

Role Clarity, Satisfaction with Internal Communication to Increase Employee Retention through Perceived Organizational Support of Kareb Cooperative Employees in Bojonegoro

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ABSTRACT

This causal quantitative study aims to examine the effects of Role Clarity and Internal Communication Satisfaction on Employee Retention, with Perceived Organizational Support (POS) serving as a mediating variable among employees of Koperasi KAREB Bojonegoro. The study employed a census sampling technique, involving 98 employees as respondents. Data were analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) version 4.0. The results indicate that: (1) Role Clarity and Internal Communication Satisfaction have positive and significant effects on Perceived Organizational Support; (2) Perceived Organizational Support has a positive and significant effect on Employee Retention; and (3) Perceived Organizational Support positively and significantly mediates the relationships between Role Clarity, Internal Communication Satisfaction, and Employee Retention. Therefore, management is encouraged to strengthen POS through regularly reviewed Standard Operating Procedures (SOPs), transparent internal communication, and a human-centered managerial approach to sustain employee loyalty and organizational performance

ABSTRAK

Penelitian kuantitatif kausal ini bertujuan untuk menganalisis pengaruh Role Clarity dan Internal Communication Satisfaction terhadap Employee Retention dengan Perceived Organizational Support (POS) sebagai variabel mediasi pada karyawan Koperasi KAREB Bojonegoro. Penelitian menggunakan metode sampel jenuh dengan jumlah responden sebanyak 98 karyawan. Data dianalisis menggunakan Structural Equation Modeling (SEM) berbasis Partial Least Squares (PLS) versi 4.0. Hasil penelitian menunjukkan bahwa: (1) Role Clarity dan Internal Communication Satisfaction berpengaruh secara positif dan signifikan terhadap Perceived Organizational Support; (2) Perceived Organizational Support berpengaruh secara positif dan signifikan terhadap Employee Retention; dan (3) Perceived Organizational Support terbukti memediasi secara positif dan signifikan pengaruh Role Clarity dan Internal Communication Satisfaction terhadap Employee Retention. Oleh karena itu, manajemen koperasi direkomendasikan untuk memperkuat POS melalui penerapan Standar Operasional Prosedur (SOP) yang dievaluasi secara berkala, komunikasi internal yang transparan, serta pendekatan manajerial yang humanis, guna menjaga loyalitas dan keberlanjutan kinerja karyawan.



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INTRODUCTION

In an increasingly competitive and dynamic global economy, human resources have long been recognized as the principal strategic asset that differentiates one organization from another. The long-term success of a company relies not merely on financial capital or advanced technology, but on the quality, commitment, and stability of its workforce. The phenomenon of the "talent war" is an unavoidable reality, where companies fiercely compete to attract, develop, and, most crucially, retain high-potential individuals. In this context, employee retention emerges as a critical issue demanding serious attention from management at every organizational level.

Employee retention is defined as a proactive and sustainable strategy designed by an organization to keep its employees, particularly those who are talented and high-performing, working for a longer period. This effort is more than just a reaction to an employee resignation; it involves creating a positive work ecosystem where employees feel valued, have opportunities

for growth, and are connected to the company's vision. Financially, the costs associated with recruitment, selection, training, and adaptation of new employees can be substantial, not to mention the loss of productivity during the transition period. Moreover, high turnover can erode the morale of remaining employees, disrupt team cohesion, and even damage the company's reputation as a desirable workplace.

Beyond simply minimizing costs, retention is crucial for maintaining operational continuity, preserving accumulated institutional knowledge, and fostering innovation. Loyal and experienced employees possess deep understanding of business processes, customer needs, and corporate culture, which are difficult to replace. Thus, investment in retention strategies is not an expenditure, but a strategic investment that yields long-term returns in the form of increased productivity, customer satisfaction, and competitive advantage.

The following data presents employee turnover at Koperasi Kareb Bojonegoro from 2021 to 2024, distinguishing between natural turnover (retirement) and voluntary resignation, serving as a key indicator of retention dynamics within the cooperative:

Table 1. Employee Turnover at the Kareb Cooperative in Bojonegoro in 2021-2024

Year	Retirement	Voluntary Resignation
2021	11	7
2022	12	7
2023	15	9
2024	6	8

Source: Company Data, 2025

The turnover data indicates employee movement annually (2021–2024), but the majority is attributed to natural factors (retirement) and personal reasons (pregnancy, following spouse, or moving to better jobs like PNS), rather than dissatisfaction with the company. This suggests that satisfaction with internal communication and perceived organizational support among employees are relatively high, meaning turnover is not fundamentally caused by internal cooperative issues. The Koperasi's commitment is evident through rewards, health facilities, K3 teams, provision of PPE, nutrition support, and routine sports activities. Furthermore, the company offers promotion opportunities and ensures clear understanding of roles, duties, rights, and obligations via briefing, PP, SOP, and job descriptions. Nevertheless, the presence of turnover remains a challenge that can impact operational smoothness.

Much research highlights factors influencing the decision to stay, including role clarity, which reduces stress and boosts job satisfaction. Satisfaction with internal communication is also crucial, as clear, open, and consistent communication enhances participation, feelings of being valued, and loyalty, while poor communication fosters confusion, conflict, and turnover. Additionally, Perceived Organizational Support (POS) the belief that the organization values contributions and cares for employee well-being is proven to be a strong retention predictor. Understanding these three factors enables organizations to design effective interventions.

Taufik et al. (2022) found that role clarity positively relates to job satisfaction, which subsequently increases retention. Putri and Santoso (2021) established that satisfaction with internal communication significantly lowers turnover intention, as effective communication builds trust and motivation. Setiawan and Suhardi (2023) demonstrated that high role clarity enhances POS, ultimately influencing retention decisions.

Gallup (2024) and Oracle (2024) highlight that high engagement, role clarity, quality recognition, positive culture, and management support are key retention drivers, necessitating a focus on the employee experience beyond competitive pay.

This research is anchored in Social Exchange Theory (SET), which analyzes how the reciprocal relationship between the organization and employees affects retention. SET posits that when employees receive support, recognition, or positive treatment, they feel a moral obligation (felt obligation) to reciprocate with loyalty, commitment, and improved performance.

Role Clarity refers to the extent an employee understands their tasks, responsibilities, and organizational expectations, which is vital for reducing uncertainty and boosting confidence, thereby increasing retention. Defined as the set of expectations given to an individual according to their organizational position. Indicators include understanding of tasks/responsibilities, performance goals/expectations, boundaries of authority, information availability, and consistency/clarity of instructions.

Satisfaction with Internal Communication is the employee's perception of how well internal communication meets information needs and fosters a conducive work atmosphere. Effective communication enhances feelings of value and ownership, while poor communication lowers loyalty. Indicators cover information adequacy, message clarity, communication speed/frequency, accessibility of channels, and two-way responsiveness/feedback.

Perceived Organizational Support (POS) is the belief that the organization values their contributions and cares about their well-being. POS, developed by Eisenberger et al. (1986), creates a psychological bond that boosts loyalty and lowers turnover intention. Indicators include supervisor support, fairness factors, working conditions, and organizational rewards (financial and non-financial). Ali et al. (2024) found that for Chinese Gen Z employees, supportive environment, pay, training, and role clarity were significant for retention. Duarte & Silva (2023) confirmed that satisfaction with internal communication negatively impacts turnover intention, mediated by organizational support and job satisfaction in the hospitality industry.

The variables role clarity, internal communication satisfaction, POS, and retention will form the conceptual framework for this study. The research aims to fill a research gap by testing this model specifically in the context of an employee cooperative, Koperasi KAREB Bojonegoro. Koperasi KAREB, a producer cooperative established in 1979, is strategically vital in the local tobacco sector, providing employment for over 1,000 people and contributing significantly to the social and economic welfare of the community. The study is motivated by the fact that cooperatives are the "soko guru" (main pillar) of the Indonesian economy, whose sustainability hinges entirely on the quality and stability of its human resources.

RESEARCH METHOD

This study employed a quantitative research method with a causal explanatory approach to examine cause-and-effect relationships between the exogenous variables Role Clarity and Satisfaction with Internal Communication and the endogenous variable, Employee Retention, with Perceived Organizational Support (POS) as a mediating variable.

The research was conducted at Koperasi Karyawan Redrying Bojonegoro (KAREB) in Bojonegoro. Data were collected from September 2025 to October 2025. The population comprised all employees of Koperasi KAREB who met specific criteria, totaling 98 respondents. The population criteria included: (1) the cooperative actively held organizational meetings; (2)

employees possessed a minimum educational background of senior high school (SMA) or equivalent; and (3) employees had worked at KAREB for at least five years.

Primary data were collected directly from respondents through hardcopy questionnaires, while secondary data were obtained from journals, books, and other relevant literature sources. The study variables were conceptually defined based on prior literature and subsequently operationalized into measurable indicators. All variables were measured using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The collected data were analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) version 4.0, supported by SPSS version 27. PLS-SEM was applied as a multivariate statistical technique to test the conceptual model by examining the relationships among latent variables and predicting the effects of exogenous variables on the endogenous variable, both directly and indirectly through the mediating variable. The data analysis procedure consisted of descriptive analysis, validity and reliability testing, outer model (measurement model) evaluation, inner model (structural model) evaluation, and hypothesis testing.

RESULTS AND DISCUSSION

Convergent Validity

Convergent Validity is a crucial part of measurement model testing aimed at assessing the high correlation between the indicators of a construct. This validity is examined based on the loading factor value of each indicator against the construct it measures. According to Chin (2015), an indicator is categorized as having strong validity if its loading value is greater than 0.70, indicating that the indicator consistently represents the intended latent construct. However, in research practice, loading values between 0.50 and 0.60 are often considered acceptable, especially in exploratory studies or when the number of indicators is limited. If an indicator has a loading factor value below 0.50, it is considered insufficient to represent the construct and should be dropped from the model to improve the overall quality and validity of the construct.

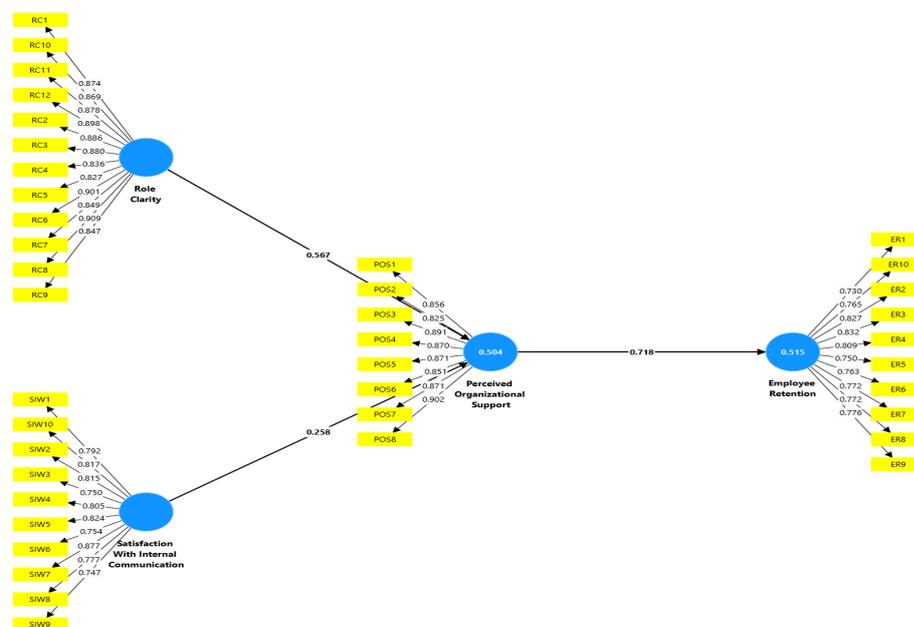


Figure 1. SmartPLS 4.0 Algorithm Output

All indicators in this study have met the expected value of > 0.70 , confirming that the data possesses good convergent validity.

Discriminant Validity

The next assessment involved comparing the inter-construct correlations with the square root of the Average Variance Extracted (\sqrt{AVE}). A measurement model is considered to have adequate discriminant validity if the \sqrt{AVE} value of each construct is greater than its correlations with other constructs. The \sqrt{AVE} values were obtained from the Fornell-Larcker Criterion output generated by SmartPLS 4.0, as presented in the following table.

Table 2. Results of Discriminant Validity Test (Fornell-Larcker Criterion)

Constructs	Employee Retention	Perceived Organizational Support	Role Clarity	Satisfaction with Internal Communication
Role Clarity	0.654	0.670	0.871	
Satisfaction with Internal Communication	0.536	0.484	0.399	0.797
Perceived Organizational Support	0.718	0.867		
Employee Retention	0.780			

Source: Data processing output using SmartPLS 4.0, 2025

Based on Table 2, it can be concluded that the square root of the Average Variance Extracted (\sqrt{AVE}) for each construct is greater than the correlations between that construct and other constructs in the model. Therefore, all constructs in the estimated model satisfy the discriminant validity criterion.

HTMT

The Heterotrait-Monotrait Ratio (HTMT) is a statistical criterion used to assess discriminant validity in variance-based Structural Equation Modeling (SEM-PLS). HTMT evaluates the extent to which a construct is truly distinct from other constructs by comparing the correlations between indicators across different constructs (heterotrait-heteromethod) with the correlations of indicators within the same construct (monotrait-heteromethod).

According to Hair et al. (2017), discriminant validity is considered adequate when the HTMT value is below 0.90 (or more conservatively below 0.85). Lower HTMT values indicate that the constructs in the model are empirically distinct and measure different theoretical concepts.

Table 3. HTMT Results

Construct Pairs	Heterotrait-Monotrait Ratio (HTMT)
Perceived Organizational Support ↔ Employee Retention	0.754
Role Clarity ↔ Employee Retention	0.682
Role Clarity ↔ Perceived Organizational Support	0.688
Satisfaction with Internal Communication ↔ Employee Retention	0.537

Satisfaction with Internal Communication ↔ Perceived Organizational Support	0.475
Satisfaction with Internal Communication ↔ Role Clarity	0.391

Source: Data processing output using SmartPLS 4.0, 2025

In addition, the acceptable threshold for discriminant validity was also assessed using the Heterotrait–Monotrait Ratio (HTMT). According to Hair et al. (2017), discriminant validity is established when HTMT values are below 0.90. The results show that all HTMT values are lower than 0.90; therefore, the measurement model meets the discriminant validity criterion.

Average Variance Extracted (AVE)

The Average Variance Extracted (AVE) value aims to measure the degree of variance in a construct component that is captured by its indicators, while accounting for the error level. Testing using the AVE value is considered more critical than *composite reliability*. The recommended minimum AVE value is 0.50.

Table 4. Average Variance Extracted (AVE)

	Average variance extracted (AVE)
Role Clarity	0,760
Satisfaction With Internal Communication	0,635
Perceived Organizational Support	0,752
Employee Retention	0,609

Source: Data processing output using SmartPLS 4.0, 2025

It can be seen that the AVE values are all greater than 0.50. This means all indicators have met the established criteria and possess the potential reliability for further testing.

Composite Reliability and Cronbach's Alpha

Composite Reliability and Cronbach's Alpha testing aims to assess the reliability of instruments in a research model. If all latent variable values have a Composite Reliability or Cronbach's Alpha value of ≥ 0.70 , it indicates good reliability of the construct, indicating that the questionnaire used as a research tool is consistent.

Table 5. Composite Reliability and Cronbach's Alpha

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Role Clarity	0,971	0,973	0,974
Satisfaction With Internal Communication	0,937	0,953	0,945
Perceived Organizational Support	0,953	0,955	0,960
Employee Retention	0,928	0,930	0,940

Source: Data processing output using SmartPLS 4.0, 2025

The results of the Composite Reliability and Cronbach's Alpha tests show satisfactory values. All latent variables are declared reliable because they have Composite Reliability and

Cronbach's Alpha values >0.70. This indicates that the instruments used in this study possess a high level of internal consistency. Therefore, it can be concluded that the questionnaire used as the research tool is sound and reliable, and thus suitable for use in further analysis.

R-Square (R²)

The testing of the Inner Model is conducted to examine the relationships between constructs, focusing on the significance value and the R-square (R²) of the research model. In assessing the model with PLS, the process begins by looking at the R square value for each dependent variable.

Table 6. R-square (R²)

	R-square	R-square adjusted
<i>Employee Retention</i>	0,515	0,510
<i>Perceived Organizational Support</i>	0,504	0,494

Source: Data processing output using SmartPLS 4.0, 2025

The R-square (R²) value for Employee Retention is 0.515, indicating that 51.5% of the variance in Employee Retention is explained by Perceived Organizational Support (POS) as the direct predictor in the structural model. In this model, Role Clarity and Satisfaction with Internal Communication do not directly predict Employee Retention; rather, their effects on retention are indirect and transmitted through POS. The remaining 48.5% of the variance in Employee Retention is explained by other factors not included in the model. According to the R² interpretation guidelines proposed by Hair et al. (2019), this value is classified as moderate, suggesting that the model demonstrates a reasonably strong explanatory power for Employee Retention.

The R-square (R²) value for Perceived Organizational Support is 0.504, meaning that 50.4% of the variance in POS is explained by Role Clarity and Satisfaction with Internal Communication. This indicates that these two exogenous variables play a substantial role in shaping employees' perceptions of organizational support, while the remaining 49.6% is influenced by other variables outside the model. Based on Hair et al. (2019), this R² value is also categorized as moderate, reflecting a satisfactory explanatory capability of the model for POS.

Q-Square (Goodness of Fit Model)

Goodness of Fit Testing of the structural model on the inner model uses the predictive relevance value (Q²). A Q-Square value greater than 0 (zero) indicates that the model has predictive relevance value.

Table 7. Q-square

	SSO	SSE	Q ² (=1-SSE/SSO)
<i>Employee Retention</i>	980,000	682,135	0,304
<i>Perceived Organizational Support</i>	784,000	492,572	0,372

Source: Data processing output using SmartPLS 4.0, 2025

The Q-square (Q²) value for Employee Retention is 0.304, which is greater than zero, indicating that the model has good predictive relevance for this endogenous construct. This value implies that 30.4% of the variation in Employee Retention can be accurately predicted by

the model, primarily through the mediating role of POS. The significance of the indirect effects tested in Hypotheses H4 and H5 further confirms that Role Clarity and Satisfaction with Internal Communication contribute to Employee Retention indirectly by strengthening employees' perceived organizational support.

Furthermore, the Q-square (Q^2) value for Perceived Organizational Support is 0.372, which exceeds zero and confirms the model's adequate predictive relevance for this construct. Specifically, this result indicates that 37.2% of the variation in POS can be predicted by Role Clarity and Satisfaction with Internal Communication, thereby supporting the structural model's feasibility and its role as a mediating mechanism linking the exogenous variables to Employee Retention.

Hypothesis Testing Results (Path Coefficient Estimation)

The estimated path effect in the structural model must be significant. This significance value can be obtained using the bootstrapping procedure. Hypothesis significance is determined by examining the parameter coefficient values and the significant t-statistics in the bootstrapping algorithm report. Significance is determined by examining the t-table at an alpha of 0.05 (5%) = 1.96. The t-table is then compared with the calculated t-statistic. Be sure to check the following in the results and discussions:

Table 8. Hypothesis

H	Problem Formulation	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ($ O/STDEV $)	P values	Description
H1	Role Clarity -> Perceived Organizational Support	0,567	0,564	0,067	8,446	0,000	Significance
H2	Satisfaction With Internal Communication -> Perceived Organizational Support	0,258	0,270	0,071	3,626	0,000	Significance
H3	Perceived Organizational Support -> Employee Retention	0,718	0,725	0,043	16,547	0,000	Significance
H4	Role Clarity -> Perceived Organizational Support -> Employee Retention	0,407	0,410	0,061	6,641	0,000	Significance
H5	Satisfaction With Internal Communication -> Perceived Organizational Support -> Employee Retention	0,185	0,196	0,054	3,424	0,001	Significance

Source: Data processing output using SmartPLS 4.0, 2025

1. Role Clarity on Perceived Organizational Support. The path coefficient of 0.567 indicates that role clarity has a positive effect on perceived organizational support. The t-statistic value = 8.446 > 1.96 and the p-value = 0.000 < 0.05 indicate that this effect is significant.

- This means that the clearer the roles and responsibilities of employees, the higher their perception of organizational support. Therefore, this hypothesis is accepted.
2. Satisfaction with Internal Communication on Perceived Organizational Support. The path coefficient value of 0.258, with the t-statistic value = 3.626 > 1.96 and the p-value = 0.000 < 0.05, indicates that satisfaction with internal communication has a positive and significant effect on perceived organizational support. This means that the higher employee satisfaction with internal communication within the organization, the greater their perception of organizational support. Therefore, this hypothesis is accepted.
 3. Perceived Organizational Support on Employee Retention. The path coefficient of 0.718 indicates that perceived organizational support has a positive effect on employee retention. The t-statistic = 16.547 > 1.96 and p-value = 0.000 < 0.05 indicate a significant effect. This means that the higher employees' perceptions of organizational support, the greater their tendency to remain with the organization. Therefore, this hypothesis is accepted.
 4. Role Clarity → Perceived Organizational Support → Employee Retention. The indirect effect coefficient of 0.407 indicates that role clarity has a positive effect on employee retention through perceived organizational support. The t-statistic = 6.641 > 1.96 and p-value = 0.000 < 0.05 indicate a significant indirect effect. This means that the clearer the roles and responsibilities of employees, the higher their perceptions of organizational support, which ultimately increases their desire to remain with the organization. Thus, this hypothesis is accepted.
 5. Satisfaction With Internal Communication → Perceived Organizational Support → Employee Retention. The indirect effect coefficient of 0.185 with a t-statistic of 3.424 > 1.96 and a p-value of 0.001 < 0.05 indicates that satisfaction with internal communication has a positive and significant effect on employee retention through perceived organizational support. This indicates that the higher employee satisfaction with internal communication within the organization, the greater their perception of organizational support, which in turn increases employee retention. Therefore, this hypothesis is accepted.

CONCLUSIONS

Based on the series of data analysis processes and in-depth discussions outlined in the previous chapter, this study yields several conclusions that address the research problem formulation and objectives. These conclusions are based on the results of hypothesis testing and empirical interpretation. The conclusions are as follows:

1. Role clarity has a significant positive effect on perceived organizational support. Clarity of duties and authorities (SOPs) at the Kareb Cooperative minimizes role ambiguity, provides a sense of psychological security, and is perceived by employees as tangible evidence of management's concern and investment in their success.
2. Satisfaction with internal communication has a significant positive effect on perceived organizational support. Transparency and two-way communication (vertical-horizontal) validate that employees are valued. For Kareb Cooperative employees, easy access to information and a space for dialogue are evidence that the organization cares about their aspirations.
3. Perceived organizational support has the most positive and dominant effect on employee retention. The strong organizational support at the Kareb Cooperative creates an

"emotional obligation" for employees to reciprocate with loyalty, making the workplace feel like a "second home."

4. Perceived organizational support mediates the effect of role clarity on employee retention. Clarity in work instructions is perceived as a resource from management. This increases the sense of support, which then leads highly committed Kareb Cooperative employees to remain with the company.
5. Perceived organizational support mediates the relationship between satisfaction and internal communication on employee retention. Transparent communication serves as an emotional bridge that creates a culture of humanization. This feeling of being valued strengthens perceptions of organizational support, ultimately strengthening employee loyalty.

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