee satisfaction is therefore a key factor for firms. Employee job satisfaction is a major motivator of good performance, which, in turn, increases the organization's productivity and efficiency. Low turnover, good productivity, and employee retention are all influenced by organizational support and work satisfaction (Naseer et al., 2018). Hiring, training, the loss of human capital, and the cost of replacing workers are expenses the company must cover after an employee's resignation. About a year's worth of wages and benefits is lost when an employee leaves an organization (Anis et al., 2011). A company's financial health is significantly impacted by employee turnover. High and frequent turnover can result in the loss of sensitive knowledge from a company (Anvari et al., 2021). Frequent turnover can also lead to worrying conditions, slow growth, and a negative impact on the firm's reputation in the human resource market. Additionally, it leads to instability within the company on both economic and human resource fronts. Job satisfaction is a topic that affects everyone, and research is being done to help organizations address this issue and find solutions. Similarly, numerous surveys are conducted to assess employees' attitudes toward the components of job satisfaction, including its features and the extent to which employees are satisfied or dissatisfied with their jobs (Khan & Nawaz, 2025). A happy employee has greater potential, is more productive, and stays on the job longer. Both the employee and the employer should be happy with their jobs. Better growth and productivity are the results. Commitment within the organization is also crucial for achieving better results and staying longer. A dedicated employee feels a strong emotional connection to the company and its work. A devoted employee makes every attempt to advance both his career and the organization. Employers and organizations are concerned about an employee's increased commitment to the organization. This is a crucial area of the retention management study and a problem for organizational staff retention. Middle-level managers with extensive experience in the hospital sector are responsible for improved organizational productivity and expansion. One of Pakistan's crucial economic sectors, the hospital industry provides treatments and medications to the country's population to improve their health (Lee et al., 2010). The nation meets 80% of its needs through national production, with 56.2% from multinational and 43.8% from hospitals.

### **Research Contribution**

The main objective of this research is to investigate the impact of work happiness, organizational commitment, and supervisory support on employee retention in the hospital industry in Pakistan. This study examines job satisfaction, supervisor support, and organizational commitment as independent factors, with employee retention as the dependent variable. The analysis focuses on the context of Pakistan. It aims to contribute to the existing

body of knowledge by providing insights that can help organizations formulate effective strategies to enhance long-term employee retention (Anvari et al., 2021; Khan & Nawaz, 2025; Lee et al., 2010; Tymon, et al., 2011) findings of this research will provide valuable insights for organizations on the importance of job happiness, supervisory support, and organizational focus in fostering employee retention. It will also guide the development of strategies and practices to improve employee retention rates, promoting organizational stability and long-term success.

## **Related Work of the Research Model**

### **Supported Supervisory**

Regarding employee retention management, managers and supervisors may go beyond what is suggested in the study literature. His interest in career conversations, recognizing staff efforts, developing an empowerment structure, and joining in employee celebrations of each success milestone are all key managerial responsibilities (Tymon et al., 2011). With the assistance and leadership of his immediate boss, an employee can successfully navigate his career. Support from a supervisor or manager is a crucial component of a worker's career, affecting both personal and organizational productivity. Employees can improve their professional success by setting long- and short-term goals, developing their competencies, and sharing their career intentions with managers. Managers should be held accountable for retention (Aburumman et al., 2021). Career management and HR systems (Khan & Roy, 2023) should be enhanced by introducing additional non-monetary benefits and by understanding the reasons behind those who have left employment to reduce turnover. The supervisory-support environment somewhat influences employee retention. According to the social exchange hypothesis, when workers perceive that their managers and supervisors support them and care about their careers and well-being, they may develop an emotional bond with their managers and supervisors and with the company, leading to higher employee retention (Gentry et al., 2017).

Managers are regarded as role models for all. They serve a vital role in the organization as a result. Managers significantly influence employees' attitudes, behaviors, and levels of devotion to the company. To follow them in their official careers and, occasionally, in their daily lives, subordinates look to their managers and supervisors, who also serve as mentors. A good manager or supervisor inspires their staff to devotion, success in the workplace, and advancement. Salary and supervisory support have a significant influence on employee organizational commitment; as a result, these two variables are improving commitment levels in the hospital business (Gonzalez et al., 2023). An essential factor is supervisor support, which promotes longer employee retention. Employees who receive strong support from their managers and coworkers are more motivated to learn and maintain that motivation. Employees typically leave their supervisors rather than the organization, according to observation. An experienced worker will occasionally leave for another company because his immediate management has a negative attitude. The findings also provide evidence of managerial participation to improve control and, ultimately, lessen the adverse effects of a lack of organizational support on workers' organizational commitment (Eisenberger et al., 1986). In this study, the author examines the effects of supervisor support on employee retention and length of employment. It is hypothesized based on the literature reviewed above and the discussion.

### **Organizational Commitment**

According to researchers, effectively managing employee retention involves managing their

perceptions of what the organization has promised in exchange for their loyalty and dedication. This concept is a mental agreement that focuses on the relationship between offered incentives and the results workers achieve, such as their intention to remain. Retention management, on the other hand, refers to organizational incentives, HR practices, and policies that help minimize intentional employee turnover (Meganck, 2007). When an employee has a strong organizational commitment, their likelihood of staying with the company and experiencing job satisfaction increases (Caykoğlu et al., 2010). A dedicated employee develops a profound emotional connection to the company and their line of work, emphasizing the importance of commitment from both the employer and the employee. Fulfilling the promises made by the employer during the hiring process is crucial to fostering strong organizational commitment among employees. If the company fails to deliver on its commitments, it undermines the employee's commitment and weakens the bond. This two-way and ongoing process creates a positive organizational climate, leading to growth and productivity. Organizational commitment is directly influenced by job satisfaction factors related to career advancement and management satisfaction (Caykoğlu et al., 2011). Employees with higher levels of organizational commitment tend to be more productive, emotionally engaged with the company, and likely to stay with the organization longer. Thus, providing organizational support is expected to foster a sense of loyalty and belonging among employees (Caykoğlu et al., 2011). Based on experimental and statistical findings and various perspectives of the affective events theory, organizations can increase employee commitment by improving organizational structure and design. Rather than focusing solely on setting and assigning individual goals, organizations should develop strategies to improve employee retention and task completion (Ahlstrom & Ashkanasy, 2010). Strong organizational commitment leads to more dedicated and effective employees. Organizations strive to increase employee commitment because committed employees are more likely to exert additional effort for the organization and their careers. HRM practices employed by organizations can raise commitment levels and boost job satisfaction (Hamsinah, 2023). As representatives of the organization, supervisors can enhance commitment through effective retention management. Employees who are more committed to the organization tend to be more productive than those who are less committed. Based on the literature analysis and debate, the following hypotheses are proposed.

### **Satisfaction with Job**

Workplace culture directly affects employee job satisfaction. Positive organizational productivity is boosted by employee job contentment with their work environment. Effectiveness, output, and organizational commitment have all increased. Additionally, it strengthens the bonds and cohesiveness among coworkers. On the other hand, it lessens undesirable results. It reduces unexpected behavior at work and employee turnover. There is a reduction in absenteeism and theft of company property. Organizational commitment and job happiness are directly related (Ramírez et al., 2011). The issue of job happiness affects workers, employers, and researchers (Lacity et al., 2009). Human resource policymakers can use these findings to design future policies (Aguinis & Jensen, 2022) that will increase and raising job satisfaction, organizational performance, and organizational citizenship behavior among middle managers while decreasing job dissatisfaction, turnover, (Naqvi & Bashir, 2015) absenteeism, and disruptive workplace behavior. It has been found that complex, professional jobs have a stronger link between job happiness and performance than less complex or less professional jobs. It demonstrates that performance-oriented positions correlate more with job satisfaction than entry-level jobs (Danish & Usman, 2010). Job satisfaction (Peters et al., 2010) is crucial for both employees and employers to achieve higher productivity. It demonstrates that contented employees are more loyal to their

employers, are less inclined to change jobs, and are more willing to work assiduously and tenaciously toward organizational productivity (Allen & Shanock, 2013). As a result, there was decreased employee turnover and longer employee tenure. This variable has been the subject of the greatest research and is significant. Job satisfaction is considered an independent variable in this study (Beaglehole & Dal Poz, 2004), and its effects on retaining employees within the company will be directly observed (Brown et al., 2002).

### **Retention of Employee**

The most important goal of every organization is to retain its most competent and qualified employees (Lahkar Das & Baruah., 2013). Important human resources and assets contribute to organizational growth and underpin every organization's competitive advantage, as this study emphasized. Over the past ten years, the importance of retention management research has increased. Organizations want their experienced, effective employees to stay on longer. Retaining knowledgeable and effective employees over the long term is a major concern for organizations (Sheridan, 1992). Organizations retain employees for various reasons, but the main one is that hiring and training new personnel is a time-consuming and expensive process (Ghapanchi & Aurum, 2011). The organization is required to use resources throughout the entire process. To accomplish their objectives, organizations primarily concentrate on their existing human resources (Kossivi et al., 2016). Seasoned and older employees are valuable to any business (Cloutier et al., 2015). A longer tenure for employees benefits the company's steady human resources and is encouraging to prospective hires.

As was already said, the most important and extensively researched variable in organizational studies is job satisfaction. This factor is typically difficult to ignore when researching staff retention and turnover. Since the author works for a major national hospital firm and believes this topic is understudied and has scant supporting data, this variable and integration are chosen. Employee retention and job satisfaction are critical issues for the hospital industry. The following hypothesis is based on the literature review and debate outlined above.

### **Hypothetical Research Model**

The four variables in the hypothetical model are divided into two independent, one mediating, and one dependent variable. The dependent variable is employee retention, while the independent variables are job satisfaction, organizational commitment, and supervisor support. Pakistan is where the author needs to test and examine this strategy for the country's hospital industry. From a hospital standpoint, this area has great potential and is crucial. Nearly every national and international hospital company has a main office or regional office here. Therefore, data from this area is expected to accurately reflect reality. This study's hypothesis and hypothetical model need to be supported by empirical and statistical tests and analyses.

### **Data collection**

The Data collection involves respondents using a direct submission technique and guidance to complete the questionnaires. To assess respondents' answers, a Likert scale is employed. Following this, validity and reliability tests are conducted. The subsequent phase involves data processing to address the problem statement. The analysis model employed is a structural equation model (SEM), grounded in relevant theories and concepts. Due to the limited number of respondents (30), the Partial Least Squares (PLS) program is used.

### **Conceptual Framework**



**Figure No. 1: Conceptual Framework**

The conceptual framework for this study is illustrated in Figure 1. Building upon the aforementioned explanation and drawing support from theoretical and empirical studies, the following hypotheses have been formulated:

**Hypothesis 1:** Transformational leadership significantly influences the work satisfaction of middle-level leaders.

**Hypothesis 2:** Transformational leadership significantly affects the organizational commitment of middle-level leaders.

**Hypothesis 3:** Transformational leadership has a significant impact on the work performance of middle-level leaders.

**Hypothesis 4:** Work satisfaction significantly influences the work performance of middle-level leaders.

**Hypothesis 5:** Organizational commitment significantly affects the work performance of middle-level leaders.

**Hypothesis 6:** Job Satisfaction mediates the relationships among supervisor support, organizational commitment, and employee retention.

These hypotheses serve as benchmarks for evaluating the various effects and relationships within the study's framework. Retention management depends significantly on the employment relationship. Figure No. 1 illustrates how a worker who is content with their employer and their workplace will produce more. Good HRM practices, such as pay, benefits, advancement opportunities, and competitive advantages, bind staff members to the company. In the modern day, human resources are any organization's greatest asset. For retention management, manager support and job satisfaction are equally crucial. The manager or supervisor serves as a coach or mentor to help with improved career management. Managers oversee this type of training and assist staff in identifying opportunities. As a result, mentoring methods will impact procedures for continual learning to improve performance. Employees who work for management who combine positive mentoring and instruction with autonomy will have favorable perceptions of their job performance and output, which will help with retention. The following hypothesis and model were developed after the preliminary literature review and discussion.

## **Methodology**

The research technique is an important component of an article that increases the generalizability and accuracy of the study's findings. This study used a survey method to

gather data, which involved numerous researchers. Through surveys, information was gathered from hospital industry employees. To gather data, researchers spoke with personnel from several hospital industries in person. In this cross-sectional study, data were collected from a single respondent at a single point in time.

### **Population and Sample**

For data collection in this study, a practical sampling method was employed. The subject item ratio was used to determine the sample size, which is crucial in quantitative research. The choice of sample size can lead to different observations, such as ratios of 20:1 or 50:1. In this particular investigation, a sample size ratio of 50:1 was selected. According to the subject item ratio, the recommended sample size for this study would have been 200. However, to ensure accuracy, a total of 350 questionnaires were distributed to employees in the hospital industry. Among the participants, 315 scholars responded to the questionnaires. After data purification and screening, 305 questionnaires were deemed valid for data analysis. The analysis excluded surveys with more than 25 percent missing values. This study received a response rate of 87.14 percent, which is deemed quite satisfactory.

### **Instrument of Research**

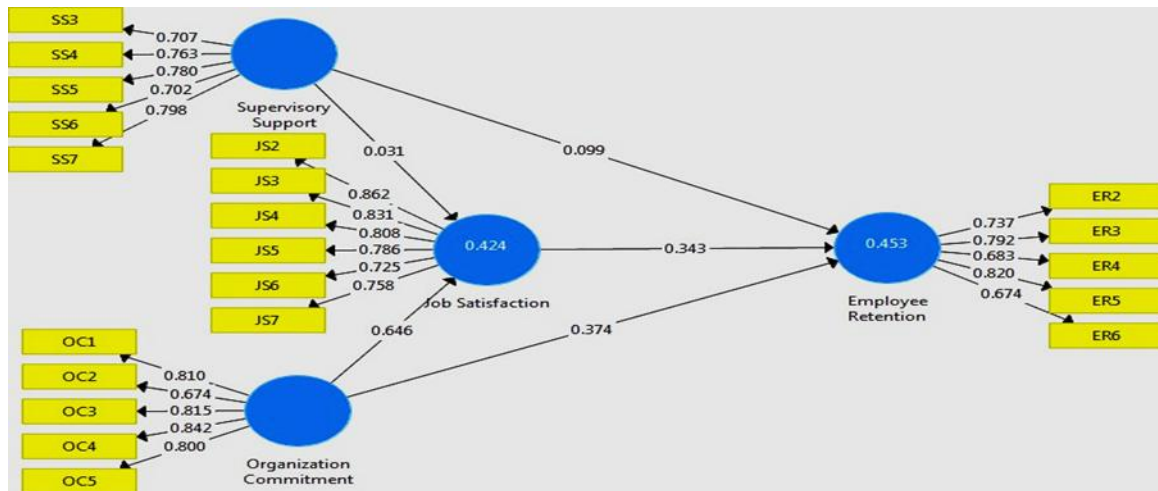
With slight adjustments, this study used seven supervisory support indicators that were taken. To quantify organizational commitment and provided five markers. To measure job satisfaction, seven items from the study were modified. To measure employee retention, six questions from the study were modified. The Five Point Likert Scale was used to evaluate every statement on the questionnaire. Strongly Agree was coded as 5, Strongly Disagree was coded as 1, Neutral was coded as 3, Strongly Agree was coded as 4, and Strongly Disagree was coded as 2.

### **Analytical tool**

For data screening, cleaning, and handling missing values in this study, SPSS 26 was used. Additionally, the study made use of SmartPLS 3.2.8 to evaluate the constructs' reliability and validity (Cronbach's Alpha and Composite reliability) as well as validity (Convergent and Discriminant validity). Structural Equation Modeling was used in this work to evaluate the hypothesis.

### **Results and Discussion**

The questionnaires are divided into two sections: a demographic section and a construct section. According to the analysis, 250 respondents (82.0%) were male, and 55 (18.0%) were female. Statistics also showed that 103 (33.8%) respondents were between the ages of 18 and 25; 86 (28.2%) were between the ages of 26 and 35; about 92 (30.2%) were between the ages of 35 and 45; and 24 (7.9%) were between the ages of 46 and 55. The 169 respondents (55.4%) have experience in the hospital sector for 1 to 5 years; 91 respondents (29.8%) have experience for 6 to 10 years; and 45 respondents (14.8%) have experience for 11 to 15 years.



**Figure No. 2: Model Testing**

The loadings of the constructs that affect the composite reliability and average variance extracted (AVE) are shown in Figure 2 above. These loadings that are smaller than the threshold are excluded from this framework. The composite reliability cutoff value is  $>0.70$ , indicating strong internal consistency. The threshold for Average Variance Extracted (AVE) is  $>0.50$ .

**Table 1: Construct Loadings of Employee Retention**

Items	Outer Loadings
Employee Retention 2	0.737
Employee Retention 3	0.792
Employee Retention 4	0.683
Employee Retention 5	0.820
Employee Retention 6	0.674

**Table 2: Construct Loadings of Job Satisfaction**

Items	Outer Loadings
Job Satisfaction 2	0.862
Job Satisfaction 3	0.831
Job Satisfaction 4	0.808
Job Satisfaction 5	0.786
Job Satisfaction 6	0.725
Job Satisfaction 7	0.758

**Table 3: Construct Loadings of Organization Commitment**

Items	Outer Loadings
Organization Commitment 1	0.810
Organization Commitment 2	0.674
Organization Commitment 3	0.815
Organization Commitment 4	0.842
Organization Commitment 5	0.800

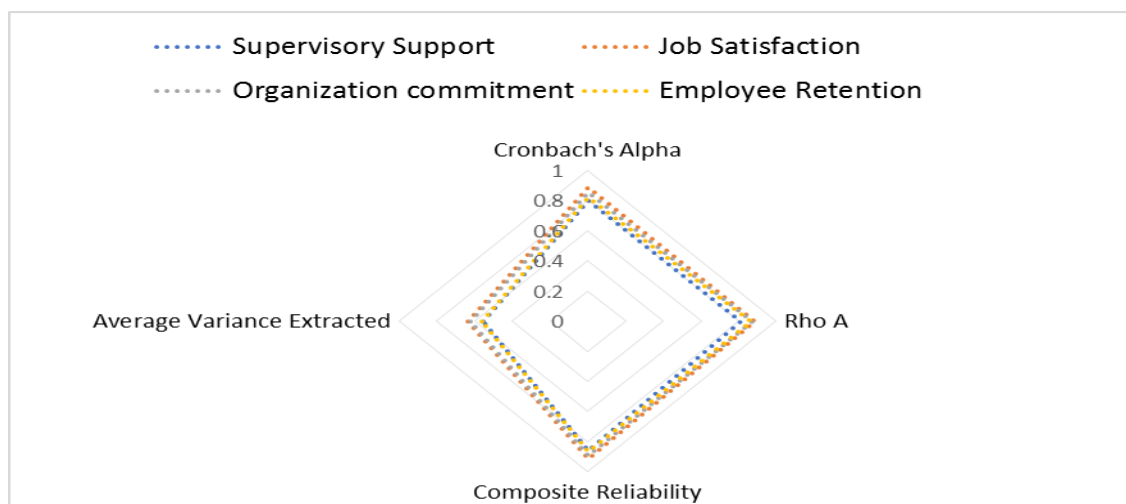
**Table 4: Construct Loadings of Supervisory Support**

Variable	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted
<b>Supervisory Support</b>	0.798	0.810	0.860	0.553
<b>Job Satisfaction</b>	0.884	0.888	0.912	0.634
<b>Organization Commitment</b>	0.851	0.870	0.892	0.625
<b>Employee Retention</b>	0.817	0.867	0.866	0.564

**Table 5: Reliability and validity of the construct**

Items	Outer Loadings
<b>Supervisory Support 3</b>	0.707
<b>Supervisory Support 4</b>	0.763
<b>Supervisory Support 5</b>	0.780
<b>Supervisory Support 6</b>	0.702
<b>Supervisory Support 7</b>	0.798

The construct loadings are displayed in Table 2 above; Smart\_PLS was used to produce them. These loadings have thresholds of  $>0.70$ ,  $>0.60$ , and  $>0.50$ . However, in our framework, we adhere to the Smart\_PLS-recommended level of  $>0.70$ . Loadings below 0.70 that affected AVE and CR are excluded. The table contains the construct loadings.



**Figure 3: Reliability and convergence validity of this framework**

The convergence validity of this framework is shown in figure No 3. Cronbach's alpha value must be greater than 0.70. (Nunnally, 1978). Acceptable Rho A threshold is also  $>0.70$ . Average Variance Extracted and Composite Reliability have cutoff values of  $>0.70$  and  $>0.50$ , respectively (Hair, 2006). The criteria for all thresholds are met by supervisor support, work satisfaction, organizational commitment, and staff retention.

**Table 6: Fornell-Larcker criterion**

<b>Relationship</b>	<b>Beta Value</b>
<b>Supervisory Support → Employee Retention</b>	0.099
<b>Supervisory Support → Job Satisfaction</b>	0.031
<b>Organization Commitment → Employee Retention</b>	0.374
<b>Organization Commitment → Job Satisfaction</b>	0.646
<b>Job Satisfaction → Employee Retention</b>	0.343

Numerous studies used Fornell-Larcker discriminant validity to prevent multicollinearity. The table shows that each latent variable's correlation should be greater than its diagonal value in Table 6. According to our analysis, all diagonal values are higher than the corresponding latent variable correlations.

**Table 7: Heterotrait Monotrait Ratio (HTMT)**

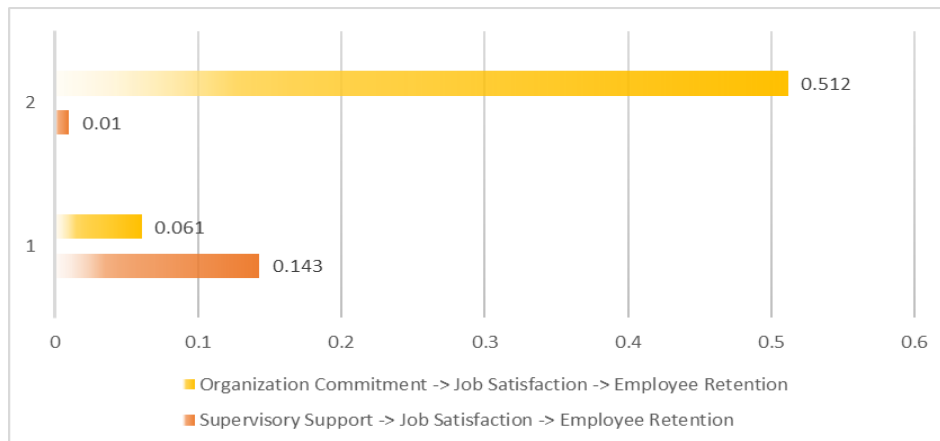
<b>Relationship Path</b>	<b>Beta Value</b>	<b>P Value</b>
Supervisory Support → Job Satisfaction → Employee Retention	0.143	0.000
Organization Commitment → Job Satisfaction → Employee Retention	0.061	0.512

Table No. 7 above presents the Heterotrait-Monotrait (HTMT) ratio criterion, a technique used to assess discriminant validity. When the HTMT value is close to 1, it indicates insufficient discriminant validity. Kline (2015) says that 0.85 is the point at which the HTMT ratio is too high or too low. Also, the HTMT cutoff point is set at 0.90.

The beta values for the variables are displayed in Table 5. Results show a correlation of 0.09 between managerial encouragement and staff retention. job satisfaction and supervisory support (Coefficient = 0.031). between a company's dedication to its employees and their retention (Coefficient = 0.374). There is a 0.646 correlation between organizational commitment and work happiness. between keeping employees on the job and job satisfaction (coefficient = 0.343).

**Table 8: Specific Indirect Effect**

<b>Variables</b>	<b>Employee Retention</b>	<b>Job Satisfaction</b>	<b>Organization Commitment</b>	<b>Supervisory Support</b>
<b>Employee Retention</b>	1	1	1	1
<b>Job Satisfaction</b>	0.695	1	1	1
<b>Organization Commitment</b>	0.704	0.728	1	1
<b>Supervisory Support</b>	0.225	0.126	0.154	1



**Figure 4: Specific Indirect Impact of the Framework**

The specific indirect effect of the framework is shown in Table 9 and Figure No. 4. The findings indicate that work satisfaction serves as an intermediary in linking supervisory support to employee retention (coefficient = 0.143,  $p = 0.05$ ). On the other hand, when employee retention is high, organizational commitment has no effect (Coefficient = 0.061,  $p > 0.05$ ).

## Conclusion

This study aims to address current issues in staff retention, organizational commitment, and job satisfaction within the hospital industry in Pakistan. Based on the conceptual framework, enhancing employee retention is possible by fostering a positive work environment where employees experience happiness, and the organization demonstrates a strong commitment towards them. Additionally, supervisors' support plays a crucial role in strengthening the employee-company relationship. The conceptual study establishes the conceptual relationships between the independent factors (job satisfaction, help from the boss, and dedication to the company) and the dependent variable. The study shows that the independent and dependent factors are well correlated. It indicates that when employees are content with their work, they are more likely to remain with the company. Furthermore, job satisfaction is linked to organizational commitment, resulting in higher employee retention and greater dedication to the organization. While the conceptual investigation and theoretical framework are complete, further empirical and statistical testing of the model is required. The analysis in this study specifically focuses on the hospital industry in Pakistan, but the findings may also be relevant and applicable to other sectors in the country.

## Policy implication

A manager or direct superior is a representative of the company and employer. The manager or supervisor inspires their employees to achieve both personal and team goals. In the workplace, the supervisor serves as a mentor. The literature review, conversation, and results above show that when employees are happy with their jobs, they tend to stay with the company longer. A business that has been around for a while often sees a normal employee as the key to quality and effectiveness. As the main drivers of growth, these companies place greater value on their employees' human capital than on their real assets. In the end, it will lead to organizational growth and employee growth. For a company to have a better working environment, both the boss and the employee should care about job happiness. Employees who are happy at work are more productive than those who are not happy or are not happy enough. Supervisor support within the company also affects employees' job satisfaction. His

subordinates abide by his directives in the workplace and occasionally in daily life. A skilled manager guides the professional growth and achievement of his team. Within its sphere of influence, a successful company ensures cooperation and dedication. This relates to how well the organization's values are received. As a result of their emotional connection to the company, employees with organizational commitment tend to stay with it. A dedicated worker is productive and helps the company succeed. He acts with good corporate citizenship. The conceptual framework discussed above illustrates the interaction between employees and a particular organization. Organizational and financial capital are less valued than human resource capital. Globally, the birthrate is declining, labor is now a priority, and it is anticipated that in the near future, labor will be a problem for every enterprise. Employee turnover inside the company is higher than the rate of new hires. The last 10 years have seen a rise in the importance of retention management due to both the globalization of the economy and the shortage of skilled labor. Low growth and organizational instability are caused by frequent personnel turnover. When an experienced employee leaves the company, the company must go through the costly, time-consuming process of recruiting, hiring, and training a new employee. To ensure a low staff turnover rate and high employee retention, firms are focusing on sound HR practices. A dependent variable, employee retention within the company, has a positive association with work satisfaction, supervisor support, and organizational support, according to theoretical and conceptual research. This research shows that when employees have high organizational commitment, employee retention and job satisfaction may increase. Employees who feel strongly bonded to and committed to their company are hesitant to quit their existing position. The majority of hospital business managers are content with their workplace environments. When compared, satisfaction with organizational climate elements shows varying outcomes. The majority of hospital companies' middle managers are OK with internal promotion. The hypothetical research paradigm is supported by the literature review, supporting data, and discussion above. The model's practical use and the entire research study's findings are beneficial to the hospital industry in terms of job satisfaction, productivity, and employee retention.

## **Recommendation**

Future research can benefit from recommendations for additional fields and a sizable sample size. To support the arguments in this research article, empirical and statistical proof is needed. Although it is a global concern, there is still much to be done in this area. There is a significant theoretical gap in Pakistan, and more effort is needed to improve job satisfaction and staff retention.

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