

**RELIGIOSITY AND QUALITY OF WORK LIFE AS DETERMINANTS OF GENERATION Z
RETENTION IN THE DYNAMICS OF MODERN ORGANIZATIONS**

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Abstract

The weak retention of Generation Z in the workforce has become a serious concern for many organizations, particularly amid globalization and digital transformation. This study aims to examine the relationship between religiosity and quality of work life and Generation Z retention, and to identify the main factors that influence this phenomenon. Religiosity is understood as a system of values and meaning that shapes an individual's orientation toward work, while quality of work life encompasses work-life balance, organizational support, and self-development. The literature review conducted shows that Generation Z prioritizes work flexibility, fair compensation, an inclusive organizational culture, and mental health when deciding whether to stay in an organization. The synthesis of the literature also reveals that weak Generation Z retention is triggered not only by financial factors, but also by a lack of alignment between personal values, including religiosity, and organizational management practices. The implications of these findings underscore the importance of designing management strategies that are oriented toward values, psychological well-being, and space for spiritual actualization in order to build long-term Generation Z attachment. Therefore, a comprehensive understanding of these factors is crucial for organizations facing an increasingly competitive future workforce.

Keywords: retention, Generation Z, religiosity, quality of work life, work-life balance, mental health, organizational culture

Introduction

Religiosity is a psychosocial dimension that plays an important role in shaping individuals' value orientations, attitudes, and work behavior across various cultural and organizational settings. A number of studies show that employees' level of religiosity is correlated with organizational commitment, intrinsic motivation, and emotional stability in the workplace (King & Williamson, 2005; Kutcher et al., 2010). In this sense, religiosity can be viewed as an internal resource that helps individuals interpret work demands, manage pressure, and sustain a sense of purpose in their daily professional lives. More broadly, a good quality of work life is determined not only by material and structural factors, but also by psychological dimensions, including the spiritual values held by individuals. Therefore, employee well-being is influenced not only by working conditions, but also by the balance between work demands and personal life. When this balance is maintained, employees are more likely to experience satisfaction, resilience, and a stronger sense of belonging to their organization. In this context, religiosity and quality of work life can mutually support employee well-being in a holistic manner (Hariani & Mardikaningsih 2023).

The emergence of a new generation in the workforce creates dynamics that differ from those of previous generations. Generation Z, born roughly between the mid-1990s and the early 2010s, is known to have a stronger orientation toward work-life balance, the search for meaning, and personal freedom than toward loyalty to the organization (Schroth, 2019). Their values are also shaped by wider social concerns, which influence how they judge the organizations they join (Khayru et al., 2025). Having grown up in an environment shaped by rapid technological change, abundant information, and economic uncertainty, this generation tends to evaluate employment relationships

more critically and expects organizations to respond to their needs and aspirations. This phenomenon creates new challenges for employee retention, as the tendency to switch jobs is higher among Generation Z than among previous generations, giving rise to sustainability concerns in human resource management across various sectors (Ng, Lyons, & Schweitzer, 2012). Consequently, organizations can no longer rely on conventional retention approaches, and must instead understand the underlying values and expectations that drive the decisions of younger employees. A work experience that feels meaningful is linked to higher motivation and job satisfaction, both of which matter for keeping employees (Khayru, 2025).

In modern organizations, quality of work life relates not only to decent pay or safe working conditions, but also encompasses opportunities for self-development, social support, and values that align with the aspirations of Generation Z (Sirgy et al., 2001). These elements collectively shape how employees perceive the extent to which their organization values them as individuals, rather than merely as providers of labor. However, there is a tendency that when organizations fail to provide a meaningful work experience, this generation makes the decision to leave the workplace more quickly than previous generations (Schroth, 2019). This indicates a paradigm shift from retention based on material incentives toward retention based on meaning, experience, and personal values. Such a shift implies that organizations need to pay greater attention to the psychological and value-based aspects of the employment relationship in order to maintain the long-term attachment of their employees.

The phenomenon of weak retention among Generation Z becomes more complex when linked to religiosity. Some studies show that religiosity can strengthen emotional attachment to the organization through work ethics, a sense of responsibility, and solidarity (Kutcher et al., 2010). In this regard, employees with strong religious values may view their work as a form of moral responsibility and social contribution, which can reinforce their willingness to remain committed to the organization. However, other studies emphasize that Generation Z is more selective in assessing the fit between organizational values and personal values, including religious values (Twenge et al., 2010). When personal values clash with organizational demands, employees may also change how they behave at work, including their ethical conduct (Darmawan & Eddine, 2025). This misalignment can accelerate the decision to leave, even when the organization has provided adequate compensation and facilities. This condition suggests that retention cannot be explained by financial and structural factors alone, and that the interplay between religiosity, quality of work life, and organizational practices deserves closer examination in order to understand why Generation Z employees choose to stay or leave.

The first problem is the rising turnover among Generation Z, which creates workforce instability and adds to the recruitment and training costs borne by organizations. Global studies show that Generation Z has a higher tendency to switch jobs than other generations, driven by a quick sense of boredom, a need for recognition, and a desire for work experiences that better fit their self-identity (Ng et al., 2012). Stress from technology use can also lead to burnout and turnover intention (Darmawan & Issalillah, 2025). Frequent departures also disrupt team cohesion and cause the loss of knowledge and experience that has been accumulated within the organization. Good collaboration and a stable team composition help a work group perform well, so frequent departures can weaken that performance (Darmawan & Marsal, 2025). This condition poses a serious challenge for organizations that require employee continuity and loyalty to sustain long-term performance.

The second problem is the low value fit between Generation Z and organizations, particularly with regard to religiosity and quality of work life. When religious values are not accommodated by, or conflict with, the organization's work culture, Generation Z employees tend to experience value dissonance, which ultimately reduces their emotional attachment to the organization (Twenge et al., 2010). Over time, such dissonance may lead employees to feel that they cannot express their authentic selves at work, thereby weakening their motivation to remain. Therefore, the retention problem in this generation is not merely a matter of incentives or facilities, but an existential issue that touches their psychological and spiritual dimensions. A sustainable work culture that adapts to employees' needs can help narrow this gap (Mardikaningsih & Radjawane, 2025). Understanding this

issue requires organizations to look beyond conventional retention instruments and to consider the deeper value orientations that guide employees' career decisions.

The phenomenon of weak retention among Generation Z needs to be examined in depth because this group will become the backbone of the global workforce in the coming decade. As more members of this generation enter the labor market, their preferences and expectations will increasingly shape organizational policies and practices. Organizations that fail to understand the characteristics of this generation risk facing high turnover, which in turn affects costs, productivity, and organizational sustainability (Schroth, 2019). Leadership that helps employees adapt to organizational change can also strengthen their willingness to stay (Rojak & Darmawan, 2025). In addition, understanding the relationship between religiosity and quality of work life and retention can provide a more comprehensive picture of the psychosocial factors that influence this generation's loyalty (Saputra & Darmawan 2023). Such an understanding is also valuable for organizations seeking to design retention strategies that are grounded in empirical insight rather than assumptions about generational stereotypes.

The urgency of this research is also driven by the growing relevance of spiritual values and psychological well-being in the modern workplace. Psychological well-being is also influenced by an individual's ability to manage emotions and cope with pressure adaptively, so that individuals can respond to stress in a healthier way and maintain their psychological condition in facing various life demands (Irfan & Darmawan 2021). In the workplace, this ability becomes especially important because employees are continually exposed to performance targets, social expectations, and rapid organizational change. Generation Z, known to be more aware of the importance of life meaning and personal sustainability, requires a work environment that is aligned with these values. When such alignment is present, employees are more likely to experience a sense of purpose and psychological safety, which may encourage them to remain with the organization. Thus, exploring the relationship between religiosity, quality of work life, and retention is crucial for generating both academic and practical understanding for the development of human resource management strategies in the contemporary era.

This study aims to explain the relationship between religiosity and quality of work life and the phenomenon of weak retention among Generation Z, and to identify the factors that contribute to the low retention rate in this generational group. Through this explanation, the study seeks to offer a conceptual foundation for understanding how personal values and work environment conditions jointly shape retention decisions. The findings are also expected to provide practical guidance for organizations in developing value-oriented management strategies that support the long-term attachment of Generation Z employees.

Method

This study employs a literature review approach as a methodological strategy to understand the relationship between religiosity, quality of work life, and the phenomenon of weak retention among Generation Z. A literature review allows researchers to integrate findings from various previous studies so that a strong conceptual framework can be built and existing research gaps can be identified (Schroth, 2019). By bringing together scattered evidence in a single analytical frame, this approach also helps clarify how different concepts relate to one another and where the current body of knowledge remains limited. By examining relevant empirical and theoretical studies, this study aims to present a comprehensive knowledge synthesis of the psychosocial factors that influence Generation Z retention in the workplace.

The data collection process was carried out by searching for scientific articles published in reputable international journals. The inclusion criteria covered publications that discuss religiosity, quality of work life, employee retention, and the characteristics of Generation Z. Publications that did not address these topics, or that were unrelated to the workplace context, were considered outside the

scope of this study. The main sources were obtained from academic databases such as Scopus, Web of Science, and Google Scholar, using keywords such as religiosity, quality of work life, employee retention, and Generation Z. The use of these keywords was intended to capture literature that directly relates to the core concepts of the study while allowing for variations in how those concepts are discussed across fields. Thus, the collected data reflect the diversity of cross-disciplinary perspectives needed to answer the research problem (Xiao & Watson, 2019).

Subsequently, the analysis was carried out using a thematic approach by classifying the literature according to the main themes that emerged, such as the relationship between religiosity and work attitudes, the role of quality of work life in retention, and the tendencies of Generation Z within organizational settings. This thematic analysis allows for the identification of recurring patterns, contradictions among findings, and opportunities for exploring new concepts (Braun & Clarke, 2006). Through this process, similar findings were grouped together, while differing results were compared to understand possible reasons for the inconsistencies. The results of this method were then synthesized to answer the research questions systematically and to provide a deeper understanding of the phenomenon of weak retention among Generation Z. This synthesis forms the basis for the discussion that follows, in which the main themes are interpreted in relation to the study's objectives.

Results and Discussion

Religiosity, Quality of Work Life, and Generation Z Retention

Religiosity in the workplace is not merely a personal aspect, but also a psychosocial factor that can influence employees' attachment to the organization. Studies have found that a high level of religiosity encourages prosocial behavior, a stronger work ethic, and loyalty to the institution where individuals work (Ferdinan et al., 2023). These tendencies suggest that religious values may be carried into the workplace and expressed through responsibility, integrity, and cooperation with colleagues. For Generation Z, who often search for meaning and identity in their daily activities, religiosity can function as a psychological anchor that strengthens organizational commitment. In this sense, religiosity may provide a stable reference point for young employees who are navigating uncertainty in their early careers.

However, the role of religiosity is not always direct with respect to retention. Research shows differences in the direction of its influence, in which religiosity can actually reduce work-life balance if it is not managed well (Ferdinan et al., 2023). This finding indicates that the effect of religiosity depends on how well it is accommodated within the demands and arrangements of the workplace. Religious Generation Z employees, for example, may feel burdened when their spiritual values are not aligned with the organizational culture. Under such conditions, religiosity can instead give rise to value dissonance that accelerates the decision to leave the organization. Accordingly, religiosity should not be treated as a uniformly positive resource, but as a factor whose consequences are shaped by the organizational context.

Quality of work life (QWL) acts as a more consistent variable in influencing Generation Z retention. Research has found that a high quality of work life increases employee productivity and attachment, especially when supported by mental health factors (Prayoga et al., 2024). When employees feel that their work environment supports their well-being, they are more likely to invest effort and remain with the organization over time. This is important because Generation Z is known to have a high level of awareness of mental health issues and life balance. As a result, organizations that neglect these concerns may find it difficult to retain young employees, regardless of the compensation they offer.

Furthermore, QWL encompasses both material dimensions (compensation and job security) and non-material dimensions (self-development, social support, and value alignment) (Eddine & Darmawan 2022). The combination of these dimensions shows that quality of work life is a multidimensional construct, and that improving only one aspect may not be sufficient to strengthen retention. The study by Tanoto and Tami (2024) found that work-life balance has a

significant effect on Generation Z employee retention, both directly and through the mediation of job embeddedness. This means that Generation Z retention will be stronger when they feel emotionally and socially embedded within the organization. Such embeddedness is likely to grow when employees build meaningful relationships, see a future for themselves, and perceive that their contributions are recognized.

The phenomenon of weak Generation Z retention is often related to high expectations of work flexibility. For this group, flexibility is not merely a preference, but an essential need. Their familiarity with digital technology and remote forms of work has shaped the expectation that work can be arranged in a more adaptive manner. If organizations fail to provide a flexible environment, quality of work life declines, which directly implies a high turnover intention (Cantrell & Carr, 2024). This condition shows how closely quality of work life is related to retention. It also suggests that work flexibility should be considered a strategic element of retention policy rather than an optional benefit.

The relationship between religiosity and QWL also needs to be understood in an integrative context. Studies show that religiosity can increase engagement if it is supported by an inclusive organizational culture that pays attention to life balance (Ferdinan et al., 2023). Under these conditions, employees can integrate their religious values with their professional roles without experiencing tension between the two. Conversely, without such support, religiosity can lose its positive effect on retention, and may even become a factor that weakens work attachment. This integrative view underscores that religiosity and quality of work life should be examined together, as their combined effect shapes whether Generation Z employees choose to stay or leave.

Generation Z tends to be critical about value fit. In many cases, although religiosity provides personal meaning, the decision to stay in a job is determined more by how well the organization can provide QWL that matches their personal values (Fauziah et al., 2024). This suggests that young employees do not evaluate religious or personal values in isolation, but weigh them against the concrete conditions they experience at work. In other words, religiosity tends to be a background factor that strengthens or weakens the effect of QWL on retention. Seen this way, religiosity shapes how employees interpret their work experience, while QWL determines whether that experience is ultimately worth continuing.

In addition, compensation remains relevant even though Generation Z is often portrayed as prioritizing meaning over material rewards. Research has demonstrated that work-life balance and compensation play important roles in Generation Z retention (Fauziah et al., 2024). This indicates that fair pay continues to serve as a basic condition that must be met before non-material factors can exert their full influence. This signals that QWL must be understood as a multidimensional construct, in which religiosity is only one of the influencing factors and does not stand alone. Organizations therefore need to address material and non-material needs together, rather than assuming that one can substitute for the others.

Interestingly, several studies also emphasize that Generation Z assesses organizations not only from an internal perspective, but also from their external reputation. The religious values they hold may encourage a preference for organizations that are ethically oriented, fair, and have a good social image. Such a preference reflects the desire to be associated with institutions whose conduct is consistent with the values that employees consider important. If these perceptions are not met, Generation Z retention weakens, even when internal QWL conditions are fairly good (Cantrell & Carr, 2024). This finding implies that organizational reputation and ethical practice are part of the broader context that shapes retention decisions.

Emotional attachment that stems from the alignment between religiosity and QWL has the potential to become a key factor in reducing turnover intention (Hariani, 2023). Empirical studies have found that religiosity is positively related to engagement, while QWL increases job satisfaction, two important components that simultaneously influence the decision to stay (Prayoga et al., 2024). When employees are both engaged in their work and satisfied with their working conditions, the

likelihood that they will seek alternative employment tends to decline. Hence, the relationship between religiosity, QWL, and retention is complementary rather than competitive. This complementarity suggests that efforts to strengthen one dimension will be more effective when accompanied by attention to the other.

However, it should be noted that not all studies show consistent results. Several studies report that religiosity plays a minimal role in determining retention when QWL and compensation factors are more dominant (Tanoto & Tami, 2024). Such differences may arise from variations in research settings, measurement approaches, and the characteristics of the employees studied. This shows that the effect of religiosity is more contextual and strongly influenced by organizational culture and industry sector. Consequently, generalizing the role of religiosity across all organizational settings should be done with caution.

Thus, it can be concluded that the relationship between religiosity, QWL, and retention among Generation Z is interdependent. Religiosity provides a foundation of personal values, QWL provides concrete work experience, and together they shape the decision to stay or leave. Neither dimension alone appears sufficient to explain why Generation Z employees remain with or depart from an organization. Weak retention emerges when one of these dimensions is not fulfilled in a balanced manner. This pattern highlights the need for organizations to view retention as the outcome of an alignment between personal values and work conditions.

Overall, the literature reveals a pattern in which QWL is the primary factor determining Generation Z retention, while religiosity functions as a moderating variable that strengthens or weakens that relationship. This pattern provides a useful conceptual direction for future empirical studies that wish to test the moderating role of religiosity more rigorously. Organizations that are able to integrate both into their work culture have a greater chance of retaining Generation Z talent in the long term. Such integration may be achieved through inclusive policies, supportive work arrangements, and management practices that respect the diverse values of employees.

Determinants of Weak Generation Z Retention

Generation Z retention in organizations has become a strategic issue because this generation shows unique characteristics that differ from previous generations. Generation Z tends to prefer work flexibility, personal life balance, and a need for meaning in work (Mahardika et al., 2022). These preferences reflect broader changes in how young people view the role of work in their lives, namely as one part of a meaningful life rather than its sole center. Their weak retention is often associated with organizations' inability to meet these expectations. When expectations and actual work experiences diverge, employees are more likely to reconsider their future with the organization.

One of the dominant factors influencing retention is religiosity, which plays a role in shaping value orientations and work behavior. Religiosity can influence affective commitment, job satisfaction, and the desire to stay in the organization. These outcomes suggest that religious values can contribute to the emotional and moral bonds that connect employees with their workplace. However, for Generation Z, religiosity is often more personal and flexible rather than institutional, so its influence on retention may differ from that observed in previous generations (Huynh & Tang, 2023). This difference implies that organizations cannot assume that traditional approaches to accommodating religious values will be equally effective for younger employees.

Quality of work life (QWL) is another crucial factor influencing retention (Irfan et al., 2023). QWL aspects such as work-life balance, a supportive work environment, and opportunities for self-development have been shown to strongly influence Generation Z's intention to stay. These aspects collectively shape employees' daily experiences and their sense of being valued by the organization. Research in Indonesia shows that Generation Z prioritizes flexible working hours and organizational support for their well-being (Prayoga et al., 2024). Such evidence indicates that organizational support is perceived not as an additional benefit, but as an essential part of a good working life.

Financial factors are also among the main determinants of weak Generation Z retention. Studies in Indonesian startups show that high expectations for compensation and benefits that are balanced with workload are often not met, thereby increasing turnover intention (Syahputra & Hendarman, 2024). When employees perceive their rewards as inadequate relative to the effort they invest, dissatisfaction can develop and encourage them to look for better opportunities. This indicates that Generation Z places financial stability as a top priority in retention decisions. It also reinforces the view that non-material factors cannot fully compensate for unfair or insufficient remuneration.

In addition to financial factors, high career expectations also contribute to weak retention. Generation Z tends to want faster promotions, access to training, and quicker self-development opportunities than previous generations. Studies show that organizations' inability to meet these career development needs leads to higher turnover rates among Generation Z (Huynh & Tang, 2023). Employees who do not see a clear path for advancement may conclude that their long-term growth is limited within the current organization. In addition, Generation Z highly values career path transparency and continuous learning opportunities, so the lack of these triggers them to seek opportunities elsewhere that are more responsive to their professional aspirations. Organizations that communicate career pathways openly and invest in learning are therefore better positioned to retain these employees.

In facing the ever-changing dynamics of the workforce, understanding non-financial factors is becoming increasingly crucial (Hariani, 2023). One aspect that should not be overlooked is organizational culture and the interpersonal relationships formed within it. Organizational culture and interpersonal relationships also play an important role. Generation Z prefers a work environment that is collaborative, open, and communicative. Such an environment allows employees to express ideas, receive feedback, and feel included in organizational processes. Relationships with supervisors and coworkers greatly influence their job satisfaction. A mismatch between organizational culture and Generation Z's personal values can worsen retention (Johnston et al., 2024). This underscores that cultural fit is a significant element in retention, alongside financial and developmental considerations.

In a work world that is increasingly complex and demanding, attention to quality of work life has become very important (Mardikaningsih & Putra 2021). As job demands intensify, organizations are expected to ensure that employees are supported not only in their tasks but also in their overall well-being. Employee mental health is now recognized as a crucial aspect that influences productivity and workforce retention. Quality of work life that is related to mental health has also become an important factor. Recent research shows that Generation Z is highly vulnerable to issues of work stress and mental health. This vulnerability may be intensified by constant connectivity, performance pressure, and uncertainty about the future. Low QWL, especially when there is no support for psychological well-being, increases the likelihood that they will leave the organization (Prayoga et al., 2024). Organizations that provide mental health support and a healthy work climate are therefore more likely to retain their young employees.

Work-life balance is one of the most crucial factors frequently reported by Generation Z. They critically assess organizations based on the extent to which work flexibility is provided, including remote working options, flexible working hours, and tolerance for personal needs. For this generation, such arrangements signal that the organization trusts its employees and respects their life outside work. Work environment conditions and compensation can also influence employees' work ethic in achieving the expected performance and productivity (Dahar & Mardikaningsih 2022). Low work-life balance has been shown to reduce loyalty and increase turnover (Mahardika et al., 2022). This evidence indicates that failing to support work-life balance can carry tangible costs for organizations in the form of lost talent and reduced continuity.

The religiosity factor in relation to Generation Z retention is also connected to the search for meaning in work. This generation tends to seek transcendental values that align with their beliefs. For these employees, work is not only a means of earning a living, but also a way of expressing

values that are important to their identity. If organizations fail to provide space for spiritual actualization in an inclusive manner, their sense of attachment will weaken (Huynh & Tang, 2023). Providing such space need not require major structural change, but it does require sensitivity to the diverse beliefs and practices of employees.

In addition, a mismatch between individual religious values and organizational practices can trigger role conflict. For example, excessive workload can interfere with religious practices, giving rise to dissatisfaction and worsening retention. Over time, repeated conflict between work demands and religious obligations may lead employees to feel that their values are not respected. This shows that religiosity is not only an individual matter, but must also be facilitated in the work environment (Syahputra & Hendarman, 2024). Practical accommodations, such as scheduling flexibility, can help reduce this conflict and strengthen employees' commitment. Policies that care for employees' mental health can likewise build loyalty over the long term (Issalillah & Khayru, 2025).

Another factor that influences weak retention is the level of connectedness with technology. Generation Z, known as digital natives, has high expectations for the use of technology to support work productivity. Having grown up with digital tools, they often expect work processes to be efficient, integrated, and technologically supported. Organizations that fail to accommodate this preference tend to have difficulty retaining Generation Z employees (Johnston et al., 2024). Outdated systems and limited digital support may therefore be perceived as obstacles to performance and professional growth. At the same time, intensive use of social media and digital tools can affect young people's well-being, so technology support needs to be designed with care (Aisyah & Issalillah, 2021).

Thus, weak Generation Z retention is the result of a complex interaction among financial factors, career expectations, organizational culture, quality of work life, religiosity, mental health, and the need for flexibility. Generation Z's understanding of financial matters also shapes what they expect from pay and benefits (Issalillah, 2024). These factors are interrelated and mutually reinforcing, so organizations need to understand these dynamics in order to reduce the high turnover rate. A holistic strategy that addresses these factors simultaneously is likely to be more effective than isolated interventions targeting a single aspect.

Conclusion

The phenomenon of weak Generation Z retention in the workplace is the result of a multidimensional interaction involving religiosity, quality of work life, and other factors such as financial expectations, career opportunities, organizational culture, mental health, and work flexibility. Rather than stemming from a single cause, weak retention emerges from the combined effect of several factors that reinforce one another. Religiosity has been shown to play an important role in shaping value orientations, the meaning of work, and individual satisfaction, but it often does not receive adequate attention from organizations. This oversight may leave employees' spiritual needs unacknowledged and weaken their sense of being valued. Likewise, quality of work life, which relates to work-life balance, psychological support, and opportunities for self-development, is a crucial variable that strongly determines the sustainability of Generation Z's attachment to the organization. When these elements are lacking, employees are less likely to see a long-term future with their employer. Weak Generation Z retention is not merely an individual matter, but also reflects a mismatch between employee expectations and organizational management strategies. Addressing this mismatch requires organizations to understand the values and needs of their younger employees more closely.

Based on these conceptual findings, the main recommendation is that organizations begin to develop a more adaptive and inclusive approach to managing Generation Z. Attention to work-life balance, space for the expression of religiosity, and the design of fair compensation and career systems will serve as an important foundation for building long-term loyalty. Such an approach should be implemented consistently so that employees perceive the organization's commitment as genuine rather than symbolic. In addition, organizations need to build a work culture oriented toward

collaboration, openness, and support for mental health. Regular communication and responsive leadership can help reinforce this culture in daily practice. The implementation of these strategies will help create a work ecosystem that not only attracts Generation Z but also retains them in the long term. In this way, organizations can strengthen their human resource base while remaining adaptable to the evolving dynamics of the modern workforce.

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