

# The Effect of Authentic Leadership on Employee Retention in Ethiopian Federal Police Commission: Mediating Role of Organizational Commitment

<sup>1</sup>Menker Aklilu Hailemichael <sup>2</sup>Ojulu Okock  <sup>3</sup>Simret Gebretsadik Araya   OPEN ACCESS

## Abstract

This study examines effects of authentic leadership on employee retention in Ethiopian Federal Police Commission with organizational commitment as a mediator. Quantitative approach and explanatory design were used. Data were collected, from 380 operational and staff officers, identified from the commission. SmartPLS4 software employed to analyze PLS-SEM. The findings specified that authentic leadership is a strong predictor of organizational commitment ( $\beta = 0.526$ ,  $p < 0.05$ ), which is a robust predictor of employee retention. The effect of authentic leadership on retention is also direct ( $\beta = 0.425$ ,  $p = 0.000$ ) although an organizational commitment mediates this effect ( $\beta = 0.252$ ,  $p = 0.000$ ). These results demonstrate the theoretical significance of organizational commitment in retention and the practical significance of authentic leadership in law enforcement. Authentic leadership enhances commitment, reduce turnover and the continuation of policing services through transparency, ethics and effective communication. The study highlights the importance of leadership development initiatives that entrench authentic leadership concepts to increase the stability of the workforce, effectiveness of its operations, and societal confidence in policing.

## Keywords

Authentic Leadership, Organizational Commitment, Employee Retention, Ethiopian Federal Police Commission

## Article History

Submitted: March 06, 2026

Accepted: June 12, 2026

Published: June 27, 2026

## Introduction

Employee retention is the capability of an organization to retain employees in the organization for a period of time. In relation to human resource management, employee retention refers to a company's ability to keep employees and they will be interested, engaged, and committed enough not to leave to another company in search of greater opportunities (Asianab, 2023). It contributes to financial success, and maintaining talented employees also means that these employees do not need to be trained as frequently, thus reducing training costs (Darko et al.,

<sup>1</sup> Corresponding Author, Ph.D. Candidate, Ethiopian Public Service University, email: [comyegashe@gmail.com](mailto:comyegashe@gmail.com)

<sup>2</sup> PhD, Associate Professor, Ethiopian Public Service University, email: [okumo1972@gmail.com](mailto:okumo1972@gmail.com)

<sup>3</sup> PhD, Assistant Professor, Ethiopian Public Service University, email: [simretgebretsadik@yahoo.com](mailto:simretgebretsadik@yahoo.com)

ISSN - 2519-5255 (Print) ISSN - 2957-9104 (Online)



This is an open access article licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/)

2024). But with growing competition in the business world, employee retention has become even more difficult in the current scenario, where companies are experiencing ever-higher turnover, leading to a loss of institutional knowledge, a drop in morale, and a significant increase in recruitment and training expenses (Hussain & Chauhan, 2024). The high turnover affects continuity and makes it more expensive due to hiring, onboarding, and loss of productivity (Dzambic & Hadziahmetovic, 2025). The conventional pay-centered strategies are not enough; integrated strategies that prioritize employee wellbeing, career growth, and organizational culture are crucial to ensure long-term commitment and performance (Hussain & Chauhan, 2024). Organizations should, therefore, take care of the retention of their employee since the long-term employees get to know more about the culture, procedures, and policies of the organization. This information can be used to increase the production and good performance of the organization (Darko et al., 2024).

On the basis of this, leadership is a key factor that can make or break organizations ability to attract and keep their employees. Leadership is one of the most important factors that influence the success of an organization, employee performance, attitudes, behaviors, and strategic orientation (Munawar & Hadiaty, 2024). Leadership style shapes the relationship between the leader and followers and how they can achieve their goals; a good style motivates followers, attaches them, and generates loyalty for followers, which in turn enhances followers' organizational commitment. Research on the hotel sector has indicated that style of leadership enhances service quality and competitiveness of the employees (Helalat et al., 2025). Authentic leadership has become a transformative style in the global era, focusing on self-awareness, ethical care for employees, and a reasonable balance between leaders and employees (Yustiarini et al., 2024). Authentic leaders focus on their personal values and experiences to make decisions with integrity and cope with mistakes in a positive way (Karadag & Oztekin-Bayir, 2018). While the link between leadership and retention is affirmed, leadership is clearly not at the street level and must rely on the organization's commitment to execution.

The nursing industry also provides evidence that authentic leadership positively influences affective commitment and job embeddedness, and that this link is partially mediated by job embeddedness and affective commitment (Zhou et al., 2025). Likewise, Liu et al. (2025) found that affective commitment exists between authentic leadership and deviant innovation, highlighting affective commitment as a strong psychological mechanism that drives leadership behaviors toward their desired behavioral results. Though there is a substantial body of empirical research on employee retention and turnover intention in different sectors in Ethiopia, the majority of studies are limited to civil institutions, with little attention given to the turnover and retention of employees in law enforcement organizations (Kebede & Fikire, 2022). These blending patterns raise questions about the role of commitment as a mediator between the components of leadership, retention relationships, and whether commitment really does work as a mediator, particularly in the context of police organizations.

In any organization, its employees are known as the key to an organization's success, and in the case of a law enforcement agency, retention of police officers is a driving force in an

organization's success. It is therefore important to understand what is conducive to retention in designing effective programs (Smith et al., 2014). Police turnover presents major problems because it can be difficult, time-consuming, and expensive to replace officers, particularly when it comes to training sworn officers (Hilal & Litsey, 2020). Policing itself is faced with high stress, chronic under resourcing, bureaucracy, ambiguous goals and work intensification (Farr-wharton et al., 2023;Jun et al., 2023). Frequently it is under dangerous contexts and command and control cultures where leadership research is still underdeveloped (Rowe et al., 2025). Such special circumstances make officer retention and turnover even more important, and strategies that will help to lower turnover, stabilize the workforce, and save costs are especially important (Hilal & Litsey, 2020;Smith et al., 2014).

There have been some empirical studies of authentic leadership, organizational commitment, and employee retention in various organizational settings, but there is only limited research that has studied the full interrelationship of the three variables. This research tackles contextual gaps in that it focuses on police organizations where retention is influenced by the working environment, organizational culture and career development (Darko et al., 2024). Previous research conducted by the police has found that empowering leadership increases commitment and organizational fit, but not specifically in terms of retention (Kurniawan & Soeling, 2023). Authentic leadership has been linked to building character, having a context-based awareness, and to community service, which helps to ensure that the high-stress/high-risk profession of law enforcement maintains motivation. (Ginete & Caballero, 2025). On the other hand, when leadership is untrustworthy or substandard, it can negatively influence wellbeing and engagement, leading to psychological stress and moral injury that can erode retention (Kurniawan & Soeling, 2023). Empirical findings in other fields outside policing also indicate that authentic leadership has a positive impact on work engagement and supervisor support, which in turn lessen the intention to leave (Farr-wharton et al., 2023;Azmy & Mauludi, 2024). Hence, authentic leaders strengthen organizational identification and satisfaction, which are among the ways employees are less likely to leave an organization.

Ethiopia's leadership related researches have been largely concentrated on schools, businesses, and civil institutions, with little focus on policing contexts. Most studies done on police leadership have investigated leadership effectiveness and motivation, but rarely looked into authentic leadership as a retention mechanism in the public policing sector. Although there is evidence of the mediating role of organizational commitment between the dimensions of authentic leadership and outcomes, including engagement and satisfaction, this has been less tested empirically (Rego et al., 2016). Ethiopian police officers' motivation, job satisfaction, and psychosocial work environments are emphasized in studies (Agmasu, 2021;Dagne & Demelash, 2023). However, there were few studies specifically on retention which is a factor that negatively affects stability and safety.

The Ethiopian Federal Police Commission suffers from persistent weaknesses documented in its ten-year strategic plan (2013-2022) and mid-term plan (2016-2018) among which are low leadership capacities, high turnovers, retention issues, etc., at middle and junior levels. However,

work to stem attrition, improve good governance, and motivation has not been fully realized or effectively implemented, and the voluntary resignation of trained officers continues to threaten the organizational balance. Current measures have proven inadequate, as the difficulty in monitoring reforms and controlling the turnover of skilled workers has led to high expertise loss. These ongoing challenges highlight the need for strategies that are supported by evidence to help build leadership capacity and to develop organizational commitment as a tool to increase retention. Thus, a study of the relationship between authentic leadership and organizational commitment as a mediating variable to explain employee retention is timely and important.

This paper has a number of contributions; first, it provides some insight into the understanding and then proposes the position of authentic leadership for employee retention within the police setting. Second, investigates whether organizational commitment acts as mediator between the relationship authentic leadership and their employee's intent to retain. Third, this study adds value to existing literature on authentic leadership, theory of motivation, and social exchange since it indicates the association among the three variables. Lastly, it provides possible solutions given the literature on authentic leadership in improving retention of talent in a law enforcement environment. The next section of the research is the proposed theoretical framework, literature, and the development of the hypothesis.

## **Literature Review and Hypotheses Development**

### ***Authentic Leadership***

The original description of authentic leadership by Avolio et al. (2004) is a leader who is confident, hopeful, optimistic, resilient, moral/ethical, and futuristic. Luthans and Avolio claimed that a positive effect of an authentic leader's behavior on followers leads to followers becoming leaders, and that authentic leaders are self-true (Neider & Schriesheim, 2014). Authentic leadership is a leadership style defined by the behavior of the leader that is consistent with their moral principles, which fosters a sense of trust, positive impact, commitment and perceived pro-social behavior in their colleagues. It is based on positive psychology through a focus on balanced processing, internalized moral perspective relational transparency and self-awareness dimensions (Helmuth et al., 2023).

### ***Employee Retention***

Employee retention is a combination of several strategies and methods that organizations use for the purpose of keeping their staff members happy and motivated to remain within the organization for a longer duration of time (Sorn et al., 2023). The long-term employees get to know more about organization policies, procedures, and culture. In addition, they are introduced to their job duties and responsibilities and get to know them better, which makes them more productive and efficient. Prolonged employees can also acquire in-depth knowledge and become professionals in their field that can be utilized to the benefit of the organization (Darko et al., 2024). The HR manager needs to have good records of the staff and make the effort to solve the

problem as it is very crucial in this competitive world for the retention of skilled employees. They should have read the records that they have observed, and provide suitable treatment to solve the turnover problem (Khatun et al., 2023).

### ***Organizational Commitment***

Organizational commitment can be defined as the process of the acceptance, involvement and commitment of the employees to the objectives and values of the organization (Muthuveloo & Rose, 2005). It has been formed in accordance with various factors including compliance, identification and internalization (Çoğaltay, 2015). It has three main elements: affective, continuance and normative commitment (Muthuveloo & Rose, 2005). According to Çoğaltay, (2015), commitment has three steps: internalization, identification, and compliance. The latter is the most committed level of loyalty when employees are absolutely congruent with the organization's values. Although there has been extensive research on the organizational commitment, there is still no widely accepted definition of the organizational commitment and therefore organizational psychology is still conducting research on the topic.

### ***Theoretical Review***

#### ***Authentic Leadership***

One of the relatively new theories that appeared after 2004 is referred to as authentic leadership, and it emphasizes the degree to which true and committed leaders adhere to their main beliefs (Dimovski et al., 2012). This theory is based on ethical behavior and integrity with long-term positive impacts for leaders, followers and an organization (Avolio & Gardner, 2005). The theory is focused on the growth of leaders, followers, relationship and moral/ethical aspect of leadership (Wong & Cummings, 2009). Altogether, the authentic leadership theory can provide a useful insight into the efficient leadership procedures and results.

#### ***Herzberg's Two-Factor Theory***

Herzberg's two-factor motivation theory, developed in 1960s, explained that two independent factors determine a person's motivation: motivator factors, that lead to satisfaction at work; and hygiene factors which stop a person from becoming dissatisfied at work. From a theoretical perspective, job enrichment is of great significance in the maintenance of employee motivation, since it draws attention to the factors that are typically overlooked in the workplace (Galanakis & Peramatzis, 2022). It provides a general overview of the dual nature of satisfaction and dissatisfaction, internal and external motivation, psychological growth and avoidance of discomfort. One very interesting model in this area is the one developed by Herzberg because it provides the basis to design interventions that promote satisfaction and intrinsic motivation in the longer term, a tool of great value to enhance organizations (Sachau, 2007).

### Social Exchange Theory (SET)

The social exchange theory (SET) explains the work relationship as an interaction of resources that is mediated by perceived costs and benefits, and in which fairness and reciprocity results in loyalty and commitment (Cropanzano et al., 2017). In organizations employees feel that they are being forced to choose between job and wages (Cropanzano & Mitchell, 2005). In addition to the two-factor theory of Herzberg and authentic leadership theory, SET has provided a system of understanding how a leader's set of behaviors may be more effective in employee retention. Authentic leaders create trust and fairness that supports intrinsic motivators and commitment; in interacting situations, the latter acts as a mediator between authentic leadership and retention among employees.

The conceptual model of this research study is a combination of three theories namely authentic leadership theory, two factor theory, and social exchange theory to explain how AL has an impact on OC and in turn on ER in the Ethiopian Federal Police Commission. Authentic leadership theory advocates that leaders' self-awareness, transparency, balanced processing and moral perspective all contribute to generating trust and credibility, which in turn boosts organizational commitment (Walumbwa et al., 2008).

Herzberg's two factor theory also indicates that motivators like achievement, appreciation and growth are important features in sustaining commitment, while hygiene factors like salary and working conditions stop dissatisfaction which is common in high turnover policing environments (Alshmemri et al., 2017). Finally, SET posits that commitment translates to retention through the reciprocity and fairness of the employees, which is a motivator for sustaining workplace relationships in high turnover sectors such as policing (Ahmad et al., 2023). Together, these theories coalesce into a causal chain that elucidates the interwoven connection authentic leadership, organizational commitment and employee retention, providing a complete picture of how these factors can work together to enhance retention within Ethiopian policing.

### *Empirical Review and Hypotheses Development*

#### Authentic Leadership and Employee Retention

Authentic leadership includes both organizational and human characteristics. A true leader is self-aware, transparent, empathetic, displays an internalized moral outlook, balanced processing, and moral/ethical boldness (Almutairi et al., 2025). Authentic leadership is the greatest effective in employee retention. When employees believe that their leaders are genuine, they will be likely to have a higher level of affective commitments to their organizations, which will ultimately lower their turnover intentions (Oh & Semi, 2017). Authentic leadership positively affects knowledge sharing but has a negative effect on turnover. Employee turnover is significantly reduced through genuine leadership, which means that through promoting commitment and trust between employees, authentic leaders can improve employee retention (Džambi'c et al., 2025). Thus, it is reasonable to say that reflect authentic leadership is an important variable that should be used to help retain valuable employees (Antonio et al., 2015). While there is still debate

regarding the relative importance of authenticity versus charisma and vision, the gap in the current authentic leadership research (ALR) in terms of ethics antecedents and outcomes is a limitation of the ALR (Banks et al., 2016). The effect of authentic leadership behavior on the outcome of police personnel has been the subject of very few studies (Farr-wharton et al., 2023). From the above discussions authentic leadership implied as causal force of employee retention, with stronger effects in challenging, hierarchical institutions.

***H1: Authentic leadership have a significant effect on employee retention***

### Authentic Leadership and Employee's Organizational Commitment

The study has revealed that organizational commitment and authentic leadership are positively and significantly correlated when leaders act authentically towards their staff in their organizations (Sürücü, 2022). The leaders are suggested to show their authentic leadership qualities in order to increase commitment of all employees to their organization and as an indirect impact to their performance. It is an essential factor in organizations and businesses. Therefore, institutions and enterprises should discuss the impact of authentic leadership on commitments (Pradipto & Chairiyati, 2021). Furthermore, empirical studies have shown that organizational commitment is affected by authentic leadership. This is consistent with several authors' conclusions that followers have more emotional capital as a result of authentic leaders' relationships and interactions with them, which raises followers' organizational commitment (Rego et al., 2016). There is, however, academic debate over the need to add charisma and vision, as transformational leadership promotes, to authenticity (Banks et al., 2016) Moreover, Ethiopian policing research doesn't explore the direct relationship between authentic leadership, commitment, and retention. Based on this discussion, we hypothesized:

***H2: Authentic Leadership have significant effect on organizational commitment***

### Organizational Commitment and Employee Retention

Various researches have shown that organizational commitment and employee turnover have a strong correlation. It is the organizational commitment to its employees that forecasts employee turnover as committed employees tend to remain in the organization (Narvaez & Dura, 2024). David (2026) stated that while the relationship between compensation, benefits and continuance commitment was the strongest, the affective commitment was the most receptive in terms of the loyal retaining practices as occupation development, training, and leadership support. Commitment of employees is multidimensional and it includes affective, continuance and normative dimensions, and the dimensions of commitment are differently affected by the dimensions of talent retention strategies. The three elements of organizational commitment are positively correlated with workers' work performance and each has a different weight (Jaros, 2007). This indicates that all aspects of organizational commitment have an impact and contribute to the improvement of employee work performance. In particular, affective

commitment makes workers more inclined to stick with the company; as a result, workers will work harder while making plans for the future of their companies (Musabah et al., 2017). Therefore, this study evaluates the joint contribution of the three organizational commitment factors in the context of police institution on employee retention. On the basis of the above discussion, we are going to present the hypothesis:

***H3: Organizational commitment has significant effect on employee retention***

### **Authentic Leadership, Organizational Commitment and Employee Retention**

To improve the chances of employees remaining in the organization, an inclusive culture and a greater sense of belonging and commitment are better than using extrinsic rewards (Jun et al., 2023). When devotion is exhibited in an organization, it means that there is an increase in the number of members of the organization who are more committed to the values and goals of the organization (Nasab & Afshari, 2019). Authentic leadership could be used to improve the followers' commitment to the organization and thus the performance of their employees. Further, authentic leadership is indirectly related to the turnover of employees that lead to positive emotional state, positive attitudes and behaviors that motivate employees to stay in the organization (Jun et al., 2023). Based on empirical study, the affective and normative commitment can be stimulated by authentic leadership which can have positive effects on retention (Rego et al., 2016). Further, authentic leadership has a positive effect on followers' work engagement and job happiness. This study clearly investigates authentic leadership and by what means it affects retention in organizations through organizational commitment.

***H4: Organizational commitment mediates the relationship between authentic leadership and employee retention***

### ***Employee Retention and Turnover***

There is a difference regarding retention and turnover intention, where the former is the actual condition of an employee staying in an organization, and the latter is the cognitive predisposition or plan to leave an organization. Retention for this study is not behavioral (number of employees who left) but psychological (how individual employees feel and think about staying with the organization).

In particular, the measurement is based on the work of Škerháková et al., (2022) who proposed the perception of retention in two areas: job security and talent development as well as job satisfaction and employee engagement, which addresses employees' psychological security in the stability and growth of their organizations and their emotional connection with their occupations. This perspective clearly differentiates this approach from turnover intention, which reflects thoughts of leaving but not necessarily the actual departure behavior, which is more of an attitudinal construct. As such, this research uses the psychological definition of retention as an

employee's willingness and motivation to stay, which is consistent with the multi-dimensional definition adapted by Škerháková et al., (2022).

Turnover is a costly and destabilizing phenomenon that organizations try to minimize which brings about financial costs, loss of knowledge, and a drop in institutional performance (Ibrahim et al., 2025). Retention, on the other hand, is the strategic solution of ensuring continuity, minimizing recruitment and training costs, and maintaining the organization's culture (Dhillon, 2025). The two constructs are inseparable in concept as the risks of attrition are reflected in turnover, making retention more vital. Job satisfaction, organizational commitment, and leadership practices are all key mediators that help to lower turnover and strengthen retention (Yeasin, 2023). In this sense, discoursing about turnover in tandem with retention gives a full rationale to the study's focus, and the discussion of employee retention provides a clear measurement of the latter, while the former highlights the need and the relevance of focusing on employee stability in the EFPC context.

### *Conceptual Framework*

The research framework based on the above extensive literature review and the hypotheses presented is framed, and it depicts the three constructs and how they might be connected. Figure 1 presents the direct effect of AL on ER and OC, OC on ER, and the mediating effect of OC on the relationship between AL and ER.



**Figure 2.1 Conceptual Framework**

**Source:** Developed by the researchers based on literature review, (2026)

## **Research Design and Methods**

### *Research Design and Approach*

Quantitative research approach was used to examine the relationship and effects among the variables. In this aspect, the three variables AL, OC, and ER are measured numerically. The study was conducted using an explanatory cross-sectional study design; this means that the study is displayed in the form of figures and numeric results obtained through questionnaires. The method is especially useful in determining correlations and mediating effects in large samples.

### ***Type of Data, Population and Sampling***

Structured questionnaires were used for the collection of primary quantitative data. This numerical data was used and put under statistical analysis to found the influences among authentic leadership, employee commitment, and retention. Sample size was selected from the total population of 38,078 permanent employees of the Ethiopian Federal Police Commission (EFPC) who had served for more than one year, based on Taro Yamane's (1967) formula. There was a total of 396 questionnaires distributed with a proportional stratified sampling technique across the five major sectors of the Ethiopian Federal Police Commission (EFP), which include all the Crime Prevention units, Crime Investigation, Human Resource Development and Administration, Ethiopian Police University (EPU), and the Commissioner General's Staff.

The most significant percentage ( $n = 321$ ) was from the crime prevention sector, which could be segmented into administration and support services, rapid force, and peace and security protection. The same stratification was used in the crime investigation and human resource development sectors, and within the EPU, respondents were obtained proportionately based on the four vice presidencies of the EPU. In addition, within each stratum, participants were randomly selected to ensure that each sector was fairly and representatively covered.

Hence, from the 396 questionnaires that were distributed, 387 were returned, resulting in a 97.7% response rate. Rigorous data cleaning left nine unreturned and seven excluded for excessive missing values, over straight-lined values, or for logical inconsistencies. The final sample that was used for empirical analysis consisted of 380 valid and fully completed questionnaires, with the active response rate being very satisfactory (96.0%).

The study was conducted in an ethical manner, and cooperation letters were given from the Ethiopian Civil Service University and the Ethiopian Federal Police Commission for obtaining clearance and institutional support. Each of the 30 participant officers for the pilot test and 396 survey participants was provided informed consent and informed of the voluntary nature of participation and the right to withdraw at any time during the study. The integrity of the data was ensured by maintaining anonymity and confidentiality by not collecting any personal information and by aggregating all data only for academic purposes. The eligibility criterion was that only active officers who were serving in the Ethiopian Federal Police Commission were eligible, which ensured the first-hand experience on the issue under study. Those who had fewer than one year of service and those with a civil contract were not included.

### ***Measurement of Variables***

Authentic leadership was measured using the validated authentic leadership questionnaire (ALQ), adopted from Avolio et al., (2007) based on four dimensions of authentic leadership; self-awareness, relational transparency, balanced processing, and internalized moral perspective on a five-point Likert scale. Level of employee commitment was adapted and measured using the revised three-component model by Meyer, Allen and Smith which modified by Bonds, (2017) that comprises of the AC, CC and NC scales, each with statements rated on a five-point Likert scale.

To measure employee retention, an instrument based on the version of Škerháková et al., (2022) was adapted, as it is the most reliable and relevant in the context of the organization, but with slight changes to suit the existing organizational environment. Subject matter experts reviewed the items to ensure they were relevant to the context and some minor wording changes were made to suit the Ethiopian policing context.

In addition, pilot study was conducted with 30 randomly nominated officers from Addis Ababa Police Commission, to determine the clarity, content relevance and reliability of the questionnaire. Internal consistency maintained with Cronbach's alphas upstairs 0.70. The results confirmed that the instrument was structurally sound, conceptually clear and reliable, making it suitable for a strong empirical data collection of the main study.

### ***Data Analysis Procedure***

To perform the quantitative analysis, SmartPLS v.4 was used, and the partial least squares structural equation modeling (PLS-SEM) was utilized. The methodology distinguishes between the measurement model and structural model, which analyzes the collinearity, path significance, explanatory power, and predictive relevance. (Hair et al., 2019).

The selection of PLS-SEM over CB-SEM is justified in light of the study objectives namely, predictive and explaining variance. PLS-SEM is not testing theories by reproducing covariance matrices as in CB-SEM but it is much more effective in explaining variance (R<sup>2</sup>) in endogenous constructs, especially when it comes to identifying the key latent drivers in complex organizational settings. The results are estimated using ordinary least squares (OLS), which is robust to non-normal data and provides better efficiency and stability in the presence of complex models, with multiple mediating and moderating paths, this helps to minimize the risk of non-convergence or inadmissible solutions.

### ***Common Method Bias (CMB)***

The percentage of variance was 34.007. The value of the variance explained (34.007) in the single-factor test of Harman suggests that the common method bias is not a significant issue in the data, as common sense suggests that the point at which a single factor explains over half the variance is when there is a problem of bias. This is consistent with the analysis of who sees values of less than 50 percent to indicate that common method bias is not likely to bias results (Podsakoff et al., 2003).

## Results and Discussion

### *Background of Study Participants*

Demographic information of participants in the study (N = 380) indicates that most participants were male (73.9%), and females made up the remaining 26.1 percent. Concerning the age group, the majority of respondents were aged 30 years and above (51.3%), then 30 years and below (34.7%), and between 41-50 50 (12.1) and above 50 (1.8) constituted the smaller proportions. Educational levels were also fairly high, with 45.5 and 20.3 having obtained a degree and a master's degree, respectively, and 21.3 and 12.9 having obtained a diploma and high school, respectively.

Table 4.1: Demographic Profile of the Respondents

		Frequency	Percent
<b>Gender</b>	Male	281	73.9
	Female	99	26.1
<b>Age</b>	<30	132	34.7
	30-40	195	51.3
	41-50	46	12.1
	>50	7	1.8
<b>Educational Level</b>	High school	49	12.9
	Diploma	81	21.3
	Degree	173	45.5
	Master's Degree	77	20.3
<b>Responsibilities</b>	Member	289	76.1
	Leader	91	23.9
<b>Experience</b>	<5 years	76	20.0
	5-10 years	98	25.8
	11-15 years	88	23.2
	16-20 years	77	20.3
	21-25 years	18	4.7
	>25 years	23	6.1
	<b>Total</b>	380	100.0

Source: Survey Data, 2026

In terms of roles, 76.1 percent were the members and 23.9 percent were the leaders. Work experience varied, with the largest groups having 5–10 years (25.8%) and 11–15 years (23.2%), followed by 16–20 years (20.3%), less than 5 years (20.0%), and smaller proportions with 21–25 years (4.7%) or more than 25 years (6.1%). In general, the sample represents a workforce that is mostly male, fairly young, highly educated, and moderately concentrated in the middle range of experience factors, which can be used as a balanced representation of studying the dynamics of retention and turnover in the institution.

### *Measurement Model Evaluation*

## Reliability and Validity

Reliability analysis displays that all constructs are at or above the suggested levels of Cronbach's alpha (0.70 or more) and composite reliability ( $> 0.70$ ). Some of them, like AFF, CON, NOR, have high reliability scores which proves that they have a high quality of internal consistency. Even though BB, MM, and SS values are lower, since they are above 0.70, thus justifying their retention (Hair et al., 2019). In the analysis of AVE results, it is specified that the majority of the constructs have a good level of convergent validity, with the value being higher than the generally accepted standard of 0.50.

Table 4.2 Reliability and Convergent Validity

Constructs	Cronbach's alpha	CR (rho_c)	AVE)
AFF	0.925	0.939	0.659
BB	0.713	0.841	0.639
CON	0.909	0.926	0.612
JSEE	0.860	0.896	0.589
JSTD	0.857	0.889	0.503
MM	0.723	0.829	0.551
NOR	0.958	0.964	0.772
SS	0.707	0.814	0.525
TT	0.847	0.896	0.646

Source: Survey Data (2026)

## Discriminant Validity

Table 4.3 Fornell–Larcker Criterion

	AFF	BB	CON	JSEE	JSTD	MM	NOR	SS	TT
AFF	0.812								
BB	0.313	0.799							
CON	0.536	0.398	0.782						
JSEE	0.445	0.484	0.606	0.768					
JSTD	0.480	0.550	0.591	0.740	0.709				
MM	0.221	0.485	0.312	0.414	0.492	0.743			
NOR	0.425	0.385	0.746	0.645	0.537	0.320	0.879		
SS	0.335	0.497	0.415	0.540	0.548	0.487	0.420	0.725	
TT	0.334	0.318	0.345	0.453	0.421	0.530	0.301	0.529	0.803

Source: Survey Data (2026)

The Fornell-Larcker analysis shows that the majority of constructs meet the discriminant validity criterion, and the square root of AVE is bigger than the inter-construct correlations. Constructs AFF, BB, MM, NOR, and TT have a high degree of discriminant validity. Nonetheless, the correlation between CON and NOR is quite high (0.746), and JSTD nearly has a discriminant

validity with JSEE (0.740), which indicates possible overlap in concepts. Equally, SS offers marginal cases along with JSEE and JSTD. Nevertheless, the constructs do not exceed the acceptable levels, and overall, the discriminant validity is deemed to be satisfactory, which is in line with SEM best practices (Fornell & Larcker, 1981; Hair et al., 2019).

Table 4.4: Heterotrait-Monotrait Ratio (HTMT)

	AFF	BB	CON	JSEE	JSTD	MM	NOR	SS	TT
AFF									
BB	0.385								
CON	0.583	0.492							
JSEE	0.498	0.618	0.683						
JSTD	0.536	0.703	0.668	0.863					
MM	0.267	0.678	0.378	0.514	0.616				
NOR	0.449	0.464	0.798	0.708	0.594	0.383			
SS	0.362	0.697	0.476	0.646	0.669	0.653	0.480		
TT	0.363	0.407	0.386	0.529	0.501	0.725	0.333	0.590	

Source: Survey Data (2026)

All of the constructs were confirmed to have discriminant validity with the values of the HTMT analysis being less than the suggested threshold of 0.85 except one which are acceptable by the more relaxed criterion. None of the construct pairs met the critical value of 0.90 and this indicates that the measurement model has satisfactory discriminant validity. This extends the uniqueness of the latent variables and is equivalent to the existing SEM principles (Subhaktiyasa, 2024).

### *Structural Model (Inner Model)*

#### Reliability and Convergent Validity

The table below shows good internal reliability, and convergent validity of all constructs whereby the Cronbach alpha scores are more than 0.70, composite reliability greater than 0.70, and AVE greater than 0.50 and this validates reliability and validity of the variables.

Table 4.5 Reliability and Convergent Validity

	Cronbach's alpha	CR (rho_a)	(AVE)
<b>AL</b>	0.783	0.789	0.605
<b>ER</b>	0.850	0.850	0.870
<b>OC</b>	0.798	0.818	0.716

Source: Survey Data (2026)

#### Discriminant Validity

The demonstration of the results of the Fornell-Larcker criterion proves that discriminant validity is obtained in all constructs. The square root of the values of AVE (AL = 0.778, ER = 0.933, OC = 0.846) is always larger than inter-construct correlations, showing that each construct has more

common variance with its indicators, compared to other constructs. This helps to justify the uniqueness of the latent variables and validates the model.

Table 4.6: Fornell and Larcker criterion

	<b>AL</b>	<b>ER</b>	<b>OC</b>
<b>AL</b>	0.778		
<b>ER</b>	0.677	0.933	
<b>OC</b>	0.526	0.702	0.846

Source: Survey Data (2026)

The outcomes of the HTMT suggest that, to a great extent, the discriminant validity is determined between the constructs of AL, ER, and OC. All of the HTMT values are below the recommended value of 0.85, and ER is lower (0.849) than the cutoff value, which is acceptable. This indicates that constructs are largely differentiated among them, and this proves the model validity.

Table 4.7: Heterotrait–Monotrait (HTMT)

	<b>AL</b>	<b>ER</b>	<b>OC</b>
<b>AL</b>			
<b>ER</b>	0.823		
<b>OC</b>	0.658	0.849	

Source: Survey Data (2026)

### *Effect Size and Predictive Relevance*

The evaluation of how well the model predicts the endogenous constructs is what is referred to as predictive relevance. This assessment is made easier by the following criteria that cover coefficient of determination ( $R^2$ ), cross-validated redundancy ( $Q^2$ ), path coefficients and the effect size ( $f^2$ ) (Hair et al., 2014).

The  $R^2$  analysis indicates that the structural model describes a large percentage of variance in the endogenous constructs. In particular, the  $R^2$  value of ER is 0.624, which is a strong and very high power of explanation while 0.276 for OC as well, is strong as Cohen classified. Both outcomes are statistically significant, which supports the strength of the model Cohen, (1988).

Table 4.8: Coefficient of Determination

	<b>R<sup>2</sup></b>	<b>T statistics</b>	<b>P values</b>
<b>ER</b>	0.624	13.687	0.000
<b>OC</b>	0.276	6.175	0.000

Source: Survey Data (2026)

AL is a significant predictor of both ER ( $f^2 = 0.348$ ,  $p = 0.000$ ) and OC ( $f^2 = 0.382$ ,  $p = 0.000$ ), and OC is a significant predictor of ER ( $f^2 = 0.441$ ,  $p = 0.000$ ). The strength of these relationships has been confirmed by determining that all the path coefficients are statistically significant, and demonstrates the model's robustness Cohen, (1988).

Table 4.9: Effect Size

	$f^2$	T statistics	P values
<b>AL -&gt; ER</b>	0.348	3.248	0.000
<b>AL -&gt; OC</b>	0.382	4.316	0.000
<b>OC -&gt; ER</b>	0.441	3.287	0.000

Source; Survey Data (2026)

In the analysis of predictive relevance, it is observed that both constructs have a  $Q^2$  value greater than zero and this proves the predictive ability of the model. In particular, the fact that OC ( $Q^2 = 0.271$ ) fell in to moderate predictive relevance, and ER ( $Q^2 = 0.452$ ) has the strong predictive relevance, exceeding the large threshold value 0.35. These results confirm the strength of the structural model and its capacity to explain and predict the endogenous constructs well.

### *Hypothesis Testing*

#### Direct Effect

The research finding showed a positive and significant impact of Authentic Leadership on retention of employees ( $\beta = 0.425$ ,  $t = 7.853$ ,  $p < 0.05$ ). Therefore, H1 is supported. The same can be said about the authentic leadership on the organizational commitment ( $\beta = 0.526$ ,  $t = 12.364$ ,  $p < 0.05$ ), and organizational commitment on employee retention ( $\beta = 0.479$ ,  $t = 8.673$ ,  $p < 0.05$ ). These results support H2 and H3.

Table 4.10: Result of Hypothesis Testing (Direct Effect)

	$\beta$	T statistics	P values
<b>AL -&gt; ER</b>	0.425	7.853	0.000
<b>AL -&gt; OC</b>	0.526	12.364	0.000
<b>OC -&gt; ER</b>	0.479	8.673	0.000

Source: Survey Data (2026)

Based on the above table we can observe that the results of structural models support all the hypothesized relationships. Authentic leadership also predicts ER ( $\beta = 0.425$ ,  $p < 0.05$ ) and OC ( $\beta = 0.526$ ,  $p < 0.05$ ), significantly, whereas OC also predicts ER ( $\beta = 0.479$ ,  $p < 0.05$ ). Path coefficients are all positive and significant and all this supports the hypotheses that were

developed. The findings show that these constructs are closely related which supports the theoretical framework and proves the strength of the hypothesized direct relationships.

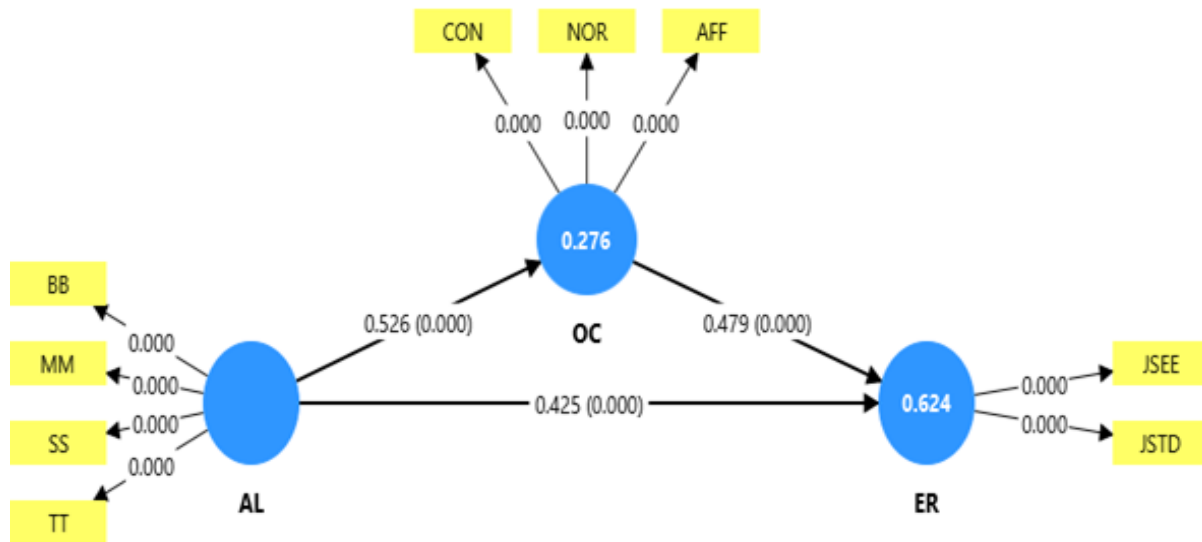


Figure 2.2: Modelling Results  
Source: Survey Data (2026)

### Mediation Analysis

According to the mediation analysis, OC plays an important role in mediating the relationship between AL and ER. The indirect effect ( $\beta = 0.252$ ,  $p < 0.05$ ) is statistically significant with t-statistic of 6.383. Therefore, the findings show that OC has a partial mediational effect on the relationship between AL and ER. The results demonstrate that OC plays an important role in the structural model as a mediator, which supports the theoretical framework. Consequently, H4 is accepted.

Table 4.11: Result of Hypothesis Testing (Indirect Effect)

	$\beta$	T statistics	P values
AL -> OC -> ER	0.252	6.383	0.000

Source: Survey Data (2026)

### Total Effect

The total effect analysis shows that authentic leadership has a high significantly substantial overall impact on employee retention ( $\beta = 0.677$ ,  $p < 0.05$ ), a strong effect on OC ( $\beta = 0.526$ ,  $p < 0.05$ ), while OC also significantly predicts ER ( $\beta = 0.479$ ,  $p < 0.05$ ). All the effects are significant and the confidence intervals are smaller than 0.05, and this indicates the strength of the hypothesized relationships. These results emphasize the implication of the significant role of authentic

leadership in constituting commitment and retention and the mediating role of organizational commitment in enhancing authentic leadership and employee retention.

## **Discussion, Conclusion, and Implications**

### *Discussion*

The direct positive effect of authentic leadership on organizational commitment and employee retention in the Ethiopian Federal Police Commission is a substantial contribution to the body of leadership knowledge as it presents context specific trails. The result approve previous studies that focus on factors such as trust or psychological capital as mediators and indicate that under conditions of limited resources and high stress in policing, leadership authenticity can be the key to ensure retention (Rego et al., 2016). Other recent studies also suggest that when it comes to psychological connection, authentic leadership has a positive effect on employees connection to the organization and on retention performance (Aruoren & Tarurhor, 2023). In the context of the current study, it shows the need for embedding authentic leadership in police reforms to resocialize police officers and restore institutional trust, which are currently affected due to voluntary exit from the institution.

Authentic leadership shows positive and significant correlation with organizational commitment and that it is better when leader takes action in a positive way that is open and honest. Esen et al., (2017) discovered that authentic leadership enhances commitment mostly with the help of follower trust whereas Raziq et al., (2024) also indicated the same influence on empowering leadership. In the policing context, Kurniawan & Soeling, (2023) demonstrated that there has been a constant increase in organizational commitment in the context of empowered leadership that is closely linked with the authenticity of leadership. When taken together these results validate that true leadership positively and directly affects organizational commitment, a crucial factor in employee retention. Research from around the world indicates that authentic leadership builds trust, identification, and psychological capital, thereby bolstering commitment (Rego et al., 2016).

The findings that organizational commitment is highly correlated with retention and turnover intentions of the Ethiopian Federal Police Commission members support the role of commitment as a stabilizing force. Elrayah & Hashed, (2023) found that the relationship between commitment and intention to leave Saudi public organizations is negative, while the relationship between commitment and perceptions of support and satisfaction is positive. Similarly, in other industries, Gelencsér et al., (2023) and Suharto & Sutisna, (2025) reported that organizational commitment is a foreseeable predictor of employee turnover. This highlights the importance of police reform to foster commitment in the workplace, including through explicit leadership and positive organizational culture, an area where previous studies in Ethiopia had not focused directly.

The result that the effect of authentic leadership on employee retention is indirect through employee organizational commitment in the Ethiopian Federal Police Commission also reflects the role of organizational commitment as a psychological mechanism through which the effects of authentic leadership on long-term retention outcomes. This result aligns with former studies

which demonstrated that relationship between authentic leadership and employee outcomes like employee engagement and satisfaction goes through the mediator of organizational commitment (Rego et al., 2016). But it differs from other research in policing contexts in the western world where wellbeing and stress reduction play a more significant role (Farr-wharton et al., 2023). Commitment seems more relevant in Ethiopia, where loyalty and identification are key factors of the hierarchical arrangement of police work in a resource-poor country. This highlights the need for reforms to better support organizational commitment as a retention tool, in addition to leadership development work. From a theoretical perspective, the study provides confirmation of the theory of authentic leadership as a predicting variable of commitment in the law enforcement section, and extends theory of social exchange by introducing the concept of reciprocal loyalty as a mediator that leads to retention.

### ***Conclusion***

The study concludes that authentic leadership can significantly influence organization commitment leading to employee retention and decreasing employee turnover intention in the Ethiopian Federal Police Commission. This work supports the field of leadership studies by providing evidence of both direct and indirect effects, and by showing the role of commitment in the context of difficult and stressful policing conditions as a mediator. The findings have practical significance for police reform, and indicate that incorporating authentic leadership principles can lead to a more stable workforce and restore trust in the police institution. Theoretically, the study was an extension of both authentic leadership theory and social exchange theory, as it demonstrates that authentic leadership is used as an exchange mechanism to nurture loyalty in resource constrained institutions, whilst also being a direct causal mechanism. Future studies should examine cross-cultural comparisons and longitudinal designs to examine the interaction between authentic leadership and organizational commitment and their changes over time in different law enforcement contexts.

### ***Implications (Theoretical and Practical)***

#### **Theoretical Implications**

The study result Ethiopian Federal Police Commission proves that authentic leadership is not only viable in the business but also in a structured organization such as the law enforcers. The research contributes to the body of leadership literature as the introduction of organizational commitment as an intermediate between authentic leadership and retention, as well as the correlations with the previous Ethiopian studies in the field of public service, which suggest authentic leadership to be more closely related to increased citizen behavior and psychological engagement.

#### **Practical Implications**

In an environment that is highly demanding in terms of law enforcement, authentic leadership boosts respect, morale and goal alignment hence retention. By incorporating authenticity into training and HR policies, it creates the stability of the workforce, their efficiency in their work, and trust among citizens because a dedicated and ethically responsible workforce is the foundation of the credibility of law enforcement.

### *Limitations and Future Research Directions*

This research has a number of limitations. It is localized as it only discusses the Ethiopian Federal Police Commission and therefore it cannot be generalized to other areas of the civil sector because culture and institutions may influence the understanding of authentic leadership in different ways. Addis Ababa and Dire Dawa commissions and the regional police forces were also omitted, which further restricted applicability. Future studies ought to extend to the regional and city police, use longitudinal and qualitative research methods, as well as identify the mediators of leadership and retention in policing to give a more detailed picture of leadership and retention in policing.

### **Reference**

- Agmasu, M. (2021). Psychological , Social Work Environment , and Job Satisfaction among Police Officers : The Case of Awi Zone , Ethiopia. *Journal of Drug and Alcohol Research*, 10. <https://doi.org/ID 236139>,
- Ahmad, R., Nawaz, M. R., Ishaq, M. I., Khan, M. M., & Ashraf, H. A. (2023). Social exchange theory : Systematic review and future directions. *Front. Psychol*, 1–13. <https://doi.org/10.3389/fpsyg.2022.1015921>
- Almutairi, M., Timmins, F., Wise, P. Y., Stokes, D., & Alharbi, T. A. F. (2025). Authentic Leadership — A Concept Analysis. *Journal of Advanced Nursing*, 81, 1775–1793. <https://doi.org/10.1111/jan.16496>
- Alshmemri, M., Shahwan-akl, L., & Maude, P. (2017). Herzberg’s Two-Factor Theory. *Life Science Journal*, 14(5), 12–16. <https://doi.org/10.7537/marslsj140517.03.Keywords>
- Antonio, G. A. J., Jean, M. F. M., & Lévy-Mangin, P. M. (2015). The effects of authentic leadership on turnover intention. *Leadership & Organization Development Journal*, 36(8). <https://doi.org/doi.org/10.1108/LODJ-03-2014-0056>
- Aruoren, E. E., & Tarurhor, E. M. (2023). Influence of Authentic Leadership on Organizational Trust : The Mediatory Role of Organizational Commitment. *International Journal of Management & Entrepreneurship Research*, 5(1), 18–32. <https://doi.org/10.51594/ijmer.v5i1.432>
- Asianab, E. (2023). Influence of Leadership Styles on Staff Retention : A Review of Literature. *International Journal of Multidisciplinary Studies and Innovative Research*, 11(02), 26–34. <https://doi.org/10.53075/Ijmsirq/6414345647747>
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development : Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16, 315–338. <https://doi.org/10.1016/j.leaqua.2005.03.001>
- Azmy, A., & Mauludi, S. (2024). The Role of Authentic Leadership and Organizational Commitment to Reduce Turnover Intention in Digital Company. *Binus Business Review*, 15(2), 119–131. <https://doi.org/10.21512/bbr.v15i2.10502>
- Banks, G. C., Davis, K., Gardner, W. L., & Guler, C. E. (2016). A meta-analytic review of authentic and transformational leadership : A test for redundancy. *The Leadership Quarterly*, 27(4), 634–652. <https://doi.org/10.1016/j.leaqua.2016.02.006>

- Bonds, A. A. (2017). *Employees' Organizational Commitment and Turnover Intentions*. <https://scholarworks.waldenu.edu/dissertations>
- Çoğaltay, N. (2015). Organizational Commitment of Teachers : A Meta-Analysis Study for the Effect of Gender and Marital Status in Turkey. *Educational Sciences: Theory & Practice*, 15(4), 911–924. <https://doi.org/10.12738/estp.2015.4.2755>
- Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences Second Edition*. Lawrence Erlbaum Associates.
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social Exchange Theory : Acritical Review with Theoretical Remedies. *Academy Of Management Annals*, 11(1), 1–38. <https://doi.org/doi.org/10.5465/annals.2015.0099> SOCIAL
- Cropanzano, R., & Mitchell, M. S. (2005). Social Exchange Theory : An Interdisciplinary Review. *Journal of Management*, 31(6), 874–901. <https://doi.org/DOI: 10.1177/10149206305279602>
- Dagne, M., & Demelash, K. (2023). Factors Influencing Job Motivation and Performance : Empirical Evidence from the Ethiopian Federal Police. *Ethiopian Journal of the Social Sciences and Humanities (EJOSSAH)*, 19(2), 1810–4487. <https://doi.org/doi.org/10.4314/ejossah.v19i2.3>
- Darko, I. L. O., Bans-Akutey, A., Amoako, P., & Affum, L. K. (2024). Employee retention and organizational performance : Evidence from Ghana Police Service. *Annals of Management and Organization Research (AMOR)*, 5(3), 219–230. <https://doi.org/doi.org/10.35912/amor.v5i3.1855> Employee
- David, N. B. K. (2026). Talent Retention Strategies and Employee Commitment. *Journal of Economics, Business and Management (UKRJEBM)*, 2(1), 208–215. <https://doi.org/DOI: https://doi.org/10.5281/zenodo.18437988>
- Dhillon, M. (2025). Unravelling Employee Retention : A Conceptual Synthesis of Theoretical Models and Strategic Implications. *International Journal Of Novel Research And Development*, 10(4), 198–210. <https://doi.org/ISSN: 2456-4184>
- Dimovski, V., Ferjan, M., Uhan, M., Jovanović, M., & Janežič, M. (2012). Authentic leadership to the future. *Originalni Naučni Rad*, 1–14. <https://doi.org/UDC 005.322:316.46>
- Džambi'c, A., Hadziahmetovic, N., Sateeshchandra, N. G., Chelabi, K., & Fountis, A. (2025). Linking Leadership and Retention : Emotional Exhaustion and Creativity as Mechanisms in the Information Technology Sector. *Administrative Sciences*, 15(8), 1–22. <https://doi.org/https://doi.org/10.3390/admsci15080309>
- Dzambic, A., & Hadziahmetovic, N. (2025). Retention in the IT industry : exploring the mediating role of knowledge-sharing in the relationship between authentic leadership style and employee turnover. *Central European Management Journal*. <https://doi.org/10.1108/CEMJ-07-2024-0214>
- Elrayah, M., & Hashed, M. (2023). Organizational Commitment and Employees Turnover Intention in Saudi Public Sector : The Mediating Role of Job Satisfaction and Work Environemnt. *International Journal of Professional Business Review*, 8(10), 1–21. <https://doi.org/Doi: https://doi.org/10.26668>
- Esen, E., Kutluata, K., & Esra, K. (2017). The Effect of Authentic Leadership on Organizational Commitment and Burnout. *Global Business Research Congress ( GBRC )*, 3, 1029–1035. <https://doi.org/10.17261/Pressacademia.2017.683>
- F. HairJr, J., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling ( PLS-SEM ) An emerging tool in business research. *European Business Review*, 26(2), 106–121. <https://doi.org/10.1108/EBR-10-2013-0128>
- Farr-wharton, B., Xerri, M., Saccon, C., & Brunetto, Y. (2023). Leadership matters to the police : Managing emotional labour through authentic leadership leadership. *Public Money & Management* ISSN:, 43(5), 415–423. <https://doi.org/10.1080/09540962.2021.1940481>
- Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39–50. <http://www.jstor.org/stable/3151312>
- Galanakis, M., & Peramatzis, G. (2022). Herzberg's Motivation Theory in Workplace. *Psychology Research*, 12(1), 971–978. <https://doi.org/10.17265/2159-5542/2022.12.009>

- Gelencsér, M., Szabó-Szentgróti, G., K'omüves, Z. S., & Hollósy-Vadász, G. (2023). The Holistic Model of Labour Retention: The Impact of Workplace Wellbeing Factors on Employee Retention. *Administrative Sciences*, 13(121). <https://doi.org/doi.org/10.3390/admsci13050121>
- Ginete, R. R. B., & Caballero, N. S. (2025). Authentic leadership in law enforcement: Narratives of transformation. *Industry and Academic Research Review*, 3(1), 39–58. <https://doi.org/https://doi.org/10.53378/iarr.185>
- Helalat, A., Sharari, H., Alhelalat, J., & Al-Aqrabawi, R. (2025). Transformational Leadership and Employee Performance: a Further Insight Using Work Engagement. *Economics - Innovative and Economics Research Journal*, 13(1), 333–352. <https://doi.org/10.2478/eoik-2025-0015>
- Helmuth, C. A., Cole, M. S., & Vendette, S. (2023). Actions are authentic, but are leaders? A reconceptualization of authenticity and leadership practice. *Journal of Organizational Behavior*, 119–135. <https://doi.org/10.1002/job.2723>
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Methodological Paper*, 43, 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Henson, J. D., & Hemby, S. (2023). Authentic Credible Leadership. *Scandinavian Journal for Leadership & Theology*, 10. <https://doi.org/doi.org/10.53311/sjlt.v10.69>
- Hilal, S., & Litsey, B. (2020). Reducing police turnover: Recommendations for the law enforcement agency. *International Journal of Police Science and Management*, 22(1), 73–83. <https://doi.org/10.1177/1461355719882443>
- Hussain, M. A., & Chauhan, M. R. (2024). Evolving Approaches to Employee Retention in Changing Workforce Dynamics. *International Journal of Advance and Applied Research*, 11(4), 1335–1345. <https://doi.org/DOI-10.5281/zenodo.11166142>
- Ibrahim, I., Al-tahitah, A. N., Ateeq, A., & Milhem, M. (2025). Employee Turnover: Predictors, Consequences and Retention Variables. Integrating Artificial Intelligence, Security for Environmental and Business Sustainability, Studies in Systems, Decision and Control. [https://doi.org/https://doi.org/10.1007/978-3-031-91424-9\\_38](https://doi.org/https://doi.org/10.1007/978-3-031-91424-9_38)
- Jaros, S. (2007). Meyer and Allen Model of Organizational Commitment: Measurement Issues. *Journal of Organizational Behavior*, 6(4), 7–26.
- Joseph F Hair, J., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *MULTIVARIATE DATA ANALYSIS (Eighth Edi)*. Annabel Ainscow.
- Jun, K., Hu, Z., & Sun, Y. (2023). Impact of authentic leadership on employee turnover intention: Perceived supervisor support as mediator and organizational identification as moderator. *Frontiers in Psychology*. <https://doi.org/10.3389/fpsyg.2023.1009639>
- Karadag, E., & Oztekin-Bayir, O. (2018). The Effect of Authentic Leadership on School Culture: A Structural Equation Model. *International Journal of Educational Leadership and Management*, 6(1), 40–75. <https://doi.org/10.17583/ijelm.2018.2858>
- Kebede, A. G., & Fikire, A. H. (2022). Demographic and job satisfaction variables influencing academic staffs' turnover intention in Debre Berhan University, Ethiopia. *Cogent Business and Management*, 9. <https://doi.org/10.1080/23311975.2022.2105038>
- Khatun, M., Rahman, S. N., & Khatun, M. (2023). Impact of Development Opportunities and Compensation on Employee retention: A comparative Study on Banking Industry of Bangladesh. *European Journal of Management and Marketing Studies*, 8(1), 40–63. <https://doi.org/10.46827/ejmms.v8i1.1400>
- Kurniawan, A., & Soeling, P. D. (2023). The Effectiveness of Empowering Leadership on Organizational Commitment in The Police Institution: A Systematic Literature Review. *Journal of Economics, Finance and Management Studies*, 6(3), 1089–1094. <https://doi.org/10.47191/jefms/v6-i3-07>
- Liu, W., Oubibi, M., Xu, Y., & Li, B. (2025). The impact of authentic leadership on employees' bootleg innovation behavior: the mediating role of affective commitment. *Front. Psychology*, 16. <https://doi.org/10.3389/fpsyg.2025.1581513>
- Munawar, N. A., & Hadiyat, F. (2024). The Influence of Leadership Style on Employee Performance:

- The Role of Employee Motivation at PT AHI Tbk. *Journal of Accounting and Finance Management (JAFM)*, 5(4), 585–607. <https://doi.org/https://doi.org/10.38035/jafm.v5i4>
- Musabah, S., Al, B., Mohamad, N. A., & Affairs, R. C. (2017). The Influence of Organizational Commitment on Omani Public Employees ' Work Performance. *International Review of Management and Marketing*, 7(2), 151–160. <https://doi.org/ISSN: 2146-4405>
- Muthueloo, R., & Rose, R. C. (2005). Typology of Organisational Commitment. *American Journal of Applied Science*, 2(6), 1078–1081. <https://doi.org/ISSN 1546-9239>
- Narvaez, S. M. N., & Dura, A. P. (2024). The Mediating Effect of Employee Engagement on the Relationship Between Organizational Commitment and Employee Turnover in Government Institutions. *International Journal of Research and Innovation in Social Science (IJRISS)*, VIII(XI), 3253–3273. <https://doi.org/10.47772/IJRISS>
- Nasab, A. H., & Afshari, L. (2019). Authentic leadership and employee performance : mediating role of organizational commitment. *Leadership & Organization Development Journal*. <https://doi.org/10.1108/LODJ-01-2019-0026>
- Neider, L. L., & Schriesheim, C. A. (2014). *Advances in Authentic and Ethical Leadership* (L. L. N. Schriesheim. (ed.)). Information Age Publishing Inc. All.
- Oh, J., & Semi, O. (2017). Authentic leadership and turnover intention : does organizational size matter ? *Leadership & Organization Development Journal*, 0143–7739. <https://doi.org/10.1108/LODJ-08-2016-0209>
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies. *Journal of Applied Psychology*, 88(5), 879–903. <https://doi.org/10.1037/0021-9010.88.5.879>
- Pradipto, Y. D., & Chairiyati, L. R. (2021). The role of authentic leadership, self-efficacy, job satisfaction and employee silence to organizational commitment among millennials. *IOP Conference Series: Earth and Environmental Science*. <https://doi.org/10.1088/1755-1315/729/1/012092>
- Raziq, M. M., Wazir, R., Memon, M. A., Rice, J. L., & Moazzam, M. (2024). Empowering leadership , employee organizational commitment and organizational citizenship behavior : the roles of leader authenticity and trust. *International Journal of Productivity and Performance Management*, 74(1), 81–106. <https://doi.org/10.1108/IJPPM-09-2023-0489>
- Rego, P., Lopes, M. P., & Nascimento, J. L. (2016). Authentic Leadership and Organizational Commitment : The Mediating Role of Positive Psychological Capital. *Journal of Industrial Engineering and Management*, 9(1), 129–151. <https://doi.org/http://dx.doi.org/10.3926/jiem.1540>
- Rowe, M., Davis, C., & Ramshaw, P. (2025). Managing impressions : performance and identity in police leadership in the pandemic. *Policing and Society An International Journal of Research and Policy*, 35(3), 345–360. <https://doi.org/10.1080/10439463.2024.2407397>
- Sachau, D. A. (2007). Resurrecting the Motivation- Hygiene Theory : Herzberg and the Positive Psychology Movement. *Human Resource Development Review*, 6(4), 377–393. <https://doi.org/10.1177/1534484307307546>
- Škerháková, V., Korba, P., Harničárová, M., & TAHA, V. A. (2022). Talent Retention : Analysis of the Antecedents of Talented E mployees ' Intention to Stay in the Organizations. *European Journal of Interdisciplinary Studies*, 14(1), 56–67. <https://doi.org/DOI: http://doi.org/10.24818/ejis.2022.04>
- Smith, B. W., Wareham, J., & Lambert, E. G. (2014). Community and organizational influences on voluntary turnover in law enforcement. *Journal of Crime and Justice*, 37(3), 377–398. <https://doi.org/10.1080/0735648X.2013.848170>
- Sorn, M. K., Fienena, A. R. L., Ali, Y., Rafay, M., & Fu, G. (2023). The Effectiveness of Compensation in Maintaining Employee Retention. *Open Access Library Journal*, 10. <https://doi.org/10.4236/oalib.1110394>
- Subhaktiyasa, P. G. (2024). PLS-SEM for Multivariate Analysis : A Practical Guide to Educational Research using SmartPLS. *Journal of Education and Learning Innovation*, 4(3), 353–365. <https://doi.org/doi.org/10.35877/454RI.eduline2861>
- Suharto, A., & Sutisna, D. (2025). Employee Retention and the Primacy of Organizational Commitment:

- Evidence from a Regional Revenue Agency in X Regency. *Ilomata International Journal of Management*, 6(3), 1124–1141. <https://doi.org/doi.org/10.61194/ijjm.v6i3.1617>
- Sürücü, L. (2022). The Mediating Role of Organizational Commitment in the Effect of Authentic Leadership on Employee Performance. *Journal of the Human and Social Science Researches*, 11(1), 11–27. <https://doi.org/http://www.itobiad.com/tr/pub/issue/68190/870781>
- Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management*, 34(1), 89–126. <https://doi.org/10.1177/0149206307308913>
- Wong, C., & Cummings, G. (2009). Authentic leadership : a new theory for nursing or back to basics ? *Journal of Health Organization and Management*, 23(5), 522–538. <https://doi.org/10.1108/14777260910984014>
- Yeasin, S. K. M. (2023). Reasons , Impacts and Retention Techniques for Employee Turnover : A Literature Review. *EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal*, 9(2), 209–213. <https://doi.org/10.36713/epra2013>
- Yustiarini, Y., Kistyanto, A., & Tri Wijayati Wardoyo, D. (2024). The Influence of Authentic Leadership On Employee Performance Through Employee Involvement In Lawu Tirta Regional Public Water Companies, Magetan District. *Journal of Business Management Education (JBME)*, 9(2), 177–195. <https://doi.org/10.17509/jbme.v9i2.72340>
- Zhou, X., Bai, X., Yang, X., & Chen, Y. (2025). The effect of authentic leadership and organizational climate on job embeddedness in Chinese nurses : the mediating role of affective commitment. *Front. Psychology*, 16. <https://doi.org/10.3389/fpsyg.2025.1572684>