


**JOB SATISFACTION AND EMPLOYEE ENGAGEMENT AS MEDIATORS OF THE
RELATIONSHIP BETWEEN TALENT DEVELOPMENT AND INTENTION TO STAY IN
GENERATION Z WORKERS**

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 14 November 2022</p> <p>Accepted 16 January 2023</p>	<p>Purpose: This study is intended to determine the relationship between talent development and intention to stay among Generation Z workers in the largest industrial center in Southeast Asia. Intention to stay has been delineated as employees' plan to stay in their current employment with their present employer for a relatively long period. This study is also to test whether job satisfaction and employee engagement can mediate between talent development and intention to stay</p>
<p>Keywords:</p> <p>Job Satisfaction; Employee Engagement; Intention to Stay; Talent Development; Generation Z Workers.</p>	<p>Theoretical framework: Retention of employees requires utilizing all tools available. If Talent Development increases Job Satisfaction, Employee Engagement and Empowerment and these lead to increased Intention to Stay, the effects of it must be studied.</p> <p>Design/methodology/approach: The 342 samples of Generation Z employees were taken by purposive sampling technique from companies in 15 industries of Bekasi Regency including manufacturing, food industry, service industry, education, electronics, transportation, construction, IT, telecommunication, and real estate. The data was tested with Smart PLS 3.0 software.</p>
	<p>Findings: The result is that there is a positive and significant influence of talent development on intention to stay, and job satisfaction has a bigger mediating value than employee engagement between talent development and intention to stay.</p> <p>Research, Practical & Social implications: Future studies should have a larger Generation Z sample</p> <p>Originality/value: Research on Generation Z Talent Development is still rarely done, and Generation Z employees are especially important to companies.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i1.814</p>

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SATISFAÇÃO NO TRABALHO E ENGAJAMENTO DOS FUNCIONÁRIOS COMO MEDIADORES DA RELAÇÃO ENTRE O DESENVOLVIMENTO DE TALENTOS E A INTENÇÃO DE PERMANECER NA GERAÇÃO Z TRABALHADORES

RESUMO

Objetivo: Este estudo pretende determinar a relação entre o desenvolvimento de talentos e a intenção de permanência entre os trabalhadores da Geração Z no maior centro industrial do Sudeste Asiático. A intenção de permanência foi definida como a intenção dos funcionários de permanecer em seu emprego atual com seu empregador atual em longo prazo. Este estudo também é para testar se a satisfação no trabalho e o envolvimento dos funcionários podem mediar entre o desenvolvimento de talentos e a intenção de permanecer

Referencial teórico: A retenção de funcionários requer a utilização de todas as ferramentas disponíveis. Se o Desenvolvimento de Talentos aumenta a Satisfação no Trabalho, o Engajamento dos Funcionários e o Empoderamento e isso leva ao aumento da Intenção de Permanecer, seus efeitos devem ser estudados.

Desenho/metodologia/abordagem: : As 342 amostras de funcionários da Geração Z foram coletadas por técnica de amostragem intencional de empresas em 15 indústrias de Bekasi Regency, incluindo manufatura, indústria de alimentos, indústria de serviços, educação, eletrônica, transporte, construção, TI, telecomunicações e imóveis. Os dados foram testados com o software Smart PLS 3.0.

Resultados: O resultado é que há uma influência positiva e significativa do desenvolvimento de talentos na intenção de ficar, e a satisfação no trabalho tem um valor mediador maior do que o engajamento dos funcionários entre o desenvolvimento de talentos e a intenção de ficar.

Pesquisa, implicações práticas e sociais: Estudos futuros devem ter uma amostra maior da Geração Z

Originalidade/valor: A pesquisa sobre o Desenvolvimento de Talentos da Geração Z ainda é raramente feita, e os funcionários da Geração Z são especialmente importantes para as empresas.

Palavras-chave: Satisfação no Trabalho, Envolvimento dos Funcionários, Intenção de Ficar, Desenvolvimento de Talento, Trabalhadores da Geração Z.

LA SATISFACCIÓN LABORAL Y EL COMPROMISO DE LOS EMPLEADOS COMO MEDIADORES DE LA RELACIÓN ENTRE EL DESARROLLO DEL TALENTO Y LA INTENCIÓN DE PERMANENCIA EN LOS TRABAJADORES DE LA GENERACIÓN Z

RESUMEN

Propósito: Este estudio tiene como objetivo determinar la relación entre el desarrollo del talento y la intención de permanencia entre los trabajadores de la Generación Z en el centro industrial más grande del sudeste asiático. La intención de permanecer se ha definido como la intención de los empleados de permanecer en su empleo actual con su empleador actual a largo plazo. Este estudio también es para probar si la satisfacción laboral y el compromiso de los empleados pueden mediar entre el desarrollo del talento y la intención de quedarse.

Metodología: Las 342 muestras de empleados de la Generación Z se tomaron mediante una técnica de muestreo intencional de empresas en 15 industrias de Bekasi Regency, que incluyen manufactura, industria alimentaria, industria de servicios, educación, electrónica, transporte, construcción, TI, telecomunicaciones y bienes raíces. Los datos se probaron con el software Smart PLS 3.0.

Conclusiones: El resultado es que existe una influencia positiva y significativa del desarrollo del talento en la intención de permanecer, y la satisfacción laboral tiene un mayor valor mediador que el compromiso de los empleados entre el desarrollo del talento y la intención de permanecer.

Implicaciones de la Investigación: los estudios futuros deberían tener una muestra más grande de la Generación Z

Palabras clave: Satisfacción laboral, Compromiso de los Empleados, Intención de Quedarse, Desarrollo de Talento, Trabajadores de la Generación Z.

INTRODUCTION

Companies that aim to develop business usually do not hesitate to invest in their human resources. Human resource managers understand this. The best companies invest in their

employees (Bowman, 2017). Investment in loyal human resources allows companies to reduce the additional costs of recruiting new workers.

Employee turnover is expensive, often more than expected. In addition to personnel replacement costs, actual replacement costs involve other hidden costs such as lost productivity, workplace safety issues, and decreased morale. In 2004, according to conservative estimates by the U.S. Bureau of Labor Statistics, the replacement cost on average is \$13,996 per employee.

Andrew and Sofian (2012) found that when employees are provided with development, i.e. training, learning and skills, that they are more likely to be more absorbed by and interested in their jobs and will reciprocate with more and even much more organizational engagement. Robinson et.al, (2004) stated that company focus on employee development - so that employees feel that the company believes that they are important for the company's future and provides the training they need and provides access fair development opportunities - is very important for employee engagement. Fletcher et al., (2018) found that employee engagement is significantly associated with intention to stay, and that employee engagement fully mediates between discerned training and development and employee intention to stay.

An important goal of human resource management practice is to keep talented individuals in the company (Hiltrop, 1999; Govaerts et al., 2011; Pittino et al., 2016). Retention of employees requires effort to promote and create an environment that encourages employees to keep working by setting in place policies and practices that suit their needs. These policies and practices help prevent employees from leaving and also maximizes the time that employees spend working for the organization (Kossivi et al., 2016; Cascio, 2019). It is necessary for companies to be proactive about employee retention because finding, hiring and training new employees is costly in terms of time and money. Retention maintains and can increase company productivity and increases employee cohesiveness (Rakhra, 2018). Further, employees who leave the company take specialized training and knowledge with them away from the company and often when individuals leave the company, they convince other employees to leave the organization. A high rate of employee turnover can bring negative results for any company, especially if the employees who left were high-performing employees (Mattox et al., 2005).

Chami-Malaeb and Garavan (2013) studied the relationship between talent development and intention to stay and they had affective commitment as a partial mediator between talent development and intention to stay. But this research was studying job satisfaction and employee engagement as mediators between talent development and intention to stay. There are very few academic papers that focus on talent development (Garavan et al. 2012).

THEORETICAL BACKGROUND

Resource-based theory expresses the view that the potential to give an organization a competitive advantage lies in its human resources which are unique, valuable, rare, and difficult to replace (Becker & Huselid 1998; Bartel, 2004). Research using the resource-based paradigm shows that HRM practices affect performance through improving employee behavior.

Understanding Generation-Zers is essential in order to gain an advantage competitively and essential for business prosperity (Pichler et al., 2021), and there are several reasons why Generation Z employees are especially important to companies:

1. Because Generation Z employees are more tech-savvy, flexible, tolerant of different cultures, and are more loyal to the company (Schawbel, 2014).
2. Most of the current Generation Z employees are still at the lowest level of their career ladder in the company. However, as potential leaders, Generation Z is extremely focused on achieving goals (Schroth, 2019).
3. With their realistic nature, they can easily decide to leave the company which will cause additional costs for the company to recruit new employees (taken from an interview with the HR Manager of PT Panasonic Manufacturing Indonesia).

Intention to Stay

Intention to stay has been delineated as employees' plan to stay in their current employment with their present employer for a relatively long period (Shahid, 2018; Johari et al., 2012). Intention to stay has been defined as an employee's willingness to remain in his or her organization (Presbitero & Teng-Calleja, 2020). This is an inverse concept of turnover intention or intention to quit.

Generation Z

Generation Z is defined as those born approximately between 1995 - 2010 (Francis & Hoefel 2018), between 1997 -2013 (Schroth, 2019), born after 1995 (Sun et. al., 2021), or born after 2000 (Titko et al., 2020), is currently the object of many studies as well as the previous generation, namely the millennial generation (Titko et al., 2020). Scholars explain that Generation Z children are digital natives (Popescu et al. 2019) who are ambitious because this generation wants to make a difference (Marron 2015).

Generation Z has unique characteristics. One of the most important concerns facing human resource management is employee retention. Employee retention is defined as an

employee's intention to keep working. Employees' intention to stay with the company is crucial for companies' prosperity because of the expenses caused by disruptions of smooth business operation when employees leave which can include lower productivity, and the expenses of finding, interviewing, hiring and training new employees. One of the best ways to increase retention is to increase employee engagement, because when employees are absorbed by and interested in their jobs, they will have greater intention to remain with the company (Bryngelson & Cole, 2021).

Generation Z Talent Development

Benham (1993) states that talent development is a comprehensive development framework that can transform people from being a mere factor of production into a contributing force that sustains progress.

Training is the company's commitment to and investment in their employees, and providing it signifies to the employees that they are considered important to the survival and prosperity of the organization. This provides incentive for employees to stay with the organization and incentive for all employees to work at a high level (Takeuchi et al., 2007).

Talent development can be defined as selecting, planning, and setting into place, strategies that help the development of all employees to make sure that the company has the talent it needs now and in the future to achieve its strategic goals, as well as to make certain that the processes for organizational talent management are in line with talent development activities (Garavan, et al., 2012).

Rezaei and Beyerlein (2018) define talent development as an all-inclusive system that is tailored and created for individual employees. Talent development is not limited to specific work-related training, but includes career development and organizational development for the benefit of employees and the organization.

Job Satisfaction

Job satisfaction as defined by Locke (1976) is a satisfying or favorable emotional state brought on by an evaluation of one's employment or professional experience. Job satisfaction has also been defined as a measure of the fulfillment that employees get from their jobs. Abraham (2012) stated that the more an employee's work tasks and working environment fulfills the employee's personal characteristics, needs and values, the higher the level of job satisfaction.

Employee Engagement

Harter et al., (2002) stated that employee engagement refers to satisfaction with, engagement in, and enthusiasm for one's job. Anitha (2014) stated that employee engagement can be defined as the degree of dedication and attachment that an individual has to the company and to its principles. Engaged employees take responsibility to do their part in reaching business goals and also motivate their colleagues so that organizational goals can be achieved. An engaged employee goes beyond just acceptable standards and tries to do above average and/or excellent work. An engaged employee is intellectually and emotionally attached to his or her company and feels passionate about the company's goals and stands by the company's values.

The Effect of Talent Development on Job Satisfaction

Rezaei and Beyerlein (2018) found that implementing talent development practices in organizations influences organizational goals such as productivity, job satisfaction, and decreased absenteeism. Given the importance of talent development, Robinson et. al., (2004) suggested that talent management can run more effectively. The results of studies in various organizations support the relationship between providing training and development accessibility for employees and increased job satisfaction and increased job commitment by employees.

The Effect of Talent Development on Employee Engagement

Talent development has a significant effect on employee engagement (Albrecht & Andretta, 2011; Baumruk, 2004; Bowen & Lawler, 1995; Karatepe, 2013; Lashley, 1999; Saks, 2006; Seijts & Crim, 2006).

Antony (2018) found that an effective employee engagement strategy requires career development opportunities. Analyzes of employee engagement drivers consistently reveal that career development is an important way to increase employee engagement. This has led many companies to offer to pay for employee education in their field. It is best that employee managers encourage employees to take advantage of all educational opportunities in their area of operation provided by the company. The benefit for the companies and their employees is that when employees obtain additional certifications and education, employees stay up-to-date in their field. This will also provide the employees with the technological know-how of the tools they need to work and excel in their jobs. Companies need to realize that when they offer education and training programs to employees, that this not only enhances the skills of the

employees but also leads to company growth. Employers need to remember that by providing talent development and education to their employees, they will ultimately help the organization to grow. In addition, providing mentoring to employees will increase employees' knowledge of their job tasks. This means that training and development programs ultimately offer a win for organizations and employees. In addition to increasing the company's potential, companies that provide training and development can build a workforce that is engaged and motivated. This is a long-term value for the company.

The Effect of Job Satisfaction on Intention to Stay

Bellani et.al., (2017) found that when employees are satisfied that their economic and social emotional needs are being met, that their positive attitudes towards their work and the organization and their willingness to contribute more, will increase. Job satisfaction is one of the drivers of the employees' sense of attachment to the company (Permana et. al., 2015). Job satisfaction positively and significantly influences organizational commitment (Putra et al., 2021). Widyani et al., (2019) found that employees' job satisfaction negatively and significantly influences turnover intention. Risdayanti and Sandroto (2020) also found that job satisfaction has a significant, negative effect on intention to leave. Mehreza and Bakria (2019) found that individuals who are satisfied about their work have high levels of dedication and no plans to quit their jobs.

The Effect of Employee Engagement on Intention to Stay

Saks (2006) found that "Job and organizational engagement were significantly positively related to...organizational commitment...and negatively related to intention to quit."

Fletcher et al., (2018) found that employee engagement is significantly associated with intention to stay, and that employee engagement fully mediates between discerned training and development and employee intention to stay.

Park and Johnson (2019) found that engagement was negatively correlated with intention to quit. This means that employee engagement is positively correlated with intention to stay.

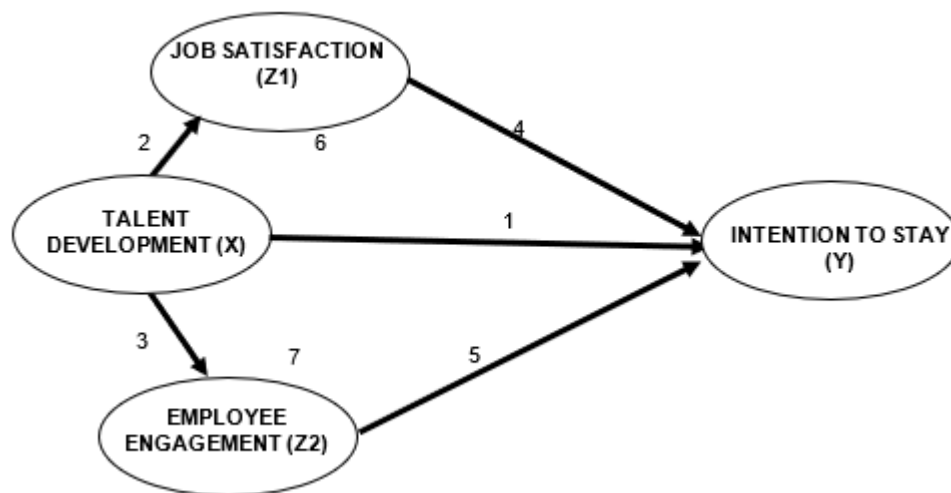
The Effect of Talent Development on Intention to Stay

Gaertner and Nollen (1989) found that company-provided training and development is related positively to psychological commitment to the company. Specifically, they found that

employees who received training and development from their company were more committed to the company than employees who did not receive training and development.

Talent development has a significant positive relationship with intention to stay in the company (Chami-Malaeb & Garavan, 2013; Narayanan, 2017).

Figure 1. Relationships among talent development, job satisfaction, employee engagement and intention to stay.



Source: The Authors

Hypotheses Development

The relation between talent development and intention to stay was tested using the following hypotheses:

- H1: There exists a significant association between talent development and Gen-Z Workers' intention to stay
- H2: There exists a significant association between talent development and Gen-Z Workers' Job Satisfaction
- H3: There exists a significant association between talent development and Gen-Z Employee Engagement
- H4: There exists a significant association between Job Satisfaction and Gen-Z Workers' intention to stay
- H5: There exists a significant association between Employee Engagement and Gen-Z Workers' intention to stay
- H6: Job Satisfaction will mediate the relationship between talent development and Gen-Z Workers' intention to stay.

H7: Employee Engagement will mediate the relationship between talent development and Gen-Z Workers' intention to stay.

RESEARCH METHOD

This research uses a quantitative approach. This research studied 342 workers from 15 different industries in various companies located in the Jababeka Industrial Estate (KIJA) and its surroundings, which is the largest manufacturing area in Indonesia. Currently, more than 1,500 national and multinational companies from over 35 countries are operating in the Jababeka industrial area, including companies from the Netherlands, Germany, France, the United Kingdom, Australia, Japan, China, the United States, Taiwan and South Korea (PT Jababeka, 2010). Most of the companies that purchased land from PT Jababeka Industrial Estate for industrial purposes were foreign companies from Europe, Malaysia, Korea and Japan who wanted to increase their production of automotive, pharmaceutical, electronic, and consumer goods (Yulisman, 2011).

The number of responses of 342 people is considered sufficient because according to Kaufmann and Gaeckler (2015) the minimum number of samples using Partial Least Squares (PLS) is 35 samples. The data collection of this research is divided into 3 parts, namely the types and sources of data, data collection methods, and the scale and measurement of data. Measurement of data in this study using a Likert Scale.

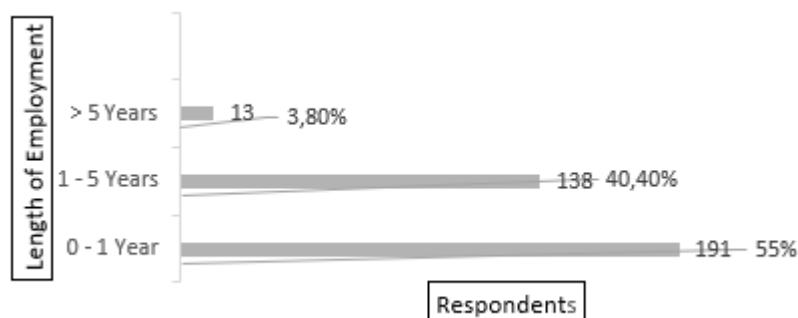
Table 1. Industry type and statistical characteristics of the participants (N=342)

Variable	%
Gender	
Male	45
Female	55
Age	
17 – 25 Years	94.7
Industry	
Manufacture	51.5
Food	10.5
Service	5.8
Education	5
Electronics	4.4
Transportation	2.6
Farmacy	2
Construction	1.5
IT	1.5
Telecommunication	0.9
Property	0.9
Hospitality	0.6

Medical	0.6
Entertainment	0.6
Hospital	0.3
Computer Technician	0.3
Others	16.5

Source: The Authors

Figure 2. Bar chart of responses for length of work at the company



Source: The Authors

RESULTS

Tests were carried out on the indicators used for measurement in this study. The following table shows the results of testing the validity and reliability.

Table 2. Survey's Result

Variable	Items	Item Mean	STD DEV	Cronbach's Alpha
Talent Development (Barney, 1991 Hackman & Oldham, 1975, Zhou et al., 2019)	Supervisors allow increased knowledge	4.00	0.91	0.785
	Given greater responsibility at work	4.020	0.92	
	Granted greater autonomy to some aspects of work	3.53	0.98	
Job Satisfaction Bellani et.al., (2017)	Happy to go to work	4.10	0.93	0.896
	Feel good at work	4.03	0.97	
	Like some aspects of the job.	3.98	0.90	
Employee Engagement Babakus et. al., 2017, Stairs et. al., 2006; Seijts and Crim, 2006	Focus on Work	4.30	0.83	0.845
	Working to help the company	4.15	0.84	
	Wish the company success	4.28	0.83	
Intention to Stay Tett and Meyer, 1993, Presbitero and Teng- Callejo, 2020	Plan to work as long as possible	3.48	1.19	0.794
	Not looking for a new job	3.15	1.30	
	Love the job	4.03	0.9	

Source: The Authors

Structural Model Evaluation

To see how big the percentage of the effect of exogenous variables on endogenous variables, we look at the existing values which are analyzed by looking at the R Square value.

Table 3. Cross Loading Value

	R Square	R Square Adjusted
Y (ITS)	0.418	0.413
Z1 (EJS)	0.430	0.428
Z2 (EEG)	0.372	0.371

Source: The Authors

The value of R Square for the Y variable is 0.418, which means that the variables X, Z1 and Z2 affect Y by 41.8%. We can state that Talent development, Job Satisfaction and Employee Engagement affect Intention to Stay by 41.8%.

In table 4, the relationship between the variables can be seen.

Table 4. Path Coefficient Value

	X (TDZ)	Y (ITS)	Z1 (EJS)	Z2 (EEG)
X (TDZ)		0.183	0.656	0.610
Y (ITS)				
Z1 (EJS)		0.398		
Z2 (EEG)		0.150		

Source: The Authors

All have a positive relationship because all values are between 0 and 1.

To see the level of significance, the value of T Statistics must be above 1.97.

Table 5. T-Statistic Value

	Original..	Sample..	Standard..	T Statistic..	P Values
X1 (TDZ) -> Y (ITS)	0.183	0.185	0.066	2.785	0.006
X1 (TDZ) -> Z1 (EJS)	0.656	0.656	0.038	17.320	0.000
X1 (TDZ) -> Z2 (EEG)	0.610	0.611	0.049	12.516	0.000
Z1 (EJS) -> Y (ITS)	0.398	0.396	0.069	5.759	0.000
Z2 (EEG) -> Y (ITS)	0.150	0.153	0.063	2.391	0.017

Source: The Authors

All T-statistic values are above 1.97.

Predictive relevance is a value that shows how well the observations are made (>0 = good observation values). Predictive relevance test is carried out using the blindfolding technique.

Table 5. Predictive Relevance Value
 Construct Crossvalidated Redundancy

	SSO	SSE	Q2(=1-S..
X1 (TDZ)	1026.000	1026.000	
Y (ITS)	1026.000	753.483	0.266
Z1 (EJS)	1026.000	665.695	0.351
Z2 (EEG)	1026.000	740.157	0.279

Source: The Authors

Value above 0 means good observation

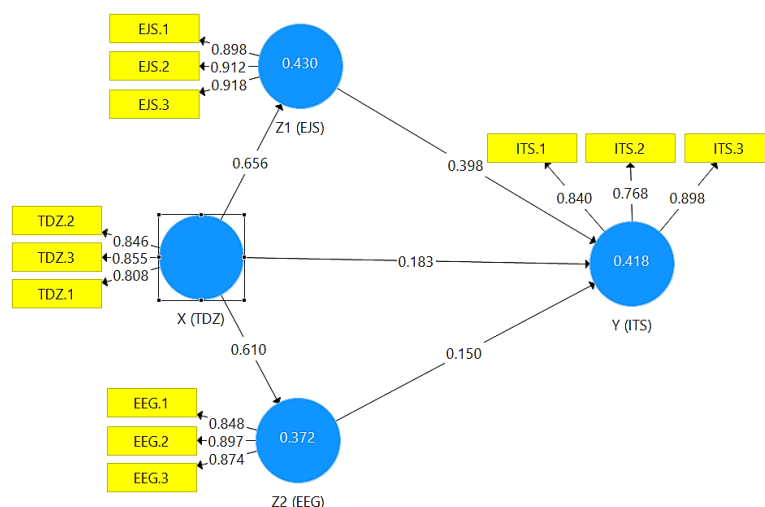
Table 6. NFI Value

	Model_Fit	
	Saturated..	Estimated..
SRMR	0.073	0.097
d_ULS	0.420	0.734
D_G	0.200	0.222
Chi-Square	413.679	437.272
NFI	0.825	0.815

Source: The Authors

Normed Fit Index (NFI): a measure of the suitability of the model on a comparative basis to the base line is considered appropriate.

Figure 3. Structural relationships between talent development, job satisfaction, employee engagement and intention to stay.



Source: The Authors

Measurement of Indirect Relationship

The table below shows the value of the indirect relationship between the talent development variable and the intention to stay variable.

Table 7. Indirect Relationship

	Origin..	Sample..	Standard..	T Statistic	P Values
X1 (TDZ) -> Z1 (EJS) -> Y (ITS)	0.261	0.257	0.048	5.444	0.000
X1 (TDZ) -> Z2 (EEG) -> Y (ITS)	0.091	0.094	0.038	2.425	0.016

Source: The Authors

Table 8. Direct Relationship

X1 (TDZ) -> Y (ITS)	0.183	0.185	0.062	2.927	0.004
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Looking at the values in the two tables above, it can be concluded that job satisfaction mediates the relationship between talent development and intention to stay at a greater degree than employee engagement.

DISCUSSION

In our study, when job satisfaction and employee engagement were modelled as mediators, it was evident that job satisfaction has a higher value than employee engagement.

This research found that talent development had a positive significant effect on job satisfaction in Generation Z employees. The researchers also found that job satisfaction had a positive significant effect on intention to stay in Generation Z employees. This is relevant to Nannarrow's research on Australian nurses. Job satisfaction was a positive predictor of intention to stay (Nannarrow et al., 2007). This does not follow the theory that low rates of job satisfaction will predict high rates for intention to stay (McCarthy et al., 2007).

This research also found that talent development had a positive significant effect on employee engagement in Generation Z employees. It was also found that the employee engagement variable had a positive and significant effect on intention to stay in Generation Z employees. And finally, this research found that talent development had a positive significant effect on intention to stay in Generation Z employees.

All hypotheses were proven.

CONCLUSION

This is the first study amongst Gen-Z workers that has demonstrated that job satisfaction and employee engagement successfully mediate talent development and intention to stay. This is the first research to compare the indirect and direct effects of job satisfaction and employee engagement on intention to stay amongst Gen-Z workers, and thereby contributes to the academic literature on the antecedents of intention to stay.

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