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Strategies for enhancing Gen Z employee retention in the BPO industry: a focus on organisational economic socialisation

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Abstract: The study aims to investigate the factors influencing Gen Z ER (Employee Retention) by examining the role of organisational economic socialisation factors (i.e., training, co-worker support, prospects) and psychological contracts. In contrast to previous generations, socialising and retaining Generation Z (Gen Z) employees is difficult to engage and retain in the business process outsourcing (BPO) industry. Data was collected via an online questionnaire using cluster probability sampling techniques from four BPO organisations targeting only Gen Z employees working in the BPO industry, and 137 responses were recorded. We tested the hypothesis using the confirmatory factor analysis (CFA), partial least square structural equation model (PLS-SEM) and mediation analysis. The study's results imply that the psychological contract illustrates a mediating factor between the construct of organisational socialisation and ER, particularly concerning Gen Z. This study recommends that BPO companies focus on training programs, development of proper career progression, improving psychological contracts and enhancing the presence of co-workers' support to retain Gen Z employees.

Keywords: organisational economic socialisation; co-worker support; employee retention; future prospects; Gen Z; organisational socialisation; psychological contract; training.

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Biographical notes: S. Shri Sailaxmi is a Research Scholar at the VIT Business School, Chennai Campus. Her exploration in research developed during her Bachelor's degree in Electronics and Communication Engineering with the publication of two papers in IEEE journals. Her quest for knowledge also expanded during her MBA program. She has published a chapter on Human Resource Management, in particular recruiting, and contributed to a book and a paper in a marketing journal with an impact factor of 1.7. As a part of PhD, she developed poster presentations. She presented them in various countries, including India, at very high-level conferences organised by IIT-Kharagpur, KIIT School of Management, T.A Pai Management Institute, and Patrician College of Arts and Science. Besides, she participated in several FDPs, workshops, and seminars to enhance her research skills.

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1 Introduction

Taormina (1994) defines organisational economic socialisation as the employee perceptions of socialisation, an interaction process between employees and their employers and described in terms of four social-psychological factors (i.e., training, understanding, co-worker support, prospects). In this study, one of the factors of “understanding” is not considered. Training defines an employee's insight into the amount of effort the organisation makes to help employees become more knowledgeable, develop new skills, and alter their behaviour and perspective to support the organisation's goals better. The structured learning experiences are provided to Gen Z employees to develop job-related competencies. Gen Z employees perceive co-worker support as the level of acceptance, assistance, and encouragement by colleagues, facilitating the socialisation process in the organisation, simply efforts taken by the new employees to become effective organisation members and the level of encouragement and assistance provided by co-workers to Gen Z employees. Prospects for the Future clarifies how Gen Z employees find opportunities to enhance their current positions as well as the benefits and incentives that will keep them at the organisation. The knowledge of Gen Z employees regarding prospects for advancement and professional development. To retain Gen Z employees, BPOs must engage employees in their organisational socialisation, which includes career opportunities, supportive leaders, a positive work culture, and awards and recognition (Gochangco, 2024).

According to Hart et al. (2003), there are factors such as the usage of socialisation tactics and communication patterns that reduce the role conflict among employees and promote the loyalty of employees during the process of change in an organisation. Organisational socialisation in the workplace has enhanced one's commitment as well as involvement in the job. Furthermore, supporting both organisational socialisation and task socialisation helps to reduce the incidence of role ambiguity and work alienation (Madlock and Chory, 2014). The importance of psychological contracts in explaining the employee-employer dynamic and work character is profound (Snyman and Ferreira, 2023). The psychological contract's concept is an exchange between organisations and employees (Rousseau, 2004). The obligations may be expressed or implicit; however, all

the parties concerned in the contract are required to agree positively for such a contract to be enforceable (Morrison and Robinson, 1997). According to Mohamed Azim et al. (2020), psychological contracts are defined as ‘beliefs that employees hold regarding the existence of mutual obligations between them and their organisation but not necessarily accepted by the agents in that organisation. When employees perceive that the organisation has met its obligations in terms of supporting or fulfilling its promises, this denotes that the psychological contract has been observed (Venkateswaran et al., 2023). In exchange, the employees will demonstrate the desired work behaviour (Morrison and Robinson, 1997). The experiences of Emirati employees in adjusting to organisational culture are seriously affected by stereotypes. In particular, there was an inverse correlation between perceptions and stereotypes of work-related ethics (Karam et al., 2023). Organisational socialisation experiences have an indirect effect on employee turnover through the variable of employability.

The greatest challenge that the BPO industry faces is retaining its employees. The increasing proportion of Gen Z in the workforce has further aggravated the problems (Anand et al., 2023a). This digitally savvy generation requires flexibility, seeks meaningful work, and looks for roles that fit with their values and aspirations (Sebastian et al., 2024). However, BPO jobs are typical and thus tend to have repetition, fixed time schedules, night shifts, and fewer perceptions of career growth, which is usually not aligned with expectations. Such incongruence leads to high turnover rates, a reflection of more general trends among generations in seeking employment that contribute to personal development, purpose, and societal impact (Anand et al., 2023b). All this requires a more subtle awareness of how the unique profile of Gen Z interacts with BPO sector operational and cultural dynamics (Wali, 2024). In examining all these factors, this introduction places the urgency of new thinking in retention strategies critically to show how companies need to better align their workplace practices with the values of a new generation (Chukwunyere et al., 2024). The above background not only forms the urgency but also a basis for discussing solutions targeted to bridge the gap between what both the industry and each generation expect (Frank et al., 2023).

Generation Z, the most recent group in the Labour Market, changed Career orientation differently from the previous generations (Sudha et al., 2024). The adaptation is, to a great extent, attributable to the current wave of appreciation of ecological issues and the desire to mitigate risks associated with automation in employment (Estolonia et al., 2023). Consequently, a significant number of Gen Zs are more focused on employment with organisations that have values that are particularly concerned with sustainability, diversity, equity and inclusion (DEI), health, and social causes (Saboor et al., 2024). Training programs, career growth, and psychological contracts turn out to be the most significant driving force for retention mechanisms among Gen Z employees in the BPO industries (Ririhena et al., 2024). During the initial stage, the mini-sized programs start, and short-term faithfulness and engagement upscale (Damodaran et al., 2024). For example, induction classes that are custom-designed and provide tangible avenues to upskill professionals would epitomise the vision and intention of an organisation that would be able to deliver a professional from that set. Over time, scaling it up ensures that the interest continues (Ulle and Yoganathan, 2024). Comprehensive training, aligned with the trend in the industry and career development pathways of employees, also leads to higher employee satisfaction while ensuring long-term commitment (Sabti et al., 2023). Since these are unspoken mutual agreements and

psychological contracts, they make this bond more relevant as Gen Z seeks a relationship with their employer which is transparent and reciprocal (Doralba et al., 2024).

Once they join an organisation, these individuals surface as advocates for change and seek to make things better in terms of how much work is expected, learning and growth opportunities, and work culture in general (Ratković et al., 2024). While work continues to shape a significant part of Gen Z's social identity, there is a growing appreciation for work-life balance, alongside an even stronger inclination towards various forms of flexible working. A good number of them want to be hired on a part-time basis, share their jobs with other employees or work for four days a week instead of five (Reethu et al., 2024). According to 64% of the Gen Z employees surveyed, their organisations have adopted practices of requiring employees to come back to the office; however, not everyone is happy about certain policies being implemented, as a large number of individuals still prefer flexible working arrangements (Ramos et al., 2023). It shows how different the expectations of Gen Z towards the working environment are in comparison to prior generations and how this generation is the future of work (The Deloitte Global 2024 Gen Z and Millennial Survey, 2024).

This process by which the employees learn to accept and adopt the organisational economic systems is called organisational economic socialisation (Jaji et al., 2023). It, however, focuses on three foundational features, namely training, social support from the co-worker, and future work prospects, as a prime feature to enable Gen Z employees to be successful over the operational demands, to enhance competency, and develop the individuals at both the individual and occupational levels (Karunagaran et al., 2024). Equally significant is colleague support to make the working environment in teams emotionally safe as well as inclusive-one of those areas with which the young Gen Z places many premiums and community-based, the experience matters experience will prevail (Rallang et al., 2023). The last area, futures, actually comprises perceptions the employee has or perceives that the current future of employee career prospects and development opportunity opportunities is all connected to financial security, the very ingredients GenZ depends highly on while making job decisions and engagement (Ririhena et al., 2023). This paper will attempt to explain how economic socialisation affects job satisfaction and retention among Gen Z (Kumar et al., 2024). Essentially. It is going to be a mixed-method study where the survey is based on questions that, by nature, can be quantified (Philip et al., 2024). It is going to analyse the perception of the respondents regarding the level of satisfaction they have (Raj et al., 2024). At the same time, their experience and expectations will be elaborated through qualitative interviews (Kler et al., 2024). It provides an all-round perspective on how training, peer support, and future job security interact to shape the economic socialisation of the Gen Z workforce, providing insights organisations can hardly get elsewhere as they strive to calibrate their workplace practices toward how they may retain and enhance this new workforce (Pulivarthy, 2024).

Moreover, psychological contracts are also impacted by demographic factors within society. Younger Generation Z staff, for instance, report high importance of their immediate boss possessing a positive demeanour (42%) or defining objectives for them (37%). Other older audiences, such as millennials, place the same emphasis on organic interaction and feedback (42%) as well as defining objectives (38%). But their managers belonging to Generation X are less likely to provide a positive demeanour (33%) and to offer defining objectives (31%). Meeting such expectations positively impacts employee performance, satisfaction, and engagement, and it reduces the costs associated with

turnover, which in some cases can amount to as much as 20% of an employee's annual salary (Schroth, 2019). This study explores strategies for strengthening their psychological contracts with Gen Z employees from the point of entry, focusing on socialisation at an organisation, training, co-worker employees' support, and career opportunities (Kavunthi et al., 2024).

1.1 Need of the study

The attrition rates are on the rise, and Gen Z employees are the most affected population in the BPO industry. Gen Z is the first cohort to have easy access to the web. BPO companies have found out that people of different ages have varying perceptions of stereotyping, which leads to communication problems, especially for Gen Z, who may not seek assistance as they feel they already have the answers (Flores et al., 2022). This study comes from rising concerns regarding Gen Z employees leaving their BPO jobs. Gen Z faces considerable challenges with the industry experiencing high turnover rates among its employees, which stands out as one major problem for BPOs. This research will lead to the identification of specific issues and expectations that influence Gen Z employees' opportunity to make an appealing employee-friendly workplace, fulfilling psychological contracts resulting in increased loyalty through longer retention and growth within the BPO organisation. This research is because people now have concerns about their co-workers in Gen Z, who are leaving workplaces more than anybody else. This finding out what they expect from their employers enables them to create socialisation and attractive working environments that can keep these young people engaged in acquired employment over extended periods as a sign of commitment or allegiance. (Pradhan and Misal, 2020) There is a need for further studies on the effectiveness of new employee socialisation, which impacts long-term retention strategies.

This is an important framework while thinking of employee retention and, most of all, for individualistic expectations and values held in Gen Z. Unspoken, this contract takes the mutual beliefs, perceptions, and informal obligations into consideration among employees and employers. After all, the careers of Gen Z are determined by transparency, alignment of personal values, and strong feelings of fairness, which calls for much more emphasis on the psychological contract. Given these breaches in the contract related to BPO, like failing promises of career progress or meaningless work assignments/failures to promise the working culture of enablingness and inclusiveness, the violated trust occurs very speedily, and organisational commitment is severely degraded very soon. These are harder kinds of violations because Gen Z will rise and find jobs that will align with its intrinsic drives, such as personal impact and social purpose fulfilment. The application of the concept of psychological contract makes open communication, equitable treatment, and actual growth opportunities translate better into expectations among this generation. It not only underlines the crucial role of fulfilling implicit agreements in retaining Gen Z employees but also underlines broader implications for organisational culture and strategy. Ultimately, the study underlines that nurturing trust through the consistent alignment of actions with expectations is central to fostering long-term engagement and loyalty among Gen Z in the dynamic and challenging BPO sector.

1.2 Statement of problem

The specific problem identified in this research area is to address the high turnover rate among Gen Z employees, as the potential element contributing to the attribution includes less importance to organisational socialisation and disappointed psychological contract expectations. The high rate of turnover has consequences for employees, leading to low employee morale and organisational outcomes, which include increased recruitment time and effort, increased training costs, and reduced organisational performance and productivity. Within the sharpest shift is a worryingly high loss ratio for Gen Z employees in the business process outsourcing (BPO) industry, resulting in retention issues for organisations. One more factor crucial for employer retention is the psychological contract, which refers to an unspoken deal between employees and their organisations about what they owe each other. Various psychological contracts can be broken, such as not meeting promises or seeing it as unfair treatment, causing a lack of faith and thus driving away employees. Therefore, more studies must be conducted on the details of how these factors affect Gen Z's commitment to BPO jobs. Organisations might develop targeted interventions to enhance retention based on their understanding of the association between organisational socialisation and psychological contracts. To make it a life-changing profession for them, this research finds out which factors affect employee turnover among Gen Z's in BPOs located in Chennai. Besides that, it intends to give evidence-based recommendations aimed at enhancing retention and overall motivation levels of the young workforce.

1.3 Significance of the study

To develop targeted retention strategies that could enhance organisational performance and competitiveness among Gen Z employees within the BPO sector, it is essential to understand how psychological contracts and organisational socialisation interrelate with each other. By conducting this investigation, it will be possible to help achieve commitments to the psychological contract, improve organisation integration procedures, and identify key factors in retaining members of Gen Z and ensuring better performance for organisations. The study's objective is to pinpoint generational retention factors associated with Gen Z and develop HR practices which can positively enhance employee engagement, productivity, and overall satisfaction levels. Suppose BPO sectors concentrate on keeping their agents. In that case, they will have less risk of becoming volatile, higher levels of productivity, and better-skilled employees, which will be beneficial to the economic growth of India. Besides, by knowing the reasons why Gen Z employees decide to stay in an industry or leave that particular industry, policymakers and managers will be able to create acceptable support and incentives that will attract young graduates into the working environment.

1.4 Scope of the study

The research focuses on Gen Z employees who are presently employed and working in BPO firms located in Chennai, India. This study examines the relationship between various factors of organisational socialisation along with psychological contract and their impact on Gen Z employees' retention. This research focuses on these variables to

understand the primary reasons that lean towards high turnover of this generation but, at the same time, seeks approaches that would help to retain them in the BPOs situated in Chennai.

2 The research gap

2.1 Research gap

Although prior research has examined the concept of organisational socialisation and its effect on ER in different industries (Malikeh Beheshtifar, 2011), a closer look at Gen Z employees within the BPO industry is still sought. Addressing the gap of limited research on socialisation impact on new ER in India (PRADHAN and MISAL, 2020) and the effectiveness of new employee socialisation programs in different industries. Furthermore, it is essential to further analyse how well psychological contracts serve as mediators between organisational socialisation and ER in the BPO sector. There is a limited focus on the role of organisational socialisation factors and psychological contracts in retaining Gen Z employees in the BPO industry. This study aims to fill this gap by providing empirical evidence concerning factors affecting retention rates among Gen Z employees operating in BPO industries located in Chennai.

2.2 Research question(s)

- In what ways does the research examine the direct effect of the elements of organisational socialisation on Gen Z ER in the BPO sector?
- How do psychological contracts affect the Gen Z ER?
- How does the psychological contract mediate the association between the organisational socialisation factors and Gen Z ER in the BPO sector?

2.3 Research objective(s)

- To examine the effect of organisational socialisation factors on Gen Z ER in the BPO industry.
- To explore the role of psychological contracts on the Gen Z ER.
- To determine psychological contracts, mediate the association between organisational socialisation factors and Gen Z ER in the BPO industry.

3 Literature review and hypothesis development

3.1 Training and Gen Z ER

It has been recently recognised that the significance of organisational socialisation and customised onboarding programs among employees from Gen Z cannot be overstated. According to Zhou et al. (2024), it has been concluded that socialisation within an organisation positively contributes to ER in terms of the right fit between the employees

and the organisation, where career commitment serves as a moderator (Mosca and Merkle, 2024) call upon managers to be generationally aware of where they propose strategic orientation and onboarding practices will be used to prepare Gen Z for the labour market (Jayathilake et al., 2021). Expand on the previous works and develop a conceptual framework drawing attention to people-centric learning, offering reverse mentoring and promoting the establishment of internal startups as vital factors to retaining and nurturing the Gen Z workforce in post-coronavirus management. All three studies highlight the necessity of understanding what is specific about Gen Z characteristics and preferences. For instance, offering various training styles, providing a teamwork-based approach, assisting in career counselling (Zhou et al., 2024) and above all, providing funds, chances to grow, flexible working hours, and fulfilment in a job (Mosca and Merkle, 2024).

H1: Training positively affects Gen Z ER.

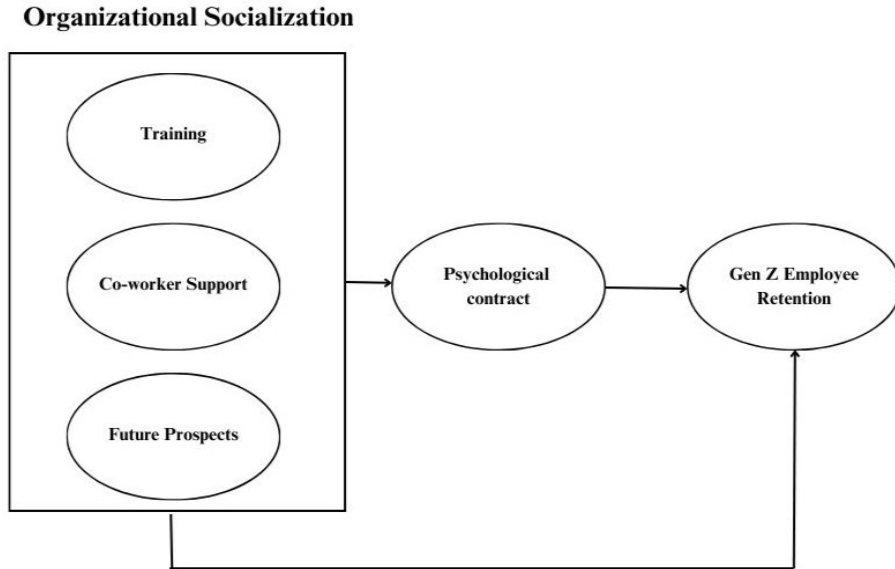
3.2 *Co-worker support and Gen Z ER*

Gen Z, the new generation of the workforce, has drawn recent scholarly attention to the development of specific retention strategies within organisational patterns. Whereas person-environment fit predicts the Gen Z ER in the organisation due to organisational socialisation, the relationship is moderated by career commitment (Zhou et al., 2024). In their research focusing on job engagement, Pandita and Kumar (2022) suggested that it is accepted that organisational support supervisor and co-worker relations contribute to job engagement. Yet, supervisor support was the most potent factor of all. Understanding what Gen Z's perspective on leadership and organisational culture means speaks to the strategic onboarding of this generation in the workplace (Mosca and Merkle, 2024). The Gen Z ER and its impact towards the achievement of organisational objectives can be enhanced with the use of training and development techniques that include democratised learning, for example, reverse mentoring and incorporating intrapreneurship (Jayathilake et al., 2021b). As per the findings of the study, concern for team members and preference for teamwork served as mediators between co-worker support and communities of practices, but they were dependent on each other in a sequential manner (Dutta and Rangnekar, 2023).

Prior research studies have emphasised the fact that psychological contracts have to be at the top rank to ensure the retention of more junior and young generations, especially Gen Z (Gochangco, 2024). For them, this kind of all-inclusive mutual understanding contract is very similar to what they are after for meaningfully respectful relations with workmates in the workplace. Figure 1 depicts such critical factors, but closer observation of its contents would have been necessary to leverage them efficiently (Zhou et al., 2024). The dynamic nature of the flow diagram linking concurrent and sequential organisational processes enhances its practicality by adapting to diverse workplace scenarios. Real-time mechanisms built into the framework will nurture an even greater trait that Gen Z seeks a culture of continued communication. Similarly, an adaptive nature in career mapping will facilitate organisations to provide the needed opportunities in regards to what individual dreams to attain, thereby engaging them to a much broader level and making the system that much more relevant to Gen Z. While considering immediate needs in the workforce toward recognition and engagement but long-term goals in the form of career growth and learning skills, the framework would support the

holistic retention of Gen Z (Yturalde and Ramos, 2023). This ensures that the organisations address short-term expectations of younger workers while creating a sustainable approach toward professional growth and loyalty from workers. In this regard, it makes the framework more effective while allowing for real-time adaptability and personalised growth pathways, making the framework work to create a responsive value workplace environment for Gen Z.

Figure 1 Conceptual framework



These findings provide a stimulus for the shift of organisational human resources strategies such as training, working conditions and employee career management to better suit and synergy with post-COVID-19 generation and employee engagement in retention strategies, including Gen Z.

H2: Co-worker Support positively affects Gen Z ER.

3.3 Future prospects and Gen Z ER

More or less, all recent research points to the need to adjust organisational strategies toward the retention of employees belonging to Gen Z. Socialisation within the organisation tends to enhance retention through the individual's fit into the person-environment puzzle. At the same time, career commitment acts as a moderator of this effect (Zhou et al., 2024). A conceptual framework of advanced tools for developing and retaining Gen Z includes democratised learning, reverse mentoring, and intrapreneurship (Jayatilake et al., 2021a). Gender, income, and industry type moderate the effect of work motivation Gen Z retention, which is also significant (Ganguli and Padhy, 2023). Assistance in orienting Gen Z gender-directed expectations towards a specified leadership style and organisational culture is important as it impacts their success at the workplace (Mosca and Merkle, 2024). To support Gen Z ER, organisational strategies need to aim at financial benefits, opportunities for upward mobility, work flexibility, and

cause-related fulfilment (Mosca and Merkle, 2024). It is noted that human resource management practices cannot remain universal when addressing the need to assimilate and keep the ageing generation of workers, Gen Z. The impact of personal interaction on communities of practice was moderated by the support of co-workers. Additionally, the support extended by co-workers facilitates social learning; social support and interaction have to arise for social learning to occur (Dutta and Rangnekar, 2024).

H3: Future Prospects positively affects Gen Z ER.

3.4 The role of the psychological contract in Gen Z ER

The importance of the psychological contract in retaining employees is evident among the younger generations, such as Gen Z. Research Disclosure suggests that young working adults in Vietnam are comforted with both the transactional and relationship-based work psychological contracts in retention and job satisfaction (Dam et al., 2023). Above all, expectations of the two parties being met and trust are the two main components of the psychological contract that shape the will of an employee to stay in the company (Dhanraj and Parumasur, 2014). Gen Z work motivation contributes greatly to ER, and this is influenced by the moderation effects of socio-demographic characteristics such as gender, economic level, and industry type (Ganguli and Padhy, 2023). Dam et al. (2023) suggested that employers should provide interventions that support the different levels of relational and transactional psychological contracts to attract and keep younger employees. HRM practitioners need to direct their strategies towards the promotion of equal chances for all employees as well as their motivation to prevent employee turnover (Ganguli and Padhy, 2023). Talent retention strategies cannot be designed without regard for the age and cultural composition of the workforce (Dam et al., 2023).

H4: Psychological contract positively affects Gen Z ER.

Studies suggest that the process of socialisation in the organisation is very important in enhancing the retention of employees, particularly the Gen Z workforce. Successful socialisation has a positive effect on the psychological contract which is fulfilled, and this psychological contract, in turn, mediates the socialisation tactics and employee outcomes such as organisational commitment and person-organisation fit (DeBode et al., 2017; Woodrow and Guest, 2017). In particular, among Gen Z, ER through organisational socialisation is prevalent due to the person-environment fit, which in turn is moderated by a commitment to a career (Zhou et al., 2024). Knowledge acquisition at the early stages of socialisation leads to an increased perception of the degree of mutual promises and their actual adherence. This leads to reduced tension, higher levels of loyalty and dedication, and improved quality of services rendered (Woodrow and Guest, 2017). Stress related to work is also responsible for creating a connection between the aspect of organisational socialisation and the psychological contract in the organisation since, for instance, the presence of clear prospects and promotion systems reduces employees' insecurity and enhances the individual's commitment to the organisation (Lee and Wei, 2021). These results illustrate the need for efficient socialisation strategies aimed at retaining new hires, particularly the Gen Z demographic group.

H5: There is a mediating effect of Psychological contracts on organisational socialisation factors and Gen Z ER.

4 Conceptual framework

4.1 Psychological contract theory

The psychological contract is described as ‘individual beliefs, shaped by the organisation, regarding terms of an exchange agreement between individuals and their organisation (Rousseau, 1995). It entails the unvoiced understanding that exists in relationships between employees and employers, founded upon the shared awareness of compliance to rules of obligation. In this connection, numerous aspects of organisational socialisation, including but not limited to training, assistance from fellow employees, and future job prospects, are the dependent variables of the psychological contract, where the latter is represented as an intervening variable. Such areas of expectations lead to an increased actualisation of employees’ fulfilment and dedication to the organisation, which is one of the reasons for the high retention level among young adult Gen Z employees. When, however, such expectations fall short, a disruptive breach of the psychological contract occurs, owing to which a rise in dissatisfaction and turnover results. The psychological contract is one of the primary drivers of ER in this case, particularly among the younger demographics.

Demographically, in Vietnam, the perceptions of the team Generation Y and C managers of their psychological contracts were two of the major travel characteristics that eventually promoted job satisfaction (Dam et al., 2023). Furthermore, the psychological contract acts as a mediator between the knowledge contract and work-related outcomes like employee retention (ER) and satisfaction, among others (Nayak et al., 2021). Based on these conclusions, it would be reasonable to consider the appropriate interventions in organisation practices that would strengthen both the relational and transactional aspects of the psychological contracts (Alvi et al., 2024) to retain younger employees. It has been shown that consideration of generational work attitudes and the deployment of psychological contracts can result in better employee satisfaction and retention management by age group as well. Organisational commitment and career management have been associated with the psychological contract, a theory that describes employees’ perceptions of their agreement with their company (Millward and Hopkins, 1998).

5 Research methodology

The target population was Gen Z (born 1997 to 2013) employees working in the BPO industry located in Chennai. The respondent designation is the entry-level and newcomer Gen Z employees. The probability sampling of cluster sampling technique is used to collect primary data from 4 BPO organisations in Chennai, and only Gen Z employees’ responses were collected through an online questionnaire. The questionnaire included 23 items, and 140 responses were recorded. However, three responses were removed for the outliers, a total sample size of 137 responses. The secondary data collection includes reputed surveys, literature reviews, and newspapers. The empirical research probably involves testing hypotheses through statistical analysis (confirmatory factor analysis (CFA), partial least square structural equation model (PLS-SEM), and Mediation Analysis) and using empirical evidence to validate the theoretical framework. The SPSS v.21 and JASP v0.19.1.0 were the statistical tools employed in this research.

The study adopted a methodologically rigid application of CFA and PLS-SEM. Through the use of CFA, constructs of economic socialisation are well-defined and reliably measured; consequently, validation for the theoretical model is provided. As opposed to this, the reason for selecting PLS-SEM was because it proffered flexibility and efficiency in applying this in samples that are smaller or even not normal; hence, simultaneously testing complex relationships was accomplished. This is quite helpful when mediators need to be discussed in terms of examining, for example, how psychological contracts affect the relationship between economic socialisation and retention. Justification of methodology supports the credibility of research and indicates why a methodology chosen for a study suits very complex research questions very well.

The proposed model should be critically compared with retention strategies to evaluate its effectiveness and innovative contribution. Traditional approaches usually concentrate on tangible rewards, like salary and benefits, as the main motivators of employee retention. Yet, these models may not pay as much attention to the psychosocial and developmental aspects that the current generation wants, which the contemporary workforce, especially Gen Z, needs. The factors that will address the above concern of the model proposed in this study are more in line with the generation, namely personal development, meaningful work, and positive relations at the workplace based on trust and respect. The model is away from the one-size-fits-all approach of traditional models to emphasise adaptability and resonate with the Gen Z preference for environments that foster continuous learning and career development. This shift not only enhances engagement but also boosts long-term loyalty by responding to intrinsic motivators often neglected by conventional strategies. Clearly, the comparisons with the existing practice will demonstrate how the old ways of dealing with it were not more effective in satisfying the needs of the young employee and just how the new framework is holistic and visionary. The proposed model is proved by analysis to fill the gap between the present organisational retention strategies and the values and expectations of Gen Z. Hence, and it can be considered a better solution for the retention of the workforce in an increasingly fast-paced professional landscape.

This would be useful for the study outcomes to be interpreted in terms of its power to apply to a greater extent in the BPO industry. The following will be essential information for age group, educational background and the role undertaken in BPO companies. Sample size Age group Educational background in particular BPO companies undertaken. This might mean that an age range could be a clue into how well the sample reflects the characteristics of Gen Z in terms of generational characteristics. The educational background could provide information on their preparedness and expectations about workplace economic practices. More importantly, the roles participants occupy in BPOs might be more insightful about how the day-to-day responsibilities affect the experiences of economic socialisation and retention. Regional diversity and gender composition are relevant considerations because they may, respectively, vary perceptions regarding economic practices differently, while gender diversity can add richness to the analysis. Regional differences can illuminate how the nature of economic practice is shaped more closely by local cultural or economic conditions; gender diversity might reflect differences in experience or expectations concerning economic life. Suppose one had nothing else, with all seriousness, without demographic details. In that case, it becomes difficult for conclusions that may have relevance both outside the industry-specific but of high utility – thus, an elaborate demographic characteristic about this sample does methodologically compose a much

tougher device of inquiry, though valid in and helpful with discussing questions and problems related to attrition as well as economic socialisation concerns over the expanse of diversity across the BPO world.

6 Data analysis

Table 1 shows that the gender representation among the respondents is fairly balanced, as 53.3% of them are female while 46.7% are male, and their ages range from 20 to 27. Most of them have undergraduate degrees, among which BE accounts for 37.2% and BSc stands at 22.6%. A notable part (55.5%) does not hold any post-graduate qualifications, while an MBA is the most frequent post-graduate degree (16.1%). Respondents' work experience varies; 35% have more than two years of experience, while only 0.7% have less than one year. Thus, this indicates that there is a moderately experienced population of respondents.

Table 1 Profile of respondents

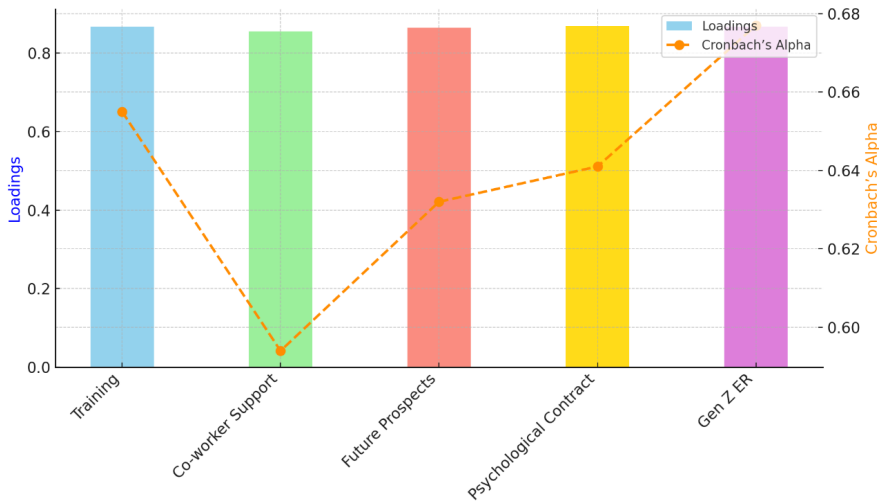
	<i>Frequency</i>	<i>Percentage</i>
<i>Gender</i>		
Female	73	53.3
Male	64	46.7
Age (20–27)	137	100.0
<i>Undergraduate</i>		
BA	16	11.7
BCom	25	18.2
BE	51	37.2
BBA	7	5.1
BCA	6	4.4
BSc	31	22.6
Diploma	1	0.7
<i>Post-graduate</i>		
Nil	76	55.5
MA	7	5.1
MCom	6	4.4
ME	1	0.7
MTech	1	0.7
MBA	22	16.1
MCA	2	1.5
ME	1	0.7
MS	3	2.2
MSc	18	13.1

Table 1 Profile of respondents (continued)

	<i>Frequency</i>	<i>Percentage</i>
<i>Total years of work experience</i>		
<1 year	1	0.7
>1 year	40	29.2
>2 year	48	35.0
>3 year	26	19.0
>4 year	5	3.6
>5 year	8	5.8
>6 year	9	6.6
Total	137	100.0

The outcomes of mapping are presented in modern mathematical models in a systematic and detailed manner that helps deliver clearer and more actionable understandings of proposed strategies and their results. Advanced computational techniques make the models work by transforming complex data into structured insights that enable both descriptive and predictive analysis. For example, when more descriptive analytics are involved in the basis of statistical standards such as regression analysis or multivariate modelling, then the study becomes multi-dimensional. Particular efforts bring about the count of effects at a layered level because the layers point out some pattern or trend that can easily go unnoticed. Further, the findings would align with that of benchmark industries, and, as such, the validity of such findings would be legitimate to apply. This is then an avenue for an organisation to calibrate performance from prevailing standards. To summarise the above, models established a basis for further advancement, enabling organisations to make simulations of potential situations with the capability to optimise strategies in real-time. Going a step further than just rendering retention insights reliable, such an analytical framework enhances the decision-making processes by providing a sound basis of evidence. This will bring together theory and practice so as to present retention strategies which come with flexibility toward the needs of a dynamic workforce using data-driven strategies. This way, it creates a continuous improvement environment where organisational efforts align with industry trends and the expectations of employees.

Figure 2 represents factor loadings for five constructs: Training, Co-worker Support, Future Prospects, Psychological Contract, and Gen Z Employee Retention. Colourful bars symbolise factor loadings; a bright orange dashed line indicates Cronbach's Alpha. The factor loadings for the constructs range between 0.856 and 0.869. Hence, it shows high associations between observed variables and the respective constructs. Variance of Cronbach's Alpha values: Reliability and Internal Consistency. All in general, between 0.594 and 0.677. All of the constructs have adequate reliabilities, but Future Prospects has the highest value of Cronbach's Alpha, which reflects the highest value in comparison with other ones. The colourful bar-line visualisation provides an easy comparison of each construct's loadings against its reliability and, in turn, offers a complete picture of statistical strength and reliability. This very attractive graphical representation points out the importance of individual factors and the overall reliability of the constructs in the provided framework.

Figure 2 Different constructs with loadings and Cronbach's alpha (see online version for colours)

6.1 Reliability and validity measures

There are 23 item scales in the questionnaire, which are all measured using a five-point Likert scale (1 = 'Strongly disagree' to 5 = 'Strongly' agree). The Organisational Socialisation Inventory (OSI) is a 15-item scale that is used to assess employee perspectives about their socialisation in organisations in terms of training, co-worker support, and prospects. It is also found to be reliable and valid. (Taormina, 1994; Raja et al., 2004) The four-item scale has been used to measure the psychological contract in the BPO industry; the four-item scale of the Gen Z ER scale has been adapted from Oladimeji (2024).

It is a critical analysis with parts like respondent profiling, measures of reliability and validity, discriminant validity, and hypothesis testing; therefore, it permits complete and methodologically sound assessments. Every component makes up a very vital part of furthering the basis of the study by ensuring that the data gathered is reliable and also correctly interpreted. The respondents' profiling gives a detailed description of the sample's demographic and behavioural profile to provide context for the findings. Measures of Reliability and validity verify that the data obtained is consistent and accurate and that inferences are drawn based on reliable evidence. Discriminant validity further strengthens the strength of the analysis by ascertaining that the constructs measured are not overlapping, thus keeping the variables of the study intact. Then, the relationships of the heart of the analysis are put into hypothesis testing that probes into such key constructs as how psychological contracts, in turn, impact employee retention rate. Through empirical insights developed by studying such relationships, a study identifies the causal pathways of and mechanisms behind retention. These elements, therefore, analytical parts, complement each other and enhance credibility, portraying the findings not only as reliable but also practical. This will also help make the analysis comprehensive; therefore, the proposed strategies will be practically applicable. Then, evidence-based recommendations shall be given to the organisations so that they can implement actual measures against real-world challenges in the workforce and improve their retention outcomes.

The reliability was tested using Cronbach alpha, which measures the internal consistency of the set of items considered whose accepted value is above 0.7: training (0.867), co-worker support (0.856), prospects (0.865), psychological contract (0.869), and Gen Z ER (0.867) for this study listed in the above Table 2. Table 2 presents the confirmatory factor analysis (CFA) factor loadings and average variance extracted (AVE) to assess the convergent validity. The acceptable AVE value refers to being above 0.5 and is listed in the table as achieved. The CFA factor loadings should be above 0.50 for the estimated value to be achieved, as listed in Table 2. To test the discriminant validity, the acceptable value of the squared correlation should be less than 1.00, which is achieved and listed in Table 3.

6.2 *Mediation analysis*

6.2.1 *Direct effects*

The direct effect of training positively influences the Gen Z ER based on Estimate = 0.054, p-value = 0.002, 95% Confidence Interval: [0.013, 0.100]. This evidence infers that training has a positive, significant direct effect on Gen Z ER. H1 hypothesised that the greater the amount of training received, the more likely it is for Gen Z employees to remain in their jobs. It also enhances employees' skills and job competence, which boosts their confidence and job satisfaction. Gen Z values professional development and effective training as indications that the organisation is investing in its growth, leading to increased loyalty and retention. According to Mohamed Azim et al. (2020), when employees observe that the organisation they work for is expanding at a fast pace, then they will be encouraged not to look for alternative employment because, with the growth of the organisation, their future is assured.

H1: Training positively affects Gen Z ER.

Direct Effect of Co-worker Support (CS) on Gen Z ER (GR): Estimate = 0.019, p-value = 0.217, 95% Confidence Interval: [-0.021, 0.066]. The implications of the co-worker support Gen Z ER seem to have no statistical relevance since the p-value is greater than the 0.05 threshold. Thus, H2 are not supported. The lack of significant direct impact of co-worker support on retention can be attributed to Gen Z employees viewing their career progress and development as more important than relationships with colleagues. Although this generation requires a supportive environment, it may not play a major role in deciding whether or not they stay with a certain company.

H2: Co-worker Support positively affects Gen Z ER.

Direct Effect of Future Prospects (FP) on Gen Z ER (GR): Estimate = 0.040, p-value = 0.046, 95% Confidence Interval: [-0.004, 0.092], Future Prospects has a significant positive direct effect on Gen Z ER. This supports H3, indicating that better prospects are associated with higher ER. Future expectations have a direct impact on Gen Z ER employees, who are perceived to be highly career-driven and want straight pathways to advancement. The provision of visible opportunities for promotions and career progression by companies meets Gen Z's expectations, therefore making them wish to remain with the organisation for a longer period.

H3: Future Prospects positively affect Gen Z ER.

Table 2 Reliability, factor loadings, average variance extracted (AVE)

<i>Construct</i>	<i>Factors</i>	<i>Item</i>	<i>Loadings</i>	<i>Cronbach's alpha</i>	<i>AVE</i>
Training	TR1	I have received excellent job training from this organisation	0.585	0.867	0.655
	TR2	This organisation's training has helped me perform my job effectively	0.717		
	TR3	This organisation provides extensive training to enhance employees' job skills	0.712		
	TR4	My supervisor's instructions have been really helpful in improving my work	0.641		
	TR5	Job training provided by this organisation is highly effective	0.812		
Co-worker Support	CS1	I received assistance from other employees on the job in different forms	0.661	0.856	0.594
	CS2	In most cases, my colleagues are eager to help or give suggestions	0.706		
	CS3	The majority of my co-workers have accepted me as a member of this company	0.663		
	CS4	I have received a lot of assistance from my co-workers in adjusting to this organisation	0.801		
	CS5	I have excellent relationships with my co-workers at this organisation	0.761		
Future Prospects	FP1	There are many opportunities for a successful career with this organisation	0.603	0.865	0.632
	FP2	I am happy with this organisation's benefits	0.734		
	FP3	Almost everyone in our organisation has the opportunity to advance	0.776		
	FP4	I can easily predict my chances of getting promoted in this organisation	0.841		
	FP5	I expect that this organisation will continue to employ me for many more years	0.803		

Table 2 Reliability, factor loadings, average variance extracted (AVE) (continued)

<i>Construct</i>	<i>Factors</i>	<i>Item</i>	<i>Loadings</i>	<i>Cronbach's alpha</i>	<i>AVE</i>
Psychological Contract				0.869	0.641
	PC1	If I work hard enough, I have a good chance of getting promoted	0.750		
	PC2	Working for this organisation seems like being part of a family to me	0.907		
	PC3	Employees that work hard and commit themselves are developed and rewarded inside the organisation	0.918		
	PC4	I believe this organisation values the efforts of its employees	0.689		
Gen Z ER				0.867	0.677
	GR1	I see myself working for this organisation in the long term	0.867		
	GR2	I am committed to staying with the organisation	0.861		
	GR3	I am satisfied with my overall experience working for the organisation	0.635		
	GR4	I would recommend this organisation as a good place to work with others	0.688		

TR = Training, CS = Co-worker Support, FP = Future Prospects. PC = Psychological Contract, GR = Gen Z ER.

Table 3 Discriminant validity

	<i>TR</i>	<i>CS</i>	<i>FP</i>	<i>PC</i>	<i>GR</i>
TR	1.000				
CS	0.726	1.000			
FP	0.672	0.572	1.000		
PC	0.651	0.555	0.866	1.000	
GR	0.752	0.558	0.860	0.879	1.000

TR = Training, CS = Co-worker Support, FP = Future Prospects. PC = Psychological Contract, GR = Gen Z ER.

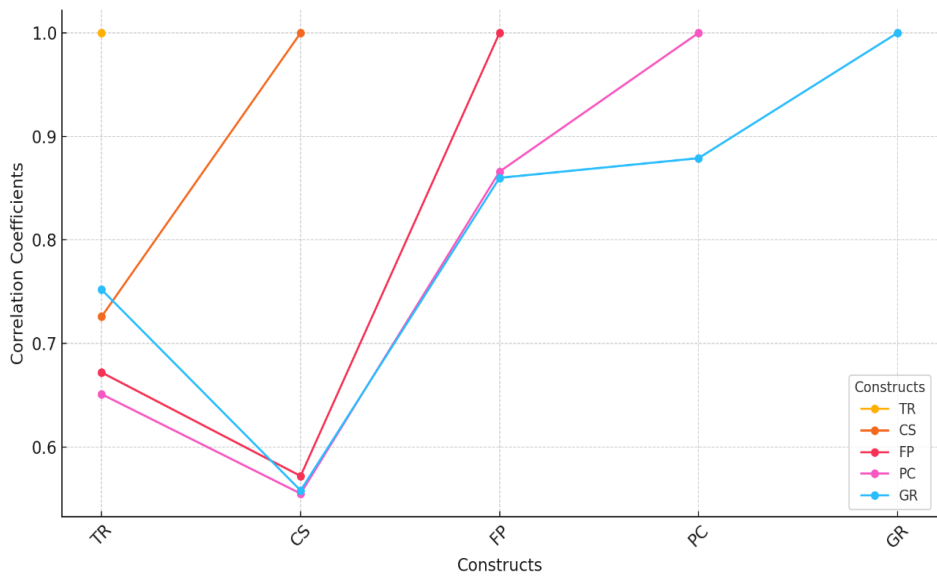
Direct Effect of Psychological Contract (PC) on Gen Z ER (GR): Estimate = 0.516, p-value < 0.001, 95% Confidence Interval: [0.324, 0.707]. The psychological contract has a significant positive effect on Gen Z ER. This strongly supports H4, suggesting that a strong psychological contract is a major factor in retaining Gen Z employees. Retention is impacted directly by the psychological contract as employees usually feel more trust and obligation toward the organisation when they think that the organisation is honouring its

implicit promises. This fosters a stronger commitment, making them more likely to stay in the organisation.

H4: Psychological Contract positively affects Gen Z ER.

Figure 3 inter-construct correlations of Training (TR), Co-worker Support (CS), Future Prospects (FP), Psychological Contract (PC), and Gen Z Retention (GR). Every line is a construct with its corresponding correlations in the framework as presented. TR has been proven to yield major correlations in GR (0.752) and CS (0.726), as observed above, which implies that training is the source of high co-worker support and much more in retaining employees. Correlating moderately with FP and PC stands at 0.572 and 0.555, respectively, which indicates contribution to career prospects and psychological adjustment. FP has a good correlation with PC and GR at 0.866 and 0.860, respectively, which indicates the high importance of FP towards the commitment and retention of the workforce. Among them, PC is highly associated with GR at 0.879, indicating its key influence on retaining employees. The multiline representation effectively illustrates how constructs interact, with higher coefficients indicating stronger associations. This visualisation provides a complete overview of the interconnectedness of the constructs within the organisational framework.

Figure 3 Correlation coefficients between constructs (see online version for colours)



6.2.2 Indirect effects

Training (TR) → Psychological Contract (PC) → Gen Z ER (GR)

Estimate = 0.034, p-value = 0.00, 95% Confidence Interval: [0.009, 0.073]. Training has a significant indirect effect on Gen Z ER through psychological contracts, supporting H5. It can be inferred from this that the effect of training on retention has a psychological contract. The effect of mediation is accepted. This implies that psychological contract (PC) serves to mediate the association between training (TR) and (GR) Gen Z ER. This is

a case of partial mediation because the direct effect of TR on GR is significant (0.054, $p < 0.001$), meaning the mediation effect does not fully explain the relationship. Training has an indirect effect on retention because it strengthens the psychological contract by showing that the organisation is investing in the employees' development. This perceived fulfilment of promises enhances employees' loyalty and leads to higher retention.

H5: Psychological contracts have a mediating effect on organisational socialisation factors and Gen Z ER.

Co-worker support (CS) → Psychological contract (PC) → Gen Z ER (GR)

Estimate = -0.001, p-value = 0.881, 95% Confidence Interval: [-0.030, 0.020]. The indirect effect of co-worker support on Gen Z ER through psychological contracts is not significant. As a result, it appears that H5 is not supported when it comes to co-worker support. Thus, it can be concluded that the influence of a co-worker on factors that induce retention in the organisation through the psychological contract is negligible. The idea behind this is rejected since p-values do show this indirect effect to be insignificant in terms of statistics, which means that PC cannot stand for mediating the relationship between CS and GR. However, CS does not significantly influence PC or retention since peer relationships could have less impact on employees' views of company responsibilities. Gen Z employees tend to value training and advancement more than social backing at their workplaces.

Future Prospects (FP) → Psychological Contract (PC) → Gen Z ER (GR):

Estimate = 0.086, p-value < 0.001, 95% Confidence Interval: [0.053, 0.133]. Future Prospects has a significant indirect effect on Gen Z ER through psychological contracts, supporting H5. This indicates that prospects partially influence ER through their effect on the psychological contract. His mediation effect is accepted and significant. This indicates that psychological contract (PC) partially mediates the relationship between prospects (FP) and Gen Z ER (GR). This is a case of partial mediation because the direct effect of FP on GR is significant (0.040, $p = 0.046$), showing that the mediation does not fully account for the effect. The prospects have an indirect influence on retention through psychological contracts, which reinforce the perception that the organisation is for the long-term success of employees. Employees remind themselves about their previous expectations of the organisation to foster trust and fulfilment, hence boosting retention. However, there is a school of thought that views the psychological contract as a mediator of organisational factors. Employee retention can be high because employees tend to actualise themselves when they are given what was promised, hence maintaining a level of motivation to work in that organisation. Consequently, such actions stimulate emotional bonds towards workplaces, thus enhancing ER.

6.3 Hypothesis testing

Table 4 mentions the effects of organisational socialisation factors on Gen Z ER, fulfilling the critical mediating role with the psychological contract (PC). Assuming hypothesis H1, which consists of investigating the direct effect of training on Gen Z ER, the hypothesis was accepted considering that the p-value is significant (0.002), meaning that it contributes more toward Gen Z ER 'training programs', which are direct initiatives. Co-worker support (H2), however, did not have a significant effect on Gen Z

ER, as shown by a p -value of 0.217, hence rendering the claim that co-worker support is an essential factor in enhancing Gen Z ER in the BPO industry.

Table 4 Hypothesis test result

	<i>Hypothesis</i>		<i>Estimate</i>	<i>p-value</i>	<i>Acceptance and rejection of hypothesis</i>
H1	Training positively affects Gen Z ER	TR→GR	0.054	0.002	Accepted
H2	Co-worker Support positively affects Gen Z ER	CS→GR	0.019	0.217	Rejected
H3	Future Prospects positively affect Gen Z ER	FP→GR	0.040	0.046	Accepted
H4	Psychological contract positively affects Gen Z ER	PC→GR	0.516	<0.001	Accepted
H5	There is a mediating effect of psychological contracts on organisational socialisation factors and Gen Z ER	TR→PC→GR	0.034	0.001	Accepted
		CS→PC→GR	-0.001	0.881	Rejected
		FP→PC→GR	0.086	<0.001	Accepted

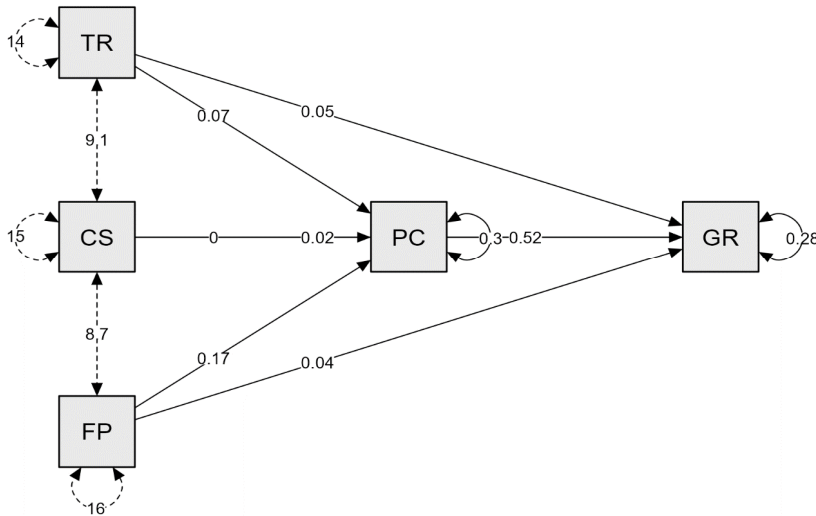
In contrast, prospects (H3) positively impacted Gen Z ER and are essential for employees in an organisation in which they intend to stay. The psychological contract (H4) exerted a strong positive influence on retention ($p < 0.001$), implying that both implicit and explicit expectations affect retention positively if they are fulfilled. Furthermore, mediation analysis confirmed that psychological contract plays a mediating role in the training and Gen Z employee relations (H5: TR→PC→GR) as well as in the prospects and Gen Z employee relations, the former being (FP→PC→GR) and the latter ($p < 0.001$). Therefore, it means that training, together with career growth prospects, reduces the attrition rate by enhancing the fulfilment of the psychological contract.

However, co-worker support (CS→PC→GR) did not have a significant indirect effect on Gen Z ER ($p = 0.881$), meaning that psychological contracts do not mediate the link between co-worker support and retention. This further implies that, even though the psychological contract is very relevant, some socialisation aspects, such as peer support, may not be very effective on Gen Z ER (Figure 4).

Integration with graphical representation, such as graphs, bar charts, and many others, makes the clarity, interpretability, and access of the findings clearer. The visual aids convert complicated statistical outcomes into an easily digestible format while providing stakeholders with the information they need to quickly ascertain the trends, patterns, and results. For instance, on a bar chart of before and after the implementation of these strategies, the effectiveness of the model would shine through visually, with results showing up right away. Line graphs or scatter plots can show trends in time or correlations between variables and might indicate the dynamics in relation to employee retention. Advanced statistical expressions, such as correlation coefficients, regression

lines, or predictive analytics models, add complexity by measuring relationships and forecasting outcomes through current data. These go further in understanding the psychology of factors that influence the retention of Gen Z employees and how psychological contracts or adaptive career mapping can be very instrumental in this regard. This is how visual and statistical analysis makes findings much more interesting and actionable. With this, it would become much easier to promote evidence-based decision-making. In fact, even complex data can easily be communicated to diverse audiences, from HR professionals to organisational leaders, in ways that encourage discussions and strategic planning. Ultimately, the combination of statistical accuracy with clarity and visualisation reduces the gap between data complexity and practical application, hence giving organisations the leverage to undertake strategic and meaningful retention strategies.

Figure 4 Mediation analysis – path plot



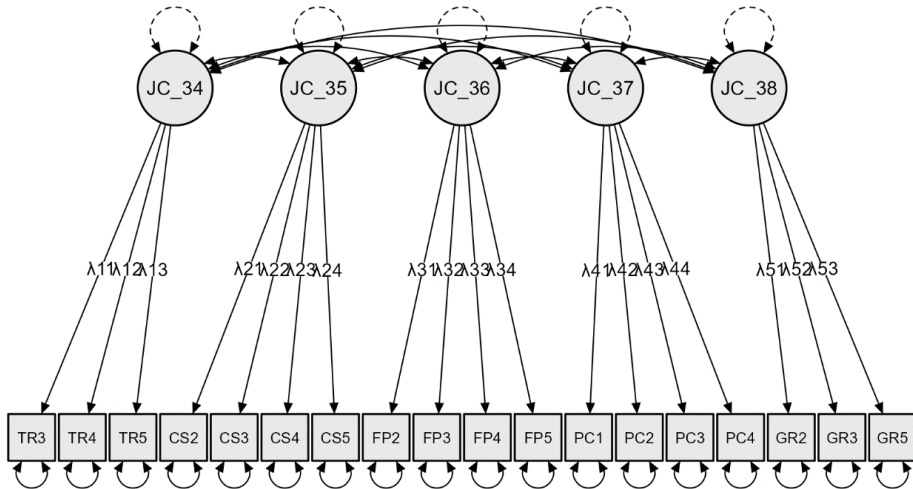
6.4 Confirmatory factor analysis

6.4.1 Model fit measures

The statistical analysis using confirmatory factors was carried out using JASP software. To improve the fit of the model, constructs TR1, TR2, CS1, FP1, GR1, and GR4 were omitted. The Goodness of fit for the CFA model implies that all relevant fitting indices are met. The chi-square test is interpreted to be 2.0524, and the minimum value to be achieved is said to be below 3.0. The additional fit measures include absolute fit indices such as the Comparative Fit Index (CFI) value is 0.920 which is acceptable as its value is more than 0.90, Tucker-Lewis Index (TLI) value is 0.902 more than the acceptable value of 0.902, Parsimony Normed Fit Index (PNFI) value is 0.700 whose acceptable model fit values should be above 0.50, Bollen's Incremental Fit Index (IFI) value is 0.921 whose acceptable model fit measures should be above 0.90, Relative Noncentrality Index (RNI) value is 0.920 near value to 1. The additional fit metrics comprise the Root Mean Square Error of Approximation (RMSEA) value is 0.088, which is less than 0.08, the

Standardised root mean square residual (SRMR) value is 0.052, less than the threshold value of 0.08, the Goodness of fit index (GFI) value is 0.962 whose threshold is above 0.90, and McDonald fit index (MFI) value is 0.619 above 0.90 (Figure 5).

Figure 5 CFA model plot



6.5 Partial least squares SEM

As the study has a smaller sample size and fewer constructs, PLS-SEM was chosen to test the model. The model fit lists the baseline test of: The goodness-of-fit indices indicate how well the model fits the data: AIC (Akaike Information Criterion): 5575.164, BIC (Bayesian Information Criterion): 5648.164, Chi-Square (χ^2): 319.033, Degrees of Freedom (df): 128, p-value: <0.001. The model's chi-square value is significant, indicating a better fit. R-squared values for Psychological Contract are R^2 : 0.759, Adjusted R^2 : 0.754 and for Gen Z ER R^2 : 0.773, Adjusted R^2 : 0.771 High R^2 values (both above 0.75). It follows that the model explains a significant percentage of the variation in the outcome variable (PC and GR), which provides evidence that the model is appropriate for explaining these outcome variables.

The parameter estimates for indicators are significant ($p < 0.001$) and have narrow confidence intervals. This indicates that the model's constructs are reliably measured by their indicators. The TR (Training) indicators TR3: Estimate = 0.426, $p < 0.001$, TR4: Estimate = 0.315, $p < 0.001$, TR5: Estimate = 0.401, $p < 0.001$ significantly contribute to the TR construct, with all estimates being statistically significant and robust. The CS (Co-worker Support) indicators CS2: Estimate = 0.248, $p < 0.001$, CS3: Estimate = 0.271, $p < 0.001$, CS4: Estimate = 0.339, $p < 0.001$, CS5: Estimate = 0.341, $p < 0.001$. Similarly, all CS indicators show significant contributions to the CS construct. The FP (Future Prospects) FP2: Estimate = 0.275, $p < 0.001$, FP3: Estimate = 0.305, $p < 0.001$, FP4: Estimate = 0.310, $p < 0.001$, FP5: Estimate = 0.288, $p < 0.001$, Each FP indicator is significantly associated with the FP construct. The PC (Psychological Contract) PC3: Estimate = 0.279, $p < 0.001$, PC4: Estimate = 0.314, $p < 0.001$, PC5: Estimate = 0.309, $p < 0.001$, PC7: Estimate = 0.277, $p < 0.001$, Indicators for PC are also significant and

robust. The GR (Gen Z ER) GR2: Estimate = 0.395, $p < 0.001$, GR3: Estimate = 0.387, $p < 0.001$, GR5: Estimate = 0.356, $p < 0.001$, the indicators for GR are significant, showing strong contributions to the GR construct.

7 Discussion and findings

Based on the outcomes of this empirical study, we might infer that complex interactions between organisational socialisation and retention of Gen Z employees in the BPO sector are mediated by psychological contracts. Preliminary observations indicate that a direct and significant positive effect of training alone leads to the retention of employees. It is expected for trained employees to be more competent, empowered, and committed to the organisation. Organisations are perceived to invest in their development by Gen Z through continuous training they receive from such organisations, and this results in loyalty and long-term commitment. The result is important for the BPO industry, where most employees need job-specific skills to handle difficult jobs since effective training can help reduce attrition rates. However, the fact that co-worker support has little direct effect on ER does not reduce its significance. The aspect of co-worker support can still open a wider door to the creation of an upbeat atmosphere at work, augmenting levels of job satisfaction and helping people adapt more easily within the organisational setup. However, among Gen Z employees, co-worker support only may not suffice for higher retention levels. Such considerations as perceived career advancement or future opportunities weigh more in their commitment to the organisation.

Prospects had a significant direct effect on retention, the third. This is in line with the fact that Gen Z employees, who are very focused on their career growth and development, are more likely to remain connected with companies where they see an opportunity for upward mobility. The BPO industry, renowned for its entry-level positions and high employee turnover rate, should develop clear paths to careers and enhance its growth opportunities to keep its youthful employees. The intervening function of the psychological contract further illuminates these relationships. The psychological contract encapsulates the employee and the organisation's shared understanding of their mutual obligations and expectations. The findings indicate that it serves as a means of connecting organisational socialisation factors with ER. In other words, retention is deeply affected by that which has been taught or known to be expected in the future through training and prospects. Gen Z employees are likely to experience higher retention rates as a result of their psychological contract being honoured when organisations fulfil their obligations, such as providing training and career opportunities for them. However, peer support had no significant indirect effect on turnover because it suggests that co-workers' assistance does not strongly influence employees' perception of organisational obligation.

7.1 Implications

Multiple actionable suggestions in this study will help BPO companies retain Gen Z employees: For BPO companies focused on retaining Gen Z employees, this research presents some implications: Prioritise training programs as they have an immediate or long-lasting impact on retention. Therefore, organisations need to emphasise ongoing, high-quality training that arms employees with the right tools for doing their jobs while

promoting personal and career advancement. Consequently, by offering effective training, older generations of managers show young professionals substantial respect for their professional progress, thus making them want to stay longer. Having specific career routes is an important factor in ER; BPO firms should provide clear opportunities for career advancement. Gen Z employees care about their advancing career prospects, which is why companies must invest in promotions, capacity building on skills, and leadership positions as a strategy for retaining them.

In improving psychological contracts for organisations, it is of utmost importance to maintain favourable and accurate psychological contracts with their employees. This includes keeping commitments about job responsibilities, progressing in careers, and training, resulting in more employees staying with the organisation forever. A robust psychological agreement between employees and employers is maintained through explicit communication on what is expected of an organisation, together with its commitment to unspoken obligations. Enrich the workplace through programs that encourage peer help: Although co-worker support was not directly associated with retaining employees, promoting a supportive environment can enhance job satisfaction and the organisational culture at large. The BPO industry can develop team and peer support initiatives designed to augment social relations at all work levels, which, although indirectly related to retention, may create a better working environment.

8 Conclusion

The present research seeks to contribute toward understanding some of the interrelated issues revolving around Gen Z ER in the BPO sector, particularly organisational socialisation factors and psychological contracts. Training, co-worker support, and prospects for career growth are among the attributes that shape the psychological contracts developed by Gen Z employees with their employers. Subsequently, these psychological contracts mediate the retention of such employees within the organisation. The study puts high importance on how BPO companies must allocate resources in efforts that include focused socialisation in areas of pre-designed training and promotions to support the demands of Gen Z in employees. Specific expectations would be communicated by companies as a form of effective support system, helping develop more inclusive psychological contracts with employees and ultimately increasing retention rates. Finally, co-worker support was also an important retention factor, which suggests that companies need to encourage teamwork among employees to maintain their satisfaction and loyalty. For instance, the inferences may change from being mere theoretical insights to policy action. It could translate to BPO companies that are mandated to design learning and development programs in sync with Gen Z, introduce mentorship programs or develop career pathways that are transparent and depict career prospects. Such approaches as enabling flexible working hours through the use of technology and rewards through gamification would more appropriately meet the Gen Z requirements. These recommendations provide an organisation with a roadmap to translate such insights into meaningful interventions leading to improved retention. Notably, the appraisals of the studies, as well as the findings, are extremely limited by several methodological features of the study, its cross-sectional design, and not a large sample. This research has identified four HRM practices influencing the Gen Z ER: supportive working environment, pay, training and development, and role clarity

(Ali et al., 2024). However, investigations are required for a more thorough validation of this research. For instance, longitudinal rather than cross-sectional designs should be employed, and larger sample sizes should be used to incorporate other variables to understand retention factors. It would be helpful to understand the challenges posed in retaining Gen Z employees across generations and industries.

Additionally, using mixed designs will help comprehensively understand the issue of retention. The results of this research provide interesting practical suggestions for BPO companies that want to keep Gen Z employees in their workforce. With changes in organisational socialisation processes and the enhancement of the psychological contracts of employees, organisations can create systems that support commitment and loyalty among employees while reducing turnover rates. As the BPO industry transforms, firms that facilitate personal growth, teamwork, and career advancement for employees will be more successful in winning the war for the next generation.

8.1 Limitations

Despite this study offering useful perspectives on the retention of Gen Z employees in BPOs, some limitations should be noted. To begin with, the research design depended on an online survey filled in by Gen Z respondents who were BPO employees, which has different types of biases, including socially acceptable responses and recall bias. For instance, the respondents may have given responses that they thought were acceptable to society or that were in line with their employer's expectations. In addition, the research adopted a cross-sectional study design whereby the variables were measured at a singular period. This means that causal relationships between organisational socialisation, psychological contracts and employee turnover cannot be drawn. In this regard, longitudinal studies would yield rich data on how these variables change with time and influence retention. Another limitation is associated with the method of sampling employed in the study. As much as the cluster probability sampling technique was adopted in targeting BPOs, the sample size includes 137 respondents and may still not be representative of the whole Gen Z population within the BPO sector.

The scope of the applicability of the results is further limited by the fact that only four organisations provided data, which may not be representative of the variations of organisational culture, policies or practices across the sector. The data collected from a larger population and a geologically and occupationally diverse sample would improve the external validity of the findings. Moreover, the research placed tremendous emphasis on Z-generation workers while ignoring how Gen Z ER factors compare with those of other generations, such as millennials or Gen X. This narrow focus on the target population makes it difficult to apply the obtained results to all the employees in the BPO sector. To gain insights into the wisdom of retaining Gen Z compared to the rest, it would be great to conduct a similar study and investigate the generational differences in retention factors. Using the PLS-SEM procedure in testing hypotheses, though strong, has its drawbacks. This technique is appropriate for testing structural equations in complex models having latent variables. However, it may not provide an effective evaluation of the variables' interaction compared to other methods.

Cluster probability sampling is an extremely useful research tool, but there are not too many built-in limitations within it. In any case, this method does carry with it an inbuilt potential chance of over-representing or under-representing a particular subgroup

depending upon how one defines the clusters. For example, geographical factors may be applied in the definition of clusters that lead the sample to take more data from urban regions and miss insights from rural or lesser industrialised regions. For instance, if clusters are formed based on company size or operational orientation, results would be grossly skewed to one direction of organisational cultures or practices; this will further restrict generalisation based on the whole industry study. It might, without its awareness, thrust some trend tendencies of results in directions of issues that would not be at all locations of the overall industry. This way, all of them would raise the transparency and credibility of the research by getting an idea of where the sampling methods may have been brought into it. Further, this section will give scope for further development in the methodological studies of the usage of stratified sampling in such a manner that the representation gets close to the whole population. For example, the stratified sampling would systematically deal with diversity related to regions or types of organisations or any workforce demographics that are understood in-depth for the research study. In fact, cluster probability sampling might prove a useful tool only now unless one realises the limitations that need to be mitigated well so as to produce effective and actionable results. In addition, even though psychological contracts mediated organisational socialisation and retention in the current study, the authors did not further examine other mediators or moderators of this relationship, including job satisfaction, work-life balance, or leadership styles. An assessment of these additional factors, which may have some effect on retention, is likely to be useful in enhancing understanding of the retention issues. Lastly, this study was carried out in the BPO sector, along with certain monochromatic cultural and geographical attributes. National cultures might affect how the organisational onboarding and psychological contracts are formed in the minds of Gen Z employees. Therefore, the results obtained may not directly transfer to BPO establishments in any other nation or industry, especially those that possess differing cultural orientations or workplace practices.

8.2 Recommendations for future research

To elaborate on the findings of this study, we propose several research directions for the future, which will add depth to the understanding of how to retain Gen Z employees in the BPO sector. First of all, it is suggested that longitudinal designs be employed to investigate the dynamics of organisational socialisation tactics, psychological contracts, and retention over time. These designs obtained would help clarify the changes in these variables within the member's employment period and possibly their effects on long-term retention. In addition, future studies need to increase the sample size and range to capture a wider range of BPO organisations in different areas, sectors and customs. This will enhance the external validity of the results and make the understanding of the role played by organisational factors on Gen Z retention in different contexts much deeper. For instance, if employees from other age groups, such as Millennials and Gen X, are included, it would be easier to draw comparisons on the data obtained, which will help the organisation understand better the needs of the employees that are of Gen Z about what has been found about their older counterparts. The study might use mixed methods in design, combining both the quantitative survey findings and the qualitative interview or focus group discussion findings. This would be so because then such a study would

bring together the depth of contextual insights provided by qualitative methods with the breadth of the quantitative data. This would truly be a very valuable form of qualitative approach in trying to explore the subtleties of psychological contracts and socialisation processes by Gen Z employees, for example, about how these influences would make them choose to stay in or leave organisations. Studies based on this current one would further probe into more important organisational factors, such as culture and diverse leadership styles, that would shape retention. This would align the transformational leadership with motivation and vision and may even find some ways by which employees can be made loyal to the company by Gen Z. This cross-industry comparison is possible. Universal retention principles may be separated from industry-specific challenges, leading to practical insights in a variety of contexts. Extension of mediators and moderators may further enhance the understanding of retention dynamics. In this regard, work satisfaction, work-life balance, and leadership style also play a mediator's role in organisational socialisation and retention. This will help us know how the retention rate will be affected because the transforming pace in the technological and environmental spectrum, along with the economic revolution taking place these days, is rather fast in the BPO industry. For example, practical insight would come from experimental, intervention-based studies to determine whether targeted approaches such as 'train-to-retain' onboarding programs or mentorship would improve Gen Z retention in the organisation.

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