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Human resource management practices and gen z employee retention in fast-paced workplaces

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Abstract

Gen Z is becoming more prevalent in the global workforce, and with it, there is an urgent need to adapt workplace practices to cater to their unique needs and preferences. The objective of this study was to determine the current Human Resource Management (HRM) practices—specifically Training and Development, Work Environment, Performance Management, and Work-Life Balance—used by fast-paced Food and Beverage (F&B) workplaces in Calapan City, Oriental Mindoro, and to examine their relationship with the level of Gen Z employee retention. The research employed a descriptive-correlational design to quantify relationships among variables. The participants were selected using random sampling, targeting 100 permanent Gen Z employees within the food and beverage workplaces. Findings revealed that HRM practices were implemented to a very high extent, which correlated with a very high level of Gen Z employee retention. A significant positive relationship was established across all four HRM dimensions, with performance management as the strongest predictor. The research concludes that strategic HRM practices focused on employee empowerment offer critical insights for the Fast-Paced Food and Beverage Workplaces Training Module for Gen Z employee retention.

Keywords: Fast-Paced Workplaces; Gen Z Employee Retention; Human Resource Management Practices; Turnover

1. Introduction

In the ever-changing global workforce, there is a clear shift as Gen Z employees grow in number. Gen Z refers to individuals born after 1995 who have unique characteristics and excel in the digital landscape [1]. Global statistics show a consistent trend of lower retention rates among Gen Z employees than among their predecessors, with workers in this generation switching jobs at a rate higher than before the pandemic. Burnout rates are highest among Gen Z employees, with key contributing factors including a lack of work-life flexibility, inadequate communication, insufficient support, and limited feedback [2]. This willingness to leave reflects an underlying trend that could affect employers' retention strategies and necessitate a shift toward more innovative ways to retain talent in the future.

In fast-paced business environments, rapid operations and consistent demands on employees can significantly affect experiences and retention [3]. The food and beverage (F&B) service is a critical component of this type of environment, yet despite growing interest in Gen Z employee retention, a significant research gap remains regarding the specific Human Resource Management (HRM) practices for retaining this generation in fast-paced workplaces. There is a lack of material and studies conducted specifically on the food and beverage service business within the fast-paced industry. Given the high turnover rate in this dynamic environment, tailored research is crucial for businesses seeking to build a stable and engaged workforce.

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The objective of this study is to determine the current HRM practices—specifically training and development, work environment, performance management, and work-life balance—used by fast-paced food and beverage (F&B) workplaces in Calapan City, Oriental Mindoro, and to examine their relationship with the level of Gen Z employee retention. By evaluating how these practices foster retention, this study aims to provide practical insights for HR practitioners to master Gen Z retention and offer practical recommendations for businesses operating in Calapan City. This study serves as a valuable tool for organizations seeking to design and implement employee retention programs tailored to Gen Z employees, ensuring generational gaps in the workplace do not marginalize this demographic.

2. Review of Related Literature

2.1 Human Resource Management Practices

The significance of Human Resource Management (HRM) practices in fast-paced businesses that require agility and efficiency is supported by several studies that indicate their impact on employee retention, especially as Gen Z enters the workplace. Awolusi and Jayakody's (2021) investigation in the food and beverage industry in Qatar reveals a strong positive correlation between well-designed HRM practices and employee retention, with a particular emphasis on the role of reward systems [4]. Their analysis further indicates significant relationships between employee retention and other important HR functions, including interpersonal relationships, performance appraisal processes, and opportunities for training and development. Expanding on this, Ganguli and Padhy (2023) examined the effect of organizational HR practices on Gen Z employee retention, identifying work motivation as a significant mediating factor in this relationship [5]. This suggests that HRM practices that foster motivation are particularly effective in retaining this generation.

To effectively meet the expectations of Gen Z, Jayathilake and Annuar's (2020) systematic literature review emphasizes the need for HRM practices to evolve [6]. Their findings suggest incorporating elements such as power distribution, team-building initiatives, strategies for mitigating job stress, robust performance management systems, and enhanced training and development programs to improve retention among this generation. Collectively, these studies emphasize the critical and evolving role of strategic HRM in fostering employee retention across industries and generations, highlighting the need for organizations to adopt adaptable, employee-focused HR practices.

2.1.1 Training and Development

According to Febrian et al. (2023), training helps ensure that employees meet company expectations and can effectively implement strategies, such as workplace policies that prioritize customer satisfaction, to optimize the achievement of organizational goals [7]. This is especially important for strategies that involve interacting with people outside the company, such as those that aim to make customers as happy as possible, which in turn helps the company reach its overall goals. As emphasized by Elsafty & Oraby (2022), human capital is an organization's most valuable asset; therefore, employee training is an essential human resource practice for the company to achieve organizational success by ensuring employees remain skilled and knowledgeable [8]. This commitment to continuous learning is important to ensure that employees not only gain new insights but also keep their skills and knowledge up to date in their fields. This is a must for the company to achieve long-term success in an ever-changing work environment.

There are several ways to measure the effectiveness of training and development. Nguyen & Duong (2020) emphasized the importance of soft and technical skills gained through training programs [9]. Supporting this, Ahmed et al. (2025) noted that training programs should be delivered at different levels [10]. This includes on-site training, workshops, and seminars that provide a well-structured educational program. From Ali et al. (2024), training and development should enable employees to advance their careers, particularly by considering Gen Z expectations and ensuring that programs are designed using the latest technologies [11]. According to Juliadi et al. (2023), training programs should offer informal learning opportunities aligned with the business, with a focus on agility and flexibility in skill development [12]. Lastly, Raza et al. (2023) point out that training should adopt new standards to improve existing preparation and assessment practices [13]. Given that training and development have been a strong predictor of turnover intention, even for previous generations like Generation Y (Jahya et al., 2020), it is highly likely to be a key driver for the next generation—Gen Z—employee retention, as a competent employee leads to a company's success [14]. Training and development should be viewed as far more than a simple operational necessity; it is a strategic HRM practice that directly contributes to organizational success by ensuring employees are equipped with the right skills, knowledge, and competencies. This dedication to continuous learning strongly supports the idea that a well-planned training and development program is an effective way to retain valuable Gen Z employees in today's demanding, fast-paced work environments.

2.1.2 *Work Environment*

Judijanto et al. (2025) state that a work environment should be collaborative, characterized by teamwork, open communication, and inclusivity, emphasizing their need for interpersonal connections and a sense of belonging, particularly to Gen Z employees [15]. This is important because it directly addresses Gen Z's unique need for social relationships and a strong sense of inclusion, two of the main reasons they are committed and willing to stay with a company. As noted by Natsir et al. (2024), a productive work environment is essential for organizational efficiency, and HR management is responsible for creating an environment that makes employees feel supported. This kind of commitment benefits employees by ensuring the workplace promotes their well-being [16].

Several studies identify key measures of the work environment. Naz et al. (2020) notably mentioned that employees who feel supported by their organization's management, peers, and climate are more likely to stay [17]. Kgarimetsa & Naidoo (2024) explained that flexible work arrangements are also important factors for Gen Z employees, fostering a proactive work environment [18]. Haryanto & Suwartono (2024) highlighted that this generation values personal and professional development, which is why they tend to seek work environments that align with their values [19]. As Retnowati et al. (2024) report, Gen Z employees' individual preferences include not only flexible work policies but also the ability to make their own decisions [20]. Unnatti (2020) further notes that Gen Z employees seek supportive workplaces that offer mentoring, learning, and professional development [21]. Zahari & Puteh (2023) reveal that a supportive and positive work environment fosters stronger employee loyalty and greater commitment, significantly reducing the likelihood that Gen Z employees leave [22].

A work environment is an important determinant of both organizational efficiency and employee retention, and it takes into account the preferences of Gen Z employees. This directly contributes to increased employee loyalty and commitment and to a greater likelihood that Gen Z employees will stay with their company long-term. Recognizing this, the physical and cultural setting of the workplace provides a fundamental framework for developing Human Resource Management (HRM) strategies that create an environment that not only meets but actively supports the unique needs and preferences of Gen Z employees, thereby improving overall retention in a competitive talent landscape.

2.1.3 *Performance Management*

Agyare et al. (2016) define performance appraisal as a strategic, integrated approach that improves employees' performance within an organization. This method is clearly strategic, with the main goal of helping employees improve at what they do [23]. It shows a shift from burdening employees for mistakes to helping them grow to unleash and improve the workforce's potential. Pregolato et al. (2017) further note that performance management involves aligning and assessing employee performance toward organizational success, which is the principal system that ensures employee contributions are evaluated and strategically aligned with the organization's direction [24]. According to Babel'ová et al. (2020), it is a vital part of human resource management practices, as it provides essential insights into the extent to which employees have attained the competencies required for their roles [25]. This underscores that this practice is necessary for the entire HRM system because it provides valuable insights.

There are several key measures for performance appraisal. Locker & Teague (2024) revealed that satisfaction with feedback and communication is an element of good performance management [26]. Further confirmed by Mason (2023), effective strategic communication is essential [27]. This refers to effective and honest communication as a show of trust to employees. This is further supported by Rampen et al. (2023), who argue that setting clear standards while also allowing employees to take ownership of their work and make decisions greatly contributes to an organization's engagement [28]. Orero-Blat & Seguí (2025) report that another measure is the absence of rigid hierarchies, which leads to a more proactive environment conducive to proper performance appraisal [29]. As stated by Goessling (2017), employees prefer a close working relationship with their supervisors—one that is approachable, supportive, and shows genuine interest [30]. In the words of Gabriel et al. (2022), performance management, supported by competent leaders who provide support and set standards for employees, helps organizations engage and retain Gen Z employees [31].

Performance management is not just an evaluation tool but also a strategic approach to improving employees' capabilities and enhancing employee satisfaction. The way businesses manage and evaluate employee performance, especially for the Gen Z workforce, can significantly affect employees' decision to stay with the company. The transparency and fairness of regular, constructive feedback and recognition of growth are indicators of positive appraisal. Providing proper coaching opportunities within the performance management system is an indicator of supportive leadership. This type of leadership is a key retention strategy that keeps Gen Z employees engaged and demonstrates the company's commitment to their professional development and long-term success. It is a key HRM practice that offers insight into how supportive leadership can be a crucial strategy for retaining valuable Gen Z talent in fast-paced workplaces.

2.1.4 *Work-Life Balance*

According to Marecki (2024), work-life balance is the degree to which individuals in the workplace can fulfill their basic personal needs through their experiences within the organization [32]. As Saraswati & Lie (2020) suggest, this enables employees to manage their professional and personal commitments effectively and achieve overall well-being [33]. Further emphasized by Jain (2025), when human resource policies are carefully designed and implemented, they ensure work-life balance for employees [34]. As stated by Rachmadini & Riyanto (2020), work-life balance significantly affects Gen Z employee engagement in the workplace [35]. It is hoped that Gen Z employees will receive attention from the company to help maintain a good balance between work and personal life demands, such as caring for employee needs, prioritizing employee interests, using leave, and flexible working hours. This is further supported by Malek et al. (2025), who emphasized that by adopting work-life balance strategies, organizations can create a more engaged, productive, and satisfied workforce [36].

Several studies identify key measures of work-life balance. Hendriana et al. (2023) report that work-life balance includes flexible working hours to help employees manage their schedules efficiently [37]. Waworuntu et al. (2022) say companies must ensure employees can use leave appropriately without increased workload [38]. Suganda (2022) further suggests that employees should be able to balance their multiple roles without viewing their jobs as a burden [39]. S. A. M. (2024) also noted that institutions are expected to consider employee comfort [40]. As noted by Lestari & Retno (2024), work-life balance should also allow employees to stay productive by spending time with their family and getting enough sleep [41].

Work-life balance has become a significant factor affecting Gen Z's job satisfaction and directly reduces their likelihood of leaving their current workplace. Companies that demonstrate their commitment to this balance by implementing policies and programs that align with Gen Z's preferences, such as flexible work hours, encouraging employees to use proper leave, and accommodating employees' personal needs. These initiatives have a direct, positive effect on Gen Z's performance, aligning with Gen Z's preference for work-life integration and well-being over traditional career advancement alone. In fast-paced work settings, stress and long hours are common, leading to burnout and silent quitting, which is undeniably observed. Providing a program that targets their well-being and sense of importance and a culture that views work as a manageable part of life (not a burden) are significant factors in prolonging their desire to stay and supporting talent retention for this generation.

2.2 **Gen Z Retention**

According to Wulansari et al. (2020), employee retention can be defined as employee maintenance, where it refers to a company's success in keeping its potential employees committed and loyal to the organization for an extended duration, reflecting not only the company's ability to foster loyalty but also the employee's own desire to remain with the company long-term [42]. Thus, the objective of employee retention is to keep the company's qualified employees for as long as possible, because they are invaluable intangible assets.

Goswami (2021) underscores that effective employee retention management is not just important; it also enhances an organization's value and competitive edge [43]. Recognizing employees as primary assets, Goswami argues that Human Resource Management (HRM) practices must prioritize retaining existing talent to avoid the costs and efforts associated with constant recruitment. This highlights the direct relevance of retention to HRM, positioning it as a strategic function crucial for optimizing human capital and ensuring organizational stability and competitiveness.

Effective Gen Z retention involves addressing specific measures. Krishnamoorthy et al. (2022) found that supervisory support is necessary for employee retention [44]. Zainal et al. (2022) further state that a positive, friendly, clean, and convenient work environment is imperative for influencing employee retention [45]. Sepahvand & Khodashahri (2021) indicate that a high level of job engagement and interaction helps keep employees in the organization [46]. Kalyanamitra et al. (2020) also point out that transparent processes, such as performance reviews, can build trust and demonstrate a company's commitment to employees' growth and needs, fostering loyalty [47]. Ultimately, as Aburumman et al. (2020) state, HRM practices significantly impact employee retention [48].

Gen Z employee retention is not solely a human resources management objective; it is also an important business initiative that significantly affects an organization's overall success and financial health. When an organization successfully cultivates a workplace environment that supports employees' intention to stay longer, the benefits are immediately tangible. This leads to significantly lower recruitment and training costs, optimizing valuable operational capital. In addition, long-term employees contribute to greater organizational efficiency by accumulating specialized knowledge and experience, leading to steady operations and higher productivity. Therefore, strong employee retention promotes organizational capabilities through greater team collaboration, cultural preservation, and enhanced

mentorship opportunities. With this, implementing tailored strategies that effectively address the distinct needs and preferences of Gen Z employees will help ensure the long-term retention of the Gen Z workforce. A company can significantly improve its retention rate among this decisive generation, laying the foundation for a more stable, highly efficient, and sustainably successful organization well into the future.

2.3 Theoretical Framework

2.3.1 Herzberg's Two-Factor Theory (Motivation-Hygiene Theory)

This theory entails that employee satisfaction and dissatisfaction are influenced by two distinct and separate sets of factors: motivators and hygiene factors. Motivators (e.g., recognition, advancement, personal growth) are associated with job satisfaction and encourage retention, while hygiene factors (e.g., salary, working conditions, company policies) prevent dissatisfaction but do not necessarily lead to long-term satisfaction or retention. As suggested by Pan, K. D. (2024), this framework can be used to keep Gen Z employees in demanding, fast-paced workplaces [49]. This shows that there are two important needs: first, providing strong hygiene factors like competitive pay and a comfortable, safe work environment is the first step to avoiding immediate dissatisfaction. Second, long-term commitment and true engagement depend on providing strong motivators that meet this generation's need for meaningful work, skill development, and clear paths to advancement.

2.3.2 Social Exchange Theory (SET)

According to Molla (2023), Social Exchange Theory suggests that employee commitment arises from the perceived reciprocal exchange of resources and benefits between the employer and employee [50]. It proposes that when employees perceive fairness in the exchange between their contributions (effort, skills) and organizational rewards (support, benefits), a sense of obligation is fostered, leading to increased commitment and reduced turnover. This pertains to compromising for both the employers and employees, together creating a proactive work environment. Allowing employees to feel reciprocated for their hard work is a key motivator for establishing employee loyalty. SET provides a valuable framework for enhancing Gen Z commitment in fast-paced work settings. When fast-paced workplaces provide these valued resources and benefits in return for Gen Z employees' skills and efforts, it fosters a sense of obligation and commitment.

2.3.3 Person-Organization (P-O) Fit Theory

Person-Organization (P-O) Fit Theory explains that employee outcomes such as satisfaction, commitment, and retention are significantly influenced by the alignment between an individual's values, beliefs, and goals and the organization's culture, values, and mission. According to Brown et al. (2023), P-O fit is theorized to lead to a greater sense of belonging, higher job satisfaction, increased organizational commitment, and reduced turnover intentions [51]. This would mean that there is harmony between the personal principles of the employee and the operational climate of the organization, which decreases friction and reduces the possibility of role conflict. Additionally, with a high P-O fit, positive employee outcomes are maintained, ensuring long-term loyalty. In fast-paced environments where stress and pressure can be high, a strong P-O fit can foster a greater sense of belonging, increase job satisfaction, and enhance organizational commitment among Gen Z employees.

2.3.4 Psychological Contract Theory

According to Rousseau et al. (2018), Psychological Contract Theory highlights the significance of the often-unspoken expectations between employees and employers regarding mutual obligations [52]. This contract encompasses employees' beliefs about what they are entitled to receive from the organization in exchange for their contributions. Breaches in this contract can lead to dissatisfaction and turnover, while fulfillment or exceeding expectations can foster loyalty and engagement. For Gen Z employees, the psychological contract often includes specific expectations related to work-life balance, growth opportunities, and fair treatment. Fast-paced workplaces that align their HRM practices with these expectations are more likely to retain this demographic. If the psychological contract is managed effectively, the workplace will be considered not just a place of transaction but a relationship where mutual obligations are satisfied, thus stabilizing the tenure of Generation Z.

2.4 Conceptual Framework

Figure 1 depicts the conceptual framework of this study. This framework is based on three studies: Effect of HR Practices of Organizations on Retention of Gen Z Employees: The Mediating Role of Motivation, a study by Ganguli and Padhy (2023); Impact of Human Resource Practices on Intention to Leave among Gen Z- The Future Workforce, a study by Kodithuwakk et al. (2018); and the Examination of HRM practices in relation to the retention of Chinese Gen Z

employees, a study by Ali et al. (2024). This conceptual framework consists of three elements. The first element of the study is the independent variable, defined as HRM Practices, including Training and Development, Work Environment, Performance Appraisal, and Work-Life Balance. The dependent variable is Gen Z employee retention. The third element is the study's output: Training Modules for HR Practitioners to improve Gen Z Employee Retention in fast-paced workplaces. The figure shows that the independent variable is connected to the dependent variable by a dashed line, indicating the hypothesized relationship between them. The study aims to evaluate the impact of HRM practices on Gen Z employee retention and to use the resulting data to develop improvement strategies.

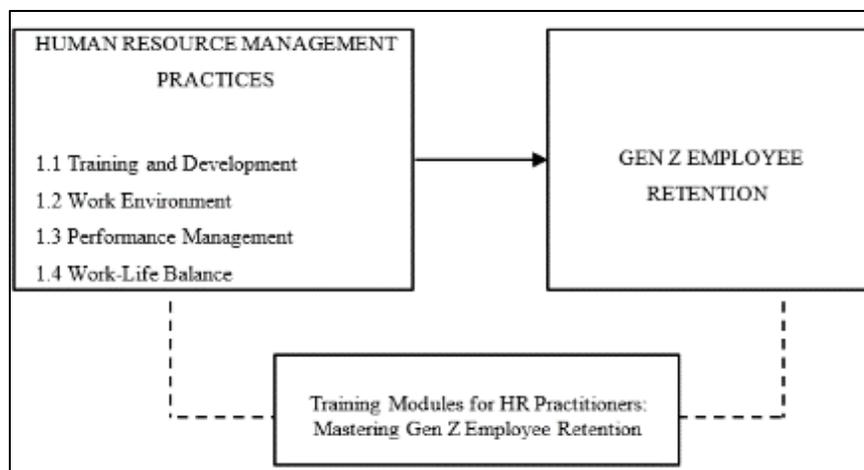


Figure 1 Conceptual Framework

2.5 Statement of the Problem

- The study aims to determine whether there is a significant relationship between Human Resource Management (HRM) Practices and Gen Z Employee Retention in fast-paced workplaces, particularly in the food and beverage industry in Calapan City, and to develop a Training Module for HR professionals to master Gen Z employee retention. It seeks to provide answers to the following questions:
- What HRM practices are currently being used by fast-paced workplaces in Calapan City in terms of:
 - Training and Development;
 - Work Environment
 - Performance Management; and
 - Work-Life Balance?
- What is the level of Gen Z employee retention in fast-paced workplaces in Calapan City?
- Which specific Human Resource Management (HRM) practices are implemented to the greatest extent by fast-paced workplaces in Calapan City for Gen Z employee retention?
- Is there a significant relationship between the HRM practices and Gen Z employee retention in fast-paced workplaces?
- Based on the findings of the study, what HRM practices can be utilized to develop feasible training modules that the food and beverage service sector can use as their reference to improve Gen Z employee retention rate?

2.6. Hypothesis

H0: There is no significant relationship between human resource management practices and the level of Gen Z employee retention in fast-paced workplaces in Calapan City.

3. Materials and Methods

3.1 Research Design

This study employed a descriptive-correlational research design. According to Shinija (2024), descriptive research is a research design that observes and describes a situation as it occurs [53]. Devi et al. (2023) explained that a correlational design is used to examine relationships between two or more variables within a single group [54]. Specifically, the descriptive component of this design was used to assess levels of HRM practices and Gen Z employee retention, while the correlational component subsequently determined the strength and direction of the relationship between these

HRM practices and the intent to stay among Gen Z employees in fast-paced workplaces. The data collected through this design enabled analysis of the relationships between HRM practices and the retention of Gen Z employees, with the findings interpreted in relation to the study's hypothesis and relevant theoretical frameworks.

3.2 Subject and Sampling

The participants of the study consisted of Gen Z employees and managers working within fast-paced businesses, specifically the food and beverage service sector, in Calapan City. The researchers obtained the list of respondents by first verifying it against the list provided by the Calapan City Licensing Office for the food and beverage industry, where 368 establishments were found to meet the required category. Of these, 40 establishments were willing to participate, providing a total population of 149 Gen Z employees. Random sampling was used to select the final 100 individuals for the study proper from this population, as it allowed every individual an equal chance of being selected and effectively avoided potential researcher bias. This sample size of 100 respondents, accounting for roughly 67% of the overall population, was deemed adequate as it conformed to the criteria for maintaining normal distribution as per Ganti (2024) and the Central Limit Theorem [55]. Aligned with Taherdoost (2017), this reliable benchmark struck a professional balance between practicality and validity, ensuring sufficient statistical power to detect and interpret correlations between HRM practices and retention variables [56].

Table 1 Total Population of Gen Z Employees in the Food and Beverage Service Sector in Calapan City

Types of Food and Beverage Service Businesses	Number of Willing Establishments to Participate	Total Population of Gen Z Employees
Eatery/Restaurant	31	115
Refreshment	9	34
TOTAL	40	149

3.3 Data Gathering Procedures and Instrumentation

The data-gathering process and instrumentation were carefully designed to ensure accuracy and reliability. A researcher-made questionnaire served as the primary instrument for collecting data, which was developed through a comprehensive review of existing literature and adapted to the specific context of fast-paced workplaces in Calapan City. The instrument was divided into two sections: the first part gathered demographic profiles of the respondents, while the second part used a 4-point Likert scale (ranging from "Strongly Agree" to "Strongly Disagree") to assess the four HRM practices—Training and Development, Work Environment, Performance Management, and Work-life Balance—and their relationship with Gen Z employee retention.

To ensure the validity and reliability of the instrument, it underwent professional validation by three experts in the field of human resource management and was further reviewed by a statistician. A pilot test was conducted among 10 Gen Z employees who were not part of the final sample, yielding a Cronbach's Alpha coefficient that confirmed the questionnaire's internal consistency. Following validation, the researchers secured necessary permits and coordinated with the managers of the 40 participating establishments. The questionnaires were distributed to 100 randomly selected Gen Z employees, with the researchers providing clear instructions and assuring participants of the confidentiality of their responses. Once collected, the data were systematically encoded, tabulated, and subjected to statistical analysis to fulfill the study's objectives.

3.4 Reliability

To ensure the consistency and stability of the research instrument, a pilot test was conducted among 10 Gen Z employees within the fast-paced food and beverage industry of Calapan City who were not included in the final sample. Cronbach's alpha was then calculated to measure the internal consistency of the scales, with a value above 0.70 considered acceptable for research. Reliability was interpreted using a scale where scores above 0.9 indicate "Excellent Reliability," 0.8-0.9 "Good," 0.7-0.8 "Acceptable," 0.6-0.7 "Questionable," and below 0.6 "Poor." The results for all indicators, Training and Development, Work Environment, Performance Management, Work-life Balance, and Gen Z Employee Retention, demonstrated strong internal consistency, confirming that the scales effectively measured their intended constructs and ensuring the data's reliability in the study.

Table 2 Cronbach's Alpha Scaling

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Table 3 Reliability of the Instrument

Independent Variable	Alpha Values	Description	Interpretation
Training and Development	0.75	Acceptable	Reliable
Work Environment	0.97	Excellent	Reliable
Performance Management	0.89	Good	Reliable
Work-Life Balance	0.92	Excellent	Reliable
Dependent Variable	Alpha Values	Description	Interpretation
Intent to Stay	0.98	Excellent	Reliable

3.5 Data Analysis

This study analyzed data using descriptive and inferential statistics to examine the relationship between HRM practices and Gen Z employee retention. Descriptive statistics provided simple summaries about the sample and the measures, which were crucial for calculating mean scores and standard deviations for each item and the overall dimension of HRM practices and Gen Z employee retention. These mathematical tools, as noted by Laerd Statistics (2018), were used to organize and present quantitative data in a meaningful way to determine the extent of practice implementation and the level of retention based on a four-point Likert scale [57].

Inferential statistics were used in a correlational analysis to determine the strength and direction of relationships between HRM practices—training and development, work environment, performance appraisal, and work-life balance—and employee retention. According to Salkind (2017), these techniques allowed for drawing conclusions and making generalizations about the larger population from the sample data [58]. Specifically, the correlational analysis was conducted to test the study's null hypothesis and determine whether a statistically significant relationship exists, providing reliable insights into the specific HRM dimensions influencing Gen Z retention in fast-paced environments.

Table 4 Likert Scale

Point	Verbal Description	Interpretation
4	Strongly Agree	Very High Extent
3	Agree	High Extent
2	Disagree	Low Extent
1	Strongly Disagree	Very Low Extent

4. Results and Discussion

What is the extent of HRM practices that are currently being used by fast-paced workplaces in Calapan City in terms of:

4.1 Training and Development

Table 5 Extent of Training and Development Implemented by Fast-paced Workplaces

Training and Development	Mean	Rank	Verbal Description	Interpretation
The company offers complete, tailored training programs that build both soft and technical skills, enabling employees to adapt to new technologies quickly	3.77	1	Strongly Agree	Very High Extent
The company delivers comprehensive, role-specific training for employees.	3.38	4	Strongly Agree	Very High Extent
The company creates tailored programs that provide employees with the knowledge and experience needed for their roles.	3.49	3	Strongly Agree	Very High Extent
The company's training programs remain adaptable to evolving skill needs.	3.30	5	Strongly Agree	Very High Extent
The company employs new standards to improve training alignment with business goals.	3.50	2	Strongly Agree	Very High Extent
Overall	3.49		Strongly Agree	Very High Extent

As shown in Table 5, training and development practices in fast-paced F&B workplaces in Calapan City are implemented to a "Very High Extent," with an overall weighted mean of 3.49.

The highest mean of 3.77 was recorded for Statement 1, which focuses on providing complete, tailored programs that build both soft and technical skills to help employees adapt to new technologies. This suggests that F&B workplaces in Calapan City prioritize professional growth, ensuring Gen Z employees, who are naturally inclined toward technology, can translate their digital literacy into operational competence. A manager whom the researchers had previously interviewed also said, *"Employees appreciate training and chances to learn, especially when it involves their interest,"* which suggests that employees value training and opportunities to grow within their field of interest. This affirms the findings of Nguyen & Duong (2020), who stated that soft and technical skills gained through training programs are an important part of training and development [59]. Furthermore, as noted in a study by Ateneo de Manila University (2024), the high score indicates that Filipino Gen Z employees prioritize "personal achievement and skill development [60]." By offering comprehensive training, businesses provide the growth opportunities that drive commitment.

In contrast, Statement 4, which implies that the company's training programs remain adaptable to evolving skill needs, received the lowest mean of 3.30. While this still falls within the "Very High Extent" range, it indicates that while companies do provide training and developmental support, there is still room for improvement when it comes to accommodating and catering to an employee's specific skill needs. A manager also commented that *"our employees have different paces of learning and skill sets; they appreciate that we cater to their learning pace."* This mirrors the findings of Juliadi et al. (2023), which suggest that training programs must maintain high levels of flexibility to remain effective [61]. The slightly lower mean here may stem from the fast-paced nature of the service industry, where the urgency of daily operations can sometimes limit the depth of role-specific mentorship. However, the overall results remain strong, supported by the Person-Organization (P-O) Fit Theory, as these training efforts help employees feel that the organization meets their professional aspirations.

The overall mean of 3.49 revealed a very great extent of HRM practices. This shows that fast-paced workplaces in Calapan City are committed to proper training and development for their Gen Z employees. According to an interviewed manager, it is important to ensure that training programs align with Gen Z employees' preferred approach. This can be done by assessing employees' strengths to guide their training accordingly. Another manager noted that Gen Z employees enjoy training that covers multiple aspects of their roles. This finding aligns with Elsafty & Oraby (2022),

who emphasized the importance of training employees as part of human resource practices to help a company achieve organizational success by ensuring employees remain skilled and knowledgeable [62].

4.2 Work Environment

Table 6 Extent of Work Environment Implemented by Fast-paced Workplaces

Work Environment	Mean	Rank	Verbal Description	Interpretation
The company makes employees feel supported by their organization.	3.53	1	Strongly Agree	Very High Extent
The company offers employee recognition and flexible work arrangements, which help employees stay with the organization longer.	3.25	5	Agree	High Extent
The company fosters a work environment aligned with employee values, such as inclusivity and balance.	3.44	3	Strongly Agree	Very High Extent
The company ensures employees contribute to resilience and efficiency.	3.28	4	Strongly Agree	Very High Extent
The company provides a work environment that fosters professional development.	3.50	2	Strongly Agree	Very High Extent
Overall	3.40		Strongly Agree	Very High Extent

As shown in Table 6, work environment practices in fast-paced F&B workplaces in Calapan City are implemented to a "Very High Extent," with an overall weighted mean of 3.40.

The highest mean of 3.53 for Statement 1, which concerns making employees feel supported by their organization, indicates that fast-paced workplaces in Calapan City deeply value how their Gen Z employees feel about their organization. This score is driven by the fact that Gen Z enters the workforce seeking more than just salary; they also look for a sense of belonging. By fostering an environment where management and peers are approachable, workplaces can provide the support employees need to navigate high-pressure shifts. A manager also shared, *"Employees want to feel that they belong, that they are a part of the workplace completely."* This is achieved through open communication and a culture of inclusivity, where employees feel their personal well-being is a priority. This is supported by Naz et al. (2020), who mentioned that employees who feel supported by their organization's management, peers, and climate are more likely to stay in the company [63].

The lowest mean of 3.25 in Statement 2, for the extent of the work environment regarding employee recognition and flexible work arrangements, which help employees stay with the organization longer, indicates that fast-paced workplaces in Calapan City value recognizing employees' performance and capacity. The lowest mean indicates that these areas are more challenging to manage because flexibility and adjustment are essential to avoid operational disruption. A manager also shared their thoughts, stating, *"We always try to be flexible, but there are times that we also need to compromise so that we won't have trouble."* Furthermore, Kgarimetsa & Naidoo (2024) explain that employee recognition and flexible work arrangements are key drivers of retaining Gen Z talent [64].

The overall mean of 3.40 revealed a very high extent of HRM practices. This shows that fast-paced workplaces in Calapan City have developed a positive work environment for their Gen Z employees. A manager the researchers interviewed stated that they treat their Gen Z employees as family, as they work together daily. Another manager responded that Gen Z employees have different life circumstances and appreciate a workplace that is flexible enough to accommodate them. This finding is reflected in a study by Natsir et al. (2024), which shows that HR management has an essential responsibility to create a positive work environment that supports employees [65].

4.3 Performance Management

Table 7 Extent of Performance Management Implemented by Fast-paced Workplaces

Performance Management	Mean	Rank	Verbal Description	Interpretation
Employees are satisfied with how management delivers performance feedback.	3.36	4	Strongly Agree	Very High Extent
The management implements open-door policies for its employees.	3.41	3	Strongly Agree	Very High Extent
The management empowers employees to decide and contribute to success.	3.57	1	Strongly Agree	Very High Extent
The management promotes a proactive work environment	3.34	5	Strongly Agree	Very High Extent
The management has a positive relationship with employees.	3.49	2	Strongly Agree	Very High Extent
Overall	3.43		Strongly Agree	Very High Extent

As shown in Table 7, performance management practices in fast-paced F&B workplaces in Calapan City are implemented to a very high extent, with an overall mean of 3.43.

Statement 3, with the highest mean of 3.57, which emphasizes empowering employees to make decisions and contribute to success, shows that fast-paced workplaces in Calapan City value the insights and contributions of their Gen Z employees. A manager shared that *"we let them decide on things they can handle, and we observe their choices, as well as the effects it brings."* As supported by Rampen et al. (2023), who say that, while organizations need to set clear standards, it is also necessary to allow employees to take ownership of their work and make decisions that contribute greatly to an organization's engagement [66]. It is worth noting that workplaces value what their employees think and how they make decisions, and that these decisions are part of what makes the workplace successful.

Statement 4, with the lowest mean of 3.34, still indicates that management of various fast-paced workplaces in Calapan City promotes a proactive work environment. The mean score is most likely an indicator of the reality of fast-paced workplaces, in which the pressure for quickly accommodating customer needs, especially during the peak hours, often results in reactive behavior, which may not allow much time for proactive mentoring and planning at the time of peak hours. Additionally, a manager quoted that *"usually, we follow a routine setup when on duty, and it is difficult to make on-the-spot adjustments; we teach them during evaluation and assess where they make lapses,"* sharing that most employees are set in on a role for the day. This finding is consistent with Orero-Blat & Seguí (2025), who found that the absence of strict management leads to a more proactive environment [67].

The overall mean of 3.43 revealed a very high extent of HRM practices. This shows that fast-paced workplaces in Calapan City have an established performance management system for their Gen Z employees. According to a manager, in dealing with Gen Z employees, one-on-one conversations are preferred. This conversation focuses on what is done well and what can be improved, making performance feedback more collaborative rather than a reprimand. Another manager stated that Gen Z employees are more vocal about evaluations and appreciate direct feedback, with their input heard and considered, and that suggestions are tailored to their perspective. This finding aligns with Babel'ová et al. (2020), who state that performance management is a vital part of human resource management practices, as it provides essential insights into the extent to which employees have attained the necessary competencies for their roles [68].

4.4 Work-Life Balance

Table 8 Extent of Work-Life Balance Implemented by Fast-paced Workplaces

Work-Life Balance	Mean	Rank	Verbal Description	Interpretation
The company offers flexible hours to support work-life balance	3.67	1	Strongly Agree	Very High Extent
The company offers leave options to support work-life balance.	3.40	4	Strongly Agree	Very High Extent
The company helps employees balance their roles at and outside work	3.48	3	Strongly Agree	Very High Extent
The company supports employees in achieving work-life balance.	3.38	5	Strongly Agree	Very High Extent
The company supports wellness and gives enough personal time to prevent burnout.	3.54	2	Strongly Agree	Very High Extent
Overall	3.49		Strongly Agree	Very High Extent

As shown in Table 8, work-life balance practices in fast-paced F&B workplaces in Calapan City are implemented to a very high extent, with an overall mean of 3.49.

The highest mean, 3.67, came from Statement 1, which focuses on whether the company offers flexible hours to support work-life balance. This shows that fast-paced workplaces in Calapan City allow their Gen Z employees to balance their work and personal lives. Supported by a manager's comment, *"We let them choose their schedule; with this, they get the freedom to decide, and in exchange, they work with drive because it is a schedule they had set for themselves within the workplace,"* it indicates that employees with the liberty of their own time tend to work harder because they are given opportunities to make the most of their day. This is further emphasized in a study by Hendriana et al. (2023), which reports that work-life balance includes flexibility in working hours to allow employees to manage their work schedules efficiently [69].

The lowest mean of 3.38 for Statement 4, which concerns the company's support for achieving work-life balance, still indicates a "Very High Extent" of implementation in fast-paced workplaces in Calapan City. However, this slightly lower relative score shows the challenges of maintaining balance in a high-demand environment. This lower mean likely reflects situations where employees are asked to compromise their personal time to cover staffing gaps. As one manager shared, *"We ring the others when someone gets absent on their schedule and find who can compromise their time to fill in the work."* This suggests that while flexibility is a priority, the "how" often involves an exchange where employees must occasionally sacrifice their planned time off to maintain workforce efficiency. Despite that, though, employees still show up if they can adjust their schedule and continue doing a good job. This is further supported by Suganda, U. K. (2022), which states that when Gen Z employees can balance their multiple roles and do not perceive their job as a burden, it reduces their intention to leave the organization [70].

The overall mean of 3.49 revealed a very high extent of HRM practices. This shows that fast-paced workplaces in Calapan City promote work-life balance for their Gen Z employees. According to a manager, Gen Z employees have a lot going on in their lives, with some still studying or handling family responsibilities, and they appreciate workplaces that give them the freedom to choose their work hours and adjust schedules as needed to accommodate their other roles. Another mentioned that Gen Z employees easily get burned out and that it is important to give them time to breathe and collect their thoughts. This finding affirms Jain (2025), who emphasizes that human resource policies should be carefully designed and implemented by ensuring work-life balance for its employees [71].

4.5 What is the level of Gen Z Employee Retention in fast-paced workplaces in Calapan City?

Table 9 Level of Gen Z Employee Retention in Fast-paced Workplaces in Calapan City

Intent to Stay	Mean	Rank	Verbal Description	Interpretation
The company offers career advancement to support retention.	3.52	3	Strongly Agree	Very High Level
The company fosters a positive environment that helps retain employees.	3.37	5	Strongly Agree	Very High Level
The company's performance review helps retain employees.	3.54	2	Strongly Agree	Very High Level
The company lets employees choose when and where they work to support retention.	3.38	4	Strongly Agree	Very High Level
The company's current Human Resource Management (HRM) practices are effective in promoting employee retention.	3.61	1	Strongly Agree	Very High Level
Overall	3.48		Strongly Agree	Very High Level

As shown in Table 9, Gen Z employee retention has a "very high level" in fast-paced F&B workplaces in Calapan City, with an overall mean of 3.48.

The highest mean of 3.61 from Statement 5, which focuses on today's current HRM practices, is effective in promoting employee retention among Gen Z employees. This shows that HRM practices in fast-paced workplaces in Calapan City align with the current needs of Gen Z employees, thereby promoting employees' intention to stay. A manager interviewed by the researchers said, *"Employees, especially younger ones in the workforce, consider a lot of practices by the workforce before they choose to actually stay for the long term."* This talks a lot about the priorities of Gen-Z employees, who look not just at compensation but for a workplace that lets them grow, learn, and shine. This statement is further supported by the study by Aburumman et al. (2019), which states that current HRM practices partially mediate employee retention and prevent high turnover [72].

The lowest mean of 3.37 indicates that companies foster a positive environment that helps retain employees, suggesting they can build a workplace environment that helps Gen Z stay for a long time. The mean score may stem from situations such as heated customer interactions and internal concerns, as a manager noted: *"Sometimes it is unavoidable to have conflicts; from customer attitudes to internal affairs with fellow employees, the workplace can sometimes get heated."* With them being a fast-paced industry, the day-to-day stress of peak hours and customer demands can sometimes make it difficult for management to consistently maintain the positive environment that Gen Z employees are looking for. This is further emphasized by Zainal et al. (2022), who state that a positive work environment characterized by friendliness, cleanliness, and convenience is essential for Gen Z employee retention [73].

The overall mean of 3.48 revealed a very high level of intent to stay with the organization. This indicates that HRM practices in fast-paced workplaces in Calapan City increase employees' desire to stay. According to a manager, Gen Z often chooses to detach from work or resign if they do not like how the company handles it. Another manager stated that Gen Z loiters from work to work, yearning for a sense of fulfillment and accomplishment. This finding is supported by Wulansari et al. (2020), who argue that the objective of employee retention is to retain qualified employees for as long as possible because they are invaluable intangible assets of the organization [74]. This finding reveals that high turnover rates in fast-paced workplaces are not common in the food and beverage service sector. This suggests that other fast-paced workplaces may lie elsewhere.

4.6 Which specific Human Resource Management (HRM) practices are implemented to the greatest extent by fast-paced workplaces in Calapan City for Gen Z Employee Retention?

Table 10 Correlational Analysis Between the HRM Indicators and Gen Z Employee Retention

HRM Practices	Gen Z Employee Retention				
	<i>r-value</i>	<i>p-value</i>	<i>Degree</i>	<i>Direction</i>	<i>Interpretation</i>
Training Development	0.601	<0.001	High	Positive	Significant
Work Environment	0.733	<0.001	High	Positive	Significant
Performance Management	0.737	<0.001	High	Positive	Significant
Work-Life Balance	0.720	<0.001	High	Positive	Significant

Degrees of Freedom: 98; Level of Significance: 0.05

The analysis shows that the p-values for all four HRM practices are < 0.001, which is less than the predetermined significance level of 0.05 with 98 degrees of freedom. Therefore, the null hypothesis is rejected. This statistical rejection confirms a significant relationship between HRM practices and Gen Z Employee Retention in fast-paced workplaces. The r-values, which range from 0.601 to 0.737, mean that these relationships are highly positive.

Among HRM Practices, Performance Management showed the strongest positive correlation, making it the strongest predictor of Gen Z employee retention and the most implemented practice, according to Gen Z employees' perceptions. This is closely followed by Work Environment and Work-Life Balance, while Training and Development showed the weakest but still significant positive relationship. In the words of Gabriel et al. (2022), having competent leaders who provide support and set standards for their employees enables organizations to engage and retain Gen Z employees [75]. This is supported by a manager the researchers had interviewed, who shared that their employees get motivated and strive to do better when their performance is evaluated and their efforts get recognition. "As for Gen Z, I notice that they are highly emotional and easily discouraged by workplace negativity, which then affects their performance," commented a manager. "That's why, as much as possible, we support them by acknowledging their efforts, even through simple gestures like saying 'thank you' or 'good job,'" the manager added. This suggests that for Gen Z, a job is a continuous feedback loop that validates their professional identity. Thus, effective management for Gen Z involves frequent, bite-sized interactions in which goals are clearly defined, and progress is measured in real time. It signals to the employee that their work has meaning and that the organization is invested in their long-term course. This behavior is rooted in Gen Z's unique psychological drivers, particularly their need for rapid growth and authentic recognition.

4.7 Is there a significant relationship between the HRM practices and Gen Z Employee Retention in fast-paced workplaces?

Table 11 Correlational Analysis Between HRM practices and Gen Z Employee Retention in Fast-paced Workplaces

	Gen Z Employee Retention				
	<i>r-value</i>	<i>p-value</i>	<i>Degree</i>	<i>Direction</i>	<i>Interpretation</i>
HRM Practices	0.800	<0.001	High	Positive	Significant

Degrees of Freedom: 98; Level of Significance: 0.05

Since the p-value of <0.001 is less than the level of significance, 0.05, with 98 degrees of freedom, the null hypothesis is rejected. Therefore, there is a significant relationship between HRM practices and Gen Z Employee Retention in fast-paced workplaces. The r-values of 0.800 also mean that the relationships are highly positive.

From a manager's perspective, it is important to ensure they know how to keep Gen Z employees, as these employees tend to get tired of their work. The manager commented that "Understanding what keeps our employees engaged is important because when a member resigns frequently, it doesn't just disrupt our daily operations, it also places a heavy burden on the remaining staff and can lower overall efficiency." Through HRM Practices, managers can implement approaches appropriate for Gen Z employees and their ever-changing needs and preferences. It is essential that workplaces take a strategic approach, particularly in performance appraisals, as Agyare et al. (2016) state that it improves employees' performance capabilities within an organization [76]. This is further supported by Social Exchange Theory, which holds that Performance Appraisals are important for validating Gen Z employees and that,

when employees perceive fairness in the exchange between their effort and contributions and proper recognition, reciprocal obligations are fostered. Another aspect that Gen Z employees highly value that HRM must consider is work-life balance, which, according to Waworuntu et al. (2022), is when employees can balance work responsibilities with other roles in their personal lives [77]. This is also supported by the Psychological Contract theory, which holds that employees naturally expect a balanced life outside work hours, whereas entitlement to support and wellness is a relational expectation within the working contract. The work environment is also a critical factor that Gen Z employees consider. According to Judijanto et al. (2025), it should be collaborative, characterized by teamwork, open communication, and inclusivity, emphasizing the need for interpersonal connections and a sense of belonging [78]. This is also supported by Herzberg's Two Factor Theory, which shows that the support mechanisms and flexible setting serve as hygiene factors, preventing dissatisfaction that can cause turnover, while emphasizing inclusivity and meaningful relationships as motivators that build commitment and drive retention. Additionally, Gen Z employees look out for opportunities and growth, appreciating training and development initiatives by their workplace. This is further supported by Febrian et al. (2023), who state that Gen Z employees should be given effective training that meets company expectations [79]. The Person-Organization (P-O) Fit Theory also notes that retention is significantly influenced by the alignment between an individual's values and the organization's culture and mission. In this case, Gen Z's appreciation for the training, especially when it is aligned with their fulfillment goals, indicates that the company values continuous learning and growth, which strengthens the P-O fit. As a result, HRM practices are integral to fast-paced workplaces and essential for cultivating Gen Z loyalty and commitment needed for employee retention.

4.8 Based on the findings of the study, what HRM practices can be utilized to develop feasible training modules that the food and beverage service sector can use as their reference to improve the Gen Z employee retention rate?

The study's findings indicate that the training modules will be developed using the four HRM Practices, which have been shown to be significantly related to Gen Z Employee Retention. This importance underscores that focused HRM practices are the most efficient approaches to managing Gen Z employee retention. The training module will be organized based on the r-value indicators, ranked from highest to lowest, highlighting the HRM Practices that most effectively predict Gen Z Employee retention in fast-paced workplaces in Calapan City. The training module will address performance management, work environment, work-life balance, and training and development, respectively. Furthermore, the measures for each indicator will be organized by mean score, ranked from highest to lowest, to identify the most significant predictor of Gen Z employee retention within the HRM practices of fast-paced workplaces in Calapan City.

To ensure application, the training modules will deal with each of the identified indicators by outlining their main focuses. Each module is designed to provide comprehensive lessons on what to learn and standardized rubrics for evaluating the effectiveness of these lessons. Lastly, the modules also integrate specific labor, work-based, and government-implemented laws and acts, such as the Labor Code of the Philippines and the Data Privacy Act of 2012, to make sure that all proposed HRM practices are not only effective but also fully compliant with current labor and work laws that support employee welfare and organizational standards.

Table 12 Training Module for HR Practitioners: Mastering Gen Z Employee Retention

Module Name	Website Link	QR Code
Training Modules for HR Practitioners: Mastering Gen Z Employee Retention	https://sites.google.com/view/mastering-gen-z?usp=sharing .	

5. Conclusions

- The results from the discussion demonstrate that fast-paced workplaces in Calapan City implement Human Resource Management practices to a very great extent across all four measured indicators, showing consistency within the need of organizations to adopt employee-focused and needs-catering HR practices. Each mean score for the indicators indicates a high level of commitment, with the high implementation of these practices fulfilling employees' basic expectations while addressing the relational aspects of the psychological contract.

- The findings of the study suggest that Gen Z employees in fast-paced workplaces of Calapan City demonstrate a Very High Level of Employee Retention. This finding is consistent with the literature, which affirms that retaining employees is an imperative part of an organization's human resource management. The highest-ranked statement, "The company's current Human Resource Management (HRM) practices are effective in promoting employee retention," indicates that the practices are well implemented and aligned with the needs and values of Gen Z employees.
- The findings of the study show that Performance Management is identified as having the strongest positive relationship correlation with Gen Z employee retention, also perceived as the most implemented indicator. This is closely followed by Work Environment and Work-Life Balance, which emphasize the important role of these indicators in Gen Z employee retention. Training and Development showed the weakest relationship, but it still exhibits a positive relationship.
- The correlational analysis performed to test the null hypothesis revealed a significant positive relationship between Human Resource Management Practices and the level of Gen Z employee retention. The null hypothesis is decisively rejected. This finding suggests that HRM Practices play a key role in Gen Z employee retention, and that incorporating elements such as power distribution, team-building initiatives, job-stress mitigation strategies, robust performance management systems, and enhanced training and development programs can improve retention.
- According to the findings in connection with the main goal of the researchers to develop HR practitioner training modules, it is concluded that in the fast-paced food and beverage workplace, HR practitioners should prioritize the HRM practices that serve as the strongest predictors for Gen Z employee retention. Among the four indicators, Performance Management has the highest rating, it should be given top priority, particularly with its measure of management empowering employees to decide and contribute to success.

Recommendations

- All four HRM practices: Training and Development, Work Environment, Performance Management, and Work-life Balance have a significant positive relationship with Gen Z employee retention and should be implemented across all fast-paced workplaces, aimed at maximizing their influence on Gen Z employee retention. Specifically, food and beverage workplaces in Calapan City should prioritize implementing and enhancing their Performance Management practices for Gen Z employee retention.
- For Performance Management, the researchers recommend that HR practitioners maintain and further develop the practice of empowering Gen Z employees in decision-making and constructive feedback. Workplace leaders should cultivate positive working relationships by being accessible, providing continuous feedback, offering transparent support, recognizing and commending, and maintaining clear performance standards. These will be integrated into the training module as dynamic components and regularly updated to keep management methods current and the module relevant to the evolving needs of Gen Z employees in fast-paced workplaces.
- For the Work Environment, the researchers recommend that management actively promote inclusivity and belonging by creating a collaborative work environment where people work together and communicate openly. Management must also promote employee voice by implementing practices that actively solicit and value employee suggestions to build a proactive culture. To support this, the training module will be regularly updated to reflect the latest workplace trends, ensuring it remains aligned with the shifting social and professional values of Gen Z employees.
- For Work-Life Balance, the researchers recommend that organizations institutionalize flexible working hours and strictly adhere to proper leave utilization policies to prevent burnout. Companies should also emphasize wellness through initiatives such as mental health support, as Gen Z prefers roles in which work is a manageable part of a balanced life. The corresponding training module input will be updated periodically to incorporate new wellness standards and flexible scheduling models. This ensures the training remains a relevant and progressive guide for maintaining balance in a demanding workplace setup.
- For Training and Development, the researchers recommend that fast-paced workplaces invest in customized training programs that incorporate soft skills, such as communication and teamwork, alongside technical competencies. HR practitioners should clearly communicate how these programs lead to career advancement and faster professional growth. The training module will serve as a progressing guide, with content that is continuously updated to keep pace with technological advancements and new training methods. This ensures that Gen Z employees' skill development continues to be progressive and helps them address the evolving needs of the fast-paced workplace.
- It is strongly recommended that Fast-paced Workplaces in Calapan City should focus on effectively maintaining and strategically enhancing their current HRM practices to maximize Gen Z Employee Retention, as Gen Z employees in Calapan City's fast-paced workplaces reveal a Very High Level of Intent to stay. This indicates that current Human Resource Management (HRM) practices are good at keeping employees. HR practitioners

should regard this high intent to stay not as a guarantee, but as evidence that their current approach is effective, indicating that continuous optimization of all HRM practices is necessary to ensure long-term organizational stability and success. Furthermore, HR practitioners must ensure that the psychological contract is fulfilled by consistently addressing the unspoken relational expectations of Gen Z. Active communication and input are necessary to provide them with up-to-date insight into whether their Gen Z employees are satisfied with workplace conditions.

- The researchers recommend that companies and organizations should effectively guide Managers and HR Professionals with Training Modules to Master Gen Z Employee Retention across all fast-paced food and beverage workplaces in Calapan City. The training module is a data-driven strategic tool designed to address crucial HRM areas for Gen Z Employees. The researchers recommend that management uses the module's structure as a guide for resource allocation. The training module will prioritize Performance Management throughout Training and Development. The training module developed on a digital platform will encourage Managers and HR practitioners to understand the perspectives and values of Gen Z employees and stay consistently up to date on Gen Z employee needs.
- For further research and improvement on the understanding of Gen Z employee retention, the researchers strongly recommend that future studies expand the scope beyond the food and beverage industry. Subsequent research should investigate the correlations between HRM practices and Gen Z retention in other fast-paced industries, such as Business Process Outsourcing (BPO), hospitality, medical, and manufacturing, to enhance the study's external validity and scope of application. Furthermore, studies should extend this research design to locations outside Calapan City, Oriental Mindoro, to identify variations in organizational culture and the implementation of HRM practices across different areas. It is highly recommended that future researchers also conduct long-term studies to observe the progress of Gen Z employee retention over many months or years, which should track how many actually leave (actual turnover rates). This switch is important because it will show exactly how and why certain HRM practices influence job stability, providing clearer evidence on how to achieve Gen Z employee retention. Furthermore, it is recommended that future researchers investigate a wider array of variables influencing employee retention, including job satisfaction, organizational commitment, and workplace well-being. By incorporating these psychological and attitudinal elements, future research can adopt a multilevel approach that captures the complex interaction between employees' internal feelings and HRM's external interventions. Such a comprehensive approach would capture more insight into whether or not Gen Z employees stay on due to the structural benefits provided or because they feel satisfied internally and aligned with the company's mission; this can ultimately offer a more holistic approach to talent management.

Compliance with Ethical Standards

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Disclosure of Conflict of Interest

The authors have no conflicts of interest to disclose.

Statement of Ethical Approval

The ethical guidelines followed by the researchers are outlined as follows. The respondents in the study are not to be subjected to any harm. Informed consent will be obtained from the participants, and they have the right to withdraw at any time. Regarding academic integrity, plagiarism, and ethical research, the researchers adhere to the CHED Memorandum Orders (CMOs), emphasizing the production of original work and proper citation of all sources. This shall include any forms of cheating and academic dishonesty. The researchers also ensure that the data gathered is confidential and avoid any forms of misleading information.

On the other hand, objectivity will be prioritized in discussions and analyses throughout the research. Furthermore, any affiliations, funding sources, or conflicts of interest will be disclosed. Lastly, all communication related to the research will be honest and transparent.

Statement of informed consent

Informed consent was obtained from all individual participants included in the study.

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