



## Retaining Indonesian Generation Z Talent in the Era of Global Mobility

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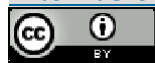
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### ABSTRACT

This study aims to critically analyze the factors influencing the retention of Indonesian Generation Z talent in the era of global mobility using a Systematic Literature Review (SLR) approach. This study reviewed 50 international journals published between 2019 and 2026 and indexed in international databases such as Scopus, Web of Science, and ScienceDirect. The review process was conducted using the PRISMA approach to ensure transparency and validity of article selection. The results indicate that Generation Z talent retention is influenced by a multidimensional interaction between adaptive organizational culture, work flexibility, employee experience, transformational leadership, a digital learning ecosystem, psychological well-being, and perceived career opportunity. Furthermore, the development of a borderless workforce and remote working ecosystem increases turnover intention because Generation Z has broad access to global job opportunities. This study also reveals that organizations that implement a human-centered organization strategy and adaptive talent management have higher retention rates. Theoretically, this study develops an integration between talent retention theory and the global mobility perspective in the context of the digital workforce economy. Practically, this research provides strategic recommendations for organizations in designing talent retention systems that are adaptive, flexible, and oriented toward employee sustainability in the era of digital globalization.

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### INTRODUCTION

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The global economic transformation driven by the digital revolution, artificial intelligence, big data analytics, and advances in communication technology has significantly altered the structure of the labor market (Di Battista et al., 2023). These changes have created new dynamics in work patterns and the competency requirements of the modern workforce. Modern organizations today no longer compete solely on product and technology, but also on their ability to acquire, develop, and retain superior talent as a source of sustainable competitive advantage (Becker & Huselid, 2006). Global competition for quality human resources is intensifying with the development of the digital economy. This situation makes talent management a strategic issue in organizational sustainability.

In the context of strategic human resource management, talent is viewed as a strategic organizational asset that makes a significant contribution to innovation, organizational sustainability, and long-term competitiveness (Collings et al., 2015). An organization's competitive advantage is increasingly determined by its ability to manage human capital effectively. However, changing characteristics of the modern workforce are making traditional retention strategies increasingly ineffective, particularly for Generation Z, who are now beginning to dominate the global workforce (Allen et al., 2010). Organizations face new challenges in retaining a young workforce with different work orientations than previous generations. Therefore, modern retention strategies need to adapt to changing expectations of the contemporary workforce.

Generation Z is the first generation to grow up entirely in a digital environment (the digital native generation). These characteristics shape their mindsets, work behaviors, and career expectations differently than previous generations (Richardson & Antonello, 2022). Generation Z has a high orientation toward work flexibility, autonomy, digital connectivity, personal growth, and psychological well-being (Haar et al., 2014). They tend not to prioritize organizational loyalty, but rather focus on meaningful career experiences and career mobility (Póznér & Kozák, 2025). This situation indicates a shift in work orientation from job stability to personal and professional fulfillment.

This phenomenon is further complicated by increasing global mobility and the development of a borderless workforce. The development of remote working systems allows individuals to work for organizations across borders without having to physically migrate (Al-dahabi et al., 2024). This change creates broader global job access for young workers in various countries. This situation has resulted in the competition to acquire and retain talent no longer being local, but has evolved into a global talent competition (Sparrow et al., 2016). Organizations now have to compete not only with domestic companies but also with international companies to acquire superior talent.

For Indonesia, this phenomenon poses a strategic challenge because Generation Z represents the largest portion of the national demographic

dividend. Generation Z's dominance in the national workforce structure has the potential to significantly benefit economic growth if optimally managed. On the other hand, high turnover rates among the younger generation can hinder organizational sustainability and reduce national competitiveness in the global economy (Gunawan & Hamid, 2026). High job mobility also has the potential to increase workforce instability within organizations. Therefore, talent retention strategies are a crucial issue in human resource management in Indonesia.

Work flexibility, employee well-being, and digital capability are key factors influencing Generation Z's career decisions (Di Battista et al., 2023). These factors are increasingly important in shaping Generation Z's perceptions of the quality of an organization's work environment. Meanwhile, previous research found that over 45% of Generation Z consider resigning within the first two years if the organization fails to provide an adaptive work environment (Póznér & Kozák, 2025). Talent retention issues not only have financial consequences in the form of high recruitment and training costs, but also impact organizational knowledge loss, decreased productivity, and weak organizational continuity (Tett & Meyer, 1993). These impacts indicate that talent retention has strategic implications for the long-term sustainability of an organization.

Most previous studies have discussed talent retention separately based on specific variables such as compensation, leadership, or employee engagement (Mohanty & Kulkarni, 2023). This approach has resulted in a partial understanding of Generation Z talent retention and fails to explain the complex multidimensional relationships between variables (Ziaee & Nargesian, 2023). Previous research has tended to focus on internal organizational factors without integrating the changing dynamics of the global workforce. Consequently, there are still limitations in comprehensively understanding Generation Z retention behavior. This situation highlights the need for a more integrative theoretical approach in modern talent retention studies.

Previous research has generally focused on internal organizational factors and has not considered the changing structure of the global labor market due to the development of remote working and a borderless workforce (Groenewald et al., 2024). In fact, the development of the digital economy has created a global phenomenon of talent migration without physical migration, meaning workers can move organizations across countries virtually (Farliana et al., 2023). This change has given young workers more career options in the global labor market. Domestic organizations face new challenges in retaining local talent amidst increasingly open global competition. Therefore, talent retention analysis needs to consider the influence of global workforce transformation.

Most research related to Generation Z retention has been conducted in developed countries such as the United States, the United Kingdom, and European countries. Research specifically addressing Generation Z retention in the context of a developing country like Indonesia is still very limited (Fitria & Farida, 2026). This is despite the fact that Indonesia has different work culture

characteristics, economic structure, and workforce dynamics compared to developed countries (Farliana et al., 2023). These differences in social and economic contexts have the potential to influence the work behavior and retention of young workers. Therefore, research in the Indonesian context is crucial to generate a more contextually relevant understanding.

Previous literature has not developed an integrative conceptual framework linking organizational factors, psychological factors, digital workforce transformation, and the global mobility ecosystem (Becker & Huselid, 2006). Consequently, theoretical understanding of Generation Z retention in the global digital era remains fragmented (Alfawaerh, 2025). This limitation has resulted in the lack of a retention model capable of comprehensively explaining the multidimensional relationships between variables. However, modern talent retention is influenced by complex interactions between organizational and psychological factors, as well as the development of digital technology. Therefore, a more holistic conceptual approach is needed to study Generation Z retention.

Although various studies have discussed employee retention, talent management, and the Generation Z workforce, most research remains fragmentary and fails to integrate the influence of global mobility, digital workforce transformation, and the borderless employment ecosystem in the Indonesian context (Groenewald et al., 2024). This situation indicates a research gap that still needs to be studied more deeply in the strategic human resource management literature. Therefore, this study aims to critically analyze the factors influencing the retention of Indonesian Generation Z talent in the era of global mobility. This research is expected to provide theoretical contributions to the development of modern talent retention studies. Furthermore, it is also expected to provide practical implications for organizations in designing more adaptive and sustainable talent retention strategies.

## **THEORETICAL & LITERATURE REVIEW**

### **Talent Retention Theory and Generation Z Talent Retention Studies**

Talent Retention Theory explains that organizations need to create a strategic employee value proposition to retain top talent in the long term (Allen et al., 2010). From a strategic human resource management perspective, talent retention is not only related to an organization's ability to reduce turnover but also relates to efforts to maintain strategic human capital as a source of competitive advantage for the organization (Becker & Huselid, 2006; Collings et al., 2015). This theory emphasizes that retention is influenced by a combination of economic, psychological, social, and organizational factors that shape an individual's attachment to the company. These factors interact to determine an individual's decision to stay or leave an organization. Therefore, modern retention strategies need to consider various dimensions of workforce needs holistically.

Previous studies have shown that traditional retention approaches that focus solely on financial compensation are losing effectiveness, particularly for Generation Z (Pózner & Kozák, 2025). Research by Anderson et al. indicates that Generation Z prioritizes work flexibility, meaningful work, and psychological comfort over long-term job stability. These findings are reinforced by Singh's research, which found that employee experience has a greater influence on organizational commitment than conventional reward systems (Mohanty & Kulkarni, 2023). This situation indicates a shift in work orientation among the modern younger generation. Organizations need to understand that work experience is now a crucial factor in building employee loyalty.

Furthermore, several studies have shown that Generation Z has a higher tendency for career mobility than previous generations. Generation Z tends to change jobs if the organization is unable to provide adequate career growth opportunities and a learning ecosystem. Therefore, Generation Z talent retention can no longer be understood solely as an effort to retain employees, but also as a process of creating a work environment that meets the needs of self-development and professional identity of the younger generation (Fitria & Farida, 2026). These dynamics demonstrate that Generation Z's job mobility is increasingly influenced by career development opportunities. Organizations are required to create a work environment that adapts to the needs of the younger generation.

In the Indonesian context, research on Generation Z retention is still relatively limited and largely focuses on partial factors such as compensation or job satisfaction. In fact, changes in the global labor market structure due to digitalization have created far more complex retention dynamics than in previous eras (Farliana et al., 2023). This situation highlights the need to develop a more comprehensive talent retention study in the Indonesian context. Changes in the digital economy also pose new challenges for organizations in retaining a qualified young workforce. Therefore, research on Generation Z retention in Indonesia is becoming increasingly relevant.

### **Social Exchange Theory and Employee Commitment**

Social Exchange Theory explains that the relationship between an organization and its employees is based on the principle of reciprocal exchange (Blau, 2017; Cook et al., 2013). When organizations provide support, appreciation, flexibility, and attention to individual needs, employees respond by increasing organizational commitment, job satisfaction, and loyalty (Meyer & Allen, 1997). This reciprocal relationship is an important foundation for building long-term work engagement. Employees tend to exhibit positive behaviors when they feel valued by the organization. Therefore, the quality of the organizational-employee relationship is a crucial factor in modern retention strategies.

In the context of Generation Z talent retention, this theory is particularly relevant because modern young people are highly sensitive to how organizations treat them emotionally and professionally. Previous research has shown that perceived organizational support has a positive relationship with employee engagement and retention intention in Generation Z (Eisenberger et al., 1986;

Schaufeli et al., 2006). Generation Z tends to prioritize the quality of the work experience over mere financial rewards. They also find it easier to build loyalty if the organization can provide authentic support. This situation demonstrates the importance of a human-centered management approach in managing a young workforce.

Previous research found that work flexibility and support for work-life balance increase young employees' psychological attachment to the organization (Haar et al., 2014). Meanwhile, an emotionally supportive work environment contributes to reduced turnover intention among young workers in the digital age. Organizational support for work-life balance is becoming increasingly important in retaining Generation Z. An emotionally healthy work environment also influences individual well-being at work. Therefore, organizations need to consider psychological aspects in human resource management.

Several studies also show that Generation Z has higher expectations for open and participatory organizational communication. They tend to stay with organizations that provide space for collaboration, recognition for individual contributions, and opportunities to express ideas (Karatepe & Olugbade, 2017). This strengthens the argument that modern employment relationships are no longer transactional, but rather relational, based on experience and emotional attachment. The younger generation values organizations that foster open, two-way communication. This condition shows that participatory organizational culture is an important factor in the retention of Generation Z.

### **2.3 Psychological Contract Theory and Changing Work Expectations of Generation Z**

Psychological Contract Theory explains the existence of an unwritten psychological contract between organizations and employees regarding expectations, responsibilities, and work relationships (Rousseau, 1995). Unlike formal contracts, psychological contracts are more related to individual perceptions of how the organization fulfills informal expectations such as career development, rewards, flexibility, and psychological support (Robinson & Rousseau, 1994). Psychological contracts play a crucial role in shaping an individual's emotional attachment to the organization. Perceptions of organizational treatment can influence employee loyalty and job satisfaction. Therefore, organizations need to maintain a balance between employee expectations and implemented work practices.

In the context of Generation Z, the psychological contract has undergone significant changes compared to previous generations. While previous generations emphasized job security and long-term employment stability, Generation Z prioritizes career acceleration, flexibility, meaningful work, and mental well-being (Richardson & Antonello, 2022). Previous research has shown that Generation Z has a high turnover intention rate if organizations fail to meet

expectations regarding work-life integration and personal growth (Póznér & Kozák, 2025). This shift in expectations indicates a transformation in work orientation among the modern younger generation. Generation Z prioritizes the quality of work experience over long-term job stability.

Several studies have also shown that breaches of the psychological contract increase the risk of emotional disengagement and intention to leave (Zhao et al., 2007). Other research has found that a lack of career development opportunities is one of the main reasons Generation Z leaves an organization within their first two years of employment. This situation demonstrates that career development is a crucial need for the younger workforce. Organizations that fail to meet these expectations tend to struggle to retain top talent. Therefore, career development strategies are a crucial part of employee retention.

Furthermore, research on remote working shows that work flexibility has become a key part of Generation Z's psychological expectations post-pandemic (Al-Dahabi et al., 2024). Organizations that continue to implement rigid work systems without considering the changing expectations of the younger workforce are likely to struggle to retain top talent. Shifts in digital work patterns have made flexibility a key requirement in the modern workplace. Generation Z is more attracted to organizations that can provide an adaptive work environment. This situation highlights the importance of transforming work systems in the digital workforce era.

## **2.4 Human Capital Theory and Digital Workforce Transformation**

Human Capital Theory views employees as strategic organizational assets that possess economic value through their competence, creativity, innovation, and productivity (Sweetland, 1996; Rees, 1965). In the era of the knowledge economy and digital transformation, human capital is a primary source of competitive advantage for organizations. The success of modern organizations is heavily influenced by the quality of their human resources. Workforce competence is a key factor in facing increasingly dynamic business environments. Therefore, investment in human capital development is becoming increasingly important in organizational strategy.

Various studies indicate that modern organizations increasingly rely on the quality of human capital rather than physical resources. Previous research indicates that digital capability, adaptability, and learning agility are key competencies for the future workforce (Di Battista et al., 2023). In this context, Generation Z is seen as having great potential due to their high technological adaptability as a digital native generation. This technological capability is a crucial advantage in the era of global digital transformation. Organizations need to harness the potential of Generation Z to support innovation and business development.

However, the high job mobility of Generation Z creates significant challenges for organizations in retaining superior human capital. Other research shows that the development of the digital workforce ecosystem is intensifying global competition for talented workers (Groenewald et al., 2024). Organizations now compete not only locally but also face global talent competition due to the development of remote working systems (Sparrow et al., 2016). These changes make talent retention increasingly complex in the era of a borderless workforce. Organizations must be able to create more adaptive strategies to retain a quality workforce.

Several studies also show that organizations that fail to develop a continuous learning ecosystem are likely to experience talent drain (Alfawaerh, 2025). Generation Z has a strong learning orientation and is more attracted to organizations that provide upskilling, reskilling, mentoring, and digital learning platforms. A work environment that supports continuous learning is an important attraction for the younger generation. Opportunities for competency development also influence individuals' decisions to stay with the organization. Therefore, an organizational learning strategy is a crucial part of modern talent retention.

Thus, from the perspective of Human Capital Theory, Generation Z retention is a crucial part of organizational sustainability strategy because the loss of superior talent can lead to a decline in innovation, organizational capability, and long-term competitiveness. Talent retention is not only related to workforce sustainability but also to the sustainability of the organization as a whole. The loss of quality human capital can have strategic implications for modern organizations. Therefore, talent management is a crucial element in building an organization's competitive advantage.

## **2.5 Borderless Workforce Perspective and Global Mobility**

The Borderless Workforce Perspective explains that the development of digital technology has eliminated geographical boundaries in modern employment relationships (Groenewald et al., 2024). This concept emerged due to the increasing use of remote working systems, digital collaboration platforms, and global virtual employment ecosystems, which enable individuals to work for organizations across borders without having to physically relocate (Al-Dahabi et al., 2024; Sparrow et al., 2016). The development of digital technology has transformed employment patterns into more flexible and global ones. Organizations can now recruit workers from various countries without strict geographical boundaries. This condition indicates that the global workforce ecosystem is increasingly developing in the digital era.

The borderless workforce phenomenon is highly relevant in explaining changes in the work behavior of Indonesia's Generation Z in the era of global mobility. Previous research shows that today's younger generation has broader

access to international job opportunities than previous generations (Richardson & Antonello, 2022). This has led to increasingly dynamic organizational loyalty because workers can easily move organizations virtually. This change demonstrates that modern work mobility is increasingly influenced by the development of digital technology. Generation Z has greater opportunities to work in international work environments.

Recent research also shows that remote working has fundamentally changed the structure of labor market accessibility. While previously job mobility required geographic migration, job transfers can now be achieved through the digital employment ecosystem (Farliana et al., 2023). Digital-based global mobility increases turnover intentions among young workers because they have more career alternatives in the global labor market. This situation presents organizations with new challenges in retaining a qualified young workforce. Global competition for digital talent is intensifying in the era of a borderless workforce.

Furthermore, various studies show that domestic organizations face new challenges in retaining local talent due to increased competition from multinational companies (Collings et al., 2015). Global companies often offer higher compensation, greater work flexibility, and more attractive international career development opportunities for Generation Z. This situation increases the risk of local workers moving to international organizations. Domestic organizations need to create more competitive retention strategies to address these dynamics. Therefore, adaptive talent management is a crucial requirement in modern organizations.

In the Indonesian context, the borderless workforce phenomenon has the potential to increase digital brain drain if local organizations are unable to create a competitive employee value proposition. Therefore, organizations need to develop adaptive talent management strategies that can adapt to changing dynamics of the digital-based global workforce (Fitria & Farida, 2026). Changes in the global workforce structure require organizations to be more innovative in retaining top talent. Future retention strategies need to consider factors such as flexibility, career development, and the digital workforce ecosystem. This way, organizations can increase their competitiveness in retaining Generation Z in an era of global mobility.

## **METHOD**

This study employed a Systematic Literature Review (SLR) approach to analyze the factors influencing the retention of Indonesian Generation Z talent in the era of global mobility. The systematic literature review approach was selected because it provides a comprehensive, structured, and evidence-based understanding of the development of literature related to Strategic Human Resource Management, talent retention, digital workforce transformation, and borderless workforce (Pózner & Kozák, 2025).

The SLR method in this study was conducted through several major stages, namely literature identification, article screening, source quality evaluation, data extraction, and conceptual findings synthesis. These stages were carried out systematically to ensure that the selected articles had high relevance to the research focus.

The literature sources were obtained from several reputable international databases such as Google Scholar, Scopus, ScienceDirect, Emerald Insight, SpringerLink, and Taylor & Francis. The article search process was conducted using several main keywords such as “Generation Z talent retention,” “borderless workforce,” “employee retention,” “digital workforce transformation,” “global mobility,” “remote working,” and “strategic human resource management.”

The inclusion criteria in this study included:

1. International scientific articles published between 2015 and 2025;
2. Articles discussing talent retention, Generation Z, digital workforce, or global mobility;
3. Articles published in reputable journals and possessing conceptual relevance to the research topic;
4. Articles available in English and accessible in full text.

Meanwhile, the exclusion criteria included:

1. Articles not directly related to Generation Z talent retention;
2. Duplicate articles from different databases;
3. Non-scientific popular articles, short proceedings, or sources without a peer-review process;
4. Articles with overly narrow discussions and irrelevant to the context of Strategic Human Resource Management.

Based on the selection process, 50 international journal articles met the research criteria. These articles were then analyzed using a thematic analysis approach to identify patterns, conceptual relationships, and major themes related to Generation Z talent retention in the context of global labor mobility.

The analysis was conducted by grouping the literature findings into several major themes, namely organizational culture, employee experience, psychological well-being, flexible working arrangement, digital workforce transformation, global mobility, and borderless workforce ecosystem. Furthermore, all findings were integrated to develop a more comprehensive conceptual understanding of Indonesian Generation Z talent retention strategies in the era of global digitalization.

This study was conceptual in nature and therefore did not involve hypothesis testing or primary statistical data processing. The primary focus of the study was

directed toward theoretical integration development and conceptual synthesis of various relevant previous research findings.

## **RESULT**

A systematic literature review shows that Generation Z talent retention in the era of global mobility is influenced by a multidimensional interaction between organizational factors, psychological factors, digital technology developments, and changes in the structure of the global labor market (Pózner & Kozák, 2025). A review of 50 international journals found that Generation Z retention factors can be grouped into four main themes: organizational factors, psychological factors, digital workforce transformation, and the global mobility ecosystem. Traditional retention approaches that focus solely on compensation and job stability are no longer effective in retaining Generation Z (Allen et al., 2010). This generation has a more flexible, dynamic work orientation, and is based on meaningful work experiences rather than long-term organizational loyalty. These findings indicate a shift in the retention paradigm from retention-based employment to experience-based employment.

### **Organizational Factors in Generation Z Retention**

The analysis shows that an adaptive organizational culture is a dominant factor in retaining Generation Z talent (Becker & Huselid, 2006; Ziaee & Nargesian, 2023). Organizations with a collaborative, flexible, inclusive, and innovation-focused work culture tend to have higher retention rates. Conversely, bureaucratic, rigid, and toxic organizational cultures significantly increase turnover intention (Tett & Meyer, 1993). Generation Z demonstrates a strong preference for work environments that provide psychological safety, opportunities to express ideas, and transparent organizational communication (Kahn, 1990).

Studies have shown that organizational adaptability can be categorized as the most dominant internal factor shaping Generation Z's retention intention. Some studies emphasize the importance of employer branding and organizational culture, while others focus more on leadership support and organizational communication. Despite their differing focuses, most studies indicate that a supportive work environment has a positive relationship with loyalty and emotional engagement among young employees.

### **Psychological Factors and Employee Experience**

In addition to organizational culture, work flexibility is also an important determinant of talent retention (Gunawan & Hamid, 2026). Various studies have shown that hybrid work systems, remote working, and flexible work arrangements have a positive influence on job satisfaction and organizational commitment among Generation Z (Al-Dahabi et al., 2024; Haar et al., 2014). This generation no longer strictly separates work and personal life, but rather

prioritizes work-life integration, allowing flexibility in simultaneously pursuing professional and personal activities.

Reviews have also found that employee experience significantly influences Generation Z's decision to stay with an organization (Mohanty & Kulkarni, 2023). Employee experience is not only related to work facilities but also encompasses emotional attachment, meaningful work, recognition, and a digital working environment. Generation Z tends to be more loyal to organizations that provide positive work experiences and support the development of their professional identity (Schaufeli et al., 2006).

A summary of research across studies indicates that psychological factors are closely linked to organizational retention strategies. Studies focusing on psychological well-being generally find that emotional support and work-life balance increase the engagement of younger employees. Meanwhile, a study highlighting employee experience found that meaningful work and recognition are important factors in retaining Generation Z in modern organizations.

### **Psychological Well-Being and Mental Health Awareness**

Other findings indicate that psychological well-being has become a central issue in modern retention strategies (Haar et al., 2014). Generation Z has a high level of awareness of mental health, requiring organizations to provide a psychologically healthy work environment. Mental health support programs, burnout prevention, emotional support systems, and work stress management have been shown to positively contribute to employee retention (Karatepe & Olugbade, 2017). Conversely, toxic leadership, excessive workload, and a lack of emotional support increase young employees' desire to leave the organization.

A comparison of various studies found that psychological well-being is no longer viewed as an additional factor, but rather as a strategic retention driver in modern organizations. While research before the pandemic generally still viewed mental health as an individual issue, recent research shows that psychological well-being has become part of organizational sustainability strategies. Thus, there is a shift in orientation from productivity-centered management to employee sustainability-centered management.

### **Digital Workforce Transformation and Borderless Workforce**

This study also found that the development of a borderless workforce and global mobility has increased career mobility among Generation Z in Indonesia (Groenewald et al., 2024). The development of remote working allows young workers to work for international companies without having to physically migrate (Al-Dahabi et al., 2024). This situation has made the competition for talent retention increasingly complex, as domestic organizations must now

compete with global companies to acquire and retain superior human capital (Sparrow et al., 2016; Farliana et al., 2023).

The review of studies shows that digital workforce transformation has significantly altered the structure of labor market accessibility. Some studies emphasize the impact of remote working on work flexibility, while others highlight the increased global talent competition resulting from the digital economy. Overall, all studies conclude that the development of a borderless workforce has made organizational loyalty increasingly dynamic and conditional.

### **Conceptual Synthesis of Generation Z Talent Retention**

Based on the overall results of the systematic literature review, this study develops a conceptual synthesis that states that Generation Z talent retention is influenced by an integrative relationship between organizational adaptability, psychological well-being, employee experience, digital workforce transformation, and the global mobility ecosystem. Organizational factors play a role in creating a supportive work environment, while psychological factors shape emotional attachment and organizational commitment. Conversely, digital transformation and a borderless workforce create external labor market pressure that increases the career mobility of young workers.

Thus, Generation Z talent retention can no longer be explained through a simple linear approach but must be understood as a multidimensional phenomenon influenced by both internal organizational dynamics and changes in the global workforce structure simultaneously.

## **DISCUSSION**

The results of this study indicate that Generation Z talent retention can no longer be understood through the conventional perspective that places organizational loyalty as the primary orientation of employment relationships (Allen et al., 2010). In the context of the digital economy and borderless workforce, Generation Z loyalty is more dynamic and conditional, dependent on the organization's ability to meet the individual's psychological, professional, and social needs (Groenewald et al., 2024; Pózner & Kozák, 2025). This situation indicates a paradigm shift from a job security orientation to a career mobility orientation in the behavior of the modern young workforce. This shift in orientation demonstrates that modern employment relationships are increasingly influenced by flexibility and personal work experience. Consequently, organizations need to develop retention strategies that are more adaptive to the characteristics of Generation Z.

Research findings show that Generation Z prioritizes employee experience over transactional employment relationships (Mohanty & Kulkarni, 2023). This indicates that modern talent retention cannot rely solely on financial

compensation but also requires a human-centered organizational approach capable of creating a meaningful work environment (Ulrich, 1996). From a Social Exchange Theory perspective, this situation can be explained through the reciprocal relationship between organizations and employees. Generation Z demonstrates higher commitment when organizations provide psychological support, work flexibility, and opportunities for personal development (Blau, 2017; Cook et al., 2013). These findings demonstrate that modern employment relationships increasingly emphasize the emotional and experiential aspects of individuals within organizations. Therefore, organizations need to build a more supportive and participatory work culture to retain a young workforce.

This research also shows that the development of global mobility has fundamentally changed the structure of labor competition (Sparrow et al., 2016). While previously turnover was primarily influenced by internal organizational factors, in the digital era, workforce turnover is also influenced by external labor market accessibility. Generation Z now has extensive access to international job opportunities through remote working ecosystems, so organizational retention strategies must consider the dynamics of global talent competition (Al-Dahabi et al., 2024; Groenewald et al., 2024). This situation demonstrates that the development of digital technology has expanded the career mobility of young workers globally. Consequently, domestic organizations need to improve their internal competitiveness to retain top talent amidst international competition.

Furthermore, research shows that psychological well-being has become a strategic retention factor in modern organizations (Haar et al., 2014). This finding strengthens the argument that employee sustainability is determined not only by productivity but also by an organization's ability to maintain the mental health and emotional resilience of its workforce. In this context, strategic human resource management approaches need to transform from performance-centered management to human sustainability-centered management (Becker & Huselid, 2006). Organizations that create a psychologically healthy work environment tend to have higher employee retention rates. Therefore, attention to mental health is a crucial part of modern human resource management strategies.

Conceptually, this research indicates that Generation Z talent retention is a multidimensional phenomenon influenced by the integration of organizational adaptability, digital workforce transformation, employee experience, and the global mobility ecosystem (Fitria & Farida, 2026). Therefore, future talent retention models can no longer be built through a simple linear approach, but must utilize an integrative approach that considers the changing behaviors of the younger generation in the era of digital globalization. This integrative approach is necessary for organizations to understand the dynamics of modern employment relationships more comprehensively. Furthermore, an adaptive retention strategy is key to maintaining the sustainability of an organization's human capital in the global digital era.

## CONCLUSION

Retaining Indonesian Generation Z talent in the era of global mobility is a multidimensional strategic challenge influenced by technological change, labor market transformation, and the psychological dynamics of the younger generation. This research shows that organizational adaptability, employee experience, psychological well-being, and the digital workforce ecosystem are key factors in retaining Generation Z talent. In the context of a borderless workforce, organizations no longer compete only locally but also globally in maintaining superior human capital. Therefore, organizations need to develop a more flexible, human-centered, and digitally sustainable strategic talent retention model to address the dynamics of the future workforce.

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