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Why Gen Z stays and leaves: Role of workplace flexibility, purpose-driven roles, and digital engagement tools on job retention

Dr. Nidhi Raj Gupta

Assistant Professor, Kristu Jyanti College, autonomous
Email: nidhiraj@kristujayanti.com
9370016681

Dr. Neerupa Chauhan

Assistant Professor, Kristu Jyanti College, autonomous
Email: neerupa.c@kristujayanti.com
9945539988

Dr. Riya Singh

Assistant Professor, Kristu Jyanti College, autonomous
Email: riya.s@kristujayanti.com
9807141107

Abstract---Once Food, clothing and shelter were the basic necessities but now comfort, respect, flexibility are the most sought necessities. Gone those days where employees were retiring at the age of 60, today there is no word remain for stability in industry. Gen z are the trend setter for the same and for them it's not at all money, it's beyond the monetary benefits. The impact of work shaping, purpose focused jobs, smart engagement tools and career progression are some of the workforce engagements strategies for Gen Z workforce in hybrid engagement. Conducting multiple regression analysis, the study utilizes survey data of 380 Gen Z employees from diverse industries and investigates the effect of these variables in predicting intentions to stay in a job. The results state that workplace flexibility blends with purpose-driven roles to create the reasons for retaining talent, with a starkly clear orientation between the roles that are particularly

purpose-oriented towards bringing a person's values to the fore and the accumulate opportunity on stage for social impact. Furthermore, the digital engagement tools, particularly those in the category of feedback and connectivity, enhanced both types of job satisfaction and commitment, proving mediator in regard to retention. Companies will have to adapt their operations to meet Gen Z's expectations, according to this research, emphasizing flexible work options and meaningful roles and opportunities, as well as digital tools in collaboration and culture that fuel engagement. By identifying these retention drivers, in turn you can better serve the unique workplace desires of Gen Z which could ultimately result in organizations decreasing turnover and developing a more committed workplace. These insights can inform human resource strategies aimed at fostering long-term loyalty and engagement among Gen Z employees in a competitive talent landscape. This study used a survey to collect data from 380 people. We analyzed the data using a statistical method called Structural Equation Modeling (SEM) to understand the relationships between job satisfaction, work-life balance, and job-related intentions.

Keywords---Generation Z, Job Retention, Work Place Flexibility, Purpose Driven Roles, Career Development, SEM Analysis.

1. Introduction

Everyone needs a push to restart. These push can be money, profile, place, designation, role etc. When it comes to Gen Z, what are their push? To navigate the path, we have to use rear and aerial view. Now companies are struggling to retain their Gen Z numbers, because they are unable to understand their expectation, if somehow how they understand also, they are unable to process it, because of their operational constraints, stubborn policy. These policies are not only related to career acceleration but also includes mentor-ship, skill building, flexibility and purpose alignment. Employee retention has become an insistent alarm for organizations, predominantly with the entry of Gen Z into the workforce. Gen z expectation platter doesn't tempted for traditional offerings, rather they like to have buffet of flexibility, purpose-driven work, and technological engagement (Schroth, 2019). There is no doubt about personal and professional responsibilities are different, but if either of these get hampered there will be visible effect on professional and personal level. So, workplace flexibility gives kind of push to tactfully cover the gap and motivation to stay in such organization (Allen *et al.*, 2013). Various study shown a happy employee contributes more and meaningful to organization but still studies so far haven't uncovered the top reasons of the long stay in organization for Gen Z (Twenge & Campbell, 2008). In this digital era, engagement is mantra for any business, when it comes for employee retention again it's depend how company has formed their web of technological wire to connect with these Gen Z in more entertaining way, the wire are more open and untangled, the more belonging spread (Wang *et al.*, 2021).

This study discovers the significance of work elasticity, purpose-driven roles, and digital rendezvous tools in persuading job retention among Gen Z employees. By scrutinizing these aspects through a measurable lens, this research targets to deliver actionable acumen for organizations pursuing to explain to the wishes of a younger, more dynamic workforce.

2. Review of Literature

If we sieve last 10 years study on workplace satisfaction, retention strategies which focuses only on Gen Z, we come to various corners and turns of this maze. This review blends conclusions from literature published in the past 10 years to offer synopsis of the stimulus of workplace springiness, purpose-driven roles, and digital rendezvous tools on job retention among Gen Z.

Workplace elasticity has turn out to be an increasingly imperative reason for employee happiness and retention, chiefly for Gen Z, who rate autonomy and work-life balance. One of the investigation highlights that flexiblework arrangements, counting teleworking and hybrid work, absolutely influence job gratification and organizational binder (Allen *et al.*, 2013). Gen Z composition runs on technology, and the work environment which tunes with technology attract them loudly, their technological offering gives them a push to work remotely, play with all technical apps and enjoy their discoveries (Schroth, 2019). A simple math which says the level of stress is directly proportionate to the work life balance skill. This balancing comes out of flexibility offered by any organization (Hill *et al.*, 2010). This investigation establish that flexible work strategies were connected with higher job satisfaction, condensed burnout, and amplified job retention. In fact the similar study also notified that telecommuting improvised the productivity and job satisfaction (Gajendran and Harrison, 2007). COVID-19 has just came as twist in this corporate culture by offering flexibleoptions. Though it was observed that it was need of that hour, but simultaneously the results were surprising. Because of this flexibility Gen Z reported more inclined to the tasks and were more connected to the job (Wang *et al.*, 2021). When your job meets with your passion, there is no limit on your speed, you do everything by adding pinch of your heart and soul, this purpose driven job is exactly a kind of perfect marriage and this keeps the harmony and connection always fresh in the job. The more they spend time the more become loyal and content (Dutton *et al.*, 2010).

Job retention and satisfaction grows more when an employee is purpose driven (Kahn, 1990). Even few studies shown that Gen Z themselves filter the job based on their purpose, sometime it's not only technical skill but they also opt for the job which somehow, or whichever quantity contributes to the development of society or at large environment (Twenge and Campbell, 2008). One of the interesting study which elaborates purpose driven job are more meaningful in the job which is more inclined towards health, education or society like nonprofit (Jones *et al.*, 2016). The core corporate job, which demands those purpose takes them to corporate social responsibility kind of job and their output also accelerates (Bakker *et al.*, 2011). If we unplug the wire of technology from these Gen Z, probably there will be big power failure in sense of performance failure, they born with digital DNA, as a result they can't work without digital engagement

tools, for them its most important realm of the communication, they know this digital language and can convert it into any language for collaboration (Schroth, 2019).

These collaboration can be of any form like instant messaging, team digital hangout, conferencing, or any workplace communication (Wang *et al.*, 2021). One of the study, emphasis on the ease of available applications like zoom, Teams or Slack gives freedom to show their capability at any time, any location. This type of freedom gives them opportunity to showcase their talent among any peer group and improvise engagement and reduce the turnover algorithm (Mann & Harter, 2016). In the same study the other side of coin shows that more technological duet drives employee crazy, they get tired, imbalance their work life rope. Here comes the key to upgrade and improvise work culture or Gen Z in such a way that they can cope up with these technological wire and find time to reflect on the growth for both; company and self. One of such study which highlighted technological collaboration along with the purpose led more conducive environment and happier work culture (Sinek, 2017). So, here dynamics is very clear, if company wants to keep Gen Z for long run, they have to change their policies keeping employee's comfort and purpose on top (Bakker *et al.*, 2011; Twenge & Campbell, 2008). Similar study in countries like US, Canada, and the UK, often stress on benefits of remote working and its fruitful impact on work life balance (Silva, J. 2014). Understanding the transformation, HR professional need to compass the strategies which will not only retain them by offerings but also motivate them to stay long (Racolța-Paina, Nicoleta & Irini, Radu, 2021). Time has come where specifically employers or company need to sit and make different policy for Gen Z (Lanier, 2017). Few factors like management style, trust, technology also play an important role in retaining employee, study also reveals that workplace flexibility brings more workload sometimes and organization need to address this too on priority (Grant *et al.*, 2013). Organization also need to up-skill their strategy & policy makers in such a way that they empathize with the new generation flexible workforce (Allvin *et al.*, 2011). In this line one of the research suggest that organization need to attract these Gen Z by highlighting career aspirations, diversity and inclusion as well balanced work life (Pandita, 2021). One comparative study between Gen z and older generation found that both work group are different in their expectation, Gen Z shown lower satisfaction, because of various reasons, like health support, diversity and career acceleration opportunities. Keeping all this in mind corporate houses need to redefine their strategy (Nicolas *et al.*, 2024). In the same line, study shows that organization need to change the leadership styles, work culture and learning prospective, by all these they can make themselves ready for Gen Z retention (Mosca *et al.*, 2024).

Study also shows the technological inclination is also one of the important reason to attract Gen Z at workplace (Balakrishnan, 2022). Another study shows that mental wellbeing and meaningful work is equally important for Gen Z apart from other key traits (Othman *et al.*, 2024). Gen Z knows their worth and they give importance to themselves first over anything (World Economic Forum, 2023). This study explains no matter whatever you derive at about Gen Z, but they have one common thing, they all want some motivation to work (Smith *et al.*, 2025).

3. Research Gap

While the standing literature delivers valuable understandings into the role of workplace flexibility, purpose-driven roles, and digital engagement tools on job retention, there are remarkable gaps that deserve added investigation. Maximum researches have engrossed on individual dynamics without probing their collective effect on Gen Z employees' job retention (Allen *et al.*, 2013; Wang *et al.*, 2021). Moreover, study on the straight affiliation between purpose-driven roles and job satisfaction for Gen Z is inadequate, with findings often centering on wider generational trends without specific attention to this cohort's exclusive values and preferences (Twenge & Campbell, 2008).

Additionally, despite identifying the advantages of digital engagement tools, their ability to persuade job retention in the context of hybrid and remote workplaces has not been examined widely (Mann & Harter, 2016). Though few research has been conducted on how organizational support moderates the interaction between these elements and retention job, especially for younger generations (Bakker *et al.*, 2011, Eisenberger *et al.*, 2001). Filling in these gaps can offer a more nuanced view of what makes Gen Z stick around on the job.

4. Objective

This study is to examine the influence of workplace flexibility, purpose-driven roles, and digital engagement tools on job retention among Gen Z employees. Further to identify how these factors contribute to job satisfaction and how job satisfaction mediates their effect on job retention intentions and to explore the moderating role of organizational support in enhancing or mitigating these relationships.

5. Research Hypotheses

The hypotheses for this study are formulated to explore the relationships between workplace flexibility, purpose-driven roles, digital engagement tools, job satisfaction, organizational support, and job retention among Gen Z employees. These hypotheses are designed to understand the direct, indirect, and moderating effects that influence job retention intentions.

5.1. Direct Effects Hypotheses

- Workplace flexibility (WF), Purpose-driven roles (PDR), Digital engagement (DE), Career development opportunities has an effect on job satisfaction (JS) among Gen Z employees.
- Job satisfaction (JS) has an impact on job retention intentions (JRI) among Gen Z employees.
- Purpose-driven roles (PDR), Workplace flexibility (WF), Digital engagement tools (DE), Career development opportunities (CD) have an impact on job retention intentions (JRI) among Gen Z employees.

5.2. Mediating Effects Hypotheses

Job satisfaction (JS) mediates the relationship between workplace flexibility (WF), purpose-driven roles (PDR), digital engagement (DE), career

development opportunities (CD) and job retention intentions (JRI) among Gen Z employees.

5.3. Moderating Effects Hypotheses

Organizational support (OS) moderates the relationship between workplace flexibility (WF), purpose-driven roles (PDR), digital engagement (DE), career development opportunities (CD) and job retention intentions (JRI) among Gen Z employees.

5.4. Rationale for Hypotheses

The literature that supports these hypotheses shows that flexibility, purpose, and engagement are essential factors in determining job satisfaction and retention (Schroth, 2019; Allen *et al.*, 2013; Wang *et al.*, 2021). Job satisfaction has been shown to mediate the relationship between work conditions (such as a positive work environment) and employee retention (Hackman & Oldham, 1976; Kahn, 1990). While organizational support is extremely important investigatory variable for enhancing job satisfaction and commitment (Aguinis *et al.*, 2014; Eisenberger *et al.*, 2001). This study aims to build on previous research and explore the interplay between these variables on Generation Z's experience at work, characteristic by its own expectations and work values (Twenge & Campbell, 2008).

6. Research Methodology

A quantitative approach has been used to address the relationships between job satisfaction, work-life balance and attitudes in the workplace variables. The data comes from a regimented survey and includes responses from 380 subjects among the variety of demographic categories. Validated scales were used to measure the variables of interest to ensure the reliability and validity of the survey data. Hypotheses were tested using structural equation modeling (SEM) approaches, which facilitate the evaluation of direct, indirect, and moderating effects. Strata sampling technique has been used to ensure the inclusion of respondents with diverse employment statuses, work experiences, and levels of job satisfaction. This methodological procedure is in line with the best practices in organizational behavior research (Hair *et al.*, 2019).

7. Data Analysis

Demographic analysis of this study shows a remarkable insight into the study participants. In terms of gender, 25% of respondents were female while 75% were male. The most of participants aged at 18 to 21 years (65.5%), and 34.5% of them aged at 22 to 25 years. Regarding educational qualification, the majority of the respondents (53.2%) has Bachelor degree, followed by 35.3% with Master, and 11.6% reported having high school or equivalent. Regarding work status, 50.5% of participants were in full-time employment, 27.6% were in part-time employment, and 21.8% were self-employed. Work experience differed; 40% had <1 year, 21.3% had 1-5 years and 38.7% had 6–10 years of experience. 45.0% preferred being on-site, 33.7% in hybrid settings, and 21.3% preferred working remotely.

Work-life balance perception was predominantly negative, with 30% rating it as "Very Poor" and 32.4% as "Poor," while 25.8% were neutral, and only 11.8% found it "Good." Similarly, job satisfaction levels showed that 40.8% were dissatisfied,

20.8% were neutral, and 38.4% expressed satisfaction. These findings provide critical context for analyzing the study's results.

Table 1: Demographic Analysis

		Count	Column N %
Gender	Male	285	75.00%
	Female	95	25.00%
Age	18 to 21 Years	249	65.50%
	22 to 25 Years	131	34.50%
Educational_Background	High School or Equivalent	44	11.60%
	Bachelor's Degree	202	53.20%
	Master's	134	35.30%
Employment	Employed full-time	192	50.50%
	Employed part-time	105	27.60%
	Self-employed	83	21.80%
Work_Experience	Less than 1 year	152	40.00%
	1-5 years	81	21.30%
	6-10 years	147	38.70%
Work_Location	On Site	171	45.00%
	Hybrid	128	33.70%
	Remote	81	21.30%
Work_Life_Balance_Perception	Very Poor	114	30.00%
	Poor	123	32.40%
	Neutral	98	25.80%
	Good	45	11.80%
Job_Satisfaction_Level	Dissatisfied	155	40.80%
	Neutral	79	20.80%
	Satisfied	146	38.40%

7.1. Factor Analysis

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy yielded a value of 0.891, indicating a highly suitable dataset for factor analysis as it exceeds the recommended threshold of 0.70 (Kaiser, 1974). Bartlett's Test of Sphericity was significant (Chi-Square = 8726.905, df = 703, $p < .001$), confirming that the correlation matrix is not an identity matrix and that the variables exhibit sufficient inter-correlations for reliable factor analysis. These results validate the appropriateness of conducting exploratory factor analysis to identify underlying structures within the data.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.891
Bartlett's Test of Sphericity	Approx. Chi-Square	8726.905
	df	703
	Sig.	.000

The rotated component matrix using Principal Component Analysis (PCA) with Varimax rotation identified seven distinct components, confirming the multi-dimensional structure of the data. Each component showed strong factor loadings, indicating clear groupings of variables. For instance, Component 1 is characterized by high loadings from items such as Q6 (.794), Q7 (.803), and Q8 (.710), likely reflecting Job Satisfaction (JS). Similarly, Component 2 includes Q17 (.748) to Q21 (.820), highlighting the role of Workplace Flexibility (WF). Digital Engagement (DE) is represented by Component 3, with loadings on Q1 (.770) to Q5 (.802). The extraction method converged after seven iterations. These findings demonstrate the validity and reliability of the constructs for subsequent analysis (Hair et al., 2010).

Table 3: Rotated Component Matrix^a

	Component						
	1	2	3	4	5	6	7
Q1			.770				
Q2			.860				
Q3			.856				
Q4			.752				
Q5			.802				
Q6	.794						
Q7	.803						
Q8	.710						
Q9	.671						
Q10	.674						
Q11	.638						
Q38	.500						
Q12				.697			
Q13				.773			
Q14				.725			
Q15				.673			
Q16				.759			
Q17		.748					
Q18		.701					
Q19		.759					
Q20		.778					
Q21		.820					
Q31		.542					

	Component						
	1	2	3	4	5	6	7
Q22						.588	
Q23						.809	
Q24						.641	
Q25						.807	
Q26						.777	
Q27							.665
Q28							.634
Q29							.703
Q30							.672
Q32							.621
Q33					.739		
Q34					.729		
Q35					.704		
Q36					.795		
Q37					.524		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 7 iterations.

7.2. Confirmatory Factor Analysis

The CFA model (Figure 1) illustrate the relationships between "workplace flexibility (WF), digital engagement tools (DE), career development opportunities (CD), organizational support (OS), purpose-driven roles (PDR), job satisfaction (JS) and job retention intentions (JRI)". It shows the Significant relationships between variables such as WF to JS ($\beta = 0.55$), DE to JS ($\beta = 0.39$), and OS to JRI ($\beta = 0.63$). The findings highlight the role of workplace conditions and workplace policies in shaping employee job satisfaction and retention for Gen Z regardless of working factor (Schroth, 2019; Wang *et al.*, 2021).

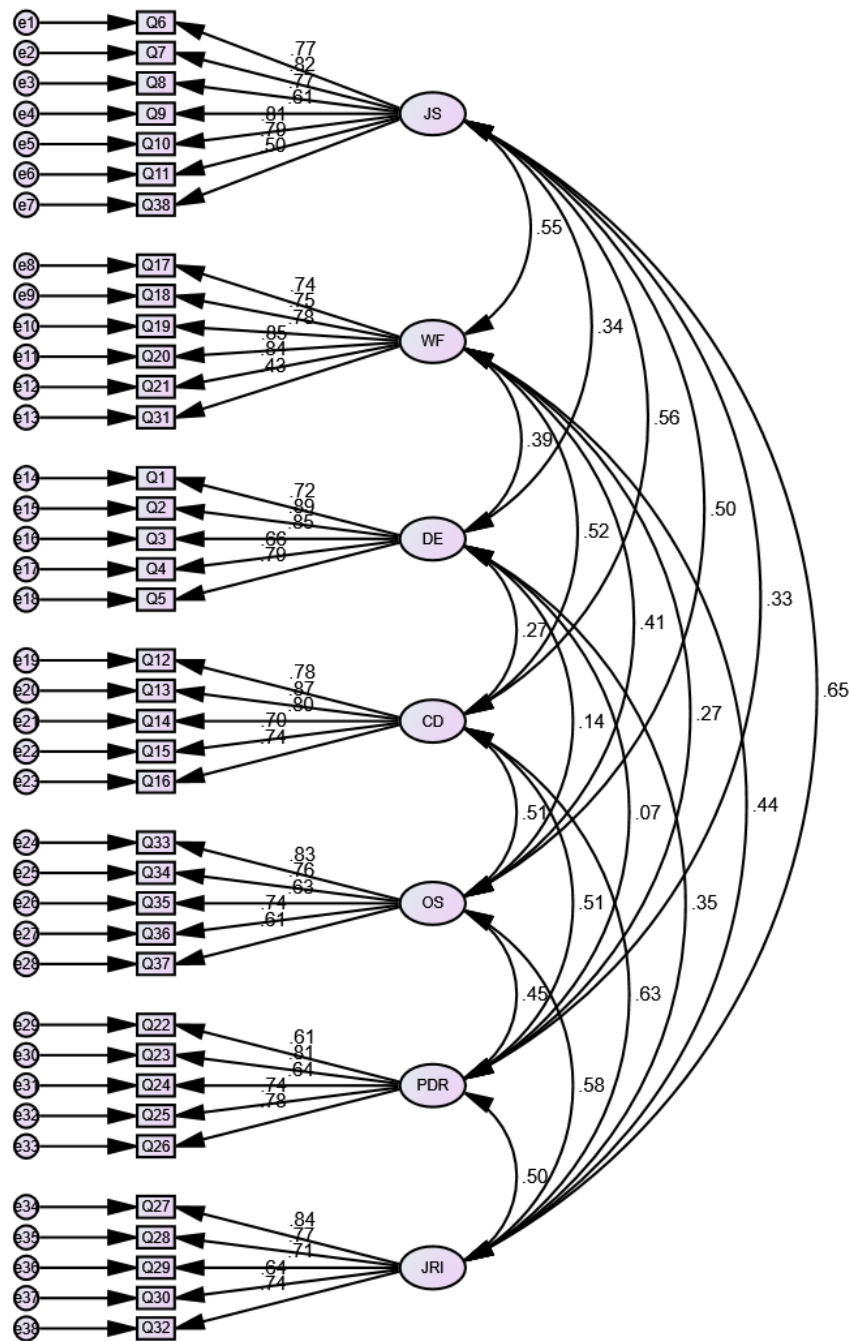


Figure 1: Confirmatory Factor Analysis

Table 4: Reliability and Convergent Validity

Variable	Item	Estimate	Composite Reliability	CR	AVE	MSV
Job Satisfaction (JS)	Q6	0.766	0.723	0.888	0.536	0.421
	Q7	0.824				
	Q8	0.767				
	Q9	0.613				
	Q10	0.811				
	Q11	0.785				
	Q38	0.5				
Workplace Flexibility (WF)	Q17	0.744	0.733	0.879	0.557	0.3
	Q18	0.754				
	Q19	0.779				
	Q20	0.852				
	Q21	0.839				
	Q31	0.431				
Digital Engagement (DE)	Q1	0.722	0.782	0.889	0.619	0.151
	Q2	0.893				
	Q3	0.846				
	Q4	0.664				
	Q5	0.787				
Career Development (CD)	Q12	0.782	0.777	0.885	0.607	0.395
	Q13	0.868				
	Q14	0.798				
	Q15	0.697				
	Q16	0.74				
Organizational Support (OS)	Q33	0.83	0.714	0.841	0.517	0.334
	Q34	0.762				
	Q35	0.629				
	Q36	0.743				
	Q37	0.606				
Purpose-Driven Role (PDR)	Q22	0.615	0.716	0.842	0.518	0.262
	Q23	0.808				
	Q24	0.637				
	Q25	0.737				
	Q26	0.782				
Model Fitness: CMIN=2148.720, df=644, CMIN/DF= 3.337, RMSEA=.079, CFI=.829, NFI= .741, RFI=.900,IFI=.831, TLI=0.803						

The reliability and validity of confirmatory factor analysis results (Table 4) reveal acceptable construct reliability and validity for all latent constructs in the model. The Composite Reliability (CR) of all constructs is > 0.7, confirming internal consistency (Hair *et al.*, 2019). Convergent validity is satisfied as the AVE values for all constructs are > 0.5. Maximum shared variance (MSV) values are smaller than average variance extracted (AVE) values (Fornell & Larcker, 1981) for all constructs, thus ensuring discriminant validity.

The fit indices for the current model are moderate: CMIN/DF=3.337 (acceptable threshold as <5), RMSEA=0.079 (< 0.08), CFI=0.829 (lower than the ideal 0.90, but still below the threshold for being an indication of a reasonable fit). Other indices, including IFI (0.831) and TLI (0.803), shows reasonable fit. These findings reflect a satisfactory but improvable model fit, highlighting the significance of constructs like Organizational Support (OS), Career Development (CD), and Digital Engagement (DE) in shaping workplace outcomes.

Table 5: Discriminant Validity

	JS	WF	DE	CD	OS	PDR	JRI
JS	0.732						0.649***
WF	0.547***	0.746					0.438***
DE	0.342***	0.389***	0.787				0.348***
CD	0.564***	0.523***	0.268***	0.779			0.629***
OS	0.499***	0.406***	0.138*	0.511***	0.719		0.578***
PDR	0.328***	0.267***	0.066	0.512***	0.454***	0.72	0.501***
JRI							0.743

* p < 0.050, ** p < 0.010*** p < 0.001

The discriminant validity (Table 5) of the constructs was assessed by comparing the square root of the Average Variance Extracted (AVE) for each construct with the correlations between constructs (Fornell & Larcker, 1981). The results demonstrate satisfactory discriminant validity, as the square root of AVE for each construct (diagonal elements) is greater than its correlations with other constructs. The findings affirm that the constructs are distinct from one another, supporting their discriminant validity (Hair *et al.*, 2019).

7.3. Structural Equation Modelling

The SEM diagrams show the relationship between latent constructs and their observed variables. Figure 2 shows the measurement model indicating the factor loadings for each observed variable and its latent construct (Job Satisfaction (JS), Work-Family (WF), Decision Empowerment (DE), Career Development (CD), Organizational Support (OS), Perceived Development Resources (PDR) and Job Retention Intentions (JRI). DE and CD have a large effect on JS and JRI, with standardized path coefficients of 0.37 and 0.24, respectively. Furthermore, WF and OS were found to impact JS directly and indirectly, and thus demonstrating implications for employee retention intentions. The value of the various goodness-of-fit indices for the overall model along with the significant path coefficients provide evidence in support of the hypotheses proposed, whereby, factors such as support within the organization and availability of professional development amenities, significantly boosts employee retention through positive impact on job satisfaction and career development opportunities (Byrne, 2016; Hair *et al.*, 2019).

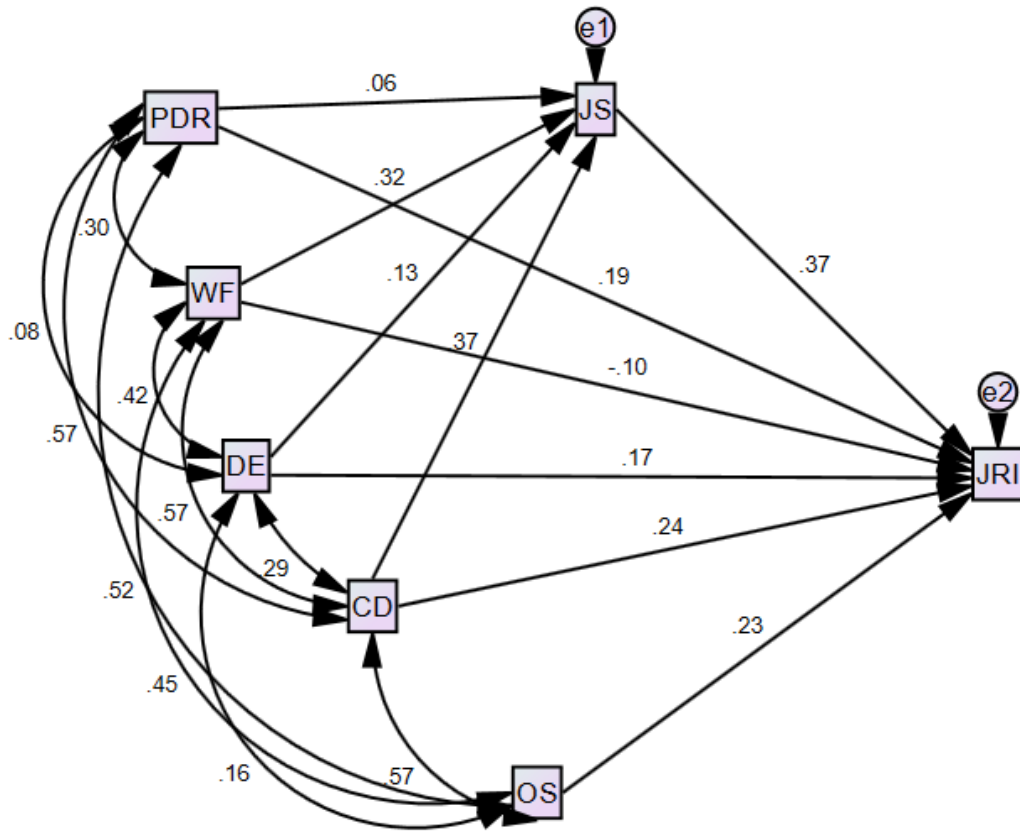


Figure 2: Structural Equation modelling

Table 6: Regression Weights

		Hypothesis		Estimate	S.E.	C.R.	P	Status
H ₁	JS	<-	PDR	.043	.035	1.222	.222	rejected
H ₂	JS	<-	WF	.280	.042	6.626	***	accepted
H ₃	JS	<-	DE	.123	.040	3.098	.002**	accepted
H ₄	JS	<-	CD	.298	.043	6.981	***	accepted
H ₅	JRI	<-	JS	.478	.052	9.154	***	accepted
H ₆	JRI	<-	PDR	.196	.037	5.255	***	accepted
H ₇	JRI	<-	WF	-.112	.046	-2.405	.016*	accepted
H ₈	JRI	<-	DE	.213	.041	5.214	***	accepted
H ₉	JRI	<-	CD	.249	.048	5.233	***	accepted
H ₁₀	JRI	<-	OS	.184	.030	6.222	***	accepted

* p < 0.05, ** p < 0.01, *** p < 0.001

The analysis of the hypotheses (Table 6) was conducted to assess the direct relationships between constructs, and the results are summarized in the table. Hypotheses H1, H2, and H3 were tested to examine the effect of Purpose-Driven

Role (PDR), Workplace Flexibility (WF), and Digital Engagement (DE) on Job Satisfaction (JS). Hypothesis H1 was not supported (estimate = 0.043, $p = 0.222$), indicating that PDR did not significantly affect JS. In contrast, H2 (estimate = 0.280, $p < 0.001$) and H3 (estimate = 0.123, $p = 0.002$) were supported, revealing that both WF and DE have a significant positive impact on JS.

For Hypotheses H4 to H10, the analysis examined the relationships between JS, PDR, WF, DE, Career Development (CD), and Organizational Support (OS) with Job Role Integration (JRI). H4 (estimate = 0.298, $p < 0.001$) confirmed that CD significantly influences JS. Hypotheses H5 (estimate = 0.478, $p < 0.001$), H6 (estimate = 0.196, $p < 0.001$), H7 (estimate = -0.112, $p = 0.016$), H8 (estimate = 0.213, $p < 0.001$), H9 (estimate = 0.249, $p < 0.001$), and H10 (estimate = 0.184, $p < 0.001$) were all supported, demonstrating significant positive and negative relationships between the constructs as hypothesized. The findings underscore the importance of various work-related factors in influencing job satisfaction and job role integration (Hair *et al.*, 2019).

7.3.1. Mediator

The mediation analysis (Table 7) was conducted to test the indirect effects of job satisfaction (JS) as a mediator between various predictors (PDR, WF, DE, CD) and job role integration (JRI). The results supported all hypotheses. For H11, PDR had a significant total effect on JRI through JS (total effect = 0.217, $p < 0.01$), with a direct effect of 0.196 and an indirect effect of 0.020, confirming mediation. In H12, the path from WF to JRI through JS had a total effect of 0.022, a negative direct effect of -0.112, and an indirect effect of 0.134 ($p < 0.01$), indicating a significant mediation effect. Hypothesis H13 showed that DE significantly influenced JRI through JS, with a total effect of 0.272 ($p < 0.05$), a direct effect of 0.213, and an indirect effect of 0.059 ($p < 0.01$). Finally, H14 revealed that CD had a strong positive total effect of 0.391 ($p < 0.01$) on JRI via JS, with a direct effect of 0.249 and an indirect effect of 0.142 ($p < 0.01$). These findings emphasize the pivotal role of job satisfaction as a mediator in the relationships between work-related variables and job role integration (Baron & Kenny, 1986; Preacher & Hayes, 2008).

Table 7: Mediation Analysis

Hypothesis		Total effects	Direct effects	Indirect Effect	Status
H ₁₁	PDR>JS>JRI	.217**	.196**	0.020	Accepted
H ₁₂	WF>JS>JRI	.022	-.112	0.134**	Accepted
H ₁₃	DE>JS>JRI	.272*	.213*	0.059**	Accepted
H ₁₄	CD>JS>JR	.391**	.249**	0.142**	Accepted

**<0.01, *<0.05

7.3.2. Moderation analysis

The moderation analysis (Table 8) was conducted to examine whether specific interaction terms (moderators) influenced the relationship between predictors and job role integration (JRI). The results revealed that the interaction between

Purpose-Driven Role (PDR) and Organizational Support (OS) (Moderator 1) (Figure 3) did not significantly moderate the relationship (estimate = 0.046, $p = 0.167$), leading to the rejection of this hypothesis. Similarly, the interaction between Career Development (CD) and OS (Moderator 4) (figure 6) was also not significant (estimate = 0.026, $p = 0.471$), resulting in its rejection. However, the interaction between Workplace Flexibility (WF) and OS (Moderator 2) (figure 4) had a significant positive effect (estimate = 0.109, $p = 0.001$), indicating that OS strengthens the positive relationship between WF and ZJRI. Additionally, the interaction between Digital Engagement (DE) and OS (Moderator 3) (Figure 5) showed a significant negative moderation effect (estimate = -0.073, $p = 0.006$), suggesting that OS weakens the positive relationship between DE and ZJRI. These findings highlight the complex role that OS plays as a moderator in influencing job role integration, with different interactions having varied impacts (Aiken & West, 1991; Hayes, 2013).

Table 8: Moderation Analysis

			Hypotheses	Estimate	S.E.	C.R.	P	Estimate
H ₁₅	ZJRI	<---	Moderator1 (ZPDR*ZOS)	.046	.033	1.383	.16 7	Rejected
H ₁₆	ZJRI	<---	Moderator2 (ZWF*ZOS)	.109	.034	3.199	.00 1	Accepted
H ₁₇	ZJRI	<---	Moderator3 (ZDE*ZOS)	-.073	.027	-2.722	.00 6	Accepted
H ₁₈	ZJRI	<---	Moderator4 (ZCD*ZOS)	.026	.037	.721	.47 1	Rejected

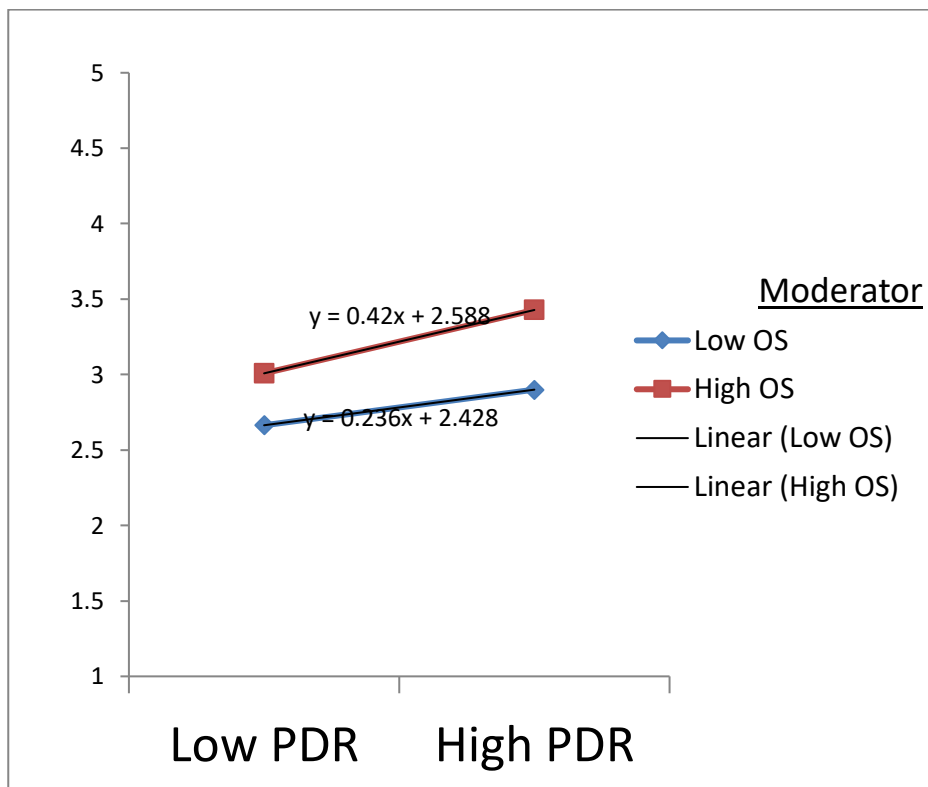


Figure 3: OS as Moderator between PDR and JRI

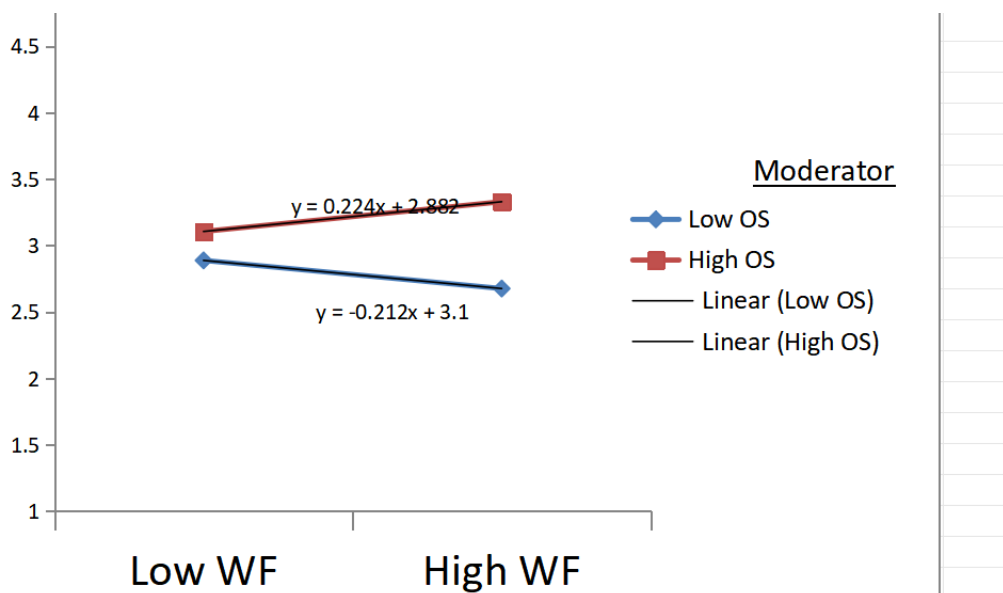
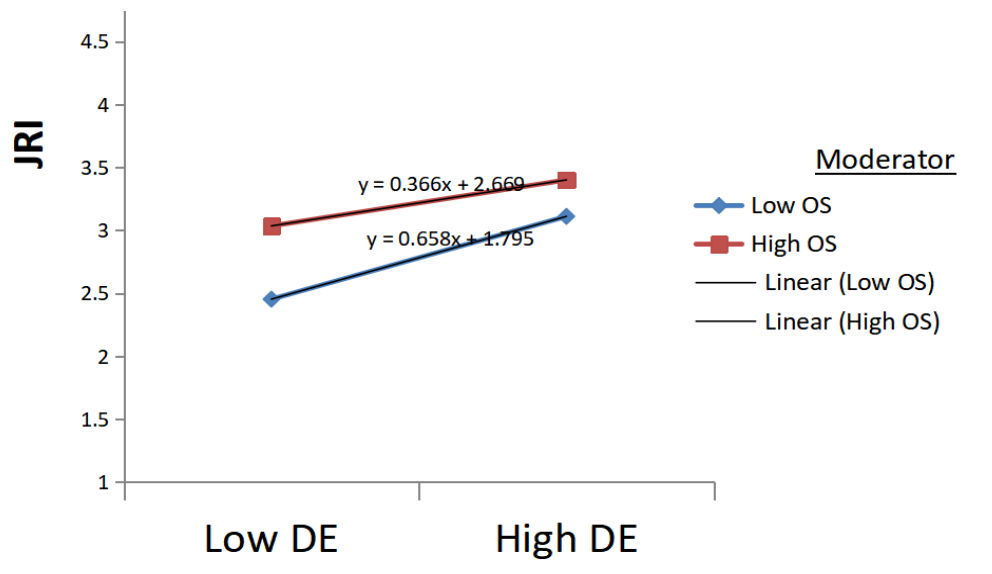
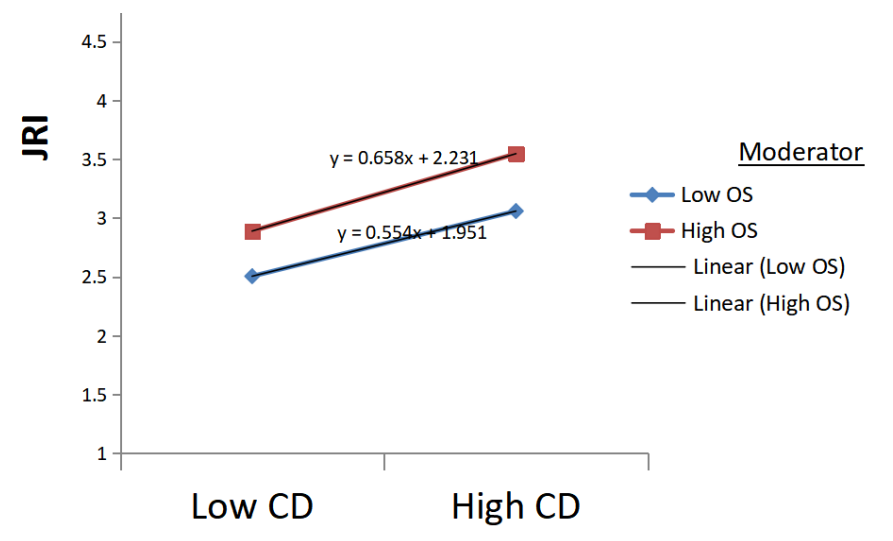


Figure 4: OS as Moderator between WF and JRI



OS dampens the positive relationship between DE and JRI.

Figure 1: OS as Moderator between DE and JRI



OS strengthens the positive relationship between CD and JRI.

Figure 6: OS as Moderator between CD and JRI

8. Results and Discussion

The purpose of this study is to explore what leads to job satisfaction and retention in the workplace for Gen Z. Flexibility at work, engagement digitally, and a fair chance to advance one's career, these features count separately as the strongest things that lead to happiness at work, and taken together these factors make up a powerful predictor for retention intentions for gen Z. Organizational support acted as a critical moderator through the positive and negative pathways for work flexibility and career development in the workplace and as a moderator for the stimulant of digital engagement. In contrast, purpose-driven roles did not seem to significantly increase job satisfaction, indicating that structural and organizational considerations may outweigh the importance of intrinsic motivators.

The influence of workplace flexibility, digital engagement, and professional growth opportunities on job satisfaction emerged as some of the most important factors influencing positive workplace experiences and highlights the need for adaptable approaches to work, virtual collaboration tools, and well-defined advancement paths. In contrast, purpose-driven jobs did not significantly influence job satisfaction, suggesting that giving work a sense of purpose, linking it to a set of beliefs, may not operate as a basic driver for all workers.

Job satisfaction stood out among its many contributions, as a strong predictor of the intention to remain in employment, highlighting its important place in fostering employee commitment. Moreover, reflecting the role played by the support offered by the organization, it moderated the positive effects of workplace flexibility and career advancement, whilst reducing the influence of digital engagement on employee retention. Job satisfaction was found to partially mediate the impact of workplace flexibility, digital engagement, and career advancement on a participant's intention to stay employed, highlighting the role of job satisfaction as an important predictor of retention outcomes.

Firms focused on improving retention should prioritize these practices to promote empathetic workplaces, engage in career progression, and offer flexible work arrangements, their findings suggest. Both are consistent with the concepts of job support and satisfaction, thereby demonstrating their relevance in modern contexts (Hackman & Oldham, 1976; Hair *et al.*, 2019).

These results show how important it is to develop a work climate which is sympathetic and is flexible by providing opportunities for career advancement to retain employees in the Gen Z generation. By focusing on these facets, organizations can enhance employee satisfaction with their jobs and create a more long-lasting commitment from their employees. In addition, the study offers valuable information that can be used in the development of policies and strategies focused on improving the retention of employees in current working conditions.

9. Implications of the Study

The results of this research offer theoretical and practical implications for employee turnover intentions among Gen Z employees. This study extends the current literature on the role of workplace flexibility, purpose-driven roles, and digital engagement tools in driving job retention behaviors among younger employees. Current studies (Ng & Johnson, 2021; Twenge, 2020) have emphasized the significance of work-life balance and meaningful work when it comes to engagement and commitment, but the present work goes beyond these existing conversations, showcasing how digital tools mediate engagement and commitment. Second, the study advances social exchange theory (Blau, 1964) by suggesting that when Gen Z employees feel their roles and work environments are valued, they reciprocate work value with retention intentions.

Gen Z will force organizations to adopt hybrid or work-from-home options. This supports past research which found flexible work arrangements increased satisfaction and decreased employee turnover (Kossek & Thompson, 2016). However, meaningful work initiatives must be integrated in companies to enhance employee commitment. Studies indicate that workers who do purpose-driven work have substantially greater job satisfaction and loyalty (Deloitte, 2021). For example, organizations must utilize technology-enabled engagement strategies (AI-enabled HR solution and gamification in workplace learning) to encourage engagement and belongingness (Robinson *et al.*, 2022). They should also aim to establish a workplace culture that nurtures and supports staff on a personal level, and in fact leadership has been shown to play a large part in employee retention (Avolio *et al.*, 2018). This explains the new policy evolution generation Z workers are now bringing into the office. Those companies that embrace, in advance, flexible working arrangements, purpose-led cultures and the use of digital tools stand to retain their employees better and benefit from higher performance from those employees. This would improve generalizability as future research should investigate these factors in various industries and global contexts.

10. Scope of the study

Findings from this study provides a foundation for further research into job retention among Gen Z. However, there are several avenues left unexplored that future studies can address to enhance our understanding of workplace flexibility, purposeful employment, and digital engagement tools in promoting employee retention. As workplace technology continues to improve, future studies could examine the association between the use of emergent digital engagement tools, such as artificial intelligence (AI), virtual reality (VR), and blockchain-based work contracts, and retention and satisfaction among Generation Z employees.

Future research might investigate the moderating role of leadership styles and an organization's culture in the relationships between workplace flexibility and purpose-driven job and the outcome of digital engagement technologies on

employee retention. The research may study the effect of transformative and servant leadership on Generation Z career dedication.

Integrating psychological variables (e.g., emotional intelligence, resilience, motivation) into the framework of research can offer a more comprehensive understanding of factors driving job retention among Gen Z. However, other behavioral theories such as Self-Determination Theory (Deci & Ryan 2000) can be adopted by future researches to explore intrinsic and extrinsic motivators that can be affected to empower job engagement.

Finally, as hybrid and remote work models continue to proliferate, more research might look at their impact on long-term employee well-being, productivity, and retention. Exploring aspects such as digital fatigue, work-life amalgamation, and virtual group on the dynamic level could bring useful know-how into the way we can fine-tune remote work methods. While this study identifies some key variables impacting job retention with Gen Z employees, there is still much more to research in this area. Building on these potential research opportunities can help firms in developing more effective talent retention strategies while also enriching the academic discourse around workforce management in the digital era.

11. Conclusion

The results of this study show that Gen Z appreciates a workplace setting that matches their individual goals and objectives, provides meaningful interactions, and utilizes digital tools to help achieve the productive meetings and communication. It is no surprise that workplace flexibility ranks as a key factor closely linked to job satisfaction and long-term commitment, which speaks to the importance of hybrid or remote work to workforce expectations going forward.

Moreover, purpose-driven roles boost retention as they create a sense of belonging and professional fulfillment among employees, and organizations that will be better positioned to retain top talent will have their missions aligned with Gen Z's desire to make an impact in the world and grow and develop as a person. Furthermore, they too play a huge role in job satisfaction as the right platforms for collaboration, learning and work-life balance. A boost in employee engagement and retention rate in organizations can cost effectually be achieved by implementing advanced technology solutions capable in uplifting workplace experiences like much-admired AI technology work platforms, game-based training solutions, and virtual collaboration solutions.

As much as the study addresses important insights, it clearly has some limitation, such as focus on a few industries and only parts of the world. For future research, we need longitudinal studies, cross-cultural comparisons or we should adjust to changing trends impacting the workplace such as AI-generated work models and the role of leadership in retention.

To sum it up, Gen Z workers will be attracted and retained in workplaces with flexibility, purpose, and usage of digital engagement tools. So that they can drive job satisfaction, professional development, and long-term commitment within

their talent supply chain, resulting in a more resilient and future-ready workforce.

12. References

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