Capítulo 3

Vital strands to strengthen the permanence of workers in the manufacturing industry of Ciudad Juárez

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Abstract

The purpose of this chapter is to illustrate the usefulness of structural equation modeling in human talent management. Specifically, we investigate key factors related to three crucial aspects that influence the permanence intentions of centennial generation employees: Talent Attraction, Retention and Employee Development. A literature review was conducted to design and validate a questionnaire that measures six dimensions: 1) Recruitment and Selection System; 2) Advantageous Reputation; 3) Salary and Compensation Package; 4) Workload Distribution; 5) Organizational Leadership and Work Climate; and 6) Development System. The methodology is quantitative, non-probabilistic and cross-sectional. Participants were recent university graduates working in the Mexican export-oriented manufacturing industry. The results indicate that individually, talent attraction, retention and development programs do not affect employees' intention to stay with an organization. However, when these programs are integrated, they positively influence intention to stay. This suggests that, for the centennial generation, the perception of a clear and specific retention and development plan is critical to long-term commitment.

Introduction

Because manpower is an essential element of the productive sector, a company's willingness to invest in human capital should be its highest priority. According to Dunia and Yumay (2007), organizations have one component in common: they are driven by people. When one understands that ultimately the staff is the one who carries out the advances, achievements, and mistakes of such organizations, it should not be considered an exaggeration to affirm that they constitute the most precious resource for any corporation.

The centennial generation is a major contributor to the workforce. According to Vespa (2017), members of this generation were born at the turning of the century from approximately 1997 to 2015. According to Patiño (2021), in Mexico, approximately 17% of the EAP (Economically Active Population) are centennials, making them a prominent part of

the population. On the prevalence of workers in Ciudad Juárez, a study conducted by Nava et al. (2022) found that general turnover was 4.55% in 2021. These data represent an average representation of the behavior of the indexes; however, different percentages can be seen depending on the business of the companies. In the month of December, the companies with the highest turnover index were electronics (6.32%), followed by sewing companies (6.08%) (INDEX Juárez, 2022).

It seems logical to state that personnel must be present to perform the work; in other words, it is a systematically indispensable condition. For this reason, staff turnover is one of the outstanding enigmas that the industry has tried to decipher for years, because "voluntary staff turnover manifests itself as a definitive break in the employment relationship between individuals and organizations" (Cruz & Vilalta, 2020, p. 160) having as an effect the detriment of the vitality of the company. Because turnover is an index that reflects the outcome of one or multiple problems, various approaches are available to deduce the origin of this issue. The orientation addressed in this research starts from the concept of intention to remain. Based on the perspective of Hakem Zadeh (2022), this intention to stay is defined as the will of an individual to remain in a certain position. On the other hand, Rissanen (2017) considered that the intention to stay also reflects that employees are devoted to their jobs and organizations, which shows that an impetus for durability is sought on site. From the above, it can be assimilated that by stimulating and increasing this intention, the administration can counteract staff turnover.

Three dimensions are considered when hiring a company's staff. The first is to use a single concept, talent attraction. This "includes the stages of search, pre-selection, evaluation, selection and connection or promotion of the most suitable person who meets the profile of the established position, that is, with the training, experience, technical, organizational and leadership skills associated with the charge" (Ecopetrol, 2013, p. 47). For this purpose, companies must possess desirable negotiation attributes to attract and retain human talent. The second point is based on "keeping the personnel in the plant and not allowing, under any circumstances, that they leave the company, or even worse, go the competition" (Figueroa, 2014, p. 67), being considered as the retention of personnel. As a last

point, it is necessary that the management of any company continuously study and promote programs that strengthen the intention of employees to remain on the company. Therefore, it is essential to attend to staff development.

The main objective of this chapter is to identify the vital strands for the intention of permanence, which include factors strongly related to talent attraction, as well as personnel retention and development. The following scheme is based on analyzing the solid turnover present in Ciudad Juárez and uncovering the keys to achieving talent retention. To realize this goal, there are five critical steps:

- Develop a measurement instrument that gathers the required information.
- Measure variables through surveys.
- Detect work permanence patterns that mitigate personnel turnover's critical effect on the manufacturing industry in Ciudad Juárez.
- Develop the structure of the vital strands that affect the relationship employer-corporation.
- Describe the relationship between intention to remain and vital strands.

Conceptual Framework

Since the arrival of agricultural production in Ciudad Juárez in 1923, the manufacturing sector began to form a major part of the city's economy by providing many jobs (INDEX A.C., 2016). In a recent study conducted in the region, it was revealed that approximately 90% of the investments in the city were directed to the manufacturing sector, which demonstrates the influence of this industry on the economic solidity of the region (Castellanos, 2018). Besides, 9% of national imports and exports are generated in Ciudad Juárez. In this context, the number of imports rose to 41,822 million dollars in November, while exports during the same period amounted to 41,843 million dollars. Notably, 44% of the manufacturing of computer and communications equipment, 12% of household appliances manufacturing, and 8% of auto parts manufacturing take place in Ciudad Juárez (INDEX Juárez, 2023). Moreover, the consignment of opportunities provided by the industry is constantly supporting the work

force of the population, with 337,352 hirings registered in the locality (INDEX Juárez, 2022). An essential area of study when discussing the working population in the manufacturing industry is the centennial generation, which constitutes 25% of the world's population. Given such a high proportion of the population, it is essential to rethink the strategies for attracting, retaining, and developing personnel (Gutiérrez, 2022).

According to Holliday (2021), one of the main metrics to evaluate the situation of a company is the employee turnover rate, which indicates the number of workers who leave a company in a certain period, independently of the reason for the egress, which means that the exit can be voluntary or involuntary. There are various explanations for this phenomenon, which arise from monetary benefits, employment conditions, and even opportunities for reassuring. To have ideal personnel and effective work, it is crucial to establish a favorable personnel-company relationship. A key variable that reflects satisfaction level is engagement because "an engaged employee is one who produces results, does not change job frequently, and more importantly, is the ambassador of the company at all times" (Chadani et al., 2016, p. 5).

Intention for permanence

There are multiple approaches to controlling personnel turnover. The intention of permanence or intention to stay is considered the "willingness to remain in the organization, and they are aware of their decision after careful consideration" (Tett & Meyer, 1993, p. 262). The exit of personnel can occur at any stage of the labor period and can be divided into the attraction, retention, and development of personnel. If the company is aware of the factors that employees seek in a work environment, the chances of retaining staff will increase.

To formulate the following dimensions and constructs, we review the literature antecedents. Larreamendy, Perez, Gallego, and Bautista (2004) mention attraction, retention, and development, among other stages, and seek human management practices that affect talent retention. On the other hand, Rodriguez (2019) evaluated various turnover factors that could be used as strategies for retention; in this case, the focus is mainly

on the attraction and retention of personnel, and it seeks to address these strategies to avoid continuous turnover. However, the constructs of each dimension are evaluated without any sequence or relationship. From this, a question was generated about the impact of not having the vital factors of one of these dimensions would have, that is, the result of complying with a linear relationship between the dimensions on the intention of permanence and, given that in Mexico, the number of articles that have addressed this issue is practically non-existent, then the following predictor variables of the model developed in this project were generated.

Attraction

According to Centric (2022), the first step is to select, evaluate, and charming a candidate that fits the qualifications for the position, which is considered as important as all the other stages. To start with the mechanism, the recruiter takes the time to investigate and create this prototype of its required member, and once it is found, it would be a cataclysm to waste time, investment, and even reputation. According to the literature, attraction's dimension is related to the following constructs:

1.Proficient Recruitment and Selection System

Based on what was mentioned by Fortia (2023), it's understood that by carrying out an efficient recruitment system, there will be many benefits for the company, having positive effects on various aspects, such as productivity, company growth, market positioning, employee satisfaction, resource savings, and so on.

2.Advantageous reputation

According to Greenaway (2022), one of the main attractions of a company is its fame, which is also called reputation. It can be seen as something that drives the attention of a worker and sometimes helps the recruitment process by generating the labor aspiration of working for a company.

Retention

Once the attraction stage is completed, the retention concept is introduced. Retention can be considered such as the "continuous motivation and improvement of employee satisfaction to keep valued employees within your organization and reduce turnover. If employees are satisfied with their job, hopefully, this is because they feel recognized for their hard work and are rewarded for doing so. Therefore, their loyalty to the company increases" (Centric, 2022, p. 1). According to Herrity (2023), accomplishing the retention of human resources must be a vital scheme for companies to achieve because counting on committed personnel by retaining the valued members of the corporation can result in a strong chance of lowering costs and building a familiar environment and an effective work culture. According to the literature, retention dimension is related to the following constructs:

3.Salary and compensation packages

According to Adil et al. (2020), not having a competitive compensation package can result in talent loss. They also noted that "a recent study conducted by Harvard University shows that a $1 per hour pay increase among warehouse workers resulted in a 2.8% increase in retention. Even more alarming results show that every $1 per hour loss in pay resulted in a 28% increase in turnover rates" (as cited in Adil et al., 2020, p. 7). Moreover, the CEOWorld Magazine (2016) revealed that more than 75% of labor candidates find salary attractive when seeking a job. Keeping this in mind, relying on competitive salaries and establishing an appropriate pay-scale system are necessary to create a highly skilled workforce.

4.Workload Distribution

Between 20% and 35% of the population agreed that worker burnout has a significant impact on leaving companies (Humanize, 2021). It has been proven that high workload is one of the reasons why employees quit their jobs. The construct includes the following dimensions:

Development

According to the Haufe Talent Association (2023), personnel development should become an essential part of the daily practice of a company. Being the sponsor of the professional progress of the members is not only related to providing them with the personal satisfaction of building up a handful of knowledge, but also counting on long-term, committed, and effective service for the company; at this point, when the selection, attraction, and retention start to get the ball rolling, it is indispensable to hold onto the investment and devote yourself to forging the best of the resources (Bhalla, Lovich, & Tollman, 2018; Mahapatra & Dash, 2022). According to the literature, the dimension of Development is related to the following constructs:

6.Organizational Leadership and Work Environment

Humanize (2021) reported that 92% of employees would stay in a company if their boss showed empathy. Having a leader who demonstrates empathy is important for employees to feel part of a team.

7.Established Development System

According to a study conducted by Borrego (2021), 70% of the surveyed employees want to leave their current jobs because there are no opportunities for advancement or training. This demonstrates the genuine need to provide employees with opportunities for career advancement.

Methodology

The design of this investigation project is non-experimental, cross-sectional, and quantitative. The convenience sampling method was used (Hillman, 2022). To obtain the information, we use different tools for developing the survey and analyzing the information, which will be discussed in accordance with its application. During September and October 2023, workers from diverse manufacturing industries in Ciudad Juárez, Chihuahua were approached to answer a survey. The population is part

of approximately 12 companies who were interested in understanding the most vital aspects for workers, with the purpose of counteract the turnover they face. Based on questions proposed in projects developed by authors such as Amarillo and García (2019) and Centeno and González (2020), the 34 questions that made up the surveys were initially drafted, including five questions on the demographic characteristics of the study subjects. To answer the questions, specific scales were designed for this research, which included 5 possible options ranging from negative to positive. The demographic characteristics of the sample are displayed in Table 1.

Table 1
Demographic characteristics of the subjects of study

Characteristic		Proportion
Gender	Female	46.7 %
	Male	53.3 %
	Other	0 %
	Prefer not to tell	0 %
	Total	100 %
Date of birth	1997-2000	30.3 %
	2001-2004	68.9 %
	2005-2008	0.8%
	2008-2015	0 %
	Total	100 %
Level	Salary/Intern	96.7 %
	Operative	3.3 %
	Other	0 %
	Total	100 %

Characteristic		Proportion
Area	Quality	14.8 %
	Maintenance	11.5 %
	IT	4.1%
	Environmental, Health, and Safety	0.8 %
	Planning	9 %
	Engineering	40.2 %
	Sells	1.6 %
	Purchasing	4.1 %
	Shipping	0 %
	Production	5.7 %
	Receipts	0 %
	Other	8.2 %
	Total	100 %
Business Line	Medical Industry	28.6 %
	Aerospace Industry	3.3 %
	Automotive Industry	54.1 %
	Food Industry	0 %
	Machinery and Electrical Equipment	12.3 %
	Clothing and Textile Products	0.8 %
	Chemicals and Pharmaceuticals	0 %
	Public Work	0.8 %
	Metallic	0.8 %
	Automation	0.8 %
	Optoelectronics	0.8 %
	Total	100 %

Once the metrics were developed, validation was performed with the participation of 4 experts of the field (Escobar & Cuervo, 2018). As a result of this validation, four questions were eliminated and five were edited. To support the results of this validation, two other tools were applied: the Kendall's Coefficient of Concordance (Kendall's W), using SPSS software, and the CVC analysis calculated in Excel, following the procedures of Tristan Lopez (2008). In the first analysis, we obtain a 0.520 value, which indicates a positive association, and the significance was 0.000, this

value is lower than 0.05, and demonstrate an acceptable level of confidence (Kondić, Maglić, Samardžić, 2009).

CVC Analysis

In the case of the second tool, an overall agreement of 0.843 was obtained, which is considered good. Figure 1 presents the criteria for interpretation of CVC´s index.

Figure 1
Interpretation of CVC´s results

Interpretation
a) Less than 0.60, unacceptable validity and agreement.
b) Equal or greater than .60 and led than or equal to .70, po or validity and agreement.
c) Greater than .71, and less than or equal to .80, acceptable validity and agreement.
d) Greater than .80 and less than or equal to .90, good validity and agreement.
e) Greater than .90, excellent validity and agreement.

The results of the CVC test, Kendall's coefficient and the validation by expert judgment, agreed that four questions should be eliminated, and revealed the convenience of modifying the wording in other questions. Finally, the instrument was composed of a 26 research questions and 5 demographic questions. The items and their response scales for each construct and dimension are shown in table 2. Once this was done, the survey was presented as an online document and accessed through a link provided by a QR code, as this facilitates the segregation of results. Cronbach's Alpha coefficient was calculated for the first 40 responses and the result was 0.905, which is considered reliable (Griethuijsen et al., 2014). On the other hand, the sample was calculated following the recommendations of Kock and Hadaya (2018), who propose the formula presented in Figure 2. Based on this criterion, the minimum sample size is 69. In this study, the sample size was 94 participants.

Figure 2
Formula for Determining Sample Size

$$N > \left(\frac{2.486}{|\beta|_{min}} \right)^2$$

Table 2
Applied survey

Final Survey		
Attraction Construct	Dimension	Question
Proficient Recruitment and Selection System	Interviewing Process	1. How many interviews were conducted during the hiring process? Scale: 5 or more (Too long) - 4 (Long) - 3 (Neither long nor short) - 2(Short) - 1 (Too short) 2. How was the interviewer's punctuality? Scale: They canceled/Rescheduled; Hours late; An hour late; Minutes late; On time 3. Did the company care about your comfort? (A drink, private interview place, appropriate approach, among other) Scale: Uncomfortable, Slightly Uncomfortable, Okay, Comfortable, Very Comfortable 4. Did you receive feedback after the interviews? Scale: Never – Almost never - Sometimes - Very often - All the time
	Selection Process	5. How long did the interview results take? Longer than 1 week (Deficient) - 1 week (Delayed) - 3 days later (neither delayed nor soon) - 2 days later (soon) - Next or same day (Very soon)

Final Survey Attraction Construct	Dimension	Question
Advantageous Reputation	References of the company	6. How often do you hear positive comments about the company you work for? Scale: never–almost never, sometimes, very often, all the time
		7. Are you proud of working for a company? Scale: Never–Almost never, sometimes, very often, all the time
	Sense of Belonging	8. How engaged are you with the company? Scale: I do not feel engaged, I am indifferent, A little bit engaged; I am very engaged; I am completely engaged.
Salary and compensation packages	Salary	9. Do you believe that the salary assigned to your position is commensurate to its responsibilities? Scale: Never–Almost never, sometimes, very often, all the time
		10. Do you receive economic prizes and incentives? Scale: Never–Almost never, sometimes, very often, all the time
	Compensation Package	11. How many of the following employment benefits do you qualify for? - Medical insurance for major expenses, vacation days in addition to those established by law, pension plan, savings fund, and additional days for end-of-year bonus None-Only one-some-most-all

Final Survey		
Attraction Construct	Dimension	Question
Workload Distribution	Responsibility Balance	12. Are the activities of your department distributed equitably? Scale: excessively unfair, unfair; neither fair nor unfair; fair: very fair.
		13. How frequently do you feel overwhelmed by the amount of time you have to complete the activities you are asked to do?
Organizational Leadership and Work Environment	Job Matching with Skills	14. Do you receive training to develop the tasks that you are entrusted to do? Scale: Never–Almost never, sometimes, very often, all the time
	Supervisors Leadership	15. Do your supervisors recognize what you are doing?
		16. How often is your supervisor involved in your professional development?
		17. Does your supervisor demonstrate empathy?
	Team Inclusion	18. How frequently do you feel part of a work team?
		19. How often do your team activities promote co-existence and teamwork? Scale for Organizational Leadership and Work Environment: Never; Almost Never; Sometimes; Very often; All the time

Established Development System	Career Plan	20. At what rate do you think the company's career plan for its employees will allow employees to move up to better positions? 21. Do you feel that you will be considered for a company growth opportunity?
	Learning Opportunities	22. Do you receive training to learn more about your area? 23. How often do your supervisors delegate important activities to you? Scale for established Development Systems: Never; Almost Never; Sometimes; Very often; All the time
Intention for Permanence		24. Do you intend to remain with the company for long term? 25. Despite not being promoted; would you consider remaining at the company? 26. Are you uninterested in job offers from other companies? Scale for intention of permanence: Strongly disagree; Disagree; Neither disagree nor agree; Agree; Strongly agree

Results

The Smart PLS 4 program was used to analyze the structural and measurement models (Ringle et al., 2022) so that the behavior of various factors could be known. To verify one of the objectives of this research, two tests were carried out. In the first test, each dimension was linked to the Intention to remain, which demonstrated the independence of each factor. On the other hand, the second test demonstrated the dependence between them; that is, it is essential to converge with the attributes of attraction, retention, and development to have a positive effect on the intention to remain. The obtained data can be summarized as follows:

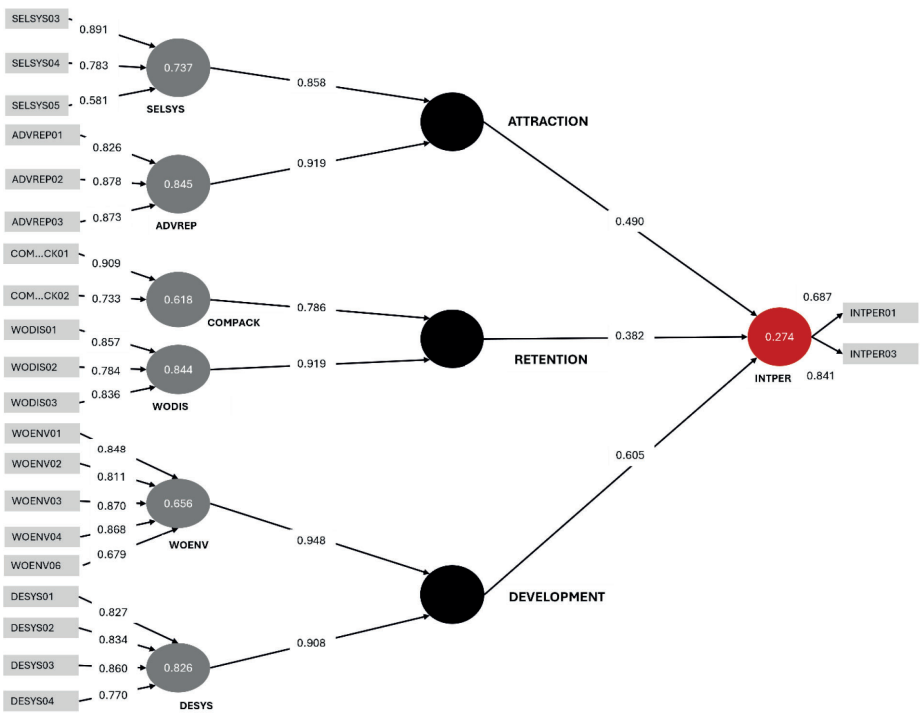
Measurement model

The steps were followed to conduct a confirmatory composite analysis (CCA) using PLS-SEM for reflective measurement models, as suggested by Hair, Howard, and Nitzl (2020) and addressed by Máynez and Cavazos (2023).

Step 1. Factor loadings. The items SELSYS01, SELSYS02, COMPACK03, and INTPER02 were less than the minimum cut-off point of 0.708 and were eliminated from the model. The remaining items exceeded this cutoff point and were statistically significant (t values > 1.96). Once the items were selected, a model was created to obtain the corresponding analysis (Figure 3).

Figure 3

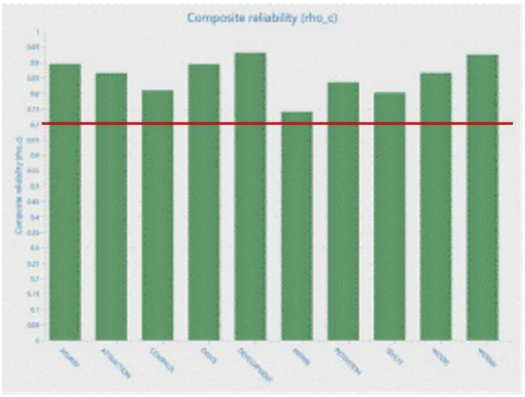
Initial Model Overview



Step 2. Composite reliability of the model. The Rho_C composite reliability was reviewed. In all cases, the minimum cut-off point of 0.70 was exceeded, demonstrating the reliability of the elements (Figure 4).

Figure 4

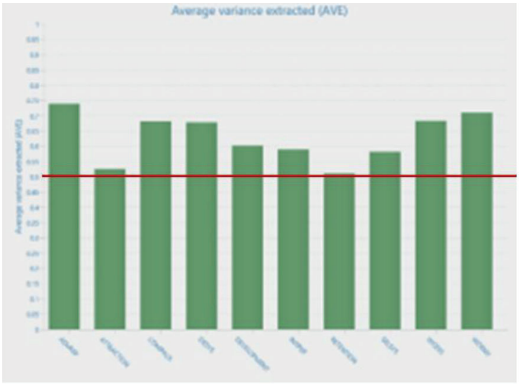
Composite Reliability



Step 3. Average variance extracted. This indicator calculates the variance extracted between the construct and its indicators, and a minimum value of 0.50 is recommended. The AVE values of the constructs satisfy the recommended values (Figure 5).

Figure 5

Average Variance Extracted



Step 4. Discriminant validity. The first discriminant validity test was the Fornell-Larcker criterion, which considers the amount of variance that

a construct captures from its indicators, which must be greater than the variance that the construct shares with other constructs (Hair et al., 2020). In this case, the values follow the criteria (Table 3).

Table 3
Fornell-Larcker criteria

	ADVREP	COMPACK	DESYS	INTPER	SELSYS	WODIS	WOENV
ADVREP	0.859						
COMPACK	0.563	0.826					
DESYS	0.962	0.568	0.823				
INTPER	0.467	0.326	0.458	0.768			
SELSYS	0.587	0.557	0.68	0.389	0.763		
WODIS	0.461	0.479	0.505	0.332	0.659	0.826	
WOENV	0.658	0.563	0.727	0.476	0.694	0.678	0.843

In addition, to determine this type of validity, it is recommended to use the Heterotrait-Monotrait (HTMT) ratio of correlations (Hair et al., 2020). Discriminant validity exists when the HTMT ratio is less than the established cut-off point. Table 4 presents the results. As observed, the values of the latent variables are less than 0.85 for most of them and 0.90 in the case of INTPER, SELSYS, and WODIS, which are acceptable values (Ringle et al., 2022).

Table 4
Heterotrait- Monotrait Ratio

	ADVREP	COMPACK	DESYS	INTPER	SELSYS	WODIS
ADVREP						
COMPACK	0.803					
DESYS	0.827	0.811				
INTPER	0.899	0.805	0.899			
SELSYS	0.777	0.874	0.895	0.898		
WODIS	0.551	0.652	0.595	0.652	0.897	
WOENV	0.755	0.755	0.825	0.883	0.878	0.801

Step 5. Nomological validity. This type of validity can be determined by correlating the scores of the constructs of the model with another construct not included in the model. In the test results (Table 5), each item was primarily related to the construct proposed in the model (Hair, Howard, and Nitzl, 2020).

Table 5
Cross Loadings

	ADVREP	COMPACK	DESYS	INTPER	SELSYS	WODIS	WOENV
ADVREP01	0.826	0.418	0.544	0.347	0.374	0.350	0.477
ADVREP02	0.878	0.584	0.586	0.290	0.532	0.362	0.549
ADVREP03	0.873	0.444	0.649	0.554	0.590	0.470	0.658
COMPACK01	0.543	0.909	0.54	0.259	0.540	0.530	0.578
COMPACK02	0.361	0.733	0.379	0.300	0.353	0.197	0.303
DESYS01	0.594	0.512	0.827	0.314	0.566	0.419	0.556
DESYS02	0.494	0.390	0.834	0.451	0.554	0.413	0.607
DESYS03	0.661	0.523	0.860	0.322	0.676	0.537	0.693
DESYS04	0.526	0.446	0.770	0.430	0.425	0.272	0.527
INTPER01	0.288	0.217	0.329	0.687	0.242	0.208	0.315
INTPER03	0.416	0.280	0.374	0.841	0.347	0.294	0.409
SELSYS03	0.531	0.560	0.59	0.299	0.891	0.669	0.638
SELSYS04	0.511	0.429	0.622	0.270	0.783	0.500	0.597
SELSYS05	0.249	0.226	0.283	0.363	0.581	0.268	0.286
WODIS01	0.472	0.428	0.439	0.327	0.500	0.857	0.565
WODIS02	0.114	0.236	0.150	0.172	0.427	0.784	0.442
WODIS03	0.508	0.496	0.613	0.306	0.686	0.836	0.654
WOENV01	0.552	0.453	0.626	0.363	0.626	0.611	0.848
WOENV02	0.465	0.488	0.526	0.273	0.451	0.565	0.811
WOENV03	0.509	0.517	0.487	0.369	0.458	0.394	0.820
WOENV04	0.555	0.439	0.679	0.441	0.675	0.665	0.853
WOENV05	0.675	0.483	0.719	0.536	0.681	0.601	0.879

Structural model

The next phase evaluates path significance to understand the relationship between each dimension and our construct, which serves as the main predictor of intention to stay (INTPER). When evaluating the results obtained (Table 6), the p-values were greater than 0.05, indicating that, by themselves, the dimensions did not have a significant effect on the regression coefficient (Hair, Howard, and Nitzl, 2020).

Table 6
First Model Path and Regression Values

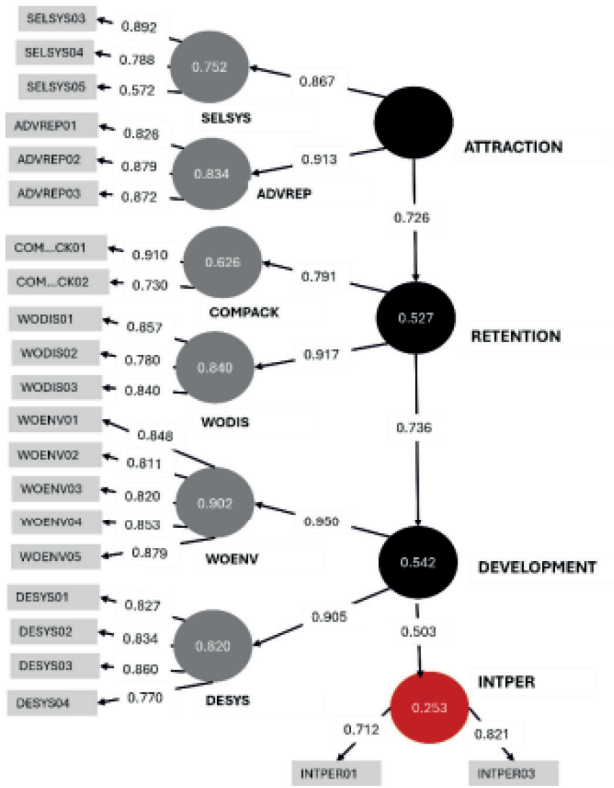
	P values	Regression
ATRACTION -> INTPER	0.205	0.490
DEVELOPMENT -> INTPER	0.079	0.382
RETENTION -> INTPER	0.820	0.505

Another statistic reported is the R-squared value of the endogenous variable's intention to remain. According to Peterson (2016), in the field of social sciences, any value greater than 0.20 is considered acceptable. In this regard, the first model with three independent dimensions obtained a value of 0.274 for INTPER.

Final Model

After demonstrating that factors by themselves are not predictive of intention to stay, another model was created. Since the measurement model does not change, the convergent and discriminant validity remain the same. The new model is based on a sequential flow approach. In this new integrated model, intention to stay is predicted by a comprehensive mechanism that harmoniously links attraction, retention, and development programs in a sequential manner (Figure 6).

Figure 6
Final Model Overview.



Finally, to verify that the mentioned hypothesis was correct, the magnitude and significance of the path values of the relationships between the constructs of the integrated model were revised. We obtained favorable results: the p value was lower than 0.5, indicating validity, emphasizing the specific effect that the dimensions have sequentially for the intention to permanence (Table 7).

Table 7
Final Model Regression Path Values.

	Regression	P values
ATTRACTION -> RETENTION	0.726	0.000
RETENTION -> DEVELOPMENT	0.736	0.000
DEVELOPMENT -> INTPER	0.503	0.000

All R2 values were considered acceptable (Table 8). In this specific case, the R-squared value of the intention of permanence is greater than 0.20, which implies that the sequential model reasonably explains the influence of attraction, retention, and development programs to encourage centennial generations to engage in long-term work commitment.

Table 8
Final Model R-Square values

	R-square
DEVELOPMENT	0.542
RETENTION	0.527
INTPER	0.253

Conclusion

Labor is a relevant resource for the manufacturing industry on the northern border of Mexico and is affected by variables that influence the intention to continue working in the same company. The purpose of this research was to define the constructs for each dimension that represent a primary value for the studied population to prove and understand the effects of attraction, retention, and development on the intention of permanence.

In conclusion, the findings of this study underscore the critical importance of having well-aligned and integrated programs for talent attraction, retention, and development, specifically tailored to the needs and expectations of Generation Z. These programs should be structured in a sequential manner to enhance this generation's intention to stay. Gen Z employees, in particular, value clear opportunities for professional growth and development, alongside a sense of purpose and belonging. When such

initiatives are strategically interconnected, they create an environment that fosters long-term commitment, reducing turnover rates and improving retention. This holistic approach is essential for organizations aiming to retain top talent from this emerging workforce. Therefore, this research contributes to the advancement of knowledge about permanence intention in the manufacturing sector, with a particular focus on Generation Z (Centennials). By narrowing the scope of the study to this specific generational cohort, the findings offer valuable insights into the unique factors that influence their intention to stay within an organization. This focus allows for a deeper understanding of the needs and motivations of Centennials, enabling companies in the manufacturing sector to tailor their retention strategies more effectively to this emerging workforce. There is no doubt that the results obtained support the initial approach to the objectives. As this is a less studied approach, future studies and sampling are recommended to contribute to this essential topic for this type of industry to help companies conserve their greatest drivers.

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