

Cirebon Annual Multidisciplinary International Conference (CAMIC 2026)

The Influence of Transactional Leadership Style, Continuance Commitment, and Emotional Support for Employee Retention Intentions Gen Z at the Cirebon Shoe Factory

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Abstract—Employee retention intention is a strategic issue for organizations, particularly amid high job mobility among Generation Z employees in the manufacturing sector. This study aims to examine the influence of transactional leadership style, continuance commitment, and emotional support on the retention intention of Generation Z employees working in a shoe factory in Cirebon. This study employed a quantitative explanatory approach. Data were collected through a structured questionnaire from 51 Generation Z employees selected using purposive sampling and analyzed using multiple linear regression with SPSS, supported by validity and reliability tests. The results indicate that simultaneously, transactional leadership style, continuance commitment, and emotional support significantly affect employee retention intention. Partially, transactional leadership style has a positive and significant effect, while continuance commitment and emotional support do not show a significant effect. These findings highlight the importance of leadership practices in improving retention intention among Generation Z employees.

Keyword—transactional leadership; continuance commitment; emotional support; retention intention; Generation Z

I. INTRODUCTION

Employee retention intention refers to an individual's tendency to remain employed within an organization rather than leaving it for alternative employment opportunities (Bell and Sheridan, 2020). High retention intention reflects workforce stability and is widely recognized as a key indicator of organizational sustainability, particularly in the increasingly dynamic labor market dominated by younger generations. Organizations with strong retention intention tend to experience lower turnover rates, improved efficiency in human resource costs, and more sustainable long-term performance. Consequently, retention intention has become a strategic concern in human resource management, especially in relation to Generation Z employees, who are characterized by high job mobility and flexible career orientations.

Conceptually, retention intention is closely related to turnover intention, which describes an employee's inclination to leave an organization (Shahid, 2018; Dessler, 2020). Retention intention represents the opposite condition, reflecting employees' willingness to continue working, maintain loyalty to the organization, and avoid seeking alternative employment. In line with Ibrahim and Mubarak

(2016) as cited in Purnamasari (2025), intention to stay refers to an individual's desire to remain employed within an organization for a certain period of time. Many organizations recognize that human resources are critical assets; therefore, maintaining employees' intention to stay is essential for organizational continuity and competitiveness. When employees perceive that they are valued and regarded as an important part of the organization, their intention to remain tends to increase (Santoso, 2022, cited in Dewi and Mulyanto, 2024). Furthermore, fluctuations in employee performance are closely associated with employees' willingness to continue working in an organization, where higher retention intention contributes to improved performance quality (Dewi, 2021, cited in Dewi and Mulyanto, 2024).

Previous studies indicate that employee retention intention is influenced by various organizational and psychological factors. Leadership style is one of the most frequently examined determinants. Transactional leadership emphasizes an exchange-based relationship between leaders and subordinates, in which rewards or corrective actions are provided based on performance achievement (Saputra, 2023). This leadership style is characterized by contingent rewards, management by exception, and clear task standards (Putri et al., 2021). In structured work environments, such as manufacturing industries, transactional leadership may enhance clarity, fairness, and performance predictability, which in turn can encourage employees to remain in the organization.

Another important determinant of retention intention is continuance commitment. Continuance commitment refers to employees' awareness of the potential losses associated with leaving an organization, including economic benefits, job security, seniority, and accumulated investments (Gusdila, 2023; Sari et al., 2023). As employees invest more time, effort, and resources into an organization, they may become more inclined to maintain their employment relationship to avoid such losses. However, among younger employees, particularly Generation Z, the extent to which continuance commitment influences retention decisions remains debatable, given their tendency toward career flexibility and openness to job changes.

In addition to leadership and commitment factors, emotional support has been identified as an important psychological resource in the workplace. Emotional support involves expressions of empathy, care, and concern from supervisors or coworkers that help employees cope with work-related stress and foster a sense of psychological safety (Safian et al., 2020; Soewignjo et al., 2020). Emotional support has been shown to enhance work engagement and emotional well-being, which may indirectly reduce turnover tendencies and strengthen retention intention (Maharani et al., 2024). Nevertheless, the direct impact of emotional support on retention intention, particularly among Generation Z employees, remains inconclusive.

Empirical findings related to these variables show mixed results. Ariel et al. (2025) found that job satisfaction and work-life balance significantly influence retention intention among young employees. Rahmawati (2022) reported a positive effect of transactional leadership on employee outcomes, whereas Yendra et al. (2020) found no significant relationship. Moreover, empirical studies examining the combined effects of transactional leadership, continuance commitment, and emotional support on retention intention are still limited, especially within the context of Generation Z employees in the manufacturing sector.

Specifically, there is a lack of research that simultaneously examines these variables among Generation Z employees working in the shoe manufacturing industry in the Cirebon region. This context is particularly relevant due to the labor-intensive nature of the industry and its reliance on young workers. Therefore, this study aims to analyze the influence of transactional leadership, continuance commitment, and emotional support on employee retention intention. Theoretically, this study integrates leadership theory, organizational commitment, and psychological support within a unified empirical framework. Practically, the findings are expected to provide insights for organizations in designing more effective and contextually appropriate retention strategies tailored to the characteristics of Generation Z employees.

II. METHOD

This study employed a quantitative explanatory research design to analyze the influence of transactional leadership (X1), continuance commitment (X2), and emotional support (X3) on employee retention intention (Y). The explanatory approach was chosen to examine causal relationships among variables based on empirical data and established theoretical frameworks. A cross-sectional design was applied, in which data were collected at a single point in time to capture respondents' perceptions simultaneously.

The population of this study consisted of Generation Z employees working in shoe manufacturing factories located in the Cirebon region. Purposive sampling was used to ensure that respondents met specific research criteria, namely: (1) belonging to Generation Z, (2) currently employed in a shoe manufacturing factory in Cirebon, and (3) willing to participate voluntarily in the study. Based on these criteria, a total of 51 respondents were selected as the research sample, which is considered adequate for explanatory analysis using multiple linear regression.

Primary data were collected through an online survey distributed between November and December 2025. The survey utilized a structured questionnaire designed to ensure consistency and ease of response. All measurement items were assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The research instruments were adapted from previous empirical studies relevant to each construct and adjusted to fit the context of manufacturing industry employees.

Employee retention intention (Y) was measured using five indicators reflecting employees' willingness to remain with the organization, lack of intention to leave, and preference for long-term employment. Transactional leadership (X1) was measured using indicators related to contingent reward systems, task clarity, and performance monitoring by supervisors. Continuance commitment (X2) was measured through perceptions of economic loss if leaving the organization, job security, and dependency on current employment. Emotional support (X3) was measured using indicators of care, empathy, attention, and psychological safety perceived in the workplace.

Instrument validity was evaluated using corrected item-total correlation, with a minimum acceptable value of 0.30. Reliability testing was conducted using Cronbach's alpha, with a threshold of 0.70 to confirm internal consistency. Data analysis was performed using SPSS software and included descriptive statistics, validity and reliability testing, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and hypothesis testing. Hypotheses were tested using multiple linear regression analysis through t-tests (partial effects), F-tests (simultaneous effects), and the coefficient of determination (R^2) at a significance level of 0.05.

III. RESULTS AND DISCUSSION

TABLE I. RESPONDENT CHARACTERISTICS

Variabel	Category	Code	Frequency (n)	Percentage (&0)
Gender	Famale	1	50	98.0
	Male	2	1	2.0
	Total		51	100.0
Age	< 25 years	1	50	98.0
	25-30 years	2	1	2.0
	Total		51	100.0
Length of Work	< 1 years	1	15	29.4
	1-3 years	2	34	66.7
	>3 years	3	2	3.9
	Total		51	100.0

As shown in Table I, the respondents were predominantly female, accounting for 98% of the sample, while male respondents represented only 2%. This gender composition reflects the typical workforce structure in the shoe manufacturing industry, where female employees are more frequently engaged in operational and production activities. In terms of age, most respondents (98%) were under 25 years old, confirming that the sample largely consists of Generation Z employees. This demographic profile indicates a relatively young workforce that is at an early stage of career

development and is likely to value clarity, structure, and measurable performance standards in the workplace.

Regarding length of work, the majority of respondents had been employed for 1–3 years (66.7%), followed by those with less than one year of tenure (29.4%), while only a small proportion had worked for more than three years (3.9%). This distribution suggests that most respondents are still in the initial phase of organizational attachment, during which perceptions of leadership practices and work systems are actively formed. Overall, the dominance of early-career Generation Z employees provides an important context for interpreting the study's findings, particularly the role of transactional leadership in shaping employee retention intention.

TABLE II. DESCRIPTIVE STATISTICS

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
TOTAL_X1	57	9	15	12.35	1.470
TOTAL_X2	57	15	25	20.84	2.128
TOTAL_X3	57	16	24	20.88	2.001
TOTAL_Y	57	18	25	21.88	1.536
Valid N (listwise)	57				

Table II presents the descriptive statistics of transactional leadership (X1), continuance commitment (X2), emotional support (X3), and employee retention intention (Y). Transactional leadership shows a mean score of 12.35 (SD = 1.470), indicating a moderate and homogeneous perception. Continuance commitment (M = 20.84; SD = 2.128) and emotional support (M = 20.88; SD = 2.001) reflect relatively high perceived levels among respondents. Retention intention records a mean value of 21.88 (SD = 1.536), indicating a moderate tendency to remain with the organization. Overall, the relatively low standard deviations suggest consistent responses across respondents.

Validity and Reliability Test

Validity testing shows that most measurement items have corrected item-total correlation values above 0.30, indicating acceptable construct validity. Several items under transactional leadership were removed due to low correlation values. Reliability testing confirms that all variables achieved Cronbach's alpha values above 0.70, indicating good internal consistency and suitability for further analysis.

TABLE III. THE REGRESSION MODEL SUMMARY

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.413 ^a	.170	.117	.44509

a. Predictors: (Constant), X3, X2, X1

Table III shows the summary of the multiple linear regression model. The R Square value of 0.170 indicates that

transactional leadership, continuance commitment, and emotional support collectively explain 17.0% of the variance in employee retention intention. The Adjusted R Square value of 0.117 suggests that, after adjusting for the number of predictors, the model explains 11.7% of the variation in the dependent variable. Although the explanatory power of the model is moderate, this result indicates that the proposed independent variables contribute meaningfully to explaining retention intention, while the remaining variance may be influenced by other factors not included in the model.

TABLE IV ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.913	3	.638	3.218	.031 ^b
	Residual	9.311	47	.198		
	Total	11.224	50			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Table IV presents the results of the ANOVA test, which evaluates the overall feasibility of the regression model. The analysis shows an F-value of 3.218 with a significance level of 0.031, which is below the threshold of 0.05. This result indicates that the regression model is statistically significant and suitable for explaining the relationship between the independent variables and employee retention intention. Therefore, transactional leadership, continuance commitment, and emotional support simultaneously have a significant effect on retention intention, supporting the overall validity of the research model.

TABLE V PARTIAL REGRESSION

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.605	.671		2.392	.021
	Transactional_Leadership_X1	.290	.107	.370	2.697	.010
	Continuance_Commitment_X2	.167	.126	.179	1.324	.192
	Emotional_Support_X3	-.032	.106	-.043	-.306	.761

a. Dependent Variable: Y

Table V reports the results of the multiple linear regression analysis examining the partial effects of each independent variable on employee retention intention. Transactional leadership (X1) has a positive and significant effect on retention intention, with a regression coefficient of 0.290 and a significance value of 0.010. This finding indicates that clearer task standards, measurable reward systems, and effective supervision increase the likelihood of Generation Z employees remaining in the organization. In contrast, continuance commitment (X2) does not show a significant effect on retention intention ($p = 0.192$), suggesting that rational considerations related to economic loss or job security are not the primary drivers of retention decisions among Generation Z employees. Similarly, emotional support (X3) does not have a significant effect on retention intention ($p = 0.761$), indicating that emotional support contributes more to

psychological comfort than to direct retention decisions. These results lead to the acceptance of H1 and the rejection of H2 and H3.

The results of this study reveal differentiated effects among the examined variables on employee retention intention among Generation Z employees in the shoe manufacturing industry. Specifically, transactional leadership demonstrates a significant positive influence, whereas continuance commitment and emotional support do not exhibit significant effects. These findings provide important insights into how Generation Z employees interpret leadership practices, organizational attachment, and workplace support within a structured manufacturing context.

The significant effect of transactional leadership indicates that clear task standards, systematic performance monitoring, and contingent reward mechanisms play a crucial role in strengthening retention intention among Generation Z employees. This finding is consistent with transactional leadership theory, which emphasizes exchange-based relationships between leaders and subordinates, where rewards and corrective actions are directly linked to performance outcomes. In manufacturing environments that demand standardized procedures and measurable productivity, such leadership practices offer clarity, predictability, and fairness. This result aligns with Rahmawati (2022), who found that transactional leadership positively influences employee-related outcomes. However, it contrasts with the findings of Yendra et al. (2020), who reported no significant effect. These inconsistencies may be attributed to differences in industrial settings, as transactional leadership tends to be more effective in highly structured and performance-oriented work environments such as manufacturing.

In contrast, continuance commitment was found to have no significant effect on retention intention, indicating that economic considerations and perceived costs of leaving the organization are not primary determinants for Generation Z employees. According to Meyer and Allen's organizational commitment framework, continuance commitment reflects an individual's awareness of the losses associated with leaving an organization, such as financial benefits or job security. However, Generation Z employees are widely characterized by high career mobility, adaptability, and openness to alternative employment opportunities. As a result, the perceived cost of leaving may be less influential in shaping their retention decisions. This finding reflects the dynamic career orientation of Generation Z, who tend to prioritize meaningful work, personal development, and long-term well-being over job security alone.

This interpretation is further supported by studies on Generation Z retention dynamics, which emphasize the importance of integrated work experiences. Tanoto and Go Tami (2025) found that work-life balance plays a critical role in shaping retention and turnover intention among Generation Z, as this generation highly values the integration of personal and professional life. Similarly, research by Nainggolan and Purba (2025) highlights that flexible work arrangements and job satisfaction significantly contribute to organizational

commitment among Generation Z employees. These findings suggest that continuance commitment, when standing alone, may be insufficient to directly predict retention intention without the presence of contextual factors such as work–life balance and job satisfaction.

Similarly, emotional support was found to have no significant direct effect on retention intention. Although emotional support contributes to psychological comfort and employee well-being, it does not appear to be a decisive factor in retention decisions among Generation Z employees. This generation tends to perceive emotional support as a basic organizational expectation rather than a key driver of long-term attachment. Previous studies indicate that Generation Z employees place greater emphasis on organizational support that is directly linked to career development, skill enhancement, flexibility, and tangible rewards, rather than solely emotional reassurance. Consequently, emotional support may function more as an indirect factor that enhances well-being or engagement, rather than directly influencing retention intention.

This interpretation is consistent with the findings of Sofiah and Puspasari (2025), who argue that the relationship between organizational commitment and turnover intention among Generation Z employees is often mediated by other factors, such as resource-based incentives and psychological resilience, rather than driven solely by normative attachment or perceived opportunity costs. In addition, Albarazi and Handoyo (2024) found that organizational commitment influences turnover intention indirectly through job satisfaction, suggesting that commitment-related variables may require intermediary mechanisms to exert a significant impact on retention outcomes.

Overall, these findings indicate that retention intention among Generation Z employees is more strongly influenced by structural and instrumental leadership factors than by cost-based commitment or emotional considerations. Transactional leadership provides tangible and observable signals of fairness, accountability, and reward equity, which align well with the pragmatic and results-oriented mindset of Generation Z. From a practical perspective, organizations—particularly in labor-intensive manufacturing sectors—are encouraged to strengthen transactional leadership practices by ensuring clear job descriptions, transparent reward systems, and consistent performance evaluation mechanisms to enhance employee retention intention.

This study is subject to several limitations, including a relatively small sample size and a focus on a single industry and geographic region, which may limit the generalizability of the findings. Therefore, future research is recommended to involve larger and more diverse samples, examine different industrial contexts, and incorporate additional variables such as job satisfaction, work engagement, career development, or organizational culture to provide a more comprehensive understanding of employee retention intention among Generation Z employees.

IV. CONCLUSIONS

This study examines the influence of transactional leadership, continuance commitment, and emotional support on the retention intention of Generation Z employees in the shoe manufacturing industry in the Cirebon region. Based on the results of multiple linear regression analysis, it can be concluded that transactional leadership has a positive and significant effect on employee retention intention, whereas continuance commitment and emotional support do not show a significant influence in this research context.

The findings indicate that Generation Z employees tend to prioritize structural and performance-based aspects of leadership, such as task clarity, transparent reward systems, and consistent supervision, when deciding whether to remain employed. These results support transactional leadership theory, which emphasizes clear exchanges between leaders and subordinates, and suggest that such leadership practices are particularly relevant in manufacturing environments that require standardized work systems and measurable outcomes.

Conversely, the insignificant effect of continuance commitment implies that rational considerations related to economic loss or job security are not the main determinants of retention intention among Generation Z employees. Similarly, emotional support, although important for psychological comfort and well-being, does not directly drive retention decisions for younger employees who tend to focus more on professional systems, career flexibility, and clarity of expectations.

From a practical perspective, the results suggest that organizations, particularly in labor-intensive manufacturing sectors, should strengthen transactional leadership practices by ensuring clear job descriptions, fair and performance-based reward mechanisms, and consistent performance monitoring to enhance employee retention.

This study is limited by its relatively small sample size and its focus on a single industry and region. Therefore, future research is recommended to involve larger and more diverse samples, explore different industrial sectors, and incorporate additional variables such as career development, work engagement, or organizational culture to obtain a more comprehensive understanding of employee retention intention among Generation Z employees.

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