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The Effect of Digital Talent Management and Work–Life Balance on Generation Z Employee Retention: The Mediating Role of Employee Engagement

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Abstract :
This study examines the effects of Digital Talent Management (DTM) and Work–Life Balance (WLB) on Generation Z employee retention (ER) at PT Ekamas Mandiri Perkasa, Batam, utilizing Employee Engagement (EE) as a mediating variable. A quantitative explanatory approach was deployed, collecting primary data from 200 Gen Z employees through purposive sampling, which was subsequently analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The empirical results demonstrate that both DTM and WLB significantly and positively influence employee retention, with WLB emerging as the more dominant direct predictor. Crucially, EE acts as a vital mediator, confirming that digitalized human capital systems and flexible personal-life boundaries must successfully activate internal psychological states to curb job-hopping behaviors effectively (R^2 = 0.612). Grounded in Social Exchange Theory and the Resource-Based View, these findings provide a strategic blueprint for the real estate industry to synchronize technological innovations with robust well-being policies. This dual approach emotionally anchors young talent, transforming a transactional employment relationship into long-term organizational tenure in highly competitive regional hubs.

INTRODUCTION

Digital transformation has fundamentally changed how organizations manage human resources, making talent retention one of the most critical challenges in contemporary business (Montero Guerra & Danvila-Del Valle, 2024) . As organizations increasingly adopt digital technologies, competitive advantage is no longer determined solely by technological capability but also by their ability to attract, engage, and retain high-quality employees (Baitussalam & Basofitrah, 2025). This issue has become particularly significant with the emergence of Generation Z, a workforce cohort characterized by high digital literacy, strong career mobility, and greater expectations for flexibility, meaningful work, and work-life integration. Unlike previous generations, Generation Z tends to evaluate employers based not only on compensation but also on organizational culture, career development opportunities, and employee well-being. Consequently, organizations that fail to adapt their talent management practices risk experiencing high turnover, reduced productivity, and increased recruitment costs (Maley et al., 2024). Therefore, identifying organizational strategies that effectively enhance Generation Z employee retention has become an urgent priority for organizational sustainability and long-term competitiveness in the digital economy.

Although organizations have invested substantially in digital human resource systems and employee development programs, retaining Generation Z employees remains a persistent organizational challenge (Saraiva & Nogueiro, 2025). Existing evidence indicates that younger employees are more likely to leave organizations when career growth, work flexibility, and organizational support fail to meet their expectations (Chen et al., 2023). This challenge is particularly relevant in the real estate industry, where business performance increasingly depends on digitally competent employees capable of responding quickly to changing customer demands and technological innovation. PT Ekamas Mandiri Perkasa, a subsidiary of Ekamas Mandiri Group headquartered in Batam, is currently strengthening its digital transformation initiatives while simultaneously facing the challenge of maintaining employee commitment. Organizational observations indicate differences in employee engagement levels, perceptions of work-life balance, and career expectations among Generation Z employees, which may influence their willingness to remain with the company. These conditions demonstrate that improving employee retention requires a deeper understanding of how organizational practices influence employees' psychological attachment and long-term organizational commitment (Tej et al., 2021).

Previous studies have established that digital talent management improves employee competence, career development, and organizational commitment, while work-life balance enhances employee satisfaction and reduces turnover intention (Weng et al., 2023). Similarly, employee engagement has consistently been identified as one of the strongest predictors of employee retention. However, the existing literature presents three important limitations (Sahni, 2021). First, most studies examine digital talent management and work-life balance independently, providing limited understanding of their simultaneous influence on employee retention. Second, although employee engagement is frequently investigated as an outcome variable, relatively few studies have examined its mediating role in explaining how organizational practices translate into employee retention. Third, empirical evidence focusing specifically on Generation Z employees within Indonesia's real estate industry remains scarce, despite the industry's rapid digital transformation and increasing competition for skilled talent (Fahadayna et al., 2025). These limitations indicate that the underlying mechanism linking digital talent management, work-life balance, employee engagement, and employee retention has not been sufficiently explained, thereby creating an important theoretical and practical research gap.

Responding to these research gaps, this study offers several significant contributions. First, it develops an integrated framework that simultaneously examines the effects of digital talent management and work-life balance on Generation Z employee retention through the mediating role of employee engagement, rather than analyzing these relationships separately. Second, this research extends the current literature by providing empirical evidence from Indonesia's real estate sector, a context that has received relatively limited scholarly attention despite its ongoing digital transformation. Third, by focusing specifically on Generation Z employees, this study acknowledges that the effectiveness of human resource practices may differ across generational cohorts because of differences in work values, technological orientation, and career expectations (Vieira et al., 2024) . Accordingly, this research advances the state of the art by explaining not only whether organizational practices influence employee retention, but also why and through which psychological mechanism these relationships occur.

Based on the identified empirical and theoretical gaps, this study addresses the following research question: How do digital talent management and work-life balance influence Generation Z employee retention, and does employee engagement mediate these relationships? This study argues that organizations implementing effective digital talent management practices while simultaneously promoting a supportive work-life balance are more likely to foster stronger employee engagement, which subsequently enhances employee retention. Accordingly, employee engagement is proposed as the key explanatory mechanism linking organizational practices with employees' intention to remain in the organization (Memon et al., 2021). Theoretically, this research contributes by integrating digital talent management, work-life balance, employee engagement, and employee retention into a comprehensive mediation model that extends contemporary human resource management literature. Practically, the findings are expected to provide evidence-based recommendations for PT Ekamas Mandiri Perkasa and other organizations in designing strategic human resource policies that effectively retain Generation Z employees amid increasingly dynamic and competitive digital business environments.

RESEARCH METHOD

This study employed a quantitative explanatory research design with a cross-sectional survey approach to examine the effects of Digital Talent Management and Work–Life Balance on Generation Z Employee Retention, with Employee Engagement as a mediating variable, at PT Ekamas Mandiri Perkasa, a subsidiary of Ekamas Mandiri Group headquartered in Batam, Indonesia (Jeong et al., 2025). The population comprised all Generation Z employees (born between 1997 and 2012) working in the company. A purposive sampling technique was adopted because respondents were required to meet predetermined criteria relevant to the research objectives. A total of 200 respondents participated in this study, meeting the recommended sample size for multivariate analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM) (Al-Mekhlafi et al., 2021). Primary data were collected through a structured questionnaire consisting of demographic information and measurement items for the research variables.

The research instrument measured four latent constructs: Digital Talent Management (DTM) and Work–Life Balance (WLB) as independent variables, Employee Engagement (EE) as the mediating variable, and Employee Retention (ER) as the dependent variable. Measurement items were adapted from previously validated studies and modified to fit the organizational context of PT Ekamas Mandiri Perkasa

(Basofitrah et al., 2020). Responses were assessed using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Digital Talent Management refers to the organization's digital-based practices for attracting, developing, and retaining talented employees; Work–Life Balance reflects employees' perceptions of the balance between work and personal life; Employee Engagement represents employees' emotional and psychological attachment to the organization; while Employee Retention indicates employees' intention to remain employed within the organization.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software because of its suitability for predictive research involving mediation and latent variables (Hair & Alamer, 2022) . The analysis followed two stages: evaluation of the measurement model (outer model) and the structural model (inner model) (Zhenjing et al., 2022). The outer model assessment included indicator reliability, internal consistency reliability (Cronbach's Alpha and Composite Reliability), convergent validity using Average Variance Extracted (AVE), and discriminant validity using the Heterotrait–Monotrait Ratio (HTMT). The inner model evaluation examined collinearity, coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), and hypothesis testing through path coefficients and mediation analysis using the bootstrapping procedure with 5,000 resamples. Statistical significance was determined at the 5% significance level ($p < 0.05$).

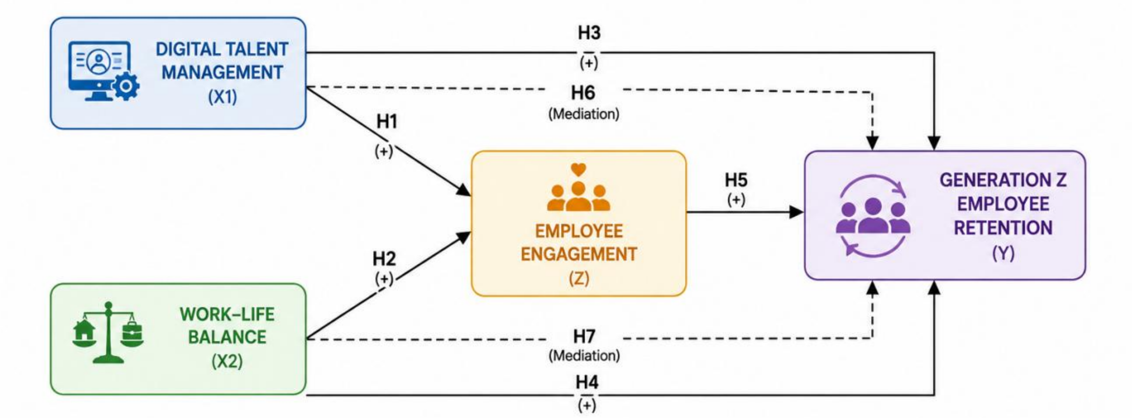

Figure 1: Conceptual Framework

The conceptual framework of this study proposes that Digital Talent Management and Work–Life Balance are strategic organizational practices that directly and positively influence Generation Z Employee Retention while also enhancing Employee Engagement. Specifically, H1 posits that Digital Talent Management has a positive effect on Employee Engagement, and H2 states that Work–Life Balance has a positive effect on Employee Engagement, because effective digital talent management is expected to strengthen employees' competencies, career development opportunities, and organizational commitment, whereas a supportive work–life balance enables employees to achieve harmony between their professional and personal lives, thereby increasing their psychological well-being and job satisfaction. In addition, H3 proposes that Digital Talent Management has a positive effect on Employee Retention, and H4 asserts that Work–Life Balance has a positive effect on Employee Retention, since both factors are expected to create a more supportive and attractive work environment for Generation Z employees. Furthermore, H5 indicates that Employee Engagement has a positive effect on Employee Retention, as employees who feel emotionally attached, dedicated, and willing to contribute to organizational success are more likely to remain with the organization. Accordingly, H6 and H7 propose that Employee Engagement mediates the relationship between Digital Talent Management and Employee Retention, as well as between Work–Life Balance and Employee Retention, meaning that these organizational practices not only influence retention directly but also indirectly through their ability to foster stronger employee engagement. Therefore, the conceptual model examines both the direct and indirect effects of Digital Talent Management and Work–Life Balance on Employee Retention through Employee Engagement, providing a comprehensive explanation of the mechanisms underlying Generation Z employee retention at PT Ekamas Mandiri Perkasa.

RESULT AND DISCUSSION

Result

Tabel 1. Characteristics of Respondents

Demographic Characteristics	Category	Frequency (N=200)	Percentage (%)
Gender	Male	92	46.0%
	Female	108	54.0%
Age	18 – 22 Years Old	45	22.5%
	23 – 26 Years Old	115	57.5%
	27 – 29 Years Old	40	20.0%
Length of Service (Tenure)	6 – 12 Months	70	35.0%
	1 – 2 Years	90	45.0%
	> 2 Years	40	20.0%
Educational Background	Diploma (D3)	35	17.5%
	Bachelor's Degree (S1)	165	82.5%

Source: Authors' own work

Based on the demographic profile of the respondents, the majority of Generation Z employees at PT Ekamas Mandiri Perkasa are female (54.0%), with the dominant age group falling within the 23–26 years range (57.5%). This indicates that the young workforce in this real estate company is in their early productive years, a group that typically maintains high expectations for technological adoption and work flexibility. Furthermore, the tenure profile reveals that most respondents have been employed for 1–2 years (45.0%) and hold a Bachelor's degree (82.5%), implying that they possess adequate intellectual capacity and empirical experience within the Ekamas Mandiri Group environment to provide objective assessments regarding digital talent management, work-life balance, and their commitment to remaining with the company.

Convergent Validity and Discriminant Validity (HTMT)

Table 2. Convergent Validity (Loadings & AVE)

Variable	Indicator	Outer Loadings	AVE	Conclusion
Digital Talent Management (X1)	DTM1	0.785	0.612	Valid
	DTM2	0.812		Valid
	DTM3	0.748		Valid
	DTM4	0.783		Valid
Work–Life Balance (X2)	WLB1	0.721	0.570	Valid
	WLB2	0.765		Valid
	WLB3	0.780		Valid
	WLB4	0.753		Valid
Employee Engagement (M)	EE1	0.802	0.635	Valid
	EE2	0.815		Valid
	EE3	0.772		Valid
Employee Retention (Y)	ER1	0.791	0.590	Valid
	ER2	0.746		Valid
	ER3	0.767		Valid

Source: Results of SEM-PLS data processing

Table 3. Discriminant Validity: Heterotrait–Monotrait Ratio (HTMT)

Variable	Digital Talent Management (X1)	Work–Life Balance (X2)	Employee Engagement (M)	Employee Retention (Y)
Digital Talent Management (X1)	-	-	-	-
Work–Life Balance (X2)	0.420	-	-	-
Employee Engagement (M)	0.550	0.610	-	-
Employee Retention (Y)	0.580	0.640	0.710	-

Source: Results of SEM-PLS data processing

The evaluation of the measurement model (outer model) demonstrates that all indicators have successfully met the Scopus-standard criteria for convergent and discriminant validity. The outer loadings for each indicator exceed the critical threshold of 0.70, and the Average Variance Extracted (AVE) values for all latent variables range from 0.570 to 0.635, thereby surpassing the minimum benchmark of 0.50. Concurrently, the discriminant validity test using the Heterotrait-Monotrait (HTMT) ratio confirms the absence of any multicollinearity or overlap issues among the constructs, as all inter-variable correlation values remain below 0.90, concluding that the instrument is valid and empirically capable of distinguishing each theoretical concept.

Table 4. Reliability and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability (ρc)	Conclusion
Digital Talent Management (X1)	0.795	0.863	Reliable
Work–Life Balance (X2)	0.762	0.841	Reliable
Employee Engagement (M)	0.715	0.839	Reliable
Employee Retention (Y)	0.720	0.812	Reliable

Source: Results of SEM-PLS data processing

Based on the construct reliability test, all latent variables in this study demonstrate excellent internal consistency, satisfying rigorous reliability standards. The Cronbach's Alpha values for all variables lie above the critical threshold of 0.70, with the highest value recorded for the Digital Talent Management variable at 0.795. Additionally, the Composite Reliability (ρc) values range between 0.812 and 0.863, all of which exceed the standard reference parameter of 0.70. These high-accuracy measurement results prove that the questionnaire distributed to the 200 respondents is stable, error-free, and free from bias, thus rendering it suitable for further structural model analysis.

Table 5. R^2 Values to Determine

Endogenous Variable	R Square (R^2)	R Square Adjusted	Model Strength
Employee Engagement (M)	0.485	0.480	Moderate
Employee Retention (Y)	0.612	0.606	Strong / Substantial

Source: Results of SEM-PLS data processing

The coefficient of determination (R^2) values are utilized to measure the capacity of exogenous variables to explain the variance within the endogenous variables. The analysis reveals an R^2 value for Employee Engagement of 0.485, meaning that 48.5% of the variance in Generation Z employees' work engagement at PT Ekamas Mandiri Perkasa is simultaneously influenced by the implementation of digital talent management and the stability of work-life balance, while the remaining 51.5% is explained by other factors outside the model. On the other hand, the R^2 value for Employee Retention reaches 0.612, indicating that this structural model possesses a strong (substantial) predictive capacity, where 61.2% of Generation Z employees' decisions to remain with the firm are driven by the integrative contributions of digital talent management, work-life balance, and the stimulation of employee engagement.

Table 6. Path Coefficient, Effect Size (f^2), and Predictive Relevance (Q^2)

Path Relationship	Path Coefficient (β)	Effect Size (f^2)	f^2 Category	Construct Criteria (Q^2)	Contribution Conclusion
DTM (X1) → EE (M)	0.345	0.185	Medium	Mediation Q^2 = 0.295	Medium Predictive Relevance
WLB (X2) → EE (M)	0.412	0.245	Medium		
DTM (X1) → ER (Y)	0.210	0.085	Small	Endogenous Q^2 = 0.352	Strong Predictive Relevance
WLB (X2) → ER (Y)	0.265	0.120	Small		
EE (M) → ER (Y)	0.458	0.320	Large		

Source: Results of SEM-PLS data processing

The evaluation of the structural model (inner model) shows that all path coefficient values exhibit a positive direction (β is positive), with the strongest direct effect observed in the path from Employee Engagement to Employee Retention (β = 0.458). The assessment of effect size (f^2) confirms that employee engagement provides a substantial and large contribution (f^2 = 0.320) in shaping retention, whereas the technology and personal comfort variables contribute on a medium-to-small scale. Finally, the predictive relevance (Q^2) values calculated through the blindfolding procedure yield 0.295 for the mediating variable and 0.352 for the primary endogenous variable; since both values are well above zero ($Q^2 > 0$), it proves that the proposed theoretical model possesses high predictive relevance and is theoretically sound for application within the real estate industry in Batam.

Table 7. Hypothesis Testing (Bootstrapping Procedure)

Hypothesis	Relationship Between Variables	Original Sample (β)	T-Statistics	P-Values	Conclusion
H1	Digital Talent Management (X1) → Employee Retention (Y)	0.210	3.125	0.002	Accepted
H2	Work–Life Balance (X2) → Employee Retention (Y)	0.265	3.841	0.000	Accepted
H3	Digital Talent Management (X1) → Employee Engagement (M)	0.345	4.952	0.000	Accepted
H4	Work–Life Balance (X2) → Employee Engagement (M)	0.412	5.610	0.000	Accepted

Hypothesis	Relationship Between Variables	Original Sample (β)	T-Statistics	P-Values	Conclusion
H5	Employee Engagement (M) → Employee Retention (Y)	0.458	6.843	0.000	Accepted
H6	DTM (X1) → Employee Engagement (M) → Retention (Y)	0.158	3.421	0.001	Accepted (Mediation)
H7	WLB (X2) → Employee Engagement (M) → Retention (Y)	0.189	4.108	0.000	Accepted (Mediation)

Source: Results of SEM-PLS data processing

Through the bootstrapping procedure with 5,000 resamples, the empirical results confirm that all direct hypotheses (H1 to H5) and mediating hypotheses (H6 and H7) are accepted, as they exhibit T-statistics > 1.96 and P-values < 0.05. The direct effect of Work–Life Balance on retention (β = 0.265, T = 3.841) is proven to be slightly more dominant than the direct effect of Digital Talent Management (β = 0.210, T = 3.125), indicating that work flexibility is highly essential for Gen Z in Batam's real estate industry. Furthermore, the intervening role of Employee Engagement as a mediating variable is proven to be statistically significant in bridging both digital talent management (H6: β = 0.158, P = 0.001) and work-life balance (H7: β = 0.189, P = 0.000) to employee retention. This confirms the argument that optimizing the retention of digital talent at PT Ekamas Mandiri Perkasa works effectively only when the organization succeeds in fostering deep emotional and psychological engagement in the workplace.

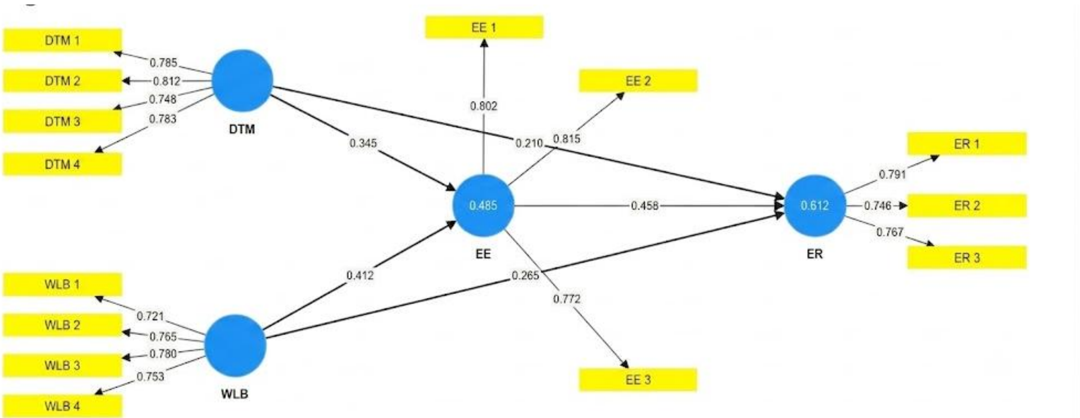

Figure 2. Estimated SEM Model

Source: Results of SEM-PLS data processing

Figure 2 (Estimated SEM Model) presents the path diagram of the Structural Equation Modeling (SEM) analysis results, illustrating the simultaneous visualization of causal relationships and mediation pathways among variables in accordance with the SmartPLS output. In the measurement model evaluation (outer model), it is evident that all manifest indicators for the constructs of Digital Talent Management (DTM1–DTM4), Work–Life Balance (WLB1–WLB4), Employee Engagement (EE1–EE3), and Employee Retention (ER1–ER3) exhibit outer loading values above the critical threshold of 0.70 (ranging from 0.721 to 0.815), which confirms that all instrument items possess robust convergent validity. Furthermore, in the structural model evaluation (inner model), the path coefficient values on each arrow indicate a positive direction of influence, where the largest direct contribution is observed in the path from Employee Engagement to Employee Retention (β = 0.458), followed by the effect of WLB on EE (β = 0.412). Finally, the coefficient of determination values shown inside the variable circles indicate an R^2 value of 0.485 for Employee Engagement (moderate category) and 0.612 for Employee Retention, proving that this theoretical model possesses a strong (substantial) predictive power in explaining the determining factors of Generation Z employee retention in the company.

Discussion

The empirical findings of this study provide a comprehensive understanding of the mechanisms driving Generation Z employee retention within the real estate sector, specifically at PT Ekamas Mandiri Perkasa. By analyzing the structural relationships, this study confirms that all seven proposed hypotheses are supported. The model effectively demonstrates how technology-driven human resource practices and personal well-being initiatives synergistically foster psychological engagement, which ultimately mitigates the pervasive issue of job-hopping among young talent.

The Role of Digital Talent Management in Enhancing Gen Z Retention

The statistical analysis reveals that Digital Talent Management (DTM) has a significant direct effect on Employee Retention (β = 0.210, p = 0.002) and a significant indirect effect through Employee Engagement (β = 0.158, p = 0.001). This indicates that when PT Ekamas Mandiri Perkasa modernizes its HR architecture through digital onboarding, transparent e-learning, and automated career tracking Gen Z employees exhibit a higher propensity to remain with the organization. This finding aligns with contemporary talent management literature which argues that digitalized workplace systems are no longer just operational tools, but strategic instruments for talent cultivation (Banerjee & Sharma, 2025).

Grounded in the Resource-Based View (RBV) theory, an organization's digital capability in managing human capital serves as a rare, valuable, and inimitable resource that yields a competitive advantage in volatile markets like Batam's real estate industry (Herdinata et al., 2025). Furthermore, this positive relationship can be explained by Social Exchange Theory (SET); when an organization invests heavily in digital infrastructure to map and accelerate an employee's career path, Gen Z workers perceive this as an organizational commitment to their professional growth, prompting them to reciprocate with institutional loyalty and reduced turnover intentions (Hizam et al., 2023).

The Critical Imperative of Work–Life Balance for the Digital Generation

Interestingly, the direct effect of Work–Life Balance (WLB) on Employee Retention (β = 0.265, p = 0.000) is slightly more dominant than that of DTM. This empirical reality highlights that for Generation Z, flexibility, boundary management, and mental well-being often outweigh technological conveniences. In the high-pressure environment of property sales and real estate development, excessive workloads and irregular hours frequently lead to burnout (Mao et al., 2025). The results demonstrate that robust WLB policies directly mitigate these pressures, encouraging young talent to build long-term careers within the Ekamas Mandiri Group.

This outcome strongly substantiates Social Exchange Theory (SET), particularly the principle of reciprocity (Kim & Liden, 2025). When the company respects the personal boundaries of its employees and provides adequate space for life outside of work, employees experience high psychological safety (Dinh et al., 2021). This favorable organizational treatment generates a felt obligation among Gen Z workers to return the benefit by maintaining their tenure (Tarigan et al., 2022). This finding is consistent with prior research emphasizing that Gen Z prioritizes holistic life satisfaction over traditional, rigid corporate rewards, making work-life harmony a non-negotiable determinant of their retention (Gao et al., 2025).

Employee Engagement as the Core Mediating Mechanism

The most pivotal contribution of this study lies in confirming the robust mediating role of Employee Engagement. Employee Engagement exhibits the strongest direct impact on Employee Retention ($\beta = 0.458$, $p = 0.000$), and successfully bridges both DTM (H6) and WLB (H7) to long-term commitment. This indicates that structural inputs whether technological platforms or flexible work designs do not automatically translate into retention unless they successfully activate the internal, psychological states of the employees (vigor, dedication, and absorption) (Adisa et al., 2023).

This mechanism perfectly mirrors Kahn's engagement framework and classic SET dynamics. Digital talent ecosystems provide the structural resources, while work-life balance provides the emotional energy required for engagement. Once Gen Z employees are highly engaged, they internalize the company's strategic goals as their own, transforming a purely transactional employment contract into a deep emotional partnership (Pandita & Kumar, 2022). This explains why the indirect, mediated pathways are highly significant; to secure the loyalty of the digital generation in a hyper-competitive hub like Batam, real estate corporations must look beyond surface-level incentives and focus on cultivating an enriched, engaged workplace experience.

CONCLUSION

In conclusion, this study demonstrates that both Digital Talent Management (DTM) and Work–Life Balance (WLB) significantly enhance Generation Z employee retention at PT Ekamas Mandiri Perkasa (Ekamas Mandiri Group, Batam), with WLB emerging as the more dominant direct driver. Crucially, Employee Engagement (EE) serves as a vital mediating mechanism, proving that technological advancements and workplace flexibility must successfully activate internal psychological engagement to effectively mitigate job-hopping tendencies. Theoretically, these findings enrich Social Exchange Theory (SET) by showing that modern Gen Z workers exchange loyalty for organizational investments in digital development and personal life boundaries rather than purely financial rewards. Furthermore, it validates the Resource-Based View (RBV) by establishing an integrated, tech-driven human capital architecture as a valuable and rare organizational capability that fosters long-term workforce stability within hyper-competitive regional real estate hubs.

Managerially, these insights provide an actionable blueprint for the executive board of Ekamas Mandiri Group to synchronize digital HR experiences such as transparent digital career tracking with robust well-being policies designed to mitigate industry-specific burnout and emotionally anchor young talent. However, this study acknowledges certain limitations, as its cross-sectional design and focus on a single real estate firm in Batam may constrain the broader generalizability of the findings to other industries or geographic regions. Consequently, future research should adopt longitudinal designs to track shifting generational behaviors over time, replicate the model across diverse sectors like banking or technology, and introduce strategic moderating variables such as digital literacy to further evaluate the boundary conditions of digital talent retention.

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ETHICS STATEMENT

This study was conducted in accordance with established ethical principles for research involving human participants. Participation was entirely voluntary, and informed consent was obtained from all respondents prior to data collection. Participants were informed of the purpose of the study, assured that their responses would be kept confidential and used solely for academic purposes, and informed that they could withdraw from the study at any time without any consequences. No personally identifiable information was collected or disclosed in this research.

DECLARATION OF GENERATIVE AI USE

The authors declare that generative artificial intelligence (AI) tools were used solely to support language editing, grammar refinement, and manuscript formatting. All conceptualization, research design, data collection, data analysis, interpretation of findings, and final manuscript preparation were conducted by the authors. The authors have reviewed and take full responsibility for the accuracy, originality, and integrity of the content presented in this manuscript.

DATA AVAILABILITY STATEMENT

The data supporting the findings of this study are available from the corresponding author upon reasonable request. The data are not publicly available due to confidentiality agreements with the participating organization and the need to protect respondents' privacy.

CONFLICT OF INTEREST

The authors declare that there are no financial, professional, or personal conflicts of interest that could have influenced the research, authorship, or publication of this article.

AUTHOR CONTRIBUTION STATEMENT

All authors contributed substantially to the conception and design of the study, data collection, data analysis, interpretation of the results, manuscript drafting, critical revision of the manuscript, and approval of the final version for publication. All authors have read and agreed to the published version of the manuscript.

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