

Levels of Training and Development, Performance Management, and Job Satisfaction among Millennial Staff in the Provincial Government in Northern Luzon

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DOI: <https://doi.org/10.52006/main.v8i1.1064>

Article history:

Submitted: January 7, 2025

Revised: February 10, 2025

Accepted: March 10, 2025

Keywords:

Industrial psychology Performance management

Job satisfaction

Training, Development

Quantitative

Northern Luzon

Philippines

ABSTRACT. This quantitative descriptive-correlational study examined how training, performance, and job satisfaction influence employee retention and whether these relationships vary by employment status. Data were collected from 348 respondents using a valid and reliable 64-item questionnaire, which was analyzed using descriptive statistics, Pearson correlation, and moderation analysis. The findings indicated that both regular and temporary staff perceive high levels of training, performance, and satisfaction. While training and performance consistently impacted retention across both groups, the moderation analysis revealed that employment status did not significantly alter the relationship between job satisfaction and retention. Consequently, future research should look beyond employment status and employ serial mediation analysis involving factors such as employer branding and engagement to gain comprehensive insights into talent management's role in retention.

1.0. Introduction

With the rise of millennial staff in organizations and agencies, there was an increasing concern about retaining employees, which emanates from ineffective retention strategies (Tabañag & Manaois, 2024). In October 2024, the employment rate was 96.1%, which was .3% higher compared to October 2023 at 95.8% (PSA, 2024). The employment prospects for millennials changed with time, and the consequences of the post-pandemic situation on the job market in the Philippines were still emerging. These impacts might have contributed to the decline in the unemployment rate from 4.2% in the previous year to 3.9% in October 2024. Specifically, among regions, Region IV-A (CALABARZON) has the highest reported unemployment rate of 5.7%, while Cordillera Administrative Region (CAR) had the lowest unemployment rate of 2.3% in October 2024 (PSA, 2024). Thus, it may be said that there were

unemployment disparities across regions due to varying economic growth and employment opportunities.

Leider et al. (2021) reported an increased turnover among younger employees under 33 years old compared to their older colleagues, possibly due to job and/or dissatisfaction and lack of opportunities for advancement (Bogaert, 2019). Additionally, being in an organization for more than 5 years, having supervisory roles, and having high stress levels and burnout contributed to millennial employee turnover (Leider, 2023; Sellers, 2020). While it was true that the public sector continues to struggle to retain talent compared to the private sector, making an effort to recruit a highly skilled workforce while keeping them engaged remained vital in leveraging change and innovation (Young, 2019).

On the other hand, younger staff stay because of work stability and/or flexibility, supervisor satisfaction, and benefits. Thus, considering salary increases, opportunities for promotion, a lighter workload, and employing flexible work arrangements were some strategies that contribute to employee retention (Leider, 2023). However, this will only be a sustainable strategy

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if talent management was employed to address the issue of employee turnover. This was seen further through better recruitment processes, systematic communication and feedback, effective leadership, and the establishment of competitive advantage (Amushila & Bussin, 2021). Therefore, monetary and non-monetary factors that attract, motivate, and retain employees while highlighting the importance of work-life balance were critical factors for efficient talent management.

Specifically, Koteswari et al. (2020) stated that training is necessary to develop the competence and expertise of an employee to qualify for a certain position. Training also empowers employees to have higher self-esteem and boost their morale, increasing retention (Nguyen, 2020). Likewise, in gaining a competitive advantage, performance management indicates productivity and efficiency, subjecting employees to rewards and recognition. Through consistent performance management, supervisors may monitor and evaluate employee performance and motivate them to stay in the organization (Ghani et al., 2022). Meanwhile, while job satisfaction affects organizational performance and results from different factors, it is a critical indicator of employee retention (Biaison, 2020). Hence, ensuring a harmonious working environment while considering how employees are appreciated for their service and commitment is vital in keeping employees satisfied.

Furthermore, the research objective was to examine the impact of the training and development, performance management, and job satisfaction variables on the retention of millennial employees and how this relationship differed depending on their employment status. Subsequently, this understanding was utilized to formulate strategies to augment employee engagement and retention, particularly within the dynamic millennial workforce.

2.0. Framework of the Study

The current perspective in talent management was identifying and cultivating individuals with the skills and attributes well-suited for the dynamic and competitive business environment. As employees were considered the main source of competitive advantage, organizations must nurture their people through their knowledge, skills, and relationships to decrease turnover. Further, talent management practices and policies were employed so employees were committed and engaged with the organization.

To illustrate this, the learning and development aspect of employees gained through training not only allowed them to stay with the organization but also helped them develop competitive skills (Hongal & Kinange, 2020). In other words, if an organization promotes growth opportunities for its staff and assesses and provides their training needs, the more likely it was

for them to stay (Bogaert, 2019). Thus, the agency recognized this importance, which led to the realization of employee potential and positively influenced several elements that contribute to job stability for millennial employees.

Meanwhile, the agency has implemented performance management to sustain organizational effectiveness following an integrated management system. This study analyzed its performance monitoring systems and procedures, focusing on their impact on millennial employee retention. This was in line with the study of Au Yeung and Tionson (2022), stating that it is important for performance management to be honest, effective, and transparent to foster talent development and benefit both the employee and the organization. Further, through efficient employee performance, organizational performance also thrives.

According to Chen et al. (2019) and Painter-Morland et al. (2019), job satisfaction emerged as a significant outcome of successful talent management, potentially enhancing the retention of millennial employees. Moreover, Dahiya and Rath (2021) reported that greater organizational commitment improved job performance, motivation, satisfaction, and decreased employee absenteeism and turnover. Assessing job satisfaction among millennial employees was crucial by focusing on key factors such as compensation or pay, job security, opportunity to utilize skills/abilities, relationship with the immediate supervisor, and management's recognition of employee job performance. Therefore, as these requirements were recognized and resolved, employees experienced increased job satisfaction and motivation. This also promoted employee engagement and embeddedness, resulting in a strengthened commitment of employees to the organization.

Employee retention has been the deliberate effort made by an organization to motivate employees to stay in their positions for an extended duration. Through this, the organization achieved its strategic, short-term, and long-term goals, resulting in organizational growth. Additionally, it played a crucial role in the organization's systems and procedures and in generating a competitive edge (Tirta & Enrika, 2020).

The study by Permana et al. (2023) states that compensation, promotion, and work status were found to be the sole influential factors affecting employee retention among millennials and Generation Z. Thus, this study provided further insights into the growing body of literature on assessing the moderating impact of employment status on the correlation between talent management and the retention of millennial employees.

3.0. Methodology

Research Design. The study employed a descriptive-correlational research design to describe and analyze the relationship between millennial employee retention and three key variables: training and development, performance management, and job satisfaction. This approach allowed for the determination of the strength and direction of these associations, offering insights into how changes in one variable correlate with adjustments in another (Bhandari, 2023). Furthermore, the study utilized moderation analysis to investigate the influence of employment status on these relationships. This additional layer of analysis facilitated the identification of specific circumstances that might strengthen, weaken, or even reverse the connection between the predictor and outcome variables.

Respondents. The target population consisted of 350 millennial staff distributed across thirty-one (31) departments, work units, and district hospitals. To ensure sample accuracy and representativeness, stratified proportionate sampling was employed based on the agency's diverse groupings and the employees' job status (regular and temporary). However, the final dataset comprised 348 responses, resulting in a minor variance of two from the target sample size of 350 due to non-participation.

Instrumentation. Data were collected using four standardized instruments: the 8-item Institute for Employment Studies (IES) Employee Engagement Survey (Robinson et al., 2007), the 5-item survey by Moncarz et al. (2009), the 36-item Job Satisfaction Survey (JSS) (Spector, 1985), and the Turnover Intention Scale (TIS) (Roodt, 2004). As shown in Table 1, these instruments demonstrated high Scale-Content Validity Index (S-CVI) values, ensuring they precisely gauged the specific aspects they aimed to evaluate. According to Rusticus (2024), an S-CVI of 0.9 or higher indicates excellent content validity, confirming that the instruments are relevant to and representative of the constructs intended for measurement.

Table 1

Summary of Content Validity Index

Variable	Content Validity Index (CVI)	Interpretation
Training and Development	1	Excellent
Performance Management	1	Excellent
Job Satisfaction	0.96	Excellent
Employee Retention	0.94	Excellent

To establish the reliability of the data gathering tool, internal consistency was assessed by administering the instrument to a sample of 200 respondents to calculate Cronbach's alpha (α). The results, detailed in Table 2, confirm that the tool possesses high internal consistency. According to Revicki (2023), a high alpha signifies strong reliability; specifically, a value of 0.8 indicates that items are closely related, while a value of

Table 2

Summary of Reliability Testing Results

Data Gathering Tool	Cronbach's Alpha	Descriptive Rating
Institute for Employment Studies (IES) Employee Engagement Survey (Robinson et al., 2007)	0.954	Excellent
5-item survey questionnaire of Moncarz et al. (2009)	0.968	Excellent
Job Satisfaction Survey (JSS) (Spector, 1985)	0.856	Good
Turnover Intention Scale (TIS) (Roodt, 2004)	0.912	Excellent

0.9 or higher suggests the tool effectively measures a single construct.

Data Collection Procedure. Data collection commenced upon receiving the Ethics Approval Certificate from the university ethics committee. The researcher submitted a formal request to the Governor to gather data from the agency's millennial staff. Following approval, authorized administrative officers facilitated the distribution of informed consent forms (ICF) and questionnaires to the selected respondents.

Data Analysis Procedure. All data were processed using the Statistical Package for the Social Sciences (SPSS) to generate both descriptive and inferential statistics. Descriptive measures, including means analysis, were used to evaluate the central tendency, variability, and overall levels of training, performance management, and job satisfaction among respondents.

Table 3

Scale of Interpretation for Means Analysis for Training and Development

Point Value	Statistical Range	Descriptive Equivalent
5	4.20-5.00	Very High
4	3.40-4.19	High
3	2.60-3.39	Moderate
2	1.80-2.59	Low
1	1.00-1.79	Very low

Table 4

Scale of Interpretation for Means Analysis for Performance Management

Point Value	Statistical Range	Descriptive Equivalent
5	4.20-5.00	Very High
4	3.40-4.19	High
3	2.60-3.39	Moderate
2	1.80-2.59	Low
1	1.00-1.79	Very low

Table 5.1

Scale of Interpretation for Means Analysis for Job Satisfaction

Point Value	Statistical Range	Descriptive Equivalent
6	5.15-6.00	Very High
5	4.32-5.14	High
4	3.49-4.31	Slightly High
3	2.66-3.48	Slightly Low
2	1.83-2.65	Low
1	1.00-1.82	Very Low

Table 5.2

Scale of Interpretation for Job Satisfaction (Reverse Scored Items)

Point Value	Statistical Range	Descriptive Equivalent
6	5.15-6.00	Very Low
5	4.32-5.14	Low
4	3.49-4.31	Low
3	2.66-3.48	Slightly High
2	1.83-2.65	High
1	1.00-1.82	Very High

For inferential analysis, Pearson correlation coefficients were computed to determine the relationship between these independent variables and millennial employee retention, while moderation analysis was conducted to assess whether employment status influenced the strength or direction of these associations.

Table 6

Scale of Interpretation for Correlational Analysis

Pearson (r)	Correlation Type	Interpretation
Between 0 and 1	Positive Correlation	When one variable changes, the other variable changes in the same direction.
0	No Correlation	There is no relationship between the variables.
Between 0 and -1	Negative Correlation	When one variable changes, the other variable changes in the opposite direction.

4.0. Results and Discussion

Levels of training and development, performance management, and job satisfaction among millennial staff

Training and development. The data in Table 7 indicate that the agency places a significant emphasis on training and development for regular millennial employees (Mean=4.04). This focus is particularly noteworthy as millennials prioritize career growth opportunities, which contributes to their overall job satisfaction (Ngotngamwong, 2020). Similarly, temporary millennial staff reported receiving considerable attention regarding training and development possibilities (Mean=3.85). Although specific training programs related to foundational, technical, and supervisory skills may be limited for temporary staff due to tenure, the agency maintains a continuous strategy for the career and personal development of employees at all levels. Consequently, employees are motivated to cultivate essential information and skills through these personal and professional growth initiatives.

These findings reveal that both employment categories benefit from high levels of training and development, offering crucial insights into millennial staff retention. Regardless of employment status, exposing employees to learning opportunities

capacitates them with foundational programs that nurture skills for personal and professional growth. This approach helps mitigate the potential loss of millennial employees that often results from inadequate training and limited prospects for career progression.

Supporting this developmental approach, Na-nan and Saribut (2019) proposed that coaching and mentoring effectively preserve job engagement and foster skills development within the millennial workforce. Whether conducted formally or informally, mentorship programs provide significant benefits to both mentors and mentees. These benefits include the development of leadership skills, the promotion of institutional knowledge, and the encouragement of favorable psychosocial well-being; ultimately, this leads to improved organizational efficiency and productivity while increasing the employees' length of service (Dunmade et al., 2022).

Performance management. Regular millennial employees reported significantly high levels (Mean=4.02), as indicated in Table 7. These results reflect the implementation of semestral performance reviews aimed at upholding organizational efficiency. These findings are anchored in Vroom's (1964) Expectancy Theory, which posits that employees who perform efficiently in a favorable work environment predict high job performance (Benedicto & Caelian, 2021). Likewise, temporary millennial staff perceive their performance as closely monitored (Mean=3.98), as the agency implements regular checks based on contract renewal, development objectives, awards, and promotion.

The data indicate that both job categories demonstrate a high level of performance management, characterized by the establishment of clear objectives and frequent feedback sessions for all employees. This structured approach results in an enhanced sense of identification and connection with the organization. By consistently applying these management standards, the agency fosters an environment where expectations are clear, regardless of the employee's contract status.

Job satisfaction. Regular millennial employees generally report a slightly high level (Mean=4.11), as presented in Table 7. This supports the notion that employees exhibit enhanced performance when experiencing higher satisfaction, and that millennials are more likely to stay in an organization if their personal beliefs coincide with the organization's culture (Ngotngamwong, 2020). Meanwhile, temporary millennial staff also expressed a slightly high level of job satisfaction (Mean=3.94).

Table 7

Exploratory Descriptive Statistics on Training and Development, Performance Management, and Job Satisfaction among Regular and Temporary Millennial Staff

Variables	Regular	Descriptive Equivalent	Temporary	Descriptive Equivalent
Training and Development	4.04	High	3.85	High
Performance Management	4.02	High	3.98	High
Job Satisfaction	4.11	Slightly High	3.94	Slightly High

Note(s): Items negatively stated from the JSS were reverse scored.

This consistency aligns with Guinto and Magallanes (2020), who found that demographics, such as employment status, did not significantly impact job satisfaction. Overall, the slightly high satisfaction levels across both groups imply that motivated staff are committed to the organization, expecting their efforts to be rewarded, though the results also acknowledge a need for continued improvement in areas beyond work-life balance.

Relationship between training and development, performance management, and job satisfaction with millennial employee retention

Table 8 demonstrates a weak negative correlation ($r = -.317$) between training and development and millennial employee retention. This statistic indicates a minimal inverse relationship; as training and development activities increase, millennial employee retention tends to decrease slightly. This counterintuitive finding suggests that millennial employees who undergo extensive training may become more marketable and, consequently, more inclined to leave the organization for better opportunities. However, given the weakness of this correlation, it is evident that other factors likely exert a more significant influence on millennial retention than training volume alone.

Table 8

Relationship between Training and Development, Performance Management, and Job Satisfaction with Millennial Employee Retention

	Training and Development	Performance Management	Job Satisfaction
Millennial Employee Retention	-.317**	-.306**	-.571**

** Correlation is significant at the 0.01 level (2-tailed).

Despite the statistical findings, the literature highlights the necessity of skill acquisition. Chopra and Bhilare (2020) assert that millennials must possess sufficient technical and data management competencies to thrive in a contemporary, digitally advanced work environment. However, formal training programs may fail to adequately cover the specific skills employees require, or they may lack the necessary quality to provide genuine growth possibilities. Consequently, training alone may not be enough to address competency gaps critical to performance; notably, coaching and mentoring have been identified as effective alternative methods for enhancing employee productivity (Na-nan & Saribut, 2019).

Regarding performance management, Table 8 reflects a weak negative correlation ($r = -.306$) with millennial employee retention. Similar to training, this suggests a low inverse relationship where increased rigor in performance management tends to correlate with a slight decrease in retention. This indicates that if an agency's performance management system is perceived

as overly strict or excessively critical, it may lead to dissatisfaction and subsequent employee turnover.

Contextual factors may explain this dynamic further. The weak negative relationship might reflect differences in employment status, suggesting that regular employees may hold higher performance ratings than temporary employees due to differences in initiative, work efficiency, and job mastery (Benedicto & Caelian). Therefore, it is vital for organizations to find a balanced approach that weighs the establishment of an organized performance management system against the need to foster supportive employee development, feedback, and progress.

Table 8 also reveals a strong negative relationship ($r = -.571$) between job satisfaction and millennial employee retention. This inverse correlation suggests that, in this specific context, higher reported satisfaction measures are associated with lower retention, or conversely, that dissatisfaction drives turnover. Supporting the latter interpretation, Ngotngamwong (2020) found that millennials are inclined to resign due to excessive workloads and a lack of satisfaction in their positions. The data emphasizes that stress and the appeal of better future prospects are significant contributors to millennial turnover.

To address these retention challenges, organizations must prioritize the needs of younger staff. Practical approaches to keeping employees engaged include understanding their needs, implementing succession planning, improving the work environment, and adopting policies on flexible work arrangements (Leider, 2023; Leider, 2021). Furthermore, work-life balance is a critical factor contributing to well-being and productivity. Ensuring employee motivation is of utmost importance, as a lack of motivation can result in adverse outcomes such as discontentment, frequent absences, and even hostility.

Employment status moderating the relationship between training and development, performance management, and job satisfaction with millennial employee retention

A moderation study assessed whether employment status moderates the association between the study variables. As shown in Table 9, a negative interaction effect was observed between training and development and employment status on millennial employee retention ($B = -0.059$). However, the p-value for this interaction term is 0.449, which exceeds the 0.05 significance level, indicating that the interaction effect is not statistically significant. The R-squared value of .106 suggests a weak effect size. Consequently, the impact of training and development on the retention of millennial employees is considered consistent among all employment groups covered by the study.

These findings indicate that employment status does not significantly influence the connection between training and development and the retention of millennial employees. This outcome contradicts previous studies which suggested that temporary staff often receive fewer formal training and development opportunities due to their shorter tenure and potentially lower compensation compared to regular employees. In this agency, the data suggests a more equitable distribution of development opportunities.

The lack of disparity may be attributed to specific government policies. The Civil Service Commission (CSC) devised a mechanism to allow temporary staff who fell short on the Career Service Examination (CSE) to become eligible for permanent positions by granting them additional points based on the duration of government service rendered and work performance (Civil Service Commission, 2024). This policy ensures that the growth of personnel skills and talents is cultivated to preserve skilled and proficient personnel, regardless of their current employment status.

Table 9

Moderated Regression Results between the Relationship of Training and Development, Performance Management, and Job Satisfaction with Millennial Employee Retention with Employment Status as Moderator

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	Training and Development	-.059	.077	-.210	-.759	.449
	Performance Management	-.084	.072	-.322	-1.166	.245
	Job Satisfaction	.028	.080	.097	.349	.727

a. Dependent Variable: Employee Retention

b. Predictors: Training and Development, Performance Management, and Job Satisfaction

The research initially hypothesized that regular employees who receive training would be more inclined to stay with the organization than temporary staff. Nevertheless, the findings indicate that the correlation between training and development and the retention of millennial employees is not contingent upon their employment status. It appears that both employment groups in the agency enjoy equal training opportunities, demonstrating the organization's commitment to prioritizing skills development and investing in all its employees.

Regarding the second predictor, the analysis of the independent and moderator variables in Table 9 reveals a negative interaction impact between performance management and employment status on employee retention ($B = -.084$). Despite this observation, the effect is not statistically significant ($p = 0.245$). A weak effect size, indicated by an R-squared value of .104 for the interaction, suggests that the moderation effect is minimal. This may be influenced by the weak negative relationship observed between performance management and millennial employee retention in the broader dataset.

Ultimately, the statistical evidence suggests that the impact of performance management on the retention of millennial employees is consistent regardless of the specific employment status reported in this study. The results imply that the implementation of performance management strategies has a significant impact on the ability of organizations to retain employees, regardless of which employment group they belong to.

Research consistently demonstrates a positive association between employee motivation and performance, regardless of employment status (Guinto & Magallanes, 2020). However, drawing on Vroom's Expectancy Theory (1964), temporary millennial staff may be less inclined to sustain this motivation if their success goes unrecognized or if they lack desired feedback. Such a lack of recognition can undermine the perceived value of potential permanent employment, leading to disengagement and exhaustion. Despite this theoretical risk, the study's results indicate that both employment groups view performance evaluation as a valid reason to remain with the organization. This

suggests that an effective performance management system can ensure all employees remain engaged by recognizing efforts, providing regular feedback, and promoting a culture of meritocracy.

Table 9 presents the analysis of the interaction between job satisfaction and employment status on employee retention ($B = .028$). While the R-squared value of .329 suggests a strong overall effect size for the model, the p-value associated with the interaction term is 0.727, indicating that the interaction itself is not statistically significant. Consequently, it is impossible to definitively conclude that the impact of job satisfaction on millennial employee retention varies based on employment status. The data suggests that the relationship between satisfaction and retention is likely consistent across groups, or that the current data did not capture specific nuances of how the moderating variable might alter the relationship direction or strength.

Broader studies indicate that regular employees generally experience greater job satisfaction than temporary staff, likely due to the stability, advantages, and opportunities afforded to permanent positions. Beyond status, findings show that motivational variables significantly increase job contentment, which in turn improves work quality. For millennials specifically, creating a supportive and encouraging environment serves as a critical motivating element. These factors collectively drive employees to excel and maintain a deeper commitment to the organization.

Ultimately, regardless of employment status, job satisfaction is positively linked to employee retention, as well as employee engagement, supervisor satisfaction, and organizational support (Bogaert, 2019). This strong association suggests that when satisfaction is high, millennials are more likely to stay, thereby making the organization more productive and contributing significantly to overall performance. Furthermore, when employees feel recognized and valued, it fosters a collaborative environment and an encouraging organizational culture.

5.0. Conclusion

The study examined the influence of talent management on the retention of millennial staff in a provincial government in Northern Luzon while being guided by its objectives. Based on the data analysis and conclusion related to the purpose of the study, the impact of training and development and performance management on the retention of millennial staff is consistent among the regular and temporary employment groups covered by the study. Both employment groups in the agency enjoy equal training opportunities, demonstrating the organization's commitment to prioritizing skills development and investing in all its employees. The performance management system implemented by the agency also ensures that all employees are engaged and content by recognizing their efforts, providing regular feedback, and promoting a culture of meritocracy. This implies that the agency strongly supports talent management even though no moderation was shown in the study. Regardless of job status, implementing training and development and performance management programs can be a dependable approach to constantly influence millennial employee retention.

On the other hand, job satisfaction may have varying effects on millennial employee retention among different employment groups. However, the outcomes did not demonstrate statistical significance, precluding any assertion that job satisfaction had a distinct effect on these groups. Nevertheless, it can be inferred that talent management deals with critical components of retaining and engaging millennial employees beyond the differences in employment status.

6.0. Limitations of the Findings

This study is limited in its focus on the elements contributing to the retention of millennial employees within the organization. Government agencies are continually hiring job orders and/or contracts of service staff because there seems to be no difference between regular and temporary employment groups in terms of employee retention, given varying opportunities in learning and development, performance management,

and job satisfaction. Another potential idea to consider is identifying reasons for staff turnover to establish a knowledge management program that maximizes the return on investment in training and expertise while ensuring the continuity and efficacy of services amid a dynamic workforce. Furthermore, conducting longitudinal research to investigate the enduring effects of these talent management practices on career advancement and employee retention might be explored in further detail. Through this, it investigates if talent management and employee retention among millennials vary over time or improve when an individual moves to a permanent position.

7.0. Practical Value of the Paper

The findings of this study provide a significant contribution to the existing study on the influence of talent management on employee retention among millennial staff in the local government context, given the current lack of extensive research on this topic. Talent management needed to be focused more on as a strategic tool for retaining employees, particularly in the local context. Conducting research within the local setting has been crucial to developing and implementing talent management strategies and practices within the organization, and this research has assisted in attracting potential employees, empowering and engaging them, and enhancing employee retention. By understanding employee needs and priorities, this study helped identify innovation suggestions to address specific gaps in the agency and cultivate a stronger sense of belongingness within the organization. Most importantly, the study's results, through a learning brief, translated the research into operational insights that diverse readers easily understand, helped make informed decisions, and provided an avenue for discussion.

8.0. Directions for Future Research

Future research may include other cohorts as a moderator variable to have another standpoint and to examine generational differences in perspective, experience, and work dynamics, considering millennials are characterized by being flexible, having self-direction, and focusing on personal growth and fulfillment, identifying them to have a protean career. Given these characteristics, having a comprehensive understanding of generational dynamics, highlighting the importance of individual differences, and bridging gaps are some things to consider.

Moreover, a serial mediation analysis may provide insights into how talent management influences employee retention and develop a program or policy to make them stay in the organization. Also, the findings could report that employees have an increased intent to stay due to more opportunities for training and

development, less strict monitoring of performance, and high job satisfaction, regardless of possibilities outside the organization for greener pastures.

Additionally, a qualitative study approach may be utilized to understand further the other aspects that impact on the retention of millennial employees. It may also be beneficial to investigate the efficacy of targeted training and development initiatives designed for regular and temporary millennial employees to investigate how performance monitoring systems contribute to equitable and precise summative performance evaluations.

Furthermore, the long-term effects of these talent management practices on career advancement and employee retention may be further examined through longitudinal research.

9.0. Declaration of Conflict of Interest

The author reported no potential conflict of interest.

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