
Employee Job Security, Emotional Stability and Adaptability in Predicting Employee Retention among Gen Z Employees

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ABSTRACT

Purpose: This study aims to discuss job security, emotional stability and adaptability in predicting employee retention of Gen Z employees in Indonesia.

Design/methodology/approach: This research uses a quantitative approach with primary data collection. The sample taken was 133 respondents. The data analysis technique used is multiple linear regression using SPSS.

Findings: This study found that job security, emotional stability and adaptability succeed to predict employee retention among Gen Z employees in the research context.

Research limitations/implications: This study only examines the effect of predictor variables on outcome variables in the context of a manufacturing company and involves only 133 respondents.

Practical implications: This finding informs managers that to increase the stay rate of Gen Z employees, their perceptions of job security, emotional stability, and adaptability are important to be maintained. Hence, management needs to pay attention and implement strategies that strengthen these factors to increase the employee retention of Gen Z employees.

Originality/value: This paper is an original paper because it has not been published anywhere.

Paper type: Research Paper

Keyword: Job Security, Emotional Stability, Adaptability, Employee Retention, Gen Z

Received : January 10th

Revised : April 18th

Published : May 31th

I. INTRODUCTION

Generation Z (Gen Z), those born between 1995 and 2012 (Twenge, 2023) is a digitally connected generation and has different work preferences compared to previous generations (Berkup, 2014). Currently, Gen Z have relatively started to enter the work. Considering their relatively young age and the dynamics of their development, they have a lot of contact with the digital world, retention of Gen Z employees is a challenge. The importance of retention of Gen Z employees lies in the company's ability to understand and meet their needs and expectations (Lee, Lim, Seo & Kwak, 2022). As with employees in general, retaining Gen Z employees can help companies reduce training and recruitment costs (Ali, Lim & Qiu, 2024). The strategy for maintaining Gen Z is likely to be different from previous generations. Because Gen Z tend to value work-life balance, Gen Z employee retention strategies can be directed at clear career development, flexibility in the work environment and work-life balance (Lukić-Nikolić & Lazarević, 2022). Sure, by implementing the right Gen Z employee retention strategy by among others creating a flexible work environment, companies can attract and retain talented and productive Gen Z employees.

According to a report published by LinkedIn website, 72% of Gen Z always experience stress at work, and almost half of Gen Z feel exhausted due to the pressure of workload, salary, mental health which is the main reason they leave their jobs in the past two years. Research reveals that Gen Z is currently experiencing various

challenges in the workplace. Gen Z is generally worried because technological changes that continue to emerge have succeeded in replacing traditional jobs. In other words, their job security is disrupted by technological developments. However, the literature agrees that when employees feel there is security in their work, they tend to feel at home (Khalid & Sahibzada, 2023). Furthermore, job security is psychologically related to emotional stability (Qian, Yuan, Niv & Liu, 2019), while emotional stability and stress levels may influence employee retention (Shin & Shin, 2020). Therefore, organizations seem to need to have a special strategy to welcome the arrival of Gen Z workers in their organizations.

This research discusses the interaction between three important factors that influence the retention of Gen Z employees, namely job security, emotional stability, and adaptability. This research aims to see how Gen Z, who are more open to change and value work-life balance, respond to factors that are antecedents of their stay at the company. With a quantitative approach through data collection through questionnaires, this research has several contributions. First, this paper is relevant to the current issue, namely Gen Z, which is new workforces with unique characteristics, such as tending to use technology, being flexible and appreciating balance between work and personal life. Second, this study contributes to increasing new and more specific knowledge regarding the factors that influence employee retention in the modern era with the rapid development of information technology. These findings may provide new insights for companies in improving strategies to keep Gen Z employees in the company so that they can stay longer. Finally, this research is the basis for further research on other factors that influence employee retention, especially Gen Z employees.

A. Literature Review

1. Job Security

According to Filipe (2022), job security is an employee's subjective perception of job stability in an organization and is a predictor of employee attitude and behavior in the workplace. Workplace predictors as variables during the selection process are used to predict future employee performance (Sackett & Walmsley, 2014). Organizations can increase job security by implementing their fair policies and practices (Şenol, 2011). This perception of job security plays an important role in employee job happiness and has a strong relationship with intention to leave the company (Khawrin & Sahibzada, 2023). It is recognized that the job security perceived by employees is very dependent on the economic situation i.e on economic pressure on the organization (Lucky, Minai & Rahman, 2015). Job security also provides a sense of stability and calm which can motivate employees to work harder and improve their performance (Jung, Yoon & Hye, 2021).

2. Emotional Stability

Emotional stability is the ability of individuals to perceive, understand, and communicate emotions with themselves and others which involves skills such as emotional awareness, emotional reasoning, emotional management, and emotional communication (Doğru, 2022). Good emotional management can also increase work motivation, thereby creating a high level of work engagement (Barreiro & Treglown, 2020). Therefore, the level of employee work engagement can be predicted through emotional stability (Schutte & Loi, 2014). Individuals with high emotional stability tend to handle stress better than those with low emotional stability (Moeller, Keyserlingk & Arum, 2022). Proper emotional management facilitates controlling feelings and emotions in dealing with individuals' own feelings and those of others while at the same time adapting to new conditions (Drigas & Papoutsis, 2018).

3. Adaptability

Adaptability is an individual's capacity to effectively change their thoughts and actions based on new information and changing circumstances (Van Dam, 2013). Adaptability is an ongoing psychological process where individuals flexibly adjust their thoughts and behaviour to achieve meaningful goals in the ongoing context of their lives (Van Dam & Meulders, 2021). In an organizational context, adaptability is the ability of an individual or organization to adapt to change, the ability to adapt to change which is one of the keys to success in a world that continues to develop and shows flexibility in different situations (Schulze & Pinkow, 2020). The importance of adaptability is recognized in various fields such as business and organizational psychology, and adaptability is a core component needed by leaders and organizations to advance in an era of rapid change (Hamel, 2014). Hamel (2014) emphasizes that adaptive companies can innovate and transform by responding to market and technological changes. In psychology, adaptability is a strong predictor of individual mental resilience in dealing with stress and trauma (Bartone, Eid, Johsen, Laberg & Snook, 2009). Hence, it can be concluded that individuals with a high level of adaptability are better to adapt to difficult situations and bounce back from traumatic experiences because adaptability is a fundamental skill in dealing with problems in the workplace and the business world.

4. Employee Retention

Employee retention is the process of retaining employees to work with an organization for the long term (Xuecheng, Iqbal & Saina, 2022). The way an organization relates to its employees through attraction, recruitment, and motivation may create employees closer to or further away from the organization (Afsar, Masood & Umrani, 2019). Employee retention is responsible for the success and sustainability of an organization (Olckers & Du Plessis, 2012). Organizations are always looking for high-performing employees, and once they find those employees, they will work hard to retain those employees. (Darko, Akutey, Amoako and Affum, 2024) stated that employee retention is not easy to achieve because employee retention is a complex phenomenon that cannot be resolved with a single and simple solution but needs to be handled in various ways. Employee retention has been explored by many researchers in various ways and can be concluded that retention is a method of retaining talents in organizations (Sinha & Sinha, 2012).

B. Hypothesis Development

1. Job Security in Predicting Employee Retention

Job security plays an important role in employee retention (Husain & Rehman, 2013). Job security is a contract that provides guarantees about the continuity of work, and the guarantee increases employee confidence and makes the stay longer (Anad, Dalmasso, Vessal, Parameswar, Rajasekar & Dhal, 2023) Organizations should include job security in their policies to support job stability and increase productivity (Lee, Jeong & Young, 2017). Organizations that provide a high level of job security will benefit from more committed employees (Ma, Shanshi, Donglai & Hongchun, 2016). When employees are assured of job security, they will work without fear and increase the overall productivity of the organization by using their intellectual skills. Hence, job security is one of the best and most significant strategies for creating loyalty among employees (Smith, 1999). Several studies (Panda & Sahoo, 2021) have found a significant positive relationship between job security and employee retention.

H1: Job Security is predicted to have a significant and positive relationship with employee retention.

2. Emotional Stability in Predicting Employee Retention

According to (Kinnary, Tanuwijaya, Pratama, Fatimah and Mirici, 2023), employees with high emotional stability are more satisfied and have a sense of belonging and may create employee retention. This is because employees with high emotional stability can better deal with stress and conflict in the workplace. The findings of this research are consistent with the results of previous research conducted by (Maldonado and Márquez, 2023) that employees with high emotional stability find it easy to adapt to new environments, remain calm in difficult situations, this brings to employees remain in the organization.

H2: Emotional Stability is predicted to have a significant and positive relationship with employee retention.

3. Adaptability in Predicting Employee Retention on Employees Retention

Adaptability plays an important role for individuals in organizational behavior, especially in today's rapidly changing work environment. This research supports several previous studies such as (Coetzee and Ellen, 2015) and (Firreira and Potgieter, 2018) that adaptability has a positive relationship with employee retention. In other words, employees with high adaptability to any change tend to remain in their jobs.

H3: Adaptability is predicted to have a significant and positive relationship with employee retention.

4. Job Security, Emotional Stability, and Adaptability in Predicting Employee Retention

Job security, emotional stability and adaptability are predicted to have a simultaneous influence on employee retention. The combination of three antecedents in explaining an outcome is consistent with various empirical studies in management studies (Andriyani, Siddiq, Hardjowikarto & Elyani, 2021; Ahmad, Siddiq, Suzana & Sofyan, 2023). From the aforementioned analysis, it can be underlined that when Gen Z employees feel safe in their work, are able to manage stress, and can adapt well to change, Gen Z employees are more likely to remain committed to the company. The role of job security, emotional stability, and adaptability simultaneously may create a perceived stable and supportive work environment, which is important for retaining employees in the long term.

H4: Job security, emotional stability, dan adaptability are simultaneously predicted to have a significant and positive relationship with employee retention.

C. Conceptual Framework

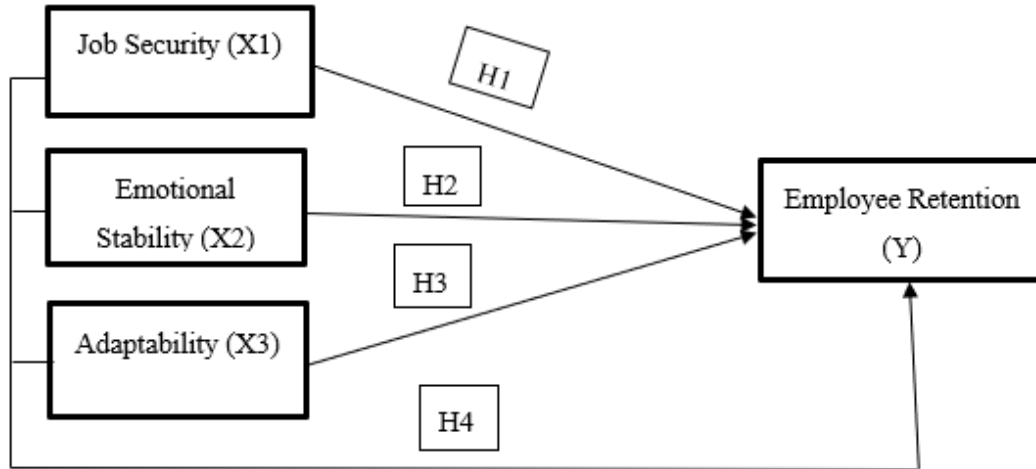


Figure 1. Conceptual Framework

II. METHODS

This research was conducted at a manufacturing company in Cirebon for 3 (three) months, starting from January to March 2024. This research focuses on Gen Z employees as research participants. The research strategy used is quantitative method with the type of associative data analysis. Associative data analysis is a data analysis formulation that focuses on the relationship between two or more variables (Sugiyono, 2015). Data processing in this study used SPSS version 25. There are three independent variables, namely job security (X1) measured by 7 questions, emotional stability (X2) measured by 10 questions and adaptability (X3) measured by 10 scales. The dependent variable is represented by employee retention (Y) which is measured by 9 scales. The measurement scale used in this study is a Likert scale. The Likert scale is designed to test how strongly research subjects agree or disagree with statements on a five-point scale (Sekaran & Bougie, 2016).

There were 133 Gen Z employee respondents involved in this research. Access to respondents was obtained through social networking with managers in companies where respondents work. The data collection technique was carried out through the distribution of paper-based questionnaire. Data analysis was conducted using several analyses consisting of validity test, reliability test, classical assumption test (multicollinearity test, heteroscedasticity test, normality test), t test, F test, and coefficient of determination test.

III. RESULTS AND DISCUSSION

A. Results

1. Validity Test

The validity test is measured using the Pearson Product Moment correlation formula in the SPSS application. (Kore, 2010) explains that the rule for making validity test decisions is that if the value of $r_{count} > r_{table}$, the instrument used can be considered valid. The Validity Test in Table 1 shows that all research variable instruments have a value of $r_{count} > r_{table}$. Hence all research instruments are valid.

Table 1. Testing of Validity

ItemNumber	r count Jobs Security	r count Emotional Stability	r count Adaptability	r calculate Employees Retention	r table
1.	0,877	0,855	0,448	0,243	0,170

2.	0,841	0,683	0,496	0,507	0,170
3.	0,913	0,837	0,228	0,509	0,170
4.	0,878	0,743	0,326	0,218	0,170
5.	0,811	0,761	0,472	0,521	0,170
6.	0,880	0,857	0,233	0,334	0,170
7.	0,917	0,715	0,244	0,304	0,170
8.		0,825	0,179	0,208	0,170
9.		0,842	0,171	0,277	0,170
10.		0,827	0,496		0,170

Source: Data Processing Results, 2024

2. Reliability Test

The purpose of the reliability test is to assess the extent of consistency of the data obtained measured using the Spearman-Brown formula. The decision rule in the reliability testing is that if the Cronbach's alpha value is greater than or equal to 0.06, the research instrument used is considered reliable (Anggraini, Aprianti, Setyawati & Hartono, 2022). From the results of the reliability test analysis, it can be concluded that all statement items have a Cronbach's alpha coefficient that exceeds 0.06. Therefore, all items are considered reliable and can be used to measure research variables.

Table 2. Reliability Test Results

<i>Variables</i>	<i>Cronbach's Alpha</i>	<i>N of item</i>
<i>Employees Retention</i>	<i>0,657</i>	<i>9</i>
<i>Job Security</i>	<i>0,964</i>	<i>7</i>
<i>Emotional Stability</i>	<i>0,951</i>	<i>10</i>
<i>Adaptability</i>	<i>0,665</i>	<i>10</i>

Source: Data Processing Results, 2024

3. Multicollinearity Test

Sugiyono (2017) explains that a good regression model does not have to be correlated with the independent variables. Multicollinearity occurs if the VIF value exceeds 10 and the tolerance value is less than 0.10. The results as described in Table 3 show that there is no independent variable that shows a tolerance value of less than 0.10 or a VIF value that exceeds 10. This indicates that there is no multicollinearity problem.

Table 3 Multicollinearity Test Results

No	Variables	Collinearity Statistics	
		Tolerance	VIF
1	Job Security	0,391	2,557
2	Emotional Stability	0,431	2,321
3	Adaptability	0,626	1,596

Source: Data Processing Results, 2024

4. Heteroskedasticity Test

To detect heteroscedasticity, the Glesjer test can be used. If the probability of significance of each independent variable is greater than 0.05, it can be concluded that there is no heteroscedasticity in the regression model (Ridwan and Akdon, 2008). Table 4 and Figure 2 show that the significance value of each variable is greater than 0.05 and the points are evenly distributed. Thus, it can be concluded that there is no heteroscedasticity in the research data. This means that the data distribution is the same or homoscedastic.

Table 4. Heteroscedasticity Test Results

Variables	Glesjer Significant Test	Information
Job Security	0,239	Heteroscedasticity does not occur
Emotional Stability	0,684	Heteroscedasticity does not occur Heteroscedasticity does not occur
Adaptability	0,843	

Source: Data Processing Results, 2024

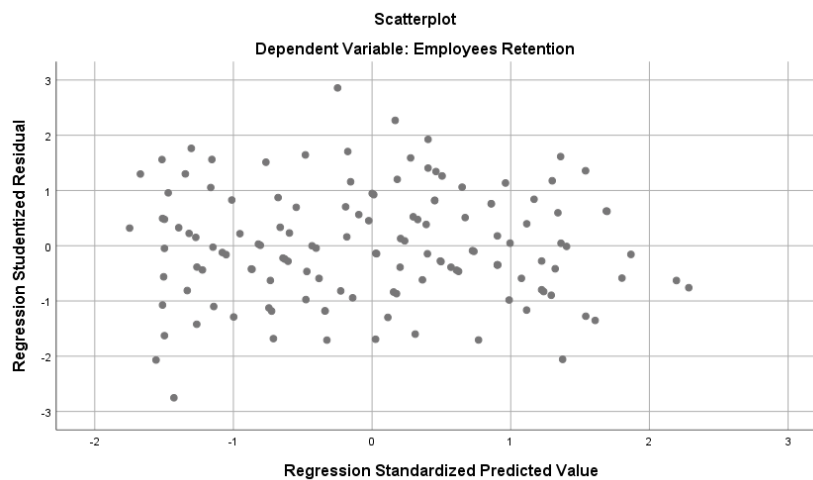


Figure 2. Scatter Plot

5. Normality Test

Sugianto (2012) states that a good regression model has a normal or close to normal data distribution. Decision making in the normality test uses the Kolmogorov-Smirnov test. From the results of the normality analysis, it was found that the Kolmogorov-Smirnov value was 0.200 with a significance of 0.200, which exceeded

the value of 0.05. Thus, it can be concluded that the data has a normal distribution. Furthermore, as described in Figure 3, the points are evenly distributed along the diagonal axis.

Table 5. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		133
Normal Parameters	Mean	.0000000
	Std. Deviation	1.91470888
Most Extreme Differences	Absolute	.047
	Positive	.047
	Negative	-.038
Test Statistic		.047
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Data Processing Results, 2024

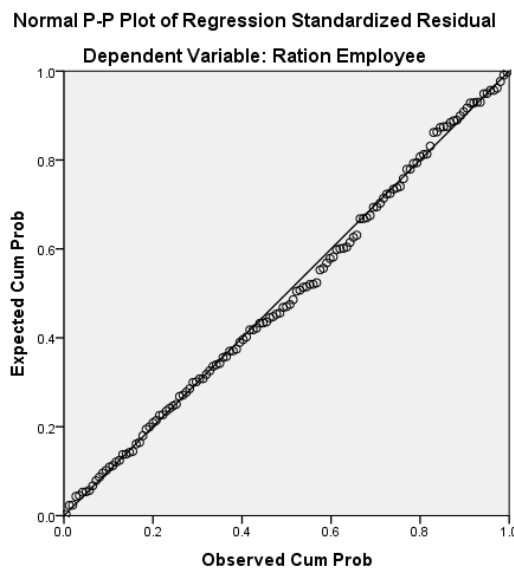


Figure 3 Normality Test Plot Normal P-Plot

6. Multiple Linear Regression Analysis

The results of multiple linear regression analysis carried out on the job security, emotional stability and adaptability variables are as shown in Table 6. The constant value of 10.964 explains that if the job security, emotional stability, and adaptability variables are equal to zero, the employee retention variable is worth 10.964. The regression coefficient value for the job security variable is 0.259. Having a positive sign means that if the job security variable increases by one unit, the employee’s retention variable will also increase by 0.259 units and

vice versa. The regression coefficient value for the emotional stability variable is 0.732. Having a positive sign means that if the emotional stability variable increases by one unit, the employee retention variable will also increase by 0.732 units and vice versa. The regression coefficient value for the adaptability variable is 0.254. Having a positive sign means that if the adaptability variable increases by one unit, the employee retention variable will also increase by 0.254 units and vice versa.

Table 6. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	10.964	2.701		4.058	.000
Job security	.108	.034	.259	3.208	.002
Emotional Stability	.323	.034	.732	9.526	.000
Adaptability	.248	.062	.254	3.989	.000

Source: Data processing results, 2024

Based on the table above it can be formulated :

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 10.964 + 0.108X_1 + 0.323X_2 + 0.248X_3$$

7. Partial Hypothesis Test (T Test)

The of the partial hypothesis test (t test) can be seen in Table 6 which shows the results of the partial hypothesis. The results of testing the first hypothesis show a calculated t value of 3.208, which exceeds the t table value of 1.960, or with a significance value of 0.002 which is smaller than 0.005. Therefore, it can be concluded that the job security variable has a positive and significant relationship with employee retention or the first hypothesis (H1) that job security has a positive and significant relationship with employee retention is accepted. For testing the second hypothesis, the calculated t value is 9.526, which also exceeds the t table value of 1.960, with a significance value of 0.000 which is smaller than 0.005. Therefore, it can be concluded that emotional stability has a positive and significant relationship with employee retention or the second hypothesis (H2) that emotional stability has a positive and significant relationship with employee retention is accepted. Testing the third hypothesis produced a calculated t value of 3.989, which exceeds the t table value of 1.960, with a significance value of 0.000 which is also smaller than 0.005. Therefore, it can be concluded that the adaptability variable has a positive and significant relationship on the employee retention, or the third hypothesis (H3) that adaptability has a positive and significant relationship with employee retention is accepted.

8. Simultaneous Test Results (F Test)

The results of simultaneous hypothesis analysis (F test) can be seen in Table 7. The significance value of 0.000 is smaller than the Alpha level used (5% or 0.05). Based on this simultaneous test, it shows that job security, emotional stability and adaptability simultaneously have a positive and significant relationship on employee retention. It means that employee retention values can be determined by three independent variables in this research. Thus, the third hypothesis (H4) proposed, namely that job security, emotional stability, and adaptability simultaneously have a positive and significant relationship on employee retention, is accepted and the null hypothesis (H0) is rejected.

Tabel 7 Simultaneous Test Results (F Test)

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	990.374	3	330.125	88.001	.000 ^b

<i>Residual</i>	483.927	129	3.751
<i>Total</i>	1474.301	132	

Source: Data processing results, 2024

9. Coefficient of Determination (R₂)

From Table 8, the coefficient of determination (R²) reached 0.672. This indicates that the variability in increases and decreases in employee retention of 67.2% can be explained by the contribution of job security, emotional stability, and adaptability. Most of the variability (32.8%) is explained by other factors not included in this research model. The coefficient of determination of 67.2% shows that the influence of job security, emotional stability and adaptability is very significant on employee retention for Gen Z. According to Chin (1998) the R-Square value is classified as strong if it is more than 0.67, and weak if it is more than 0.19 but less than 0.33.

Tabel 8. Coefficient of Determination (R₂)

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.820 ^a	.672	.664	1.937

Source: Data processing results, 2024

B. Discussion

This study explores the relationship between job security, emotional stability, adaptability, and retention of Gen Z employees in one manufacturing company in a city in Indonesia. Statistical analysis revealed a significant and positive relationship for each independent variable in predicting Gen Z employee retention.

The Relationship of Job Security with Employee Retention

This study found that job security has a positive and significant relationship with employee retention among Gen Z employees. This means that job security has a positive and significant impact on the stay of Gen Z employees in the company they work for. Thus, the first hypothesis 1 (H1) that job security is predicted to have a positive and significant association with employee retention of Gen Z employees is accepted. This finding is consistent with previous research (Samuel, 2009) that job security has a statistically significant impact on employee retention in both public and private sector organizations. The results of this study are also consistent with research conducted by Paranell and Crandall (2003) which found that job security positively and significantly affects employee retention.

1. The Relationship of Emotional Stability with Employee Retention

This study found that emotional stability has a positive and significant relationship with employee retention among Gen Z employees. This means that emotional stability has a positive and significant impact on Gen Z employee retention. Thus, the second Hypothesis (H2) that emotional stability is thought to have a positive and significant association with employee retention in Gen Z employees can be accepted. This finding is consistent with previous research (Naz, 2019) that found employees with high emotional stability tend to have higher levels of job satisfaction, which in turn increases employee retention in the organization. The finding of this study is also consistent with research conducted by Abebe and Singh (2023) which found that emotional stability has a significant impact on employee retention.

2. The Relationship of Adaptability with Employees Retention

Furthermore, this study shows that adaptability has a positive and significant relationship with Gen Z employees retention. This means that adaptability in a manufacturing company in Cirebon has a positive and significant impact on Gen Z employee retention. Thus, the third hypothesis (H3) that adaptability is thought to have a positive and significant association with employee retention among Gen Z employees in manufacturing companies can be accepted. This finding is consistent with previous research (Hammar, 2023). Hammar (2023) found that employees who are adaptive to a changing and dynamic work environment tend to stay at the organization because they can adjust to various situations and job demands that may change over time. High adaptability can help employees to remain relevant and effective in a rapidly changing work environment, which in turn can increase employee retention. The results of this study are also in line with research conducted by Yani

and Saputra (2023) which found that adaptability through the ability to adjust the work environment to the dynamics of the digital era is a significant factor in improving employee retention.

3. The Relationship of Job Security, Emotional Stability, and Adaptability on Employee Retention

This study examines how job security, emotional stability, and adaptability simultaneously affect the employee retention among Gen Z employees in a manufacturing company. The results of statistical analysis show that the three variables together have a significant relationship with employee retention. The implication is that companies need to pay attention and implement strategies that strengthen these three variables to increase the retention of Gen Z employees.

From the above analysis, it can be underlined that job security emphasizes the employee perception on the security of their jobs, while emotional stability emphasizes stability of employee emotion or emotional intelligence as a factor affecting retention. In addition, adaptability highlights the importance of employees' ability to adapt to changes in the work environment. These findings provide important insights for company management in designing policies and programs to improve the retention of Gen Z employees by improving job security, emotional stability, and adaptability. It is expected that companies then can achieve higher retention rates and strengthen overall organizational performance.

IV. CONCLUSION

The results of this study indicate that job security, emotional stability, and adaptability both individually and simultaneously have a positive and significant relationship with employee retention among Gen Z employees in a manufacturing company. Increasing retention in Gen Z employees requires great attention through among of them increasing job security, emotional stability, and adaptability. The higher job security, emotional stability and adaptability, the higher employee retention may be and the easier it will be for companies to achieve their goals. In addition, these three variables strongly explain all the information needed to increase Gen Z employee retention, considering that the coefficient of determination of the three variables is in the strong category.

ACKNOWLEDGEMENTS

The authors would like to thank all those who contributed to this research. We also thank all those who contributed to the discussion and cooperation. Finally, thank you to our families for their continued prayers and support.

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