

Moderating Effect of Generational Age: Talent Management, Person-Environment Fit and Turnover Intentions in the Food Industry

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ABSTRACT

Employee turnover intentions have sparked a primary concern in the food business industry. Not many training and management programs were implemented to hone the employees' personal and professional growth, considering that there was a shortage of skills and qualifications in this field. It was suggested that management had to consider an individual's work preferences, as the nature of the environment consisted of people from different generational ages. This study aimed to investigate the relationship between talent management programs, person-environment fit, and turnover intentions, moderated by generational age, in the two main cities of the Province of Bukidnon, Philippines, with a total of 353 respondents. This study used a quantitative random-stratified sampling technique and ten in-depth interviews for triangulation. Findings revealed that talent management programs had no significant relationship with turnover intentions, while person-environment fit had a significant relationship with turnover intentions, which proves the importance of person-environment fit theory in this study. Among the generational ages, Generation X had the highest turnover intentions, followed by Generation Z and Generation Y. The analysis showed no significant difference between generational age and turnover intentions. The variables best influenced by turnover intentions are onboarding, person-organization fit, person-supervisor fit, and person-group fit. Using path analysis, generational age failed to moderate the relationship between the independent and dependent variables. A retention policy review was developed based on the collective literature, triangulation, and the study's results and findings.

Keywords: Generational age, talent management, person-environment fit, turnover intentions, food business industry.

INTRODUCTION

Employees are the main ingredient in its success in a high-spirited working environment, such as the food business industry. One of the stumbling blocks faced by the food business industry was taking hold of a passionate, talented, and skillful workforce, considering the diversity of employees of different age groups, which is the backbone of a restaurateur.

The term "food industry" refers to all phases of the method, including the planning, building, maintenance, and delivery of products or services to the consumer in the animal nutrition and food industries (food and drink). It includes businesses that produce and operate to prepare and serve food and beverages (Akyazi et al., 2020).

Statistics showed that the top challenges faced by restaurants in the United States are a high operation cost of 52%, staffing of 51%, training staff of 35%, and retaining staff of 32% (Anthony, 2023). Consequently, in the fast-food industry in all parts of the United States, 73% annual turnover had been recorded to have impacted the financial losses, and the fast-food managers had a factor in the overall performance (Umezurike, 2021).

The Saudi Ministry of Human Resource and Social Development (HRSD) has entrenched motivation for restaurants and cafes since October 2021 as it aimed to achieve allocation for localizing the workforce. However, despite this motivation, working in restaurants was declined by the Saudi people, who seemed unfit for various reasons (Sobaih & Elnasr, 2023). Relatively, there was a constant increase in the employee turnover intention that led employees to leave the workplace, impacted a huge profit loss, and increased costs in human resource management in hiring and training (Jeffrey & Prasetya, 2019).

Employees who experienced a good working environment felt a sense of belongingness and comfort, which further built loyalty (El-Sherbeeny et al., 2023), considering that in Thailand, the diversity of employees was composed of different age groups (X and Y generations) and had been increasing in the workplace since 2021, which was similar to the situation in Vietnam for the Z generations (Anh et al., 2023). That is why it is important to have a grounded understanding of the employee's intention of leaving a company, which will influence their decision to stay or quit (Rattanapon et al., 2023). Along with this, the understanding that employees of different ages differed in their behaviors and that there was a significant effect on job performance (Mahmoud et al., 2021).

Also, customer behavior towards the employees created emotional feebleness, fulfillment towards work, and turnover intentions, based on the study conducted in KFC Metro, Manila, Philippines (Bungato et al., 2021). It then highlighted the significance of an organized policy that boosted the overall employees' team spirit and commitment. In addition, a study in Batangas, Philippines, showed that there were only 7.60% of employees who stayed for more than 10 years and 37.30% who were in the company for around 3 to 5 years. It was further recommended that incentives and recognition be provided to the workforce to enhance the quality of produce and performance (Plata et al., 2020). The study in Davao City, Mindanao, Philippines, showed that employees' performance in their specific roles was significantly connected to employee participation, marketing, and empowerment. It further recommended having regular feedback meetings, enhancing employees' entrepreneurial mindsets, and helping employees level up their careers through training, seminars, and workshops (Abellanosa, 2020).

Human resources played a paramount role in the food industry in terms of achieving maximum performance and goals continuously. The study showed that employees were well-informed about the development and provided with the necessary training that led to a sustainable blueprint in the food business (Ahmed et al., 2021). Moreover, practitioners and management were encouraged to create talent management strategies that help nurture employees, which could result in talent pool retention (Hamad, 2019). That is why the human resources unit had an important role in understanding the individuality of their employees in the organization, including finding solutions congruent with the challenges and problems faced. (Agarwal, 2021). As indicated in the talent management theory, the challenge in human resources was creating a dedicated and committed employee with proper procedures and a highly engaged environment with promotions and, most of all; employees considered a no better place than their current employment (Akkoca, 2023).

With the increased number of turnover intentions in the food business industry, it was evident that human resources and management had a crucial role in aligning with talent management programs to advance the employees' knowledge, talent, and skills and, at the same time, reckoning the individual environment fit to increase the good working relationship within the organization, considering the generational age of the employees, where strategies in managing people, proper leadership skills, and work engagements were needed to strengthen and balance the overall working condition. A good supervisory and employee relationship took into consideration the young generation's open-mindedness and being proactive in learning. Hassan's (2020) study stated organizations were now rethinking their current strategies to employ and acknowledge talented workers to catch up with the ongoing talent war.

This study examined the relationship between talent management programs, person-environment fit, and turnover intentions, with generational age as a moderating variable in the food industries in the Province of Bukidnon. The results informed the crafting of a retention policy that can be used by food businesses in Bukidnon and around the world to strengthen their onboarding, training competencies, and person-environment fit to combat employee turnover intentions.

Conceptual Framework

Talent Management Theory

This study was anchored with the talent management theory coined by Meyers & Woerkhom (2014), where it highlighted the significance of hiring employees who took part in the workforce and provided them with relevant training: honing their skills and pure talents while ensuring that they were enjoying themselves as they maximize their level of productivity.

In the food industry, it is not a secret that talented and skilled employees hold an important part in a sustained business; that is why the management should have a competent amount of allocated funding to enforce food safety, individual kitchen training, and even product marketing (Lee et al., 2023).

Employee performance with adequate talents and skills had raised the bar in the competitive food industry, where brilliant ideas and creativity were required to keep the business going. With that, talent management theory and human resources effectively and efficiently managed its employees, resulting in loyalty and commitment to its work. Having motivated employees and being able to engage them would be a great challenge but also a great advantage in the competition (Akkoca, 2023).

In the context of this study, “Moderating Effect of Generational Age: Talent Management Programs, Person-Environment Fit, and Turnover Intentions in the Food Industry.” The theory of talent management serves as the blueprint for mitigating the number of employee turnover intentions through the retention of high-performing, talented employees by being involved with their growth and unleashing their potential (Pavlou, 2023).

Furthermore, Ghani et al. (2022) underscored research that employees conferred a competitive edge over rival firms by acquiring comprehension of rules and processes, hence enhancing the retention of skilled personnel. Competitive advantage pertains to the distinct assortment of qualities or attributes that a firm holds, enabling it to surpass its competitors and attain higher performance in the market. The review and analyses can be most comprehensively interpreted under the lens of three distinct historical and competitive eras: the 1950s to 1970s, the 1980s, and the 1990s. An analysis of these periods offered insight into the potential development of competitive advantage in the food retail industry throughout the millennium. Overall, talented employees like to work in organizations where they can fully express themselves and showcase and holistically share their talents, experiences, and knowledge in a way that inspires them and would lead to productivity, and this would combat employee turnover through effective talent management (Akkoca, 2023).

Talent management theory builds a structure for creating a working environment that further understands the diversity of employees in the food industry. Thoroughly incorporating this theory into the aspects of onboarding, training, and management helps create a desired working environment according to employees' personal preferences. This theoretical lens will be used in this research as variables between talent management programs, person-environment fit, and turnover intentions, taking into consideration the generational age gap of the employees.

Figure 1 Schein's Organizational Culture Model



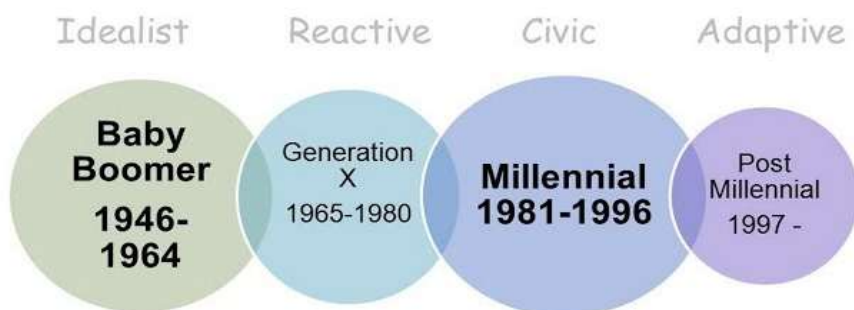
Schein, E. H. (1990) expounds on organizational culture and discusses the three levels that fall under it: artifacts, values, and basic assumptions. Artifacts are on the surface level and can be easily observed, such as the language being used, the physical establishment's layout, informs and dress code, the company logos, and even the branding strategy. While the values that are at the middle level are simply about the organization's vision, mission, values, methods, and systems being practiced and observed. Then, the core level, which includes the basic assumptions such as the employees' attitudes, norms, rules and regulations, values, and the overall relationships and behavior in an organization.

The study of Jerab & Mabrouk (2023) highlights the significance of organizational culture in relation to leadership and the overall success of the organization. Culture has a direct effect on the employees' overall well-being, minimizes stress, turnover, boredom, and even addresses the toxic, unhealthy traits. It is further discussed that leadership positively affects the organizational culture and the performance of employees through motivation, employee performance, and creating a harmonious, sustainable working environment (Vasudevan et al., 2025).

In Thai culinary companies, organizational culture is an important mediator with leadership, collaboration, and even intellectual property through innovation, with the constant changes of customers' taste, and with the great consideration of tourists' expectations, food experience and trends, employees have to catch up with the market demands to sustain their businesses, which leads to creating an overall motivational experience, a change that can be seen from the inside-out (Wiroonrath et al., 2024).

Furthermore, the study of Nurimansjah et al (2025) conducted under the food sector in Indonesia shows that organizational culture has a significant effect on employee engagement, and it boils down with the employees and the overall performance of the company and it if mediates with transformational leadership creating an overall employee engagement.

Figure 2 Strauss-Howe Generational Theory



“The Fourth Turning: What the Cycles of History Tell Us About America’s Next Rendezvous with Destiny,” authored by “Strauss and Howe” (2009), relative to their generational theory, studied the groups of people of different “age cohorts” that evolved together with the changes of the economy globally and the innovation of technology. In this theory, it was greatly emphasized that the same age groups resulted in the same beliefs, values, personality, shared interests, and character (Strauss & Howe, 2009).

The generational theory states that the generational cycle is based on their age group, namely: 1) baby boomers, generations born between the years 1946 and 1964, being described as prophets and idealists; 2) generation x was born between the years 1965 and 1980, who were the idealists or survivors; 3) generation y was born between the years 1981 and 1996, who were known as heroes or civic; and 4) generation z was born between 1997 and 2012, who were labeled as the artistic and adaptive (Rattanapon et al., 2023).

Moreover, it is considered that the generational age groups are a challenge in creating a work environment that fits their individual preferences, differences, similarities, and unique characteristics, which will alleviate turnover intention rates. It was further highlighted that the different generations had their beauty, and it is important to focus on the characteristics of Generations X, Y, and Z, which were the respondents in this study:

Generation X was known as an effective communicator where they share their thoughts, ideas, knowledge and having a clear message of what they expect and their purpose, they were also, committed and prefers to work independently and not good multi-tasking; on the other hand Generation Y were known on their imaginative artistic side, who were good in multiple tasks, tech-savvy but also, easily get agitated, hesitant and having an average loyalty; while the Generation Z was known for the need of feedbacking, business-minded, can do multitasking, dealing problems practically, able to connect with both the real and virtual worlds and most of all, the generations who live in the present than the past and the future (Bielinska-Dusza, 2022).

In this study, Strauss-Howe’s Generational Theory strengthened human resources by facilitating the type of work conditions aligning with the industry’s preferences, and by doing so, digging into the differences among the generational age groups creates effective communication, teaming up the right people that would lead to solving problems favorably, which then aligns with building a strong community (Gerhardt et al., 2023).

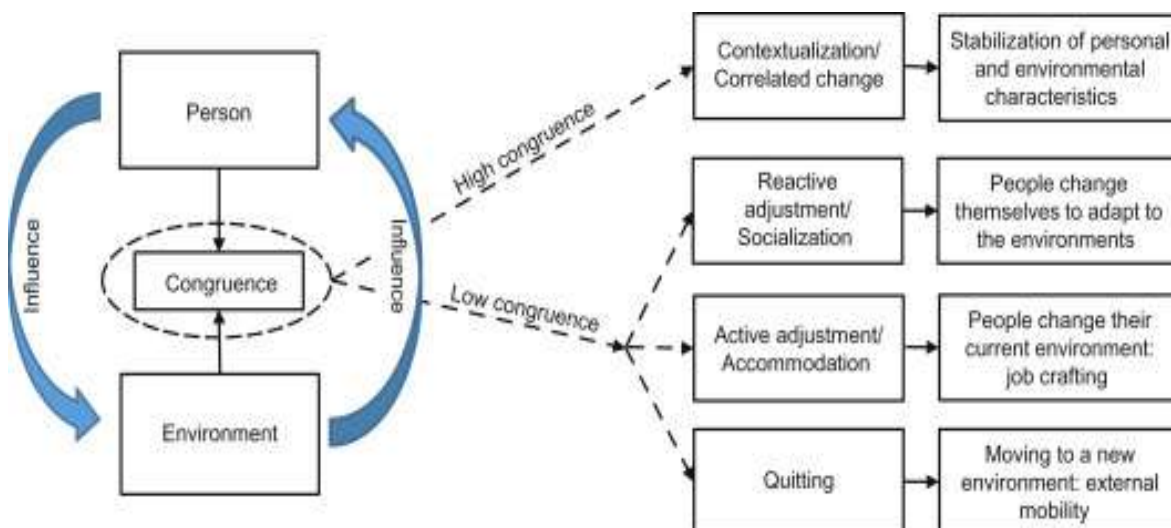
As reported by Celik et al. (2021), Generation X and Generation Y individuals have varying levels of dedication and performance toward their job supervisors. Generation X employees have a higher level of dedication in performing their jobs compared to Generation Y employees, who excel at incorporating information technology into their work. As a result, we propose that Generation X and Generation Y employees require supervisors to deploy distinct leadership styles. Additional research reveals that there is a relationship between age and employee behaviors. Managing multigenerational personnel in human resources management has both advantages and shortcomings (Rattanapon et al., 2023).

There are 50% to 60% of certain industries comprise Generation X, followed by 40% to 50% of Generation Y and a less than 10% smaller fraction of Generation Z. The study conducted by Saad and Mayouf (2020) examined the socio-demographic characteristics of the respondents’ generational age. The result indicated that 41% of the respondents are between 25 and 30 years old, 23% are between 31 and 37 years old, another 23% are between 31 and 37 years old, and 13% are under 24 years old. Intriguingly, they found generational differences in employee engagement but not the turnover intention (Wagner & Warren, 2023) due to intergenerational friction, workplace modifications, and the value of self-direction and professional progress.

With that, recognizing age groups within a workplace is vital for the overall success of a food sector business. Taking into account individuals’ unique perspectives, strengths, and weaknesses, including their values and traits, and placing them in suitable positions can maximize productivity. This can be achieved through strategic human resource planning that takes into account the distinct characteristics of different generations in talent management. The goal is to create a desired working environment and reduce turnover intentions.

Overall, comprehending and prioritizing supportive structure was important in achieving a positive working environment that aligns with the vision and goal of the organization. Considering the employees’ perspectives and preferences regarding their age group will make them feel valued and motivated (Rattanapon et al., 2023).

Figure 3 Person-Environment Fit Theory



The person-environment fit theory was pioneered by Powell Lawton in 1983. This notion posits that the general well-being of an individual is determined by the interaction between their abilities and the specific environment in which they reside (Holmbeck et al., 1999). This theory specifically highlighted an individual's preference in a workplace where the individual's performance and work satisfaction are greatly affected by the overall shared values, goals, and motivation that are a deciding factor in the turnover intention of a good working employee (Rattanapon et al., 2020).

This theory consists of different aspects that will be utilized in understanding the employee's turnover intentions: 1) person-job fit, 2) person-organization fit, 3) person-supervisor fit, and 4) person-group fit. Each aspect provides clarity and direction in this study.

Hardiyanto & Hendarsjah (2021) say that person-job fit refers to an individual's capability to work with others in harmony, while a person-organization fit is an individual's fit in terms of work culture, a similar character, and at the same time, the pattern of organizational structures (Carnevale & Hatak, 2020). The person-supervisor fit emphasized the working relationship between the supervisor and the subordinates and gave importance to healthy conversations, which resulted in productivity (Rattanapon et al., 2023). On the other hand, person-group fit refers to a person's preference in working with a group of people of the same liking, similar attitudes, goals, and qualities, and of the same behavior (Rattanapon et al., 2023).

A tailored-fit talent management program aligned with the industry's vision, mission, and overall desired goal, person-environment fit was the reference to ensure that employees' expectations and, most importantly, their talents and skills will fit and maximize their productivity and work satisfaction. As Naz et al. (2020) stated in their study, every individual prefers consistency, has a sense of belongingness, and hopes to positively influence the workplace that provides happiness and a sense of purpose.

Ultimately, the person-environment fit theory was of great contribution to the food industry by optimizing the business's performance and competitiveness by finding and creating a perfect fit of the environment in the workplace and the basis of the employee's decision-making whether to stay or quit and understanding employees' and the possibilities in leaving the company would stop them from eventually leaving (Suswati, 2020).

Statement of the Problem

1. What is the respondent's generational age group in terms of:
 - 1.1 Generation X (1965 to 1980)
 - 1.2 Generation Y (1981 to 1996); and
 - 1.3 Generation Z (1997 to 2012)?
2. What is the level of engagement of talent management programs in terms of:
 - 2.1 Onboarding; and
 - 2.2 Training competencies?
3. What is the respondent's level of person-environment fit in terms of:
 - 3.1 Person-organization fit;
 - 3.2 Person-job fit;
 - 3.3 Person-supervisor fit; and
 - 3.4 Person-group fit?

4. What is the respondent’s level of turnover intentions?
5. Is there a significant relationship between employees’ turnover intentions, talent management programs, and person-environment fit?
6. Which independent variables, singly or in combination, best predicts the respondent’s turnover intentions?
7. Is there a significant difference in the employees’ turnover intentions when the respondents are grouped according to generational age?
8. Is generational age significantly moderating the relationship between talent management programs, person-environment fit, and employee turnover intentions?
9. What retention policy is best recommended in this study?

Hypothesis

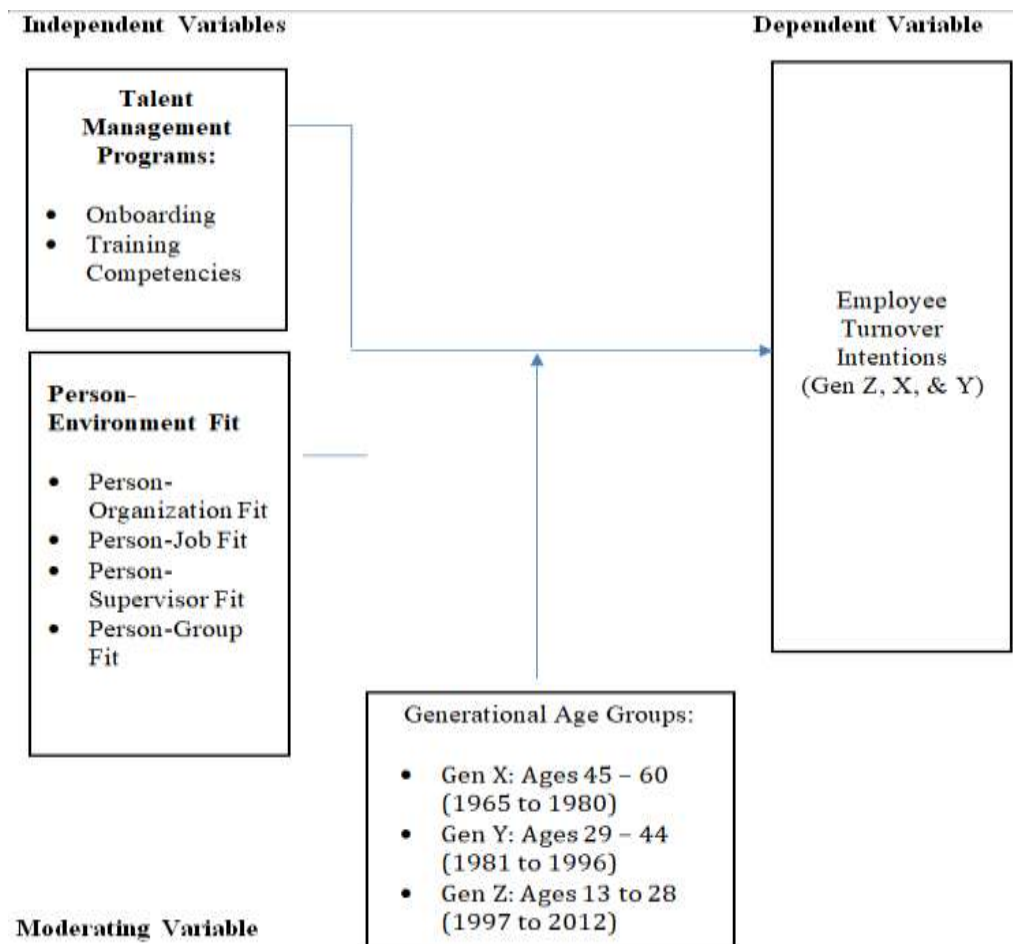
H₀₁: There is no significant relationship between employee turnover intention, talent management programs, and person-environment fit.

H₀₂: There is no significant difference in the employees’ turnover intentions when the respondents are grouped according to generational age.

H₀₃: Generational age does not significantly moderate the relationship between talent management programs, person-environment fit, and employee turnover intentions.

Schematic Diagram

Figure 4



Significance Of The Study

The result of the study would be used as the baseline for the recommendation of a retention policy in alignment with talent management programs, person-environment fit, and employee turnover intentions in the food industry.

Specifically, this study would benefit the following:

For chefs and cooks: The results of the study can be used by chefs to come up with new recipes, make food look better, or try out new products and cooking methods. It can also help them ensure their products align with the newest food trends or what people want.

For consumers and customers: This study is helpful because it enhances food safety, quality, and access. It can also point to better, more sustainable food choices that fit customer demand and enhance general well-being.

For entrepreneurs and food business owners: This would be beneficial by offering insights and data that may directly guide their decisions, enhance operations, and enable them to remain competitive in the market. Research benefits food industry owners and entrepreneurs in many different ways.

For food industry employees: This study would be significant in creating a tailored-fit policy review that would help prioritize employee overall work satisfaction and provide needed talent management. It would also help understand their needs and desired working environment, creating a space for their unique character, talents, and skills that would be a win-win for both the employee's and employer's business success.

For food research scientists: they can apply the study to food safety, technology, nutrition, and manufacturing practices. It can also open new research and innovation possibilities.

For future researchers: The baseline data would serve as the basis for conducting a comparative study on the moderating effect of generational age on the relationship between talent management programs, person-environment fit, and turnover intentions in the food industry.

For the human resource unit. The findings of this study would create a concrete basis for acquiring new knowledge and perspective in terms of the characteristics and behaviors of the different generational age gaps and an effective approach to crafting a retention policy by understanding the turnover intentions as well as enhancing the existing employees' skills and talents through an aligned talent management strategy.

For managers and supervisors: The findings of the study will be used as the basis for understanding employees' needs and motivation. A helpful guide in fostering a harmonious environment and strengthening talent management.

For suppliers: This study could help suppliers and makers improve their processes, help with better sources, lower costs, and improve products.

METHODOLOGY

Research Setting

This study was conducted in the province of Bukidnon, particularly in the cities of Malaybalay and Valencia City, which serve as the primary industrial hubs of the area. Malaybalay is a highly esteemed first-class component city famous for the "Kaamulan Festival," which celebrates the seven tribes of Bukidnon. The city is experiencing substantial growth in tourism and investment. Conversely, Valencia City is a second-class municipality recognized for its rich natural resources, including hills and plains. The municipality boasts a thriving trade industry and plentiful harvests from its numerous farms, earning it the title of the agri-tourism capital of Bukidnon province.

Research Design

A quantitative descriptive-correlational design was used in this study, and a survey questionnaire was used to fulfill the purpose of the study. Descriptive correlation is a statistical method for quantifying and describing the relationship between two variables. Correlational research is a quantitative, non-experimental research design. In correlational designs, you cannot infer that a relationship is causal based on correlation because no attempt is made to modify an independent variable (Baker, 2017). The researcher employed correlational statistics analysis and examined the level of relationship between generational age, talent management programs, person-environment fit, and employee turnover intentions, and the findings of this study were the basis for crafting a retention policy.

Respondents and Sampling Method

A total of 353 out of 746 respondents participated in this study, 165 of whom were from Malaybalay City and 188 of whom were from Valencia City. These respondents were the primary source of data from the lists provided by the Licensing and Business Permits of the Local Government Unit.

The Cochran formula was used to determine the population sample size with a 0.05 level of error or 5% margin of error and 95% confidence. Using Cochran's formula, $n_0 = Z^2 pq / e^2$, where n_0 is the sample size, Z is the critical value of the chosen confidence level, p is the estimated proportion of attributes in the population, $q = 1 - p$, and e is the amount of precision or margin of error necessary. Given: $p = 0.50$, $q = 1 \text{ minus } 0.50 = 0.50$, $e = 0.05$, and $Z = 1.96$. Using this approach, the sample size is computed as follows: $n_0 = 1.962 (0.50) (0.50) / (0.05)^2 = 384.16$ or 384. Cochran (1977) proposed a formula for calculating a representative sample of proportions (Ahmed & Halim, 2017).

Where population size = 746

Where n_0 = required return sample size according to Cochran's formula = 254

Where n_1 = required return sample size because sample > 5% of population

$$n_0 = \frac{Z^2 p(1-p)}{e^2}$$
$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}}$$

Given the above formula, the sample size is computed with the known population:

$$\begin{aligned} \text{Actual sample size} &= \frac{n \times N}{n + (N - 1)} \\ &= \frac{384 \times 746}{384 + (746 - 1)} = \frac{286,464}{1,129} = 253.7 \text{ or } 254 \end{aligned}$$

Thus, a sample of respondents per city was selected based on a random-stratified sampling technique. The strata were composed of the two cities, Malaybalay and Valencia, which have a total population of 746.

Ten (10) key participants underwent an in-depth interview consisting of managers, supervisors, and employees who provided candid insights and discussions. These insights were used to triangulate the data.

Scoring Procedure

Scores were computed using the mean and standard deviation for the second to the fourth research questions. Pearson's R correlation analysis was used in the computation for the fifth research question. While path analysis was used to analyze the moderating relationship. A 5-point Likert scale system of scoring was used to

facilitate and quantify the responses in all variables of the study. “Strongly Agree” had a score from 4.51 to 5.00, “Agree” with a scale range from 3.51 to 4.50, “Neutral” with a range of 2.51 to 3.50, “Disagree” with a scale range from 1.51 to 2.50, and “Strongly Disagree” with a scale range from 1.00 to 1.50.

Validity and Reliability of the Instruments

The instrument used in this study was tested for reliability and content validity by the expert statistician of Liceo de Cagayan University. Pilot testing was performed with 30 respondents who were not part of the study, with the use of Cronbach’s alpha; individual reliability coefficients of items on the instruments were observed with the acceptable range of 0.7 to 0.99. Items with coefficients below 0.30 in the item total correlation were discarded. The result was interpreted as reliable, and we administered the survey questionnaire with 100% or 69/69 items. For onboarding, .942 with 10 items; basic competencies of .967 with 6 items; common competencies of .858 with 7 items; core competencies of .794 with 7 items; person-organization fit of .935 with 6 items; person-job fit of .913 with 6 items; person-supervisor fit of .944 with 6 items; person-group fit of .876 with 6 items; and turnover intentions of .982 with 15 items. See the appendices for the results.

Data Gathering Procedure

It was ensured that the observance of the research protocol and actual administration of instruments were done by the researcher. A letter of approval was sought from the Dean of the School of Business, Management, and Accountancy of Liceo de Cagayan University, which sought permission to administer the research instrument to the food business industries. Also, a letter of request was sent to obtain the registered list of food businesses from the Department of Trade and Industry (DTI) and the Municipal Local Government Units of Malaybalay City and Valencia City, Bukidnon, as the primary source of data. Various food businesses were identified. The researcher sought approval and consent face-to-face from the human resources, managers, or supervisors of the food industry and provided them with the consent letter and informed consent form. Once approved, the survey questionnaires were sent to the intended respondents attached to the research instrument, affixing their voluntary participation in the study and answering the hard-copy survey questionnaires. Distribution of research instruments, giving of instructions, and retrieval were set 2 to 3 weeks after the approval.

Once all of the respondents’ responses were completed, the data were tallied, tabulated, and submitted to the statistician for statistical treatment. The results were then interpreted and analyzed. Key informant interviews were conducted to triangulate and gain more important insights into the moderating effect of generational age: talent management, person-environment fit, turnover intention in the food industry, and the retention policy.

Statistical Techniques

The following descriptive and inferential statistics were utilized in this study using the Statistical Package for the Social Sciences (SPSS) for the following statement of the problems:

Problem 1: What is the respondent's generational age group in terms of (1.1) Generation X (1965 to 1980), (1.2) Generation Y (1981 to 1996), and (1.3) Generation Z (1997 to 2012)? These descriptive statistics were tested by category frequency and percentage distribution and were used to organize the large data set (Karashchuk et al., 2020).

Problem 2: What is the level of engagement of talent management programs in terms of (2.1) onboarding and (2.2) training competencies? Mean and standard deviation were used to identify the levels of the talent management programs. This process sorts out and makes for easier data comparison (Hong et al., 2021).

Problem 3: What is the respondent’s level of person-environment fit in terms of:

(3.1) person-organization fit; (3.1) person-job fit; (3.3) person-supervisor fit; and (3.44) person-group fit. Mean and standard deviation were used to identify the levels of the talent management programs. This sorts out and makes for easier comparison of data (Hong et al., 2021).

Problem 4: What is the respondent’s level of turnover intentions? Mean and standard deviation were used to identify the levels of the talent management programs. This process sorts out and makes data comparisons easier (Hong et al., 2021).

Problem 5: Is there a significant relationship between turnover intentions, talent management programs, and person-environment fit? For this inferential statistic, Pearson R correlation was utilized to measure the strength of the relationship between the variables (Chatterjee, 2021).

Problem 6: Which among the independent variables, singly or in combination, best predicts the respondent's turnover intentions? For this inferential statistics, a multiple linear regression will be used as it answers using more than one indicator at the same time. In this case, the idea of a correlation between the predictors and the answer doesn't immediately apply because correlation measures the link between a single pair of variables, not between many variables (James et.al., 2023).

Problem 7: Is there a significant difference in the employee's turnover intentions when respondents are grouped according to generational age? For this inferential statistics, the one-way analysis of variance (ANOVA) will be used because it is the test that is created to compare the means of a study's target groups to determine whether or not they are statistically different from the other groups (Chatzi & Doody, 2024)

Problem 8: Is generational age significantly moderating the relationship between talent management, person-environment fit, and employee turnover intentions? For inferential statistics, Path Analysis was used in this study as it investigates simple to complex moderation relationships (Balasubramanian, 2020). A moderator variable affects the strength, direction, or existence of a correlation between two variables. It makes clear to who, when, and under what conditions a connection will last. It also assists in evaluating the study's external validity by pointing out the conditions under which the link between the variables remains valid. Moderators might be categorical variables like ethnicity or religion, or they can be age, weight, height, income, or the magnitude of the visual stimuli (Bhandari, 2023).

Ethical Consideration

The researchers ensured that all information collected from the respondents during the study was kept secure and confidential. The researchers guaranteed that confidentiality, privacy, and anonymity were strictly maintained throughout the data collection, storage, and publication processes. Participation in this study is entirely voluntary, and has the freedom to decide whether to take part or not. The researchers also ensured transparency, honesty, and in data reporting, acknowledged all sources properly, and presented findings objectively without manipulation or biases.

Table 1 Distribution of the Respondents of the Study

Stratum Size (n)	No. of Participants in Strata (N)		Strata Sample Size (n)		Percentage
Malaybalay City	135		97		27.48%
Fastfood		7		1.99%	
Gen X		49		13.88%	
Gen Y		41		11.61%	
Gen Z					19.26%
Restaurant	99				
Gen X		3	68		

Gen Y		44		0.85%	
Gen Z		21		12.46%	
Valencia City					
Fastfood	230		144		40.79%
Gen X		16		4.53%	
Gen Y		86		24.36%	
Gen Z		42		11.90%	
Restaurant	282		44		12.47%
Gen X		3		0.85%	
Gen Y		24		6.80%	
Gen Z		17		4.82%	
Total	746		353		100%

Table 1 shows the distribution of samples obtained from the identified respondents of the study.

Research Instruments

This study has utilized a survey questionnaire that was compiled and adapted from the different literature:

Survey Questionnaire List of Sources

<i>Variable</i>	<i>Items</i>	<i>Authors</i>
Talent Management Programs- Onboarding	1 – 10	Martinez (2015)
Talent Management Programs – Training Competencies	11 - 29	Tayco et al. (2020)
Person-Environment Fit	31 - 55	Rattanapon et al. (2023)
Turnover Intentions	56 - 69	Rattanapon et al. (2023)

This has determined the moderating effect of generational age between talent management programs, person-fit environments, and employee turnover intentions among the focus food industry. The questionnaire had a total of 69 items with a 5-point Likert scale composed of 4 parts, which was originated by Likert (1932), with five response options that ranged from “Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree” with a score of 5 to “Strongly Agree” and “Strongly Disagree” with a score of 1 and another section in conducting a separate interview guide questionnaire.

Part 1 determined the demographic profile of the respondents.

Part 2 assessed the respondent's talent management programs in terms of onboarding and training competencies composed of 29 items.

Part 3 assessed the respondent’s person-environment in terms of person-organization fit, person-job fit, person-supervisor fit, and person-group fit, composed of 25 items.

Part 4 assessed the respondents' turnover intentions and was composed of 15 items.

Part 5 Separate interview guide questions for triangulation.

Scoring Procedure

Scores were computed using the mean and standard deviation for the second up to the fourth research question. Pearson R correlation analysis was used in the computation for the fifth research question. While path analysis was used in analyzing the moderating relationship. A 5-point Likert scale system of scoring was used to facilitate and quantify the responses in all variables of the study. "Strongly Agree" had a score from 4.51 to 5.00, "Agree" with a scale range from 3.51 to 4.50, "Neutral" with a range of 2.51 to 3.50, "Disagree" with a scale range from 1.51 to 2.50, and "Strongly Disagree" with a scale range from 1.00 to 1.50.

Validity and Reliability of the Instruments

The instrument used in this study was tested for reliability and content validity by the expert statistician of Liceo de Cagayan University. Pilot testing was performed with 30 respondents who were not part of the study with the use of Cronbach Alpha; individual reliability coefficients of items on the instruments were observed with the acceptable range of 0.7 to 0.99. Items with coefficients below 0.30 in the item total correlation were discarded. The result was interpreted as reliable, and we administered the survey questionnaire with 100% or 69/69 items. For onboarding, .942 with 10 items; basic competencies of .967 with 6 items; common competencies of .858 with 7 items; core competencies of .794 with 7 items; person-organization fit of .935 with 6 items; person-job fit of .913 with 6 items; person-supervisor fit of .944 with 6 items; person-group fit of .876 with 6 items; and turnover intentions of .982 with 15 items. See the appendices for the results.

Data Gathering Procedure

It was ensured that the observance of the research protocol and actual administration of instruments was done by the researcher. A letter of approval was sought from the Dean of the School of Business, Management, and Accountancy of Liceo de Cagayan University, which sought permission to administer the research instrument to the food business industries. Also, a letter of request was sent to obtain the registered list of food businesses from the Department of Trade and Industry (DTI) and the Municipal Local Government Unit of Malaybalay City and Valencia City, Bukidnon, as the primary source of data. Various food businesses were identified. The researcher sought approval and consent face-to-face from the human resources, managers, or supervisors of the food industry and provided them with the consent letter and informed consent form. Once approved, the survey questionnaires were sent to the intended respondents attached to the research instrument, affixing their voluntary participation in the study and answering the hard-copy survey questionnaires. Distribution of research instruments, giving of instructions, and retrieval were set 2 to 3 weeks after the approval.

Once all of the respondents' responses were completed, the data were tallied, tabulated, and submitted to the statistician for statistical treatment. The results were then interpreted and analyzed. Key informant interviews were conducted to triangulate and gain more important insights into the moderating effect of generational age: talent management, person-environment fit, turnover intention in the food industry, and the retention policy.

Statistical Techniques

The following descriptive and inferential statistics were utilized in this study using the Statistical Package for the Social Sciences (SPSS) for the following statement of the problems:

Problem 1: What is the respondent's generational age group in terms of (1.1) Generation X (1965 to 1980), (1.2) Generation Y (1981 to 1996), and (1.3) Generation Z (1997 to 2012)? These descriptive statistics were tested by category frequency and percentage distribution and were used to organize the large data set (Karashchuk et al., 2020).

Problem 2: What is the level of engagement of talent management programs in terms of (2.1) onboarding and (2.2) training competencies? Mean and standard deviation were used to identify the levels of the talent management programs. This process sorts out and makes for easier data comparison (Hong et al., 2021).

Problem 3: What is the respondent's level of person-environment fit in terms of:

(3.1) person-organization fit; (3.1) person-job fit; (3.3) person-supervisor fit; and (3.44) person-group fit. Mean and standard deviation were used to identify the levels of the talent management programs. This sorts out and makes for easier comparison of data (Hong et al., 2021).

Problem 4: What is the respondent's level of turnover intentions? Mean and standard deviation were used to identify the levels of the talent management programs. This process sorts out and makes data comparisons easier (Hong et al., 2021).

Problem 5: Is there a significant relationship between turnover intentions, talent management programs, and person-environment fit? For this inferential statistic, Pearson R correlation was utilized to measure the strength of the relationship between the variables (Chatterjee, 2021).

Problem 6: Which among the independent variables, singly or in combination, best predicts the respondent's turnover intentions? For this inferential statistics, a multiple linear regression will be used as it answers using more than one indicator at the same time. In this case, the idea of a correlation between the predictors and the answer doesn't immediately apply because correlation measures the link between a single pair of variables, not between many variables (James et.al., 2023).

Problem 7: Is there a significant difference in the employee's turnover intentions when respondents are grouped according to generational age? For this inferential statistics, the one-way analysis of variance (ANOVA) will be used because it is the test that is created to compare the means of a study's target groups to determine whether or not they are statistically different from the other groups (Chatzi & Doody, 2024)

Problem 8: Is generational age significantly moderating the relationship between talent management, person-environment fit, and employee turnover intentions? For inferential statistics, Path Analysis was used in this study as it investigates simple to complex moderation relationships (Balasubramanian, 2020). A moderator variable affects the strength, direction, or existence of a correlation between two variables. It makes clear to who, when, and under what conditions a connection will last. It also assists in evaluating the study's external validity by pointing out the conditions under which the link between the variables remains valid. Moderators might be categorical variables like ethnicity or religion, or they can be age, weight, height, income, or the magnitude of the visual stimuli (Bhandari, 2023).

RESULTS

Table 2 Frequency and Percentage Distribution of the Respondents in terms of Generational Age Group

By Generational Age	Frequency (by category)	Percentage
Generation X	29	8.2
Generation Y	203	57.5
Generation Z	121	34.3
Total	353	100.00%

Table 2 presents the frequency and percentage distribution of the respondents in terms of generational age. As shown in the table, 57.5%, or 203 respondents, belonged to Generation Y, 34.3%, or 121 respondents, belonged to Generation Z, and 8.2%, or 29 respondents, belonged to Generation X.

The data revealed that most of the respondents were members of Generation Y, followed by Generation Z, and a few from Generation X. It could be interpreted further that the data were statistically distributed according to the respondents' profile in terms of generational age. This means that employees coming from various generations could work together and provide significance and impact on the organization (Rattanapon et al., 2023). Subsequently, the data showed that employees from the older generations are retiring, and the new generations are entering the workforce (Bielinska-Dusza, 2022). These generational cohorts in the workforce give us insight into how generations X, Y, and Z play a role in this study in day-to-day operations, building, and collaborating in the food business industry.

Table 3 Respondent's Level of Talent Management Programs in terms of Onboarding

Indicators	Mean	SD	Description	Interpretation
1. have received a written agenda that reflect my first week of schedule in email or in letter from the HR.	4.42	.742	Agree	High Engagement
2. was introduced by my supervisor/manager to all the employee and get familiarized with the organizational chart.	4.54	.567	Strongly Agree	Very High Engagement
3. have been introduced to a mentor/buddy and together set up specific goals and anything that I needed.	4.54	.562	Strongly Agree	Very High Engagement
4. was toured to the facilities, restrooms, locations, emergency exits to get familiar with the workplace.	4.58	.542	Strongly Agree	Very High Engagement
5. was directed to my supervisor and talked about a possible assignment on the next couple weeks.	4.55	.587	Strongly Agree	Very High Engagement
6. have received a more detailed written agenda within the 90 days, that includes my expectations during the first 3 months of the job	4.32	.701	Agree	High Engagement
7. have received the list of the established and specific goals and responsibilities from my manager.	4.47	.644	Agree	High Engagement
8. have received a continuous follow up and provided feedback as need to my supervisor/manager.	4.40	.672	Agree	High Engagement
9. have been evaluated for any additional training needed to become more effective and productive.	4.47	.699	Agree	High Engagement
10. have received a performance review during my probation period from the HR and my supervisor and get a better picture of my next goals.	4.44	.646	Agree	High Engagement
Over-all Mean	4.47	0.63	Agree	High Engagement

Legend:

Scale	Range	Descriptive Rating	Interpretation
5	4.51 – 5.00	Strongly Agree	Very High Engagement

4	3.51– 4.50.	Agree	High Engagement
3	2.51 – 3.50	Neutral	Moderate Engagement
2	1.51 – 2.50	Disagree	Less Engagement
1	1.00 – 1.50	Strongly Disagree	No Engagement

Table 3 presents the respondent’s level of talent management programs in terms of onboarding. The data revealed that the respondents obtained the highest mean score of $M=4.58$, $SD=.542$, or “very high engagement,” for item number 4, “was toured to the facilities, restrooms, locations, and emergency exits to get familiar with the workplace,” followed by item number 5, “was directed to my supervisor and talked about a possible assignment on the next couple of weeks” with a mean of $M=4.55$, $SD=.587$, or “very high engagement.”. The employee mentioned, “*One of the most exciting and memorable experiences was during the onboarding; they were toured around the dining area and familiarized on what to do.*” -R3.

The result reflected a very positive experience in terms of onboarding. In the study of Isic (2020), onboarding experience plays a significant role in employees' decision to stay in a workplace for a long time, coming from different generational age groups. In addition, Gustafson (2023) stated that high-yielding and productive employees are the fruit of successful onboarding. This implied that possessing a strong onboarding strategy is important in making a new employee feel at home and comfortable by touring facilities and getting familiarized with people and their workplace. This tends to lead to better performance in managing its talents, which translates to staying relevant and competitive in the market (Gustafson, 2023).

On one hand, the respondents had obtained the lowest mean score of $M=4.32$, $SD=.701$, or “high engagement,” for item number 6, “have received a more detailed written agenda within the 90 days that includes my expectations during the first 3 months of the job,” followed by item number 8, “have received a continuous follow-up and provided feedback as needed to my supervisor/manager” with a mean score of $M=4.40$, $SD=.672$, or high engagement.”. The employee mentioned that “*having a consistent feedbacking/meeting even every month would enhance the channel of communication, which helps in practicing active listening and work improvement, respect, and appreciation in the workplace.*” -R8.

The result signified a high level of engagement in terms of onboarding experience. Blount (2022) states that planning and organizing an onboarding program for newly hired employees was significant; otherwise, it would be a waste of time and resources and demotivate participants as employees prefer to have engaging and active open communication regularly with mentorship, proper guidance, and feedback given. This implied that onboarding does not end with having a newly hired employee orientation but is a continuous process to gear up its employees and meet their expectations.

The overall mean score was $M=4.47$, $SD=.63$, described as agree, and interpreted that the respondents have a “high level of engagement” on the talent management program in terms of onboarding. The result further implied that the respondents have a high level of positive onboarding experience based on the result of average means. The employee mentioned that “*he felt the spirit of family and fun while being introduced to the co-workers, especially meeting the owner during the onboarding program*” (R2). This means that the overall experience highlights that having a positive, personalized onboarding experience for the new employee creates a long-lasting impression that includes bringing their identity to the new workplace and appreciating programs involving the leaders in the workplace (Blount, 2022).

Therefore, the human resource must start with an onboarding experience that marks a footprint for the new employees, which yields a strong commitment, a sense of belongingness, effective feedback giving, and communication that eventually meets the expectations, resulting in success in talent management.

Table 4 Respondent’s Level of Training Competency in terms of Basic Competencies

Indicators	Mean	SD	Description	Interpretation
1.Participate in workplace communications.	4.73	.469	Strongly Agree	Very High Engagement
2 Work in a team environment.	4.71	.492	Strongly Agree	Very High Engagement
3. Practice career professionalism.	4.69	.531	Strongly Agree	Very High Engagement
4. Practice occupational health and safety procedures.	4.72	.470	Strongly Agree	Very High Engagement
5. Using appropriate language and tone of voice.	4.69	.506	Strongly Agree	Very High Engagement
6. Perform routine workplace duties following simple written notices.	4.68	.535	Strongly Agree	Very High Engagement
Over-all Mean	4.71	0.50	Strongly Agree	Very High Engagement

Legend:

Scale	Range	Descriptive Rating	Interpretation
5	4.51 – 5.00	Strongly Agree	Very High Engagement
4	3.51– 4.50.	Agree	High Engagement
3	2.51 – 3.50	Neutral	Moderate Engagement
2	1.51 – 2.50	Disagree	Less Engagement
1	1.00 – 1.50	Strongly Disagree	No Engagement

Table 4 presents the respondents’ level of training competency in terms of basic competencies. The data revealed that the respondents obtained the highest mean score of $M=4.73$, $SD=.469$, or “very high engagement,” for item number 1, “Participate in workplace communications.”. This result signified that respondents possess a very high level of confidence in terms of basic competencies. The employee mentioned that “*working in my station gives me confidence that I can communicate well with my colleagues and be effective in my task*”—R6. Curcuruto & Griffin (2023) supported this notion about open safety communication in the workplace, which comes in both formal and informal ways to deliver effective communication channels that are crucial in improving a harmonious workstation. Having a proper channeling of communication in the workplace enhances work-life balance and quality of work and maximizes accomplished tasks that lead to a positive outcome as meaningful interactions are preserved (Ter Hoeven & Van Zoonen, 2023).

In comparison, the lowest mean score is $M=4.68$, $SD=.535$, or “very high engagement” for item number 6, “Perform routine workplace duties following simple written notices.”. The result signified that there was a high level of confidence in terms of basic competency. Working in the food business industry comprises a lot of factors in creating synchronized work as a team, including staff seasonality, which is the amount of exposure to work and the needed time to grasp the context of work to master routine and, at the same time, a bond as a team (Fawzi et al., 2022). The employee mentioned, “*I would like to enhance my cashiering and customer service-related training to engage and master my duty and what task the kitchen head gives*”—R2. Having a predetermined schedule of employees working on a routine basis and training for the employees to

carry out the work naturally increases competency, and this will significantly result in gaining consumer trust, and that is the reflection of the kind of service provided by each restaurant (Agrasadya et al., 2024).

Furthermore, the respondents' overall mean score was $M=4.71$, $SD=.50$, which was described as strongly agree, and it was interpreted that the respondents have a "very high engagement" in terms of training competency in terms of basic competencies. The result implies that the respondents have a very high level of basic competencies in the workplace. These competencies indicate that the respondents have the basic knowledge, skills, and abilities to deliver services while working in the food industry as people come and go. Service staff must possess this competency given in different scenarios on a day-to-day basis (Tayco et al., 2020). This helps in meeting the rising demand for the quality of both food and services, as competitors are rising in this field (Abdullah et al., 2023).

This provides an insight that human resources and management should grasp the value and importance of the basic competencies each talent possesses in working in the food industry.

Table 5 Respondent's Level of Training Competency in terms of Common Competencies

Indicators	Mean	SD	Description	Interpretation
7. Receiving reservation(s).	3.81	1.71	Agree	High Engagement
8. Prepare the dining.	3.83	1.71	Agree	High Engagement
9. Perform computer operations.	3.71	1.71	Agree	High Engagement
10. Perform workplace and safety procedures.	4.67	.577	Strongly Agree	Very High Engagement
11. Provide effective customer service.	3.80	1.70	Agree	High Engagement
12. Develop and update industry knowledge.	4.67	.561	Strongly Agree	Very High Engagement
13. Observe workplace hygiene procedures.	4.73	.478		Very High Engagement
Over-all Mean	4.17	1.20	Agree	High Engagement

Legend:

Scale	Range	Descriptive Rating	Interpretation
5	4.51 – 5.00	Strongly Agree	Very High Engagement
4	3.51– 4.50.	Agree	High Engagement
3	2.51 – 3.50	Neutral	Moderate Engagement
2	1.51 – 2.50	Disagree	Less Engagement
1	1.00 – 1.50	Strongly Disagree	No Engagement

Table 5 presents the respondent's level of training competency in terms of common competencies. The data in the table revealed that the respondents obtained the highest mean score of $M=4.73$, $SD=.478$, or "very high engagement," for item number 13, "Observe workplace hygiene procedures." This result signified that the respondents have very high confidence and skills in terms of common competencies. The skills in preparing food, incorporating the right procedures, and appropriate knowledge of food and safety-handling skills are

some of the basics in assuring food hygiene quality and safety standards (Okpala & Korzeniowska, 2023). The employee mentioned that “they have undergone training and seminars in proper food handling, and one of the requirements upon hiring is the knowledge in food safety and sanitation” (R9). Another employee mentioned that “food safety and proper food handling certification is needed to renew government licenses to operate”—R1” – R1. This competency aligns with the ethical quality considerations stipulated under the food quality standards under the “Hazard Analysis and Critical Control Point” (HACCP) procedures (Okpala & Korzeniowska, 2023).

While the lowest mean score is M=3.71, SD=1.71, or “high engagement” for item number 9, “Perform computer operations.” This means that the respondents were highly involved and knowledgeable in computer operations. The employee mentioned that “the computer is important in managing the daily transactions and creating different reports” – R10. The impact of digitalization and the Internet of things in high-end restaurants down to tiny food shops makes managing both talents and operations way easier, from the ordering of menus, payments, tracking sales, customer relations management, staffing, and scheduling down to marketing and social media management (Thaker & Ohol, 2023).

The overall mean score was M=4.17, SD=1.20, which was described as agree. It was interpreted that the respondents were “highly engaged” in training competency in terms of common competencies. This aligned with the study of Gumbo and Sukdeo (2024), which discussed the paradigm shift in the food business in the 21st century, where technologies were being acquired to help operations and keep up with competitors. This result implied that training employees in the food business industry is a requirement to connect with the standards stipulated in HACCP and even get licenses for its operations. In the 21st century, technology underscores the importance of running food businesses as it maximizes productivity, effectiveness, and efficiency in serving customers and even the reports at the end of the day.

Table 6 Respondent’s Level of Training Competency in terms of Core Competencies

Indicators	Mean	SD	Description	Interpretation
14. Practice work procedures and practices.	4.69	.649	Strongly Agree	Very High Engagement
15. Prepare the dining area for service.	3.81	1.70	Agree	High Engagement
16. Welcoming the seating of guest(s) and taking orders.	3.79	1.70	Agree	High Engagement
17. Promote food and beverage products to guest(s).	3.79	1.70	Agree	High Engagement
18. Provide food and beverage service to guest(s).	3.78	1.70	Agree	High Engagement
19. Provide room service.	4.47	.808	Agree	High Engagement
20. Handling customer’ inquiries and complaints.	3.94	1.50	Agree	High Engagement
Over-all Mean	4.04	1.39	Agree	High Engagement

Legend:

Scale	Range	Descriptive Rating	Interpretation
5	4.51 – 5.00	Strongly Agree	Very High Engagement
4	3.51– 4.50:	Agree	High Engagement

3	2.51 – 3.50	Neutral	Moderate Engagement
2	1.51 – 2.50	Disagree	Less Engagement
1	1.00 – 1.50	Strongly Disagree	No Engagement

Table 6 presents the respondent’s level of training competency in terms of core competencies. The table shows that the respondents obtained the highest mean score of $M=4.69$, $SD=.649$, or “very high engagement,” for item number 14, “Practice work procedures and practices.” This result signified that respondents have a very high confidence in the best practices and procedures in the organization. To perform well in either group or individual work, strong leadership with competencies, attitudes, ideas, and understanding of the work is needed, and this is anchored in the organization’s vision, mission, and goals (Cong & Thu, 2020). This led to the insight that respondents have a common understanding of the required set of competencies needed to deliver what is expected. The employee mentioned, *“I am motivated to go to work. I have mastered the daily routines and procedures as I have worked here for 5 years.”* -R9. *“I am happy that I received an employee of the month award.”* —R3.

Meanwhile, the lowest mean score is $M=3.78$, $SD=1.70$, or “high engagement” for item number 18, “Provide food and beverage service to guest(s).” This signified that the respondents have been working hard to provide quality service to clients of what is being offered in the restaurant. The employee mentioned that *“I have developed my communication skills, adaptability, and listening skills in meeting different customers”* -R8, while another employee mentioned that *“I want to improve more in problem-solving and conflict resolution as well as soft skills training in dealing with some difficult customers”* -R1.

Kumolo-Johnson (2024) said serving customers daily creates room for loyalty, and this is not limited to the products, cleanliness, speed, and the food being served but also providing customer satisfaction, which leaves a long-lasting impression that is important in the business sustainability in the fast-food business. Moreover, in a restaurant experience, Potot (2023) suggested that the tables, chairs, ambiance, and overall arrangement be made ready for the customers. This starts by welcoming the guests, developing communication skills, and, most importantly, ensuring that the menu’s excellence is aligned with the expertise of what is being paired with the wines and dishes, which is one of the important aspects of the restaurant’s success. The employee mentioned that *“many customers, especially on holidays and specific celebrations, are requesting us to provide a room service booked according to their purpose.”* -R10. Providing a unique and special service for the customers, such as having a separate room or dining area for a family’s celebration or even a movable room on a specific occasion, works best in retaining customers (Potot, 2023).

The overall mean score was $M=4.04$, $SD=1.39$, which was described as agree, and it was interpreted that the respondents have a “high level” of training competency in terms of core competencies. Tayco et al. (2020), working in the food business industry, should deliver not just great food but also services that could provide excellent satisfaction to the clients, which leads to building healthy relationships and long-term trust simply because of professionalism and the rightful character and behavior of the employees towards them.

Therefore, core competencies are all-rounders, from the time customers decide to set foot in the restaurant to setting up the table, selecting menus, and effective communication skills, even resolving conflicts and complaints that may arise. This means that honing the employee's core competencies would greatly impact the business.

Table 7 Summary of Mean Scores for the Respondent’s Level of Training Competencies

Sub-variables	Mean	SD	Description	Interpretation
Basic Competencies	4.71	0.50	Agree	High Engagement
Common Competencies	4.17	1.20	Agree	High Engagement

Core Competencies	4.04	1.39	Agree	High Engagement
Over-all Mean	4.31	1.03	Agree	High Engagement

Legend:

Scale	Range	Descriptive Rating	Interpretation
5	4.51 – 5.00	Strongly Agree	Very High Engagement
4	3.51– 4.50.	Agree	High Engagement
3	2.51 – 3.50	Neutral	Moderate Engagement
2	1.51 – 2.50	Disagree	Less Engagement
1	1.00 – 1.50	Strongly Disagree	No Engagement

Table 7 presents the summary of mean scores for the respondent’s level of training competencies. As presented in the table, of the 3 sub-variables, respondents obtained the highest mean score of M=4.71, SD=.50 for basic competencies, followed by common competencies with a mean score of M=4.17, SD=1.20, and last core competencies with a mean score of M=4.04, SD=1.39. The overall mean score is M=4.31, SD=1.03, which is described as agree, and it is interpreted that the respondents have high training competencies. It was reinforced by Tayco et al. (2020) that the three competencies are important, as concluded by the study from the F&B respondents, as this set of skills from workplace communication, practicing health and food safety, mentoring, and even passion for work goes hand in hand with working as a team to meet the demands in the food industry.

Problem 3. What is the respondent’s level of person-environment fit in terms of:

3.1 Person-organization fit;

3.2 Person-job fit;

3.3 Person-supervisor fit; and

3.4 Person-group fit?

Table 8 Respondent’s Level of Person-Environment Fit in Terms of Person-Organization Fit

Indicators	Mean	SD	Description	Interpretation
1.my organization meets my major needs well.	4.37	.590	Agree	Highly Fit
2.my personal values match the organization’s values and culture.	4.49	.594	Agree	Highly Fit
3.my personal values are a good fit for this organization.	4.53	.553	Strongly Agree	Very Highly Fit
4.i am a good fit to this organizational culture.	4.52	.578	Strongly Agree	Very Highly Fit
5.my personal characteristics matches for this organization.	4.61	.552	Strongly Agree	Very Highly Fit
6.my personal goals is aligned with the organization.	4.58	.557	Strongly Agree	Very Highly Fit
Over-all Mean	4.52	0.57	Strongly Agree	Very Highly Fit

Legend:

Scale	Range	Descriptive Rating	Interpretation
5	4.51 – 5.00	Strongly Agree	Very High Engagement
4	3.51– 4.50.	Agree	High Engagement
3	2.51 – 3.50	Neutral	Moderate Engagement
2	1.51 – 2.50	Disagree	Less Engagement
1	1.00 – 1.50	Strongly Disagree	No Engagement

Table 8 presents the respondent's level of person-environment fit in terms of person-organization fit. The table shows that the respondents obtained the highest mean score of $M=4.61$, $SD=.552$, or “very highly fit,” for item number 5, “my characteristics and personal goal match the organization.” This result signified that there was a very high compatibility in terms of person-organization fit. By having a clarified identification of the employee that fits the organization according to the study of Kristof-Brown et al. (2023), the discussion of the organization's mission and values needed to be incorporated and understood by the employee for the latter to not just understand but see the entirety of what the organization's culture is its language, and assess the level of organizational fit. The employee mentioned that “working in a team and personal goals at the same time is a win-win situation. Helping in reaching the targets and promotion” R-9. This aligned with the suggestion that person-organization fit was achieved by having active and effective training and coaching with the employees and reaching a common goal while they stayed in the organization (Kristof-Brown et al., 2023).

However, the lowest mean score is $M=4.37$, $SD=.590$, or “highly fit” for item number 1, “my organization meets my major needs well.” This means that the respondents have a high conviction in terms of person-organization fit. The employee mentioned, “I have received training in doing my cashiering work, receiving orders, and delivering food to the customers, and that is also my expectation and goal; that’s why I applied here.” -R4. Another employee mentioned, “I also want to have another set of training but is included in a team-building activity”—R7”. A study showed that employees tend to give their best shot at performance when all aspects of needs are met, and that includes listening to what employees want in the company, so the human resources could brainstorm on what facilities could be provided to support not just the employees but the overall achievement and success of the organization and work (Sumardjo & Supriadi, 2022).

The overall mean score of $M=4.52$, $SD=.57$ is described as agree and interpreted as the respondents had a “very high level” of personal-organization fit. This signified that organizational fitness had a significant relationship with commitment, in which employees pursue working in the organization to the best of their abilities; this could bring further business success (Sumardjo & Supriadi, 2022).

Furthermore, it was important to maintain what was being practiced by the organization so that it could reach its peak by proper monitoring and feedback and ensuring that consistency was being implemented according to its goals and needs.

Table 9 Respondent’s Level of Person-Environment Fit in Terms of Person-Job Fit

Indicators	Mean	SD	Description	Interpretation
7.i am the right type of person for this type of work.	4.46	.639	Agree	Highly Fit
8. my personality is a good match for my job.	4.20	.613	Agree	Highly Fit
9. there is a good match between the requirements	4.30	.574	Agree	Highly Fit

of this job and my skills.				
10. my education and knowledge are a good match for my job.	4.29	.637	Agree	Highly Fit
11. my individual skills and abilities are enhanced .	4.52	.568	Strongly Agree	Very Highly Fit
12. my interests, rewards, and opportunities are met for my job.	4.45	.602	Agree	Highly Fit
Over-all Mean	4.37	0.61	Agree	Highly Fit

Legend:

Scale	Range	Descriptive Rating	Interpretation
5	4.51 – 5.00	Strongly Agree	Very High Engagement
4	3.51– 4.50.	Agree	High Engagement
3	2.51 – 3.50	Neutral	Moderate Engagement
2	1.51 – 2.50	Disagree	Less Engagement
1	1.00 – 1.50	Strongly Disagree	No Engagement

Table 9 presents the respondents’ level of person-environment fit in terms of person-job fit. As shown in the table, the respondents obtained the highest mean score of $M=4.52$, $SD=.568$, or “very highly fit, for item number 11, “my skills and abilities are enhanced”. This means that the respondents were very highly skilled in terms of person-job fit. The employee mentioned that *“it is one of my dreams to work in a restaurant; this is my first job after obtaining Cookery—NCII at TESDA”—R9*. It is important that human resource management can see through the abilities of every employee, entrusting ideas in alignment with their skills and knowledge. That is why a person-job fit facilitates room for creativity and ideas by the employee and motivates employees to initiate their original crafts, which results in the longevity and loyalty of employees (Noesgaard & Jorgensen, 2024).

The lowest mean score is $M=4.20$, $SD=.613$, or “highly fit” for item number 8, “my personality is a good match for my job.”. This result signified that respondents had a high level of person-job fit. The study showed that person-job fit was one of the challenges in hiring and retaining employees. Aside from the portfolio matches, work experiences, and the job description, it was important to have fitness in terms of individual personality to work as changes to nature to fit happen (Chalutz-Ben, 2022). The employee mentioned, *“I like how people work here because I enjoy the company. They are friendly, and at the same time, we show respect and appreciation with our work—R10*. Also, another employee mentioned that *“We all work together, do overtime together, and our work compliments well”—R1*.

The overall mean score was $M=4.37$, $SD=.61$, described as agree and interpreted as the respondents have a “high level” of talent management fit in terms of person-job fit”. Nowadays, assessing a person’s job fitness is not solely based on competencies alone but also on entrusting the work and acknowledging the differences in the personalities of the employees, yet being able to exchange ideas and being able to work well with peers in the organization (Chalutz-Ben, 2022).

This signified that alignment in employee skills, talents, personal preferences, and even educational background with the job being offered played a significant role in talent management. It provided room for individuality, creativity, and expertise, which led to less supervision and better work results and quality.

Table 10 Respondents Level of Person-Environment Fit in terms of Person-Supervisor Fit

Indicators	Mean	SD	Description	Interpretation
13.my supervisor is supportive of my ideas and ways of getting things done.	4.37	.637	Agree	Highly Fit
14.my supervisor is flexible about how I accomplish my job.	4.38	.634	Agree	Highly Fit
15.my supervisor gives me the authority to do my job.	4.46	.558	Agree	Highly Fit
16.i can trust my supervisor to back me up job on decisions I made in the field.	4.45	.620	Agree	Highly Fit
17.my supervisor and I have the same personality dimensions and values.	4.48	.657	Agree	Highly Fit
18.my supervisor shares the same goals and visions in at work.	4.44	.624	Agree	Highly Fit
Over-all Mean	4.43	0.62	Agree	Highly Fit

Legend:

Scale	Range	Descriptive Rating	Interpretation
5	4.51 – 5.00	Strongly Agree	Very High Engagement
4	3.51– 4.50.	Agree	High Engagement
3	2.51 – 3.50	Neutral	Moderate Engagement
2	1.51 – 2.50	Disagree	Less Engagement
1	1.00 – 1.50	Strongly Disagree	No Engagement

Table 10 presents the respondent’s person-environment fit in terms of person-supervisor fit. The data in the table revealed that respondents obtained the highest mean score of $M=4.48$, $SD=.657$, or “highly fit” for item number 17, “My supervisor and I have the same personality dimensions and values.” This means that the respondents had a high level of fitness in terms of person-supervisor fit.” The employee mentioned, “*What motivates me is that my supervisor is also a good friend, and though there are conflicts sometimes, we can work with harmony*”-R1. An organization is composed of people navigating towards the same goal, and the human resources must manage the quality of people, leading to working together to achieve job satisfaction, commitment, and, most of all, the same behavior and personality (Perkasa & Purwanto, 2024).

Meanwhile, the lowest mean score is $M=4.38$, $SD=.634$, or “*Highly Fit*” for item number 13, “My supervisor is supportive of my ideas and ways of getting things done.”. This means that the respondents had a high level of fitness in terms of person-supervisor fit. Wahab (2023) suggested that it requires skill to resolve conflicts and be able to lead an entire team, and a great leader has to be skilled in persuading people and able to plan and organize work with positive influence. In addition, effective communication not only focuses on giving the list and goals to do but also includes providing constructive feedback, being able to convey visualizations of where the team is heading, and, at the same time, building a strong rapport (Wahab et al., 2023). The employee mentioned, “*I am getting my promotion and will be transferred to another branch as an assistant supervisor because my manager entrusts the work and believes in my abilities*” -R10.

The overall mean score was $M=4.43$, $SD=.62$, which was described as agree, and it was interpreted that the respondents have a “high level” of talent-management fit in terms of person-supervisor fit. This was further discussed in the study of Bielinska-Dusza (2022), which stated that working with different people was challenging, considering the various age groups; however, one of the main factors that was important in the workplace was making sure that the supervisors were able to recognize and motivate each employee. Also, a nurtured good relationship with employees and supervisors leads to a positive outcome in terms of work engagement and performance. It was suggested that supervisors should learn, practice, and apply to connect more by improving interpersonal relationships with employees (Zakiy, 2024).

Therefore, the results indicated that supervisors should find ways to relate to their employees by engaging with them, trusting their ideas, and listening to them. Supervisors should also work on enhancing their professional working relationships to achieve harmony.

Table 11 Respondent’s Level of Person-Environment Fit in Terms of Person-Group Fit

Indicators	Mean	SD	Description	Interpretation
19.working with the other people in my group is one of the best parts.	4.51	.617	Agree	Highly Fit
20.i get along well with the people I work with on a day-to-day basis.	4.46	.593	Agree	Highly Fit
21.there is not much conflict among the members of my group.	4.39	.653	Agree	Highly Fit
22.if I had more free time, I would enjoy spending more time with my co-worker.	4.44	.605	Agree	Highly Fit
23.trust and enjoy working with my colleagues.	4.47	.584	Agree	Highly Fit
24.feel comfortable and accepted at work.	4.50	.559	Agree	Highly Fit
Over-all Mean	4.46	0.602	Agree	Highly Fit

Legend:

Scale	Range	Descriptive Rating	Interpretation
5	4.51 – 5.00	Strongly Agree	Very High Engagement
4	3.51– 4.50.	Agree	High Engagement
3	2.51 – 3.50	Neutral	Moderate Engagement
2	1.51 – 2.50	Disagree	Less Engagement
1	1.00 – 1.50	Strongly Disagree	No Engagement

Table 11 presents the respondent’s level of person-environment fit in terms of person-group fit. As shown in the table, the respondents obtained the highest mean score of $M=4.51$, $SD=.617$, or “*Highly Fit*” for item number 19, “Working with the other people in my group is one of the best parts.”. This means that the respondents had a high confidence in working in a group. The employee mentioned that “*I have friendly co-workers*”—*R2*”. In human resource management, significant difficulty in employee retention has been pointed to in the recruitment of suitable individuals for appropriate positions within a conducive atmosphere. Conflict

happens due to different values, expectations, motivations, and even having a sense of belongingness in a group (Mahand & Caldwell, 2022).

The lowest mean score of $M=4.39$, $SD=.653$ for item number 21, “there is not much conflict among the members of my group.”. This means that the respondents had a highly positive experience in terms of group fit. With the positive experience achieved working as a group, the study showed that managers and supervisors bear responsibility for inspiring, motivating, engaging, and making relationships work in an organization (Mahand & Caldwell, 2022). This aligns with the notion that working in a group possesses similar competencies, not just in the skill of work and expertise but also similar personality traits, character, and knowledge to set the tone and have a common understanding with each other as a group (Pennetta et al., 2023). The employee mentioned, “*We can work together; we were trained together.*” - R8. Also, “*My favorite part is having a team building at Initao; I bonded with my colleagues and became closer with each other.*” – R6.

The overall mean score was $M=4.46$, $SD=.602$, which was described as agree, and it was interpreted that the respondents have a “high level” of personal-environment fit in terms of person-group fit. This paralleled the result of the study that person-group fit builds the person-environment fit in the workplace (Kahraman et al., 2023). It further explained that a workplace is composed of persons who eventually work as department friends, group work teams, and so on, so it was essential that employees could work together and train together so they could foster one environment and lead to a common understanding (Kahraman et al., 2023).

Table 12 Summary of Mean Scores of the Respondents’ Level of Person-Environment Fit

Sub-variables	Mean	SD	Description	Interpretation
Person-organization fit	4.52	0.57	Strongly Agree	Very Highly Fit
Person-job fit	4.37	0.61	Agree	Highly Fit
Person-supervisor fit	4.43	0.62	Agree	Highly Fit
Person-group fit	4.46	0.602	Agree	Highly Fit
Person-Environment fit	4.44	0.609	Agree	Highly Fit
Over-all Mean	4.44	0.602	Agree	Highly Fit

Legend:

Scale	Range	Descriptive Rating	Interpretation
5	4.51 – 5.00	Strongly Agree	Very High Engagement
4	3.51– 4.50.	Agree	High Engagement
3	2.51 – 3.50	Neutral	Moderate Engagement
2	1.51 – 2.50	Disagree	Less Engagement
1	1.00 – 1.50	Strongly Disagree	No Engagement

Table 12 presents the summary of mean scores of the respondent’s level of person-environment fit. The data revealed that the respondents obtained the highest mean score of $M=4.52$, $SD=.57$, or “very highly fit” for item number 1, Person-Organization Fit.”. This means that the respondents were highly motivated in the organization. The overall mean score was $M=4.44$, $SD=.600$, described as agree, and interpreted that the respondents have a “very highly fit.”.

This reflected that the values, work culture, and personal goals were aligned with the organization’s goal that was achieved. This aligned with the study of Pattnaik et al. (2020) that there was a positive relationship between person-organization fit when the values of employees met the organization's extended meeting demand of both parties, which resulted in reciprocity. That led to mutual trust and favor; the employee provided abilities and commitment, and the organization even provided rewards, promotions, relevant training, and financial benefits as support and a way to show value to its employees (Pattnaik et al., 2020). Overall, understanding the different aspects of creating a person-environment was beneficial in both the employee and the food business industries by effectively managing talents accordingly. This aligns with the study by Al-Refaei et al. (2023), which states that giving importance and priorities to the employee's needs and overall well-being reciprocates, resulting in employees’ service quality improvement with the customers. The result implied that there was a positive result when an employee saw fit in the workplace, as it linked with employees' job satisfaction, commitment, and even shared goals aligning to individual preference and motivation (Lee et al., 2023).

According to the study by Fisher & Potgieter (2024), the refinement of food was part of the game in the food industry, which means that academic backgrounds, related work experiences, and employees’ specific knowledge and expertise in food literacy and culinary skills in preparing a well-balanced healthy meal were now being highlighted in the recruitment. This aligned with the study of Kooij et al. (2020), which stated that it was important that individuals and environments have specific demands and that successful work relationships occur when adjustments are made to align individual and environmental characteristics and significantly relate to person-environment fit.

An achieved person-environment fit in the food industry possesses clarity at the beginning of what particular set of employees should be hired in terms of educational background, the personal preferences of the applicant, and, most importantly, meeting the job offer and the needs of the employee halfway.

Problem 4. What is the respondent’s level of turnover intentions?

Table 13 Respondents’ Level of Turnover Intentions

Indicators	Mean	SD	Description	Interpretation
1.i am currently seriously considering leaving my current job to work at another company.	3.16	1.11	Neutral	Moderate Intention
2.i will quit this company if the given working condition gets even a little worse than now.	3.36	1.05	Neutral	Moderate Intention
3.i will quit my job at my current organization in 1 year or less.	3.13	1.04	Neutral	Moderate Intention
4.i will probably search for a new job in the next year.	3.17	1.06	Neutral	Moderate Intention
5.i can find another job with better compensation and benefits.	3.23	1.04	Neutral	Moderate Intention
6.i will get a better job position with better job description in another company.	3.31	.965	Neutral	Moderate Intention
7.i can find a job that fits my personality and working environment.	3.41	.98	Neutral	Moderate Intention
8.i will get a work-life balance in another company.	3.27	1.01	Neutral	Moderate Intention
9.i can have a good set of training package at another	3.34	.97	Neutral	Moderate Intention

company.				
10.i plan to stay in this organization to develop my career for a long time.	3.43	.951	Neutral	Moderate Intention
11.i can handle the toxic environment that I wanted to find a better option.	3.54	.961	Agree	Moderate Intention
12.i am here for an experience and would find another option in 2-3 years' time.	3.48	.974	Neutral	Moderate Intention
13.i can do better and were not given opportunity in the company, and would like to leave soon.	3.35	.986	Neutral	Moderate Intention
14.i am not motivated enough to stay or do my day-to-day tasks.	3.18	1.02	Neutral	Moderate Intention
15.i cannot work with my supervisors and opted to find a better option.	3.18	1.07	Neutral	Moderate Intention
Over-all Mean	3.30	1.01	Neutral	Moderate Intention

Legend:

Scale	Range	Descriptive Rating	Interpretation
5	4.51 – 5.00	Strongly Agree	Very High Engagement
4	3.51– 4.50.	Agree	High Engagement
3	2.51 – 3.50	Neutral	Moderate Engagement
2	1.51 – 2.50	Disagree	Less Engagement
1	1.00 – 1.50	Strongly Disagree	No Engagement

Table 13 presents the respondents' turnover intentions. The data revealed that the respondents obtained the highest mean score of $M=3.54$, $SD=.961$, or “moderate intention” for item number 11, “I can’t handle the toxic environment that I wanted to find a better option,” followed by item number 12, “I am here for an experience and would find another option in 2-3 years,” with a mean of $M=3.48$, $SD=.974$, or “moderate intention.”

This could mean that with the overall experience and skills possessed by the employees, there were aspects that needed to be given importance and assessed to minimize turnover intentions, as the study of Mahand (2022) showed that the employees decided to leave the organization due to the changes and mainly about the organization’s culture. It was then elaborated by Garver (2022) that organizational culture leads to toxicity mainly through not practicing inclusiveness and diversity, excessive negativity due to competition that leads to disrespecting each other, and unethical practices that greatly affect the employee’s overall well-being, such as mental and physical health. In addition, employees found greener pastures, and it was always one of the challenges in maintaining and providing the best opportunities in the market, ensuring that the best talents remain in the organization. That is why finding the best approach and retention strategy and human resources should invest in its people (Bokach, 2020).

On one hand, the respondents obtained the lowest mean score of $M=3.13$, $SD=1.04$, or “moderate intention,” for item number 3, “I will quit my job at my current organization in 1 year or less,” followed by item number

1, “I am currently seriously considering leaving my current job to work at another company” with a mean score of $M=3.16$, $SD=1.11$, or “moderate intention.” This result signified that respondents made a neutral decision to leave the organization. The employee mentioned, “*I am a fresh graduate, and I need job experience*” – R7.

In the study of Fallucchi et al. (2020), employees' generational age was considered in alignment with the financial goal, and even the desired work location and benefits. However, employees also consider outside factors that provide better opportunities and self-worth as they gain experience and enhance their overall knowledge, and human resources have to revisit their retention plan from time to time (Fallucchi et al., 2020).

The overall mean score was $M=3.30$, $SD=1.01$, which was described as neutral and interpreted as the respondents having a “moderate intention” of turnover intention. All of the components of turnover intentions resulted in “moderate intention. Indeed, companies could not pinpoint the real reason why employees are leaving. This creates a risk in the organization, as hiring and training another set of talents means another financial expense. An employee mentioned, “*If there is a better option, a better opportunity, then maybe I will consider*”—R6. McKinsey (2022) discussed that even providing a quick solution by providing bonuses and rewards cannot suffice for the other aspects of employees who wish to invest in the other aspects that are the purpose, wanting to have a fresh start, feeling valued at work, finding their identity at work, and burnout.

It then implied that mitigating employee turnover intentions is a challenging task every human resource manager, supervisor/manager, or even business owner has to face, especially in retaining the best-talented employees who have worked in seniority. Therefore, it is important to hire the right people who can work together in a team to avoid a toxic environment and the overall working condition that includes the compensation, better job description, provided growth opportunities, trusting employees, staying motivated, and wanting to choose the company over all others.

Problem 5. Is there a significant relationship between turnover intentions, talent management, and person-environment fit?

Table 14 Results of Pearson R Correlation Analysis for the Significant Relationship between Turnover Intentions, Talent Management and Person-Environment fit.

Variables	N	R	Effect Size	P-value	Interpretation
Onboarding	353	.290	Small	.000	Significant
Basic Competencies	353	.071	Small	.184	Not Significant
Common Competencies	353	-.020	Small	.703	Not Significant
Core Competencies	353	-.035	Small	.514	Not Significant
Talent Management Programs	353	-.015	Small	.778	Not Significant
Person-organization fit	353	.201	Small	.000	Significant
Person-job fit	353	.231	Small	.000	Significant
Person-supervisor fit	353	.213	Small	.000	Significant
Person-group fit	353	.046	Small	.390	Significant
Person-Environment fit	353	.205	Small	.000	Significant

*Correlation is significant at the 0.05 level (2-tailed).

Legend:

Correlation Coefficient Range	Effect Size/Strength of Relationship (Cohen, 1988)
.50 and Above	Strong/Large Correlation
.30 to .49	Moderate Correlation
.10 to .29	Weak/Small Correlation

Table 14 presents the Pearson r correlation analysis results for the significant relationship between turnover intention, talent management programs, and person-environment. As shown in the table, the variables basic competencies ($p > .05$), common competencies ($p > .05$), core competencies ($p > .05$), and talent management programs ($p > .05$) had probability values This is higher than the alpha level of .05, indicating that these variables had no significant statistical relationship with respondents' turnover intentions.

Whilst the rest of the variables, namely, onboarding ($r=.290, p<.05$), person-organization fit ($r=.201, p<.05$), person-job fit ($r=.213, p<.05$), person-group fit ($r=.046, p<.05$), and person-environment fit ($r=.205, p<.05$), had probability values lower than the alpha level of .05, implying that these variables statistically had a positive significant relationship with respondents' turnover intentions. This means that if these said variables were to increase, it is less likely that the respondents' turnover intentions would also increase.

As supported by the research of Pariyanti et. al. (2024), when an employee can achieve the desired environment fit, it reduces turnover intentions. It further discusses that human resources have an important assignment; that is, there are no job position mismatches and, above all, prioritizing the overall fitness of the working environment. In addition, the employees' collective behaviors, attitudes, and characters contribute to the work environment's work culture (Palma et al., 2024). Moreover, it was discussed in the study of Tongtong et al. (2024) that having a strategic initiative in supporting a healthy work environment by prioritizing employees' well-being, ensuring that a just salary and incentives were provided, and even career opportunities are important in retaining employees.

Problem 6. Which independent variables, singly or in combination, best predict respondents' turnover intentions?

Table 15 Results of Multiple Regression Analysis for the Variables that Singly or in Combination best Predicts Respondents' Turnover Intention

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Interpretation
	B	Std. Error	Beta			
(Constant)	.909	.554		1.643	.101	Not Significant
Onboarding	-.348	.112	-.213	3.118	.002	Significant
Basic Competencies	-.169	.130	-.090	-1.300	.195	Not Significant
Common Competencies	.028	.198	.035	.144	.886	Not Significant
Core Competencies	-.100	.160	-.148	-.622	.534	Not Significant
Person-organization fit	-.299	.148	-.160	2.020	.044	Significant
Person-job fit	.181	.111	.107	1.619	.106	Not Significant

Person-supervisor fit	-.257	.113	-.160	2.267	.024	Significant
Person-group fit	-.235	.114	-.143	-2.064	.040	Significant
Person-Environment	-.070	.137	-.041	-.508	.612	Not Significant
R=.373	R ² =.139	F=6.17	P=.000			

Table 15 presents the results of multiple regression analysis for the variables that singly or in combination best predict respondents' turnover intentions. The table shows that the R-value is .373, signifying a weak positive relationship between respondents' turnover intentions and the independent variables used. The R² value of 0.139 implies that the significant predictor variables, namely onboarding (p < .05), person-organization fit (p < .05), person-supervisor fit (p < .05), and person-group fit (p < .05), only explained 13.9% of the variability of respondents' turnover intentions. The probability value of 0.000 of F = 58.46 indicates a statistically significant relationship between the respondents' turnover intentions and the predictor variables.

Meanwhile, onboarding (Beta=-.213) significantly best predicted or influenced respondents' turnover intentions, followed by person-organization fit (Beta=-.160), person-supervisor grit (Beta=-.160), and person-group fit (Beta=-.143). The rest of the variables statistically failed to predict or influence respondents' turnover intentions.

The regression equation model of this study is $Y' = .909 - .348X_1 - .299X_2 - .257X_3 - .235X_4$

Where

Y'=Respondents' turnover intentions

.909 is the B constant

X₁= onboarding

X₂=person-organization fit

X₃=person-supervisor fit

X₄= person-group fit

The regression equation implies that the respondents' turnover intentions were statistically significantly predicted or influenced by four variables: onboarding, person-organization fit, person-supervisor fit, and person-group fit. As to the significant effect size of the said predictor variables, for a 1-point increase in onboarding, respondents' turnover intentions will decrease by .348; for a 1-point increase in person-organization fit, turnover intentions will decrease by .299; for a 1-point increase in person-supervisor fit, turnover intentions will decrease by .257; and for a 1-point increase of person-group fit, turnover intentions will decrease by .235.

These findings were supported by the claim that reducing intents for turnover requires good onboarding. New hires who feel encouraged, informed, and included in the corporate culture during onboarding are more likely to be happy with their employment and dedicated to the firm, therefore lowering their intention to quit (Sharma & Stol, 2020). This leads to socialization tactics like information seeking, feedback seeking, and relationship building and formal onboarding programs significantly influenced newcomer adjustment across task mastery, social integration, and acculturation, according to the study. Importantly, better newcomer adjustment, particularly social integration and acculturation (feeling like part of the team and understanding the organizational culture), significantly and negatively affected turnover intention (Vilayil, 2021).

Research on the impact of organizational culture and perceived organizational support on organizational citizenship behavior with organizational commitment shows (Sumardjo & Supriadi, 2023). It connectively improves an organization's overall personal fitness, which creates positive connections with their supervisors and pleasant interactions with them. This leads to higher happiness and a sense of privilege among the subordinates (Rattanapon et al., 2023).

These features are not limited to a certain generation and may be observed in all age groups. It is crucial to recognize each person's originality. They value hard work and seek opportunities for training and progress. They prioritize continual learning and skill development and like pleasant and supportive work situations (Hassan et. al., 2020).

Problem 7. Is there a significant difference in the employees' turnover intentions when the respondents are grouped according to generational age?

Table 16 Results of One-Way ANOVA Analysis for the significant difference in the employees' turnover intentions when the respondents are grouped according to generational age

Generational age	N	Mean	SD	F	P-value	Interpretation
Generation X	29	3.44	.840	.400	.671	Not Significant
Generation Y	203	3.28	.854	.400	.671	Not Significant
Generation Z	121	3.30	.878	.400	.671	Not Significant
Total	353	3.30	.860	.400	.671	Not Significant

Table 16 presents the results of the one-way ANOVA analysis for the significant difference in the employees' turnover intentions when the respondents are grouped according to generational age. As shown in the table, Gen X employees have the highest rate of turnover intentions ($M=3.44$, $SD=.84$), followed by Gen Z ($M=3.3$, $SD=.878$), and last is Gen Y ($M=3.28$, $SD=.854$). However, results of the one-way ANOVA analysis found that there is no significant difference in employees' turnover intentions in terms of generational age ($p > .05$, $F = .400$). This means that there is no strong evidence to claim that generational age has a significant effect on employees' turnover intentions.

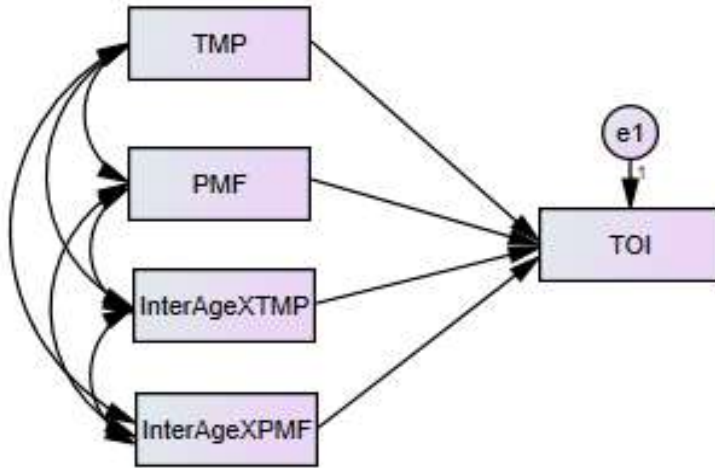
The research carried out by Hitka et al. (2020) highlighted that individuals belonging to separate generations might hold distinct motives to preserve their employment positions and maintain a competitive advantage in the workplace. Also, looking at how work values, differences between generations, and change are connected. It seems like the link is not as simple as a straight one and that other things, like job happiness, play a part in it (Allen & Luchak, 2020).

Moreover, from the perspective of how different generations deal with engagement, preferred work arrangements, and intention to leave the company, intriguingly, they did find generational differences in employee engagement but not in turnover intention (Wagner & Warren, 2023), considering that turnover is complicated by intergenerational friction and workplace modifications, where people value self-direction and professional progress (Khan, 2023)

Consequently, the study of Park & Lee (2021) states that examining a lot of data on generational variances in work values and turnover, research combining the findings of numerous earlier studies reviewed that although values varied between generations, the correlation to turnover intentions was not as high as might be anticipated.

Problem 8. Is generational age significantly moderating the relationship between talent management programs, person-environment fit, and employee turnover intentions?

Figure 4 Hypothesized Model for Generational Age Significantly Moderating the Relationship Between Talent Management Programs, Person-environment Fit, and Turnover Intentions.



Legend:

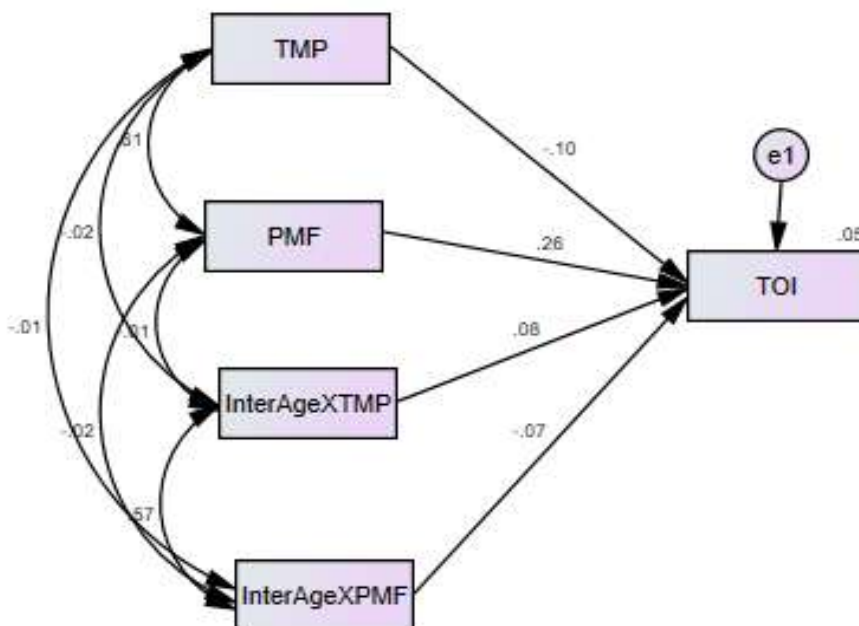
TM- Talent Management Programs

PEF- Person-Environment Fit

InterAgeXTM-Interaction of Generational Age and Talent Management Programs

InterAgeXPEF-Interaction of Generational Age and Person-Environment Fit

Figure 5 The Causal Model for generational age significantly moderates the relationship between talent management programs and employee turnover intentions as well as the relationship between person-environment fit and turnover Intentions.



Legend:

TM- Talent Management Programs

PEF- Person-Environment Fit

InterAgeXTM-Interaction of Generational Age and Talent Management Programs

InterAgeXPEF-Interaction of Generational Age and Personal-Environment Fit

Table 17 Regression Weights of generational age as a moderating variable on the relationship between talent management programs and turnover intentions as well as the relationship between person-environment fit and Turnover Intentions

Path		B	S.E.	C.R.	Beta	P	Interpretation	
Turnover Intention (TI)	<---	Talent Management Program (TMP)	- .122	.084	-1.460	-.095	.144	Not Significant
Turnover Intention(TI)	<---	Person Management Fit(PMF)	- .572	.142	4.014	.262	***	Significant
Turnover Intention(TI)	<---	Interaction of generational Age and Time Management Program (Age*TMP)	- .152	.129	1.186	.075	.236	Not Significant
Turnover Intention(TI)	<---	Interaction of generational Age and Person Management Fit (Age*PMF)	- .240	.209	-1.145	-.073	.252	Not Significant

Table 17 presents the regression weights of generational age as a moderating variable on the significant relationship between talent management and employee turnover intentions, as well as the relationship between person-environment fit and turnover intentions.

As shown in the table, the variable talent management program had a probability value of .144, which was higher than the alpha value of .05 ($p > .05$). Meanwhile, the variable person-environment fit had a probability value (***) which lower than the alpha value of .05 ($p < .05$), indicating that person-environment fit statistically had a negative significant influence over the respondents' turnover intentions.

The interaction of generational age and talent management program had no significant influence on turnover intentions ($p > .05$), indicating that generational age statistically failed to moderate the relationship between turnover intentions and talent management programs. In addition, the interaction of generational age and person-environment fit also had no significant influence on turnover intentions ($p > .05$), indicating that generational age statistically failed to moderate the relationship between turnover intentions and person-environment fit.

Therefore, the null hypothesis that states generational age does not significantly moderate the relationship between talent management, person-environment fit, and employee turnover intentions, the null hypothesis is accepted.

The study by Fernandez et al. (2022) resulted in the finding that in the Asia-Pacific region, Generation X has been staying in the company for around 18 months, which is the shortest tenure. Also, Generation X, known as the millennial workforce, is known to have a strong work ethic, will, and positive characteristics as employees.

Furthermore, Tan et al. (2024) suggested a strategic implementation that fosters positivity in the working environment with a balance of employee initiatives and rewards, which will be beneficial in turnover intentions. The findings further showed that person-environment fit creates a work-life balance, resulting in a good organizational culture where generations (X, Y, and Z) have a positive relationship with employees' commitment and loyalty, increasing employee retention (Silva et al., 2024).

This implies that human resources and managers highlight their priority in creating a harmonious working environment, which decreases employee turnover regardless of the generational age of those employed in the food business industry.

Problem 9. What retention policy is best recommended in this study?

This policy focused on two significant variables: talent management programs and person-environment fit. Moreover, it serves as a blueprint for addressing employees' turnover intentions in the food business industry based solely on this study's results, findings, and conclusions.

A recommended "90 Days Written Agenda" for onboarding was created that covers the 4 Cs: compliance, clarification, culture, and connection for effective monitoring and implementation. A recommended training competency was developed to address the identified indicators: under essential competencies, alignment to address routine workplace duties following simple written notices; under common competencies, performing computer operations; and under core competencies, providing food and beverage service to guests.

A recommended policy under person-environment fit covers person-organization fit, person-job fit, person-supervisor fit, and person-group fit. It has a significant positive relationship with employees' turnover intentions, highlighting specifically the toxicity of a working environment, which is the identified main indicator.

CONCLUSION

This study concluded that Generation Y outnumbered the respondent population, followed by Generation Z, and then Generation X. The study further concluded that Generation X had the highest level of turnover intentions, followed by Generation Z and Generation Y. However, there is no strong evidence that generational age significantly affects employees' turnover intentions. This implies that some employees under Gen X have considered retirement, or some are approaching retirement age. Generation Y has replaced the previous generation, and Gen X is entering the workforce. Another implication showed that different generations have different reasons to safeguard their job roles and uphold a competitive edge in the professional environment.

It also concluded that talent management programs, onboarding, and training competencies had resulted in a high engagement, which indicated that both of the sub-variables were implemented and practiced. Human resources need to strengthen the consistency of feedback giving, the channel of communications, and core competencies, which obtained the lowest level.

The person-environment fit was determined as highly fit, highlighting that the person-organization fit was the highest indicator of a very high fit. This simply shows that the overall compatibility with employees and the organizations has been achieved. However, human resources must build up the person-job fit, resulting in the lowest level.

It further established that talent management programs had no significant relationship with turnover intentions, which translates to it having no value in the decision-making of the employees' leaving the organization. While person-environment fit turned out to have a positive significant relationship with turnover intentions. On the other hand, the independent variables that best indicated or affected respondents' plans to leave were onboarding, person-organization fit, person-supervisor fit, and person-group fit. With this, human resources are needed to strategize to promote fitness in the workplace. This was also aligned with the highest indicator of turnover intentions, that employees had no tolerance for a toxic environment.

Ultimately, it was concluded that generational age did not moderate talent management programs, person-environment fit, and turnover intentions. This implied that regardless of the employee's age cohort, it had no remarkable impact on staying or leaving the workforce.

This study proved that the Person-Environment Fit Theory is important in retaining employees. It states that hiring those who best fit the right job, position, and working environment, considering their skills, qualifications, personal preferences, and behaviors, is the best way to ensure their retention.

In this study, talent management programs had no significant relationship with turnover intentions; therefore, the null hypothesis was accepted. While person-environment fit had a significant relationship with turnover intentions, the null hypothesis was rejected. Subsequently, generational age had failed to moderate the relationship between turnover intentions and person-environment fit; therefore, the null hypothesis was accepted.

However, this study's findings represent only the respondents within the food industries where the research is conducted; thus, they do not dictate the absolute significance or insignificance of any of the variables. Findings, as researchers know, may vary from one location, generational age, environment, talent management program, or context to another. Hence, future researchers are suggested to conduct similar studies using different methodologies and/or other relevant factors.

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