

Original Article

Techno-Structural Interventions on Organizational Performance and Commitment in the National Capital Region (NCR) Retail Sector: A Talent Retention Strategic Model

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Abstract. The retail industry faces one of the highest turnover rates globally, with the Philippine National Capital Region (NCR) reflecting this crisis as nearly half of retail employees intend to leave within a year. While organizations have invested in compensation and modernization, retention challenges persist due to entrenched practices, generational divides, and limited structural support. Thus, the study examines the nexus among Organizational Performance, using the McKinsey 7S Framework, Techno-Structural Interventions (TSI), and Organizational Commitment, with TSI as a mediator in transforming performance into commitment, and develops a Strategic Talent Retention Model. Using a sequential mixed-methods design, quantitative data from 300 respondents in the National Capital Region's retail sector were analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM), complemented by eight qualitative interviews with retail executives to identify implementation barriers. Results confirm that Organizational Performance significantly drives both TSI ($\beta = .72, p < .001$) and Organizational Commitment ($\beta = .46, p < .001$). Notably, TSI specifically job enrichment and simplification positively influence commitment and serve as a significant partial mediator ($\beta = .31, p < .001$) in the performance-commitment relationship. Qualitative findings underscore that the "nakasanayan" (entrenched) mindset, generational divides, and resource constraints inhibit the adoption of these initiatives.

Keywords: Asia-Pacific retail; McKinsey 7S Model; Organizational commitment; Talent retention; Techno-structural interventions.

In the contemporary era of "permacrisis" and rapid digital disruption, organizational survival depends on aligning technological advancement with the stability of human capital (Singh & Ramdeo, 2020). Organizational Development (OD) has shifted from a peripheral function to a core strategic necessity, with Techno-Structural Interventions (TSI) encompassing job redesign, workflow restructuring, and digital integration emerging as primary drivers of efficiency and communication (Lin & Wang, 2024; Cosentino, 2025). Within this context, a talent strategic model becomes essential to systematically integrate these interventions with employee-focused practices, as while TSI mitigates retention issues by clarifying roles and fostering a culture of innovation (Aiko & Wanyoike, 2022), critics suggest that poorly managed transitions can inadvertently trigger "technostress," thereby reducing organizational commitment (Cameron, 2022).

The retail sector serves as a global flashpoint for this tension. Globally, the industry grapples with chronic instability; the U.S. Bureau of Labor Statistics (2023) reports a 60.5% turnover rate, the second highest among industries. This crisis is mirrored in the Asia-Pacific region, where attrition ranges from 40% to 55%. In the Philippines, retail dominates the National Capital Region (NCR) in terms of business presence, operating in a highly competitive environment that is critical for sustaining talent in the region (Melchor, 2024). This situation is particularly acute, with nearly 47% of retail employees expressing an intent to leave within a year (JobStreet, 2022). Despite post-pandemic efforts to modernize, 34% of Philippine firms struggle specifically with retention, as skilled talent increasingly migrates to industries with stronger structural support and greater career growth (Kumar et al., 2023; Wu, 2024a). The Philippine National Capital Region (NCR) was chosen as the research locale precisely because it has concentrated retail businesses and its acute retention challenges, making it a critical setting for examining talent stability.

A significant twofold gap exists in current scholarship. First, research on techno-structural interventions is heavily skewed toward manufacturing and technology, leaving retail, high-touch, and high-turnover sectors underexplored (Singh & Ramdeo, 2020). Second, there is limited empirical evidence on how structural interventions mediate the relationship between organizational performance and employee commitment, particularly in the socio-economic context of NCR.

The study is anchored in three complementary organizational models to address talent-retention challenges. Using the McKinsey 7S Framework, it emphasizes the need for alignment among strategy (growth, localization), structure (hierarchical), systems (performance-based), shared values (Filipino cultural values), staff (engagement), skills (service-oriented, interpersonal), and leadership style (paternal) to strengthen adaptability and effectiveness (Waterman, et al., 1980; Perez, 2019). The Organizational Commitment Model supports this systems-based view, emphasizing job satisfaction, organizational support, and transformational leadership as key determinants of employee loyalty, with evidence suggesting that satisfaction and support exert the strongest effects on retention (Mowday et al., 1982; Masilaca & Sili, 2019). Job Design Theory further contributes by outlining interventions such as job rotation, enlargement, enrichment, and simplification that enhance motivation, productivity, and job quality (Vulpen, 2025). These anchoring theories position techno-structural interventions as the “missing link” that bridges organizational performance and employee commitment.

Grounded in Sociotechnical Systems Theory (Trist & Bamforth, 1951), TSIs enhance operational efficiency while fulfilling employees’ psychological needs for autonomy, competence, and meaningful work. In retail settings, where performance pressures and turnover risks coexist, this dual impact explains why TSIs function as both productivity mechanisms and commitment-building strategies. To articulate the study's overall purpose, the researchers formulated a conceptual framework that depicts the interrelationships among constructs and serves as the basis for developing a talent retention strategic model (Figure 1).

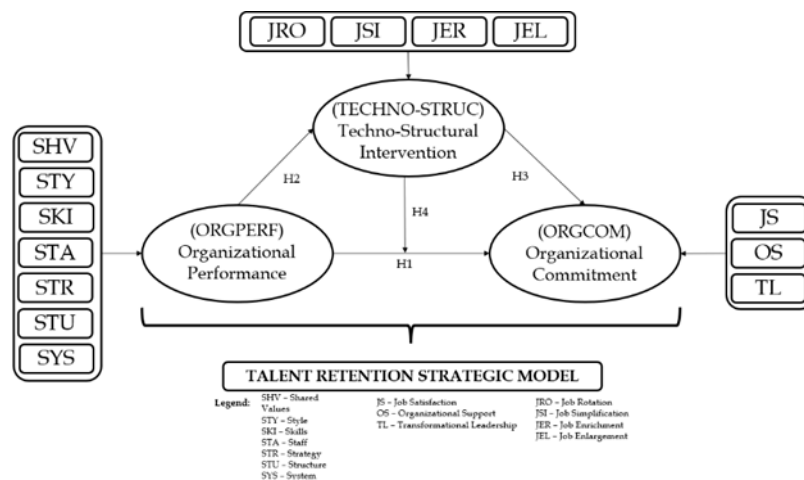


Figure 1. Conceptual Framework-Hypothesized Model (authors)

In the conceptual framework, organizational performance is the independent variable, organizational commitment the dependent variable, and techno-structural interventions mediate the relationship between them. By adopting a participatory and systems-oriented approach, the model supports holistic strategies that align organizational effectiveness with employee satisfaction. Building on these foundations, the study proposes a Talent Retention Strategic Model tailored to the retail industry, where rapid change heightens the need for organizational stability and employee commitment. The study tests its null hypotheses at a 0.05 significance level using Partial Least Squares–Structural Equation Modeling in WarpPLS 8.0, enabling a comprehensive assessment of mediation and multiple organizational relationships (Kock, 2022). Therefore, the following hypotheses are proposed to be further investigated:

H1: Organizational performance influences organizational commitment.

H2: Organizational performance influences techno-structural interventions.

H3: Techno-structural interventions influence organizational commitment.

H4: Techno-structural interventions mediate the influence between organizational performance and organizational commitment.

This study addresses these gaps by examining the mediating effect of TSI on the relationship between organizational performance and employee commitment. It synthesizes McKinsey's 7S Framework, the Organizational Commitment Model (Malasica & Sili, 2019), and Job Design Theory (Vulpen, 2025) to provide a multidimensional lens on workforce stability. By examining the interplay among leadership, job design, and organizational support, this research moves beyond descriptive analysis to present a validated, evidence-based strategic model for talent retention. Ultimately, the findings provide a blueprint for retail leaders and policymakers to navigate digital transformation without sacrificing the human element of organizational loyalty and lay the foundation for designing evidence-based talent management and retention strategies by developing a strategic talent retention framework tailored to the retail sector.

Methodology

Research Design

This study adopted a predictive–causal mixed-methods design to examine the mediating role of techno-structural interventions (TSIs) in the relationship between organizational performance and organizational commitment. Quantitative analysis using PLS-SEM with Hierarchical Component Modeling in WarpPLS 8.0 tested direct and mediating effects, while qualitative surveys, interviews, and case studies provided contextual depth through narrative-thematic analysis. Triangulation and descriptive statistics enhanced validity and clarified patterns among performance, TSIs, and commitment, informing a strategic talent retention framework for the retail sector.

Participants and Sampling Technique

In the absence of a defined population frame for the retail sector in the National Capital Region (NCR), a G*Power 3.1 analysis (Faul et al., 2007) was conducted to determine the required sample size for the structural model. Based on 14 predictors (representing the dimensions of the higher-order constructs), a medium effect size $f^2 = 0.15$, and a power of 0.95, the minimum required sample was 194. The final sample of 300 respondents comfortably exceeded this threshold, thereby supporting robust structural equation modeling (SEM) and enhancing generalizability (Kock & Hadaya, 2018; Magno et al., 2024).

The study employed purposive sampling with clearly defined inclusion and exclusion criteria, targeting HR professionals and employees within the NCR retail industry. Eligible respondents were those with direct experience, knowledge, or characteristics aligned with the research objectives, particularly those with specialized insight or firsthand experience in techno-structural interventions and talent retention. The sample included participants from diverse backgrounds in terms of age, role, and organizational context to capture varied perspectives. Respondents were required to be accessible, willing, and able to participate within the study timeline, and to adhere to ethical standards such as informed consent, confidentiality, and voluntary participation. Excluded from the study were individuals not working in HR-related roles or outside the retail industry, those employed beyond the National Capital Region, those unwilling or unable to provide reliable data within the given timeframe, and participants who withdrew their consent during the research process. The demographic characteristics of the 300 respondents are summarized in Table 1.

Table 1. *Respondents' demographics (n =300)*

Respondents Characteristics	Frequency	Percent (%)
Sex		
Male	129	43.00%
Female	171	57.00%
Age		
Baby Boomers (1946-1964)	1	0.33%
Gen X (1965-1980)	41	13.67%
Millennials (1981-1996)	153	51.00%
Gen Z (1997-2012)	105	35.00%
Position Level		
Executive Level	31	10.33%
Managerial Level	98	32.67%
Supervisory Level	82	27.33%
Rank and File Level	89	29.67%
Years of Experience		
1 to 3 years of experience	65	21.67%
4 to 6 years of experience	49	16.33%
7 to 10 years of experience	67	22.33%
More than 10 years of experience	119	39.67%

The sample is predominantly female (57.00%), suggesting that the proposed Techno-Structural Interventions (TSIs) should be gender-responsive to enhance inclusivity, particularly in the female-dominated retail landscape. Furthermore, Millennials (51.00%) and Generation Z (35.00%) together constitute 86% of the workforce. This significant digital-native presence indicates that TSIs must emphasize digital fluency, purpose-driven work, and autonomy. Research suggests that younger cohorts exhibit lower organizational loyalty unless interventions are aligned with their expectations for technological integration and personal growth (Yang & Dini, 2023).

Distribution across position levels, Managerial (32.67%), Rank-and-File (29.67%), and Supervisory (27.33%), underscores the necessity for multi-tiered TSIs. While managers focus on strategic alignment and operational efficiency, rank-and-file employees prioritize job security and empowerment through technology. Consequently, structural redesigns, such as decentralization and role clarity, are essential to bridging the commitment gap across different organizational tiers (Cummings & Worley, 2015; Millhoff et al., 2025).

Finally, the high percentage of long-tenured employees (39.67% with >10 years' tenure) highlights a potential risk of the "nakasanayan" (entrenched) mindset identified in the qualitative phase. For these respondents, TSI implementation must be supported by transparent communication to ensure that stability and recognition are maintained while processes are modernized. In contrast, newer employees (21.67%) require TSIs that prioritize rapid engagement and professional development to mitigate early-tenure turnover (Nyathi & Coetzee, 2022). The qualitative phase utilized a purposive sampling technique to select eight (8) key informants who possess extensive institutional knowledge and strategic oversight within the Philippine retail industry. As detailed in Table 2, the participants represent a diverse cross-section of hierarchical perspectives, ranging from frontline supervisors to executive leadership (at the AVP level). This diversity ensures that the thematic analysis captures both the operational challenges of rank-and-file employees and the strategic priorities of senior management.

Table 2. *Participants' demographics in qualitative*

Participants	Position	Years of Experience	Gender	Age	Educational Attainment
P01	Senior Manager	17 years	Female	37	Bachelor's Degree
P02	Senior Manager	25 years	Female	58	Doctorate Degree
P03	Supervisor	10 years	Male	38	Bachelor's Degree
P04	Supervisor	7 years	Female	29	Bachelor's Degree
P05	Supervisor	8 years	Male	32	Bachelor's Degree
P06	Manager	15 years	Female	42	Bachelor's Degree
P07	Supervisor	13 years	Female	35	Bachelor's Degree
P08	AVP	20 years	Male	45	Bachelor's Degree

Participant selection was based on direct involvement in Techno-Structural Initiatives (TSI) and talent management. The inclusion of highly tenured participants, such as P02 (25 years) and P08 (20 years), provides critical longitudinal insight into how the retail industry has evolved from traditional structures to modern,

technology-enabled models. Conversely, younger participants, such as P04 (29 years), offer perspectives on emerging digital trends and the expectations of the Gen Z workforce.

The professional diversity within this group enabled exploration of how generational differences, gender-based leadership styles, and academic backgrounds shape communication and evidence-based decision-making. By capturing insights across different "defense lines" (ranging from supervisory oversight to executive-level policymaking), the study achieved a comprehensive view of the barriers to TSI implementation, ensuring that the resulting talent retention model is grounded in real-world complexity (Perez, 2019).

Research Instrument

This study employed a dual-instrument approach to satisfy its mixed-methods design. The primary quantitative tool was a researcher-developed survey questionnaire synthesized from an extensive review of the literature on human resource management and organizational development. The survey was structured into four distinct sections to capture the multidimensional nature of the variables: Section I: Respondent Profile, captured demographic and professional data; Section II: Organizational Performance: measured via the McKinsey 7S Framework (Waterman & Peters, 1980; Perez, 2019), assessing both "hard" and "soft" organizational elements; Section III: Organizational Commitment: operationalized through the lens of Affective and Normative commitment (Mowday et al., 1982; Malasica & Sili, 2019); and Section IV: Techno-Structural Interventions (TSI): as grounded in Job Design Theory, focusing on enrichment, enlargement, rotation, and simplification (Vulpen, 2025). The measurement model assessment evaluated the study's reflective latent variables, which consist of higher-order constructs (HOCs) formed by multiple lower-order constructs (LOCs) measured by formative indicators. The first HOC, Organizational Performance (ORGPREF), comprises seven LOCs: Shared Values (SHV), Style (STY), Skills (SKI), Staff (STA), Strategy (STR), Structure (STU), and System (SYS). The second HOC, Techno-Structural Intervention (TECHNO-STRUC), comprises four LOCs: Job Rotation (JRO), Job Simplification (JSI), Job Enrichment (JER), and Job Enlargement (JEL). The third HOC, Organizational Commitment (ORGCOM), comprises three LOCs: Job Satisfaction (JS), Organizational Support (OS), and Transformational Leadership (TL). The measurement items for these constructs were adapted from validated studies, and all items were measured using a 5-point Likert Scale, ranging from "1" (Strongly Disagree/Very Poor) to "5" (Strongly Agree/Excellent).

To ensure content validity, the instrument underwent a panel review by three subject matter experts in HR and Organizational Development, who evaluated the items for clarity, relevance, and theoretical alignment. Following expert validation, a pilot test was conducted with 30 non-respondent professionals from related industries to assess the instrument's internal consistency. Cronbach's Alpha (CA) was used to assess reliability, with a threshold of 0.70 considered acceptable. The pilot results yielded a CA of 0.97, interpreted as "excellent." Even though the CA is relatively high, AVE and Fornell-Lacker were also computed to ensure that the constructs are distinct and that no items are redundant. These results indicate that the instrument is reliable and valid for full-scale deployment. The Average Variance Extracted (AVE) ranged from 0.83 to 0.93, confirming strong convergent validity (Hair et al., 2021).

In alignment with the mixed-methods approach, a semi-structured interview guide was developed for the qualitative phase. This guide was designed to examine in greater depth the "Implementation Barriers" identified in the literature, such as cultural resistance and resource constraints. The guide was peer-reviewed to ensure it allowed for open-ended, non-leading responses from the eight key informants, ranging from Supervisory to Assistant Vice President levels.

Data Gathering Procedure

The researcher secured formal approval from the Dean of the Graduate School at Colegio de San Juan de Letran prior to conducting the study and distributing the research instrument. Upon approval, requests were sent to participating retail employees. Respondents were informed of the study's purpose and provided truthful responses under strict confidentiality for academic use only. Surveys were administered to selected HR practitioners through both online and on-site methods, in accordance with company protocols and safety guidelines. Quantitative data were collected, organized, and analyzed by the institution's statistician using appropriate statistical tools, including PLS-SEM, with a 100% retrieval rate. For the qualitative phase, purposive sampling was used to select eight key informants with relevant experience in techno-structural interventions, and in-depth interviews were conducted. Data collection continued until thematic saturation was achieved, ensuring both efficiency and analytical depth.

Data Analysis Procedure

The study employed a sequential mixed-methods approach, with Partial Least Squares–Structural Equation Modeling (PLS-SEM) used for the quantitative phase and Thematic Analysis for the qualitative phase. The hypothesized relationships were tested using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with Hierarchical Component Modeling (HCM). Given the multidimensional nature of the variables, the study employed a reflective–formative specification (Type II) via a disjoint two-stage approach. Data analysis was performed using WarpPLS 8.0, which is particularly robust for assessing complex path models and non-linear relationships (Kock, 2022; Rasoolimanesh et al., 2022). HCM was employed to model the higher-order components (HOCs) by linking reflectively measured lower-order components (LOCs) to formatively specified HOCs. Specifically: I: the scores of the LOCs (e.g., Shared Values, Style, Systems) were estimated in a model that included only the reflective indicators; II: these estimated latent variable scores were then used as formative indicators for the HOCs (Organizational Performance, TSI, and Organizational Commitment). This approach was adopted to mitigate potential multicollinearity and to provide more precise estimates of higher-order constructs (Becker et al., 2012; Sarstedt et al., 2019). As a variance-based technique, PLS-SEM is well-suited to predictive research and to complex models involving non-normally distributed data (Hair et al., 2021). To assess the mediating role of Techno-Structural Interventions (TSI), the study used a bootstrapping procedure (5,000 subsamples) to test the significance of indirect effects (Zhao et al., 2010a). Furthermore, Full Collinearity Variance Inflation Factors (FCVIF) were assessed to detect potential Common Method Bias (CMB) and to ensure the structural model's integrity (Kock, 2015).

For the qualitative phase, the eight semi-structured interviews were transcribed and analyzed using Thematic Analysis. This involved a six-step process: (1) data familiarization, (2) initial code generation, (3) searching for themes, (4) reviewing themes against the data, (5) defining and naming themes, and (6) producing the final narrative (Braun & Clarke, 2006). This qualitative synthesis was used to triangulate the SEM results, providing deeper context on implementation barriers and human factors that influence the success of techno-structural changes.

Ethical Consideration

The study adhered to established ethical standards and was approved by the school administration before data collection. Ethical integrity was maintained throughout, particularly given the use of sensitive data and focus on human behavior and organizational decision-making. Participants provided voluntary informed consent and could withdraw at any time. Confidentiality and anonymity were ensured through data anonymization and restricted access, with no personally identifiable information disclosed. Data were securely collected, encrypted, and accessible only to the researchers, and compliance was observed. Only aggregated or anonymized data were shared, with consent required for identifiable information, and data disposal procedures were documented by ensuring responsible and ethical research conduct. The study adhered to the Philippine Data Privacy Act of 2012 (RA 10173), which mandates the protection of personal and sensitive information.

Results and Discussion

Organizational Performance via the McKinsey 7S Framework

Individual item scores and indicators for each construct are presented in Table 6 of the Measurement Model assessment. As shown in Table 3, respondents generally perceive a strong foundational alignment across the 7S dimensions, with the aggregate index ($M = 3.86$, $SD = 0.89$) falling within the "Very Good" range. The high-order construct of Systems emerged as the strongest dimension ($M = 3.97$), while Structure was rated the lowest ($M = 3.80$).

Table 3. Descriptive Statistics for High-Order Performance Dimensions ($n=300$)

Dimension (Low-Order Construct)	Mean	SD	Interpretation	Rank
Systems	3.97	0.91	Very Good	1
Shared Values	3.90	0.84	Very Good	2.5
Style	3.90	0.78	Very Good	2.5
Strategy	3.84	0.90	Very Good	4
Staff	3.82	0.96	Very Good	5.5
Skills	3.82	0.97	Very Good	5.5
Structure	3.80	0.93	Very Good	7
Overall Performance Index	3.86	0.89	Very Good	--

The dominance of the Systems dimension ($M = 3.97$) suggests that retail firms in the NCR have successfully institutionalized robust digital protocols and ethical procurement processes. This aligns with Asare et al. (2024), who argue that in post-pandemic emerging markets, "hard" systems, specifically digital governance and data security, have become the primary defensive mechanisms for operational continuity. This technological readiness is a hallmark of the Philippine retail sector's rapid pivot toward omnichannel commerce.

However, the lower rankings for Structure ($M = 3.80$) and Staff ($M = 3.82$) reveal a critical "Soft-S" deficit. While the technical "hard" elements (Systems/Strategy) are sound, internal information flow and merit-based advancement pathways remain underdeveloped. Singh and Ramdeo (2020) support this finding, noting that when organizational structure lags behind systems, firms suffer from "structural inertia," in which technology is present but the human framework for using it is rigid.

In contrast, Kuang et al. (2023) suggest that in high-volume retail environments, lower scores on "Structure" are not necessarily indicative of failure but rather of informal agility. They argue that employees in dynamic sectors often prioritize adaptive systems over formal hierarchies to maintain speed. Nevertheless, the moderate scores for "Staff" ($M = 3.82$) in this study highlight a "walking the talk" gap in leadership behavior, suggesting that unless leaders align their personal "Style" with the firm's "Shared Values," the robust technical systems may fail to translate into high employee trust (Perez, 2019). These findings imply that for retail firms in the NCR, the "basis for talent retention" should not focus solely on technological upgrades (Systems) but on structural transparency. High-performing systems can only sustain employee commitment if the Structure allows for participatory communication and the Staff feel that their career progression is governed by merit rather than seniority. Failure to address these "soft" gaps may lead to "technostress," in which employees feel overwhelmed by efficient systems yet unsupported by the human organization (Cameron, 2022).

Assessment of Organizational Commitment

Assessing organizational commitment in the NCR retail sector provides a nuanced view of employee loyalty and satisfaction. Table 4 presents the descriptive results for the dimensions constituting the commitment composite score.

Table 4. Descriptive Statistics for Retention-Related Constructs ($n=300$)

Dimension (Low-Order Construct)	Mean	SD	Interpretation	Rank
Job Satisfaction	4.07	0.84	Often	1
Organizational Support	3.99	0.87	Often	2.5
Transformational Leadership	3.99	0.88	Often	2.5
Commitment Composite Score	4.01	0.86	Often	--

The results indicate that Job Satisfaction ($M = 4.07$) is the primary engine of employee commitment in the Philippine retail context. This high score is largely attributable to a perceived role-person fit, in which employees perceive that their technical competencies are effectively utilized. This aligns with Waters et al. (2024), who posit that in high-demand service industries, job satisfaction acts as the strongest psychological buffer against withdrawal behaviors and turnover intentions. However, a critical area for improvement is the tied scores on Organizational Support and Transformational Leadership ($M = 3.99$). While these scores are positive, they are significantly lower than individual job satisfaction scores, indicating an "institutional gap." Li et al. (2021) provide evidence that organizational commitment mediates the relationship between technology adoption and performance, such that stronger commitment enhances the acceptance and effective use of new technologies while reducing resistance to change. Moreover, organizational support plays a critical role in fostering this commitment by mitigating entrenched behaviors, enhancing adaptability among long-tenured employees, and sustaining engagement with innovation. As noted by Bass and Riggio (2006), retail organizations often fall short in providing individualized consideration.

In contrast, Wu (2024b) notes in the Michael Page Talent Trends Report for the Philippines that there is a widening "expectation gap" between employers and employees. While firms believe they provide adequate support, employees often perceive it as transactional rather than relational. This suggests that the high satisfaction scores in this study might be driven by personal resilience or peer-level support rather than top-down leadership initiatives. Furthermore, Yue and Walden (2022) argue that, in volatile markets, transparent communication from leadership is more critical than overall satisfaction for sustaining commitment during organizational change. The implication for retail managers is that Job Satisfaction alone is a "hygiene factor"; it keeps employees present but

does not necessarily ensure long-term loyalty. To elevate the commitment composite score ($M = 4.01$), organizations must transition from transactional management to Transformational Leadership. This requires leaders to move beyond overseeing daily tasks to providing personalized career coaching and intellectual stimulation. As noted by Zamri and Halim (2024), talent management in the modern era requires a shift toward "relational commitment," in which employees remain because they feel seen and supported by the hierarchy, rather than merely satisfied with their specific roles.

Applicability of Techno-Structural Interventions (TSI)

The perceived utility of TSI (Table 5) reflects a clear preference for interventions that enhance the qualitative depth and efficiency of work, rather than merely expanding task variety or changing physical locations.

Table 5. *Applicability of Techno-Structural Interventions (TSI) n=300*

Dimension (Low-Order Construct)	Mean	SD	Interpretation	Rank
Job Enrichment	4.04	0.75	Agree	1
Job Enlargement	4.00	0.77	Agree	2.5
Job Simplification	4.00	0.81	Agree	2.5
Job Rotation	3.84	0.84	Agree	4
Overall TSI Applicability	3.97	0.79	Agree	--

Job Enrichment emerged as the most favored intervention ($M = 4.04$), suggesting that retail employees in the NCR highly value autonomy and technology-enabled problem-solving. This is consistent with Yaodam and Saisavoey (2025), who found that in digitized retail environments, employees seek "vertical" growth—increased responsibility and decision-making authority—over "horizontal" expansion. By leveraging digital tools to handle complex tasks, employees perceive a higher sense of contribution and self-efficacy.

In contrast, Job Rotation ($M = 3.84$) was viewed with the most caution. As noted by Nasir (2023), without a clearly defined career progression, rotation can be perceived as an "administrative burden" or a disruptive shuffle rather than a legitimate growth opportunity. In the high-stress Philippine retail sector, frequent rotation without adequate training or incentives may lead to role ambiguity and reduced specialized efficiency. Further supporting this, Al-Abdallah et al. (2023) argue that while Job Simplification ($M = 4.00$) is essential for reducing cognitive load in tech-heavy environments, it must be carefully balanced with enrichment to prevent "task de-skilling." If jobs become too simplified through automation, employees may lose their sense of purpose. However, the moderate-to-high scores for Job Enlargement ($M = 4.00$) in this study contrast with traditional views suggesting that workers resist "more work for the same pay." This suggests that NCR retail employees may welcome a broader scope of responsibilities when they entail meaningful technological integration and the application of diverse skills (Price, 2025).

The findings imply that a successful talent retention strategy in the retail sector must prioritize "depth" and "efficiency" through Job Enrichment and Job Simplification. Organizations should use technology not only to automate tasks but also to empower employees to assume more autonomous, high-value roles. For Job Rotation to be effective, it must be framed within a transparent career development roadmap that promises long-term growth. As highlighted by Vulpen (2025), the goal of techno-structural change should be "intelligent job design," where technology serves to humanize the workload, ultimately fostering deeper affective commitment and reducing the 47% turnover intent identified in current industry trends.

Evaluation of the Measurement Model

The measurement model was assessed using Partial Least Squares Structural Equation Modeling (PLS-SEM), as shown in Tables 6 and 7, to verify construct reliability and validity before structural testing. Adhering to the protocols established by Ruiz-Palomino and Martínez-Costa (2024), the model was evaluated for internal consistency, convergent validity, and discriminant validity. Internal consistency reliability was confirmed as all constructs exhibited Composite Reliability (CR) values between 0.90 and 0.96, and Cronbach's Alpha (CA) values ranging from 0.85 to 0.94. These results significantly exceed the recommended threshold of 0.70 (Hair et al., 2021). Convergent validity was assessed through indicator loadings and the Average Variance Extracted (AVE). As detailed in Table 6, all indicator loadings were statistically significant ($p < .001$). While STY3 (0.57) and STY4 (0.60) exhibited lower loadings, they were retained as they contribute to the content validity of the "Style" construct, and the overall AVE remained above the threshold (Amora, 2021). All other loadings ranged from 0.65 to 0.94, meeting the minimum requirement of 0.70 for robust models, or 0.50 for exploratory settings (Kock, 2014). Furthermore,

AVE values ranged from 0.69 to 0.86, comfortably exceeding the 0.50 benchmark, indicating that the constructs account for more than half of the variance in their respective indicators.

Table 6. Indicator Loadings, Convergent Validity, and Reliability Test

Construct/Item		Outer Loading	CR	CA	AVE
Shared Values			0.92	0.88	0.74
SHV1	The organization's value statements and codes of conduct are clearly defined and meaningful, guiding decision-making and behavior throughout all levels.	0.85			
SHV2	Senior managers proactively (formally and informally) communicate the organization's values and codes of conduct.	0.89			
SHV3	Senior management behavior exemplifies the organization's values and codes of conduct – they 'walk the talk.'	0.86			
SHV4	Employees acknowledge, accept, and apply the organization's values and codes of conduct.	0.85			
Style			0.90	0.85	0.69
STY1	The board and audit committee are sufficiently involved in evaluating the effectiveness of the 'tone at the top.'	0.66			
STY2	The board and managers demonstrate a commitment to addressing cultural issues openly and transparently.	0.65			
STY3	Exceptions to policy are allowed only under clearly defined conditions and, when they occur, are documented, explained, and reviewed.	0.57			
STY4	Compliance with laws and regulations is taken seriously.	0.60			
Skills			0.93	0.90	0.78
SKI1	Individuals' skills, experience, and knowledge align with the job's required competencies.	0.75			
SKI2	Training programs are visible and accessible to all employees.	0.92			
SKI3	Training is aligned with the skills and knowledge necessary for the job.	0.93			
SKI4	Training programs are regularly evaluated to ensure their effectiveness.	0.91			
Staff			0.93	0.89	0.76
STA1	Employees' job descriptions align with the organization's values and codes of conduct.	0.81			
STA2	Employees believe that performance targets are SMART (specific, measurable, achievable, relevant, and time-bound).	0.91			
STA3	Employees believe they have an equal opportunity for promotion on the basis of merit.	0.86			
STA4	Mechanisms are in place to capture and evaluate employee ideas for improving work processes.	0.89			
Strategy			0.932	0.90	0.77
STR1	The strategy and supporting objectives of business units are set out and aligned with those of the organization.	0.87			
STR2	Employees have job descriptions and performance objectives that align with the strategy and objectives.	0.86			
STR3	Employees are encouraged to understand risks and participate in the risk management process.	0.88			
STR4	The organization's risk appetite is understood and applied to managerial and employee objectives and decisions.	0.91			
Structure			0.94	0.92	0.81
STU1	The structure of the business unit facilitates the flow of information both upwards and downwards, as well as across organizational lines.	0.87			
STU2	Reporting relationships are appropriate, with the second and third lines of defense maintaining sufficient independence from the activities they oversee.	0.88			
STU3	Accountabilities are clearly defined.	0.91			
STU4	Responsibilities and accountabilities are communicated and understood.	0.92			
System			0.92	0.89	0.75
SYS1	The organization's values are embedded in and influence decision-making processes.	0.89			
SYS2	There is a standard, clearly understood set of processes that underpins core business activities.	0.85			

SYS3	The security of personal data within systems is taken seriously, with AI technologies integrated to enhance threat detection, data protection, and compliance monitoring	0.83			
SYS4	The organization is committed to working ethically with business partners throughout the procurement process, ensuring transparency, fairness, and compliance with ethical standards.	0.88			
Job Rotation			0.90	0.85	0.69
JRO1	The organization uses technology (e.g., internal job portals or HR systems) to facilitate and manage job rotation opportunities effectively.	0.84			
JRO2	The organizational structure supports smooth transitions and effectively plans job rotation to suit individual career growth.	0.88			
JRO3	The organization uses data and analytics (e.g., skill gaps, performance metrics) to support employees in developing diverse skills and knowledge.	0.84			
JRO4	Job rotation has a positive impact on employee motivation and retention.	0.76			
Job Simplification			0.94	0.91	0.78
JSI1	The organization uses technology to automate or simplify repetitive and time-consuming tasks in the employee's role.	0.86			
JSI2	Work processes and job responsibilities have been redesigned to make tasks more manageable and more transparent.	0.89			
JSI3	Techno-structural interventions have helped clarify job roles and reduce unnecessary responsibilities and role overlap.	0.90			
JSI4	Simplification of employees' jobs through structural or technological changes has enhanced job satisfaction and increased the likelihood of organizational retention.	0.89			
Job Enrichment			0.95	0.94	0.84
JER1	Technology has enabled employees to take on more meaningful and varied tasks with greater autonomy in their roles.	0.91			
JER2	Technological and structural changes have expanded opportunities for employees to develop new skills and engage in problem-solving.	0.92			
JER3	Techno-structural interventions have enabled employees to assume greater responsibility and ownership of their work outcomes.	0.94			
JER4	Technological changes support the organization by enhancing employee motivation and increasing retention likelihood.	0.89			
Job Enlargement			0.94	0.92	0.81
JEL1	Technology has enabled employees to undertake a broader range of tasks and responsibilities within their roles.	0.90			
JEL2	Techno-structural interventions have enabled employees to handle a broader range of tasks, contributing to skill development and job engagement.	0.90			
JEL3	Job enlargement through techno-structural interventions has enabled employees to utilize a broader set of skills and expand their capabilities.	0.90			
JEL4	A broader range of responsibilities, supported by systems and structural changes, increases employee satisfaction and commitment to remaining in the organization.	0.90			
Job Satisfaction			0.91	0.86	0.70
JS1	Your current role aligns well with your skills, interests, and career goals.	0.82			
JS2	You are recognized and fairly rewarded by the organization for your contributions.	0.86			
JS3	The work environment and relationships with colleagues and supervisors contribute positively to your job satisfaction.	0.86			
JS4	The organization provides sufficient opportunities for your professional growth and advancement.	0.82			
Organizational Support			0.94	0.91	0.79
OS1	The organization genuinely cares about the well-being and concerns of its employees.	0.89			
OS2	The organization provides the necessary support and resources for your career growth and development.	0.90			
OS3	The organization listens to employee feedback and takes action to address their needs and suggestions.	0.91			
OS4	The organization ensures that you have the tools, resources, and support necessary to perform your job effectively.	0.86			
Transformational Leadership			0.96	0.94	0.86

TL1	Leaders in your organization inspire and motivate employees to work toward a shared vision.	0.92
TL2	Leaders show genuine concern for employees' individual needs, growth, and career development.	0.93
TL3	Leaders encourage innovation and critical thinking by challenging employees to improve and think creatively.	0.91
TL4	Leaders act as role models, demonstrating behaviors and values that promote commitment and loyalty to the organization.	0.94

Note: All item loadings are statistically significant at $p < 0.001$. Key abbreviations: AVE = Average Variance Extracted, CR = Composite Reliability, CA = Cronbach's Alpha, Mean = Average Value, St. Dev = Standard Deviation.

Discriminant validity was evaluated using two rigorous criteria: the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio. According to the Fornell-Larcker criterion, the square root of the AVE for each construct (the diagonal values in Table 7) must be greater than its highest correlation with any other construct. This condition was met across all constructs, confirming that each latent variable exhibits greater variance with its own indicators than with indicators of other constructs in the model (Fornell & Larcker, 1981).

Additionally, the HTMT ratios, considered more sensitive for discriminant validity, ranged from 0.55 to 0.93. While the ratio between Staff (STA) and Strategy (STR) (0.93) is slightly above the threshold of 0.90, they remain within acceptable limits for conceptually related constructs in organizational research (Voorhees et al., 2016; Roemer et al., 2021). These constructs are theoretically expected to overlap with the McKinsey 7S Framework; they represent not a lack of statistical distinctiveness but rather theoretical proximity. These results collectively demonstrate that the lower-order reflective constructs spanning organizational performance, techno-structural interventions, and organizational commitment are statistically distinct, reliable, and valid.

Table 7. Discriminant Validity Using Fornell-Larcker Criterion and HTMT Ratio of the Lower-Order Reflective Construct

	SHV	STY	SKI	STA	STR	STU	SYS	JRO	JSI	JER	JEL	JS	OS	TL
SHV	0.86	0.75	0.51	0.68	0.69	0.72	0.74	0.54	0.55	0.57	0.52	0.57	0.57	0.68
STY	0.85	0.83	0.58	0.71	0.77	0.72	0.76	0.53	0.49	0.55	0.54	0.55	0.63	0.63
SKI	0.58	0.67	0.88	0.70	0.66	0.63	0.70	0.49	0.52	0.44	0.45	0.54	0.60	0.50
STA	0.77	0.81	0.80	0.87	0.83	0.81	0.73	0.60	0.55	0.61	0.56	0.63	0.67	0.67
STR	0.77	0.88	0.75	0.93	0.88	0.78	0.78	0.57	0.51	0.57	0.57	0.52	0.61	0.61
STU	0.80	0.81	0.70	0.89	0.86	0.90	0.77	0.61	0.57	0.59	0.55	0.61	0.67	0.65
SYS	0.84	0.87	0.79	0.82	0.88	0.86	0.86	0.58	0.58	0.56	0.57	0.61	0.68	0.69
JRO	0.62	0.62	0.57	0.69	0.66	0.68	0.67	0.83	0.71	0.67	0.64	0.62	0.62	0.66
JSI	0.61	0.55	0.57	0.60	0.56	0.61	0.65	0.81	0.89	0.75	0.69	0.58	0.61	0.64
JER	0.62	0.61	0.49	0.67	0.62	0.64	0.62	0.75	0.81	0.92	0.81	0.59	0.59	0.67
JEL	0.57	0.61	0.51	0.62	0.62	0.60	0.63	0.72	0.75	0.87	0.90	0.60	0.62	0.63
JS	0.65	0.64	0.61	0.71	0.59	0.68	0.70	0.72	0.65	0.66	0.68	0.84	0.79	0.77
OS	0.63	0.71	0.67	0.74	0.67	0.74	0.76	0.70	0.67	0.64	0.68	0.90	0.89	0.79
TL	0.74	0.71	0.55	0.73	0.66	0.70	0.76	0.74	0.69	0.71	0.68	0.85	0.85	0.93

Note: Diagonal elements are the square root of the AVE of constructs, while the upper off-diagonal elements are the correlation between constructs. Heterotrait-Monotrait HTMT Ratio below the off-diagonal elements. Abbreviation: SHV = Shared Values, STY = Style, SKI = Skills, STA = Staff, STR = Strategy, STU = Structure, SYS = System, JRO = Job Rotation, JSI = Job Simplification, JER = Job Enrichment, JEL = Job Enlargement, JS = Job Satisfaction, OS = Organizational Support, TL = Transformational Leadership

Evaluation of Structural Model and Path Analysis

The structural model was evaluated to test the hypothesized relationships between Organizational Performance (ORGPREF), Techno-Structural Interventions (TECHNO-STRUC), and Organizational Commitment (ORGCOM). Following the validation of the measurement model, the higher-order constructs were analyzed using a disjoint two-stage approach. This method ensured that the multidimensionality of the construct, specifically the McKinsey 7S dimensions for performance and the various job design strategies for TSI, was accurately captured (Becker et al., 2012; Goscinska & Winkler, 2024).

The formative HOCs were assessed for indicator reliability and collinearity. As shown in Table 8, all indicators demonstrated significant outer weights ($p < .001$), confirming their contribution to their respective constructs. For ORGPREF, the primary drivers were Strategy ($w = 0.17$) and Systems ($w = 0.17$), underscoring that strategic alignment and digital infrastructure underpin retail performance. TECHNO-STRUC was driven most strongly by Job Enrichment ($w = 0.29$), while ORGCOM was shaped predominantly by Organizational Support ($w = 0.36$). Collinearity was not a concern, as all Variance Inflation Factor (VIF) values ranged from 2.24 to 4.63, remaining well within the conservative threshold of 5.00 (Hair et al., 2021).

Table 8. Higher-Order Formative Construct Measurement Evaluations

Higher-Order Formative Construct	Indicator Weight	p-value	Variance Inflation Factor	Inflation Full Collinearity (VIF)
Organizational Performance (ORGPREF)				2.66
SHV	0.16	0.003	2.97	
STY	0.16	0.002	3.34	
SKI	0.15	0.005	2.38	
STA	0.17	0.001	4.53	
STR	0.17	0.001	4.63	
STU	0.17	0.001	3.91	
SYS	0.17	0.001	4.13	
Techno-Structural Intervention (TECHNO-STRUC)				2.59
JRO	0.27	<0.001	2.24	
JSI	0.28	<0.001	2.84	
JER	0.29	<0.001	3.70	
JEL	0.28	<0.001	3.09	
Organizational Commitment (ORGCOM)				3.06
JS	0.36	<0.001	3.19	
OS	0.36	<0.001	3.40	
TL	0.36	<0.001	3.10	

Note: Abbreviation: SHV = Shared Values, STY = Style, SKI = Skills, STA = Staff, STR = Strategy, STU = Structure, SYS = System, JRO = Job Rotation, JSI = Job Simplification, JER = Job Enrichment, JOB = Enlargement, JS = Job Satisfaction, OS = Organizational Support, TL = Transformational Leadership, ORGPREF = Organizational Performance, TECHNO-STRUC = Techno-Structural Intervention, ORGCOM = Organizational Commitment.

Hypothesis testing was conducted using bootstrapping with 5,000 subsamples. The structural model results, illustrated in Figure 2, confirm that all proposed relationships are statistically significant and positive.

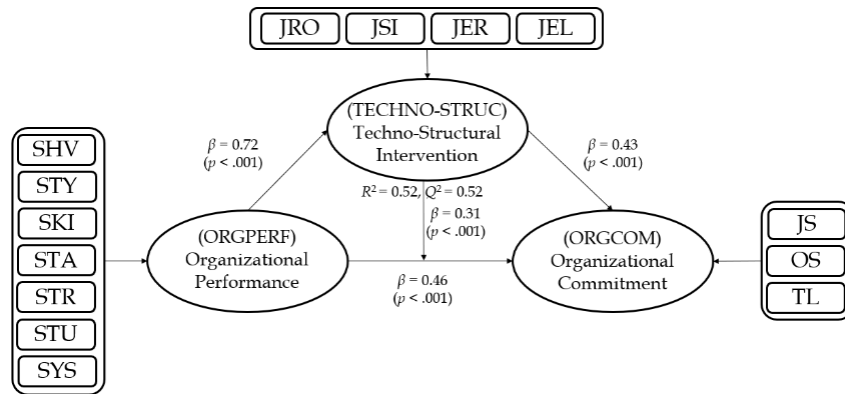


Figure 2. The PLS-SEM Path Model with Parameter Estimates

Table 9. Direct, Indirect, and Mediating Effects of the Structural Model

Hypothesis	Path	β	SE	t-value	p-value	f2	Decision
Direct Effects							
H1	ORGPREF → ORGCOM	.46	.05	8.519	< .001	.35	Supported
H2	ORGPREF → TECHNO-STRUC	.72	.05	13.885	< .001	.52	Supported
H3	TECHNO-STRUC → ORGCOM	.43	.05	7.926	< .001	.32	Supported
Mediating Effect							
H4	ORGPREF → TECHNO-STRUC → ORGCOM	.31	.04	7.923	< .001	.24	Supported

Note: Cohen's effect sizes (f2) were measured using the following: 0.02 = small, 0.15 = medium, 0.35 = large; SE = standard Error (Cohen, 1988), β = standardized path coefficient. N=300; Bootstrapping = 5,000 subsamples. Mediation Type: Partial Mediation (since the direct effect H1 remains significant). Abbreviations: ORGPREF = Organizational Performance, TECHNO-STRUC = Techno-Structural Intervention, ORGCOM = Organizational Commitment.

The analysis revealed that Organizational Performance (H1) has a strong direct effect on Organizational Commitment ($\beta = .46, p < .001$), with a large effect size ($f^2 = .35$). This suggests that employees in high-performing retail firms inherently feel more committed due to organizational stability. Furthermore, ORGPREF (H2) is a strong predictor of Techno-Structural Interventions ($\beta = .72, p < .001$), indicating that high-performing firms possess the strategic and systematic resources necessary to implement sophisticated job redesigns. In addition, a key finding of this study is the significant partial mediation of Techno-Structural Interventions (H4) in the

relationship between performance and commitment ($\beta = .31, p < .001$). While the direct relationship (H1) remains significant, the inclusion of TSI accounts for a substantial portion of the performance-loyalty relationship.

The significant path from ORGPERF to TECHNO-STRUC ($\beta = .72$) aligns with Kuang et al. (2023), who argue that organizational maturity is a prerequisite for successful technological job redesign. However, the mediation result ($\beta = .31$) provides a critical nuance: performance alone is insufficient for long-term retention. As noted by Zhao et al. (2025b), structural interventions act as the "mechanistic bridge" that humanizes organizational success. By contrast, some literature on "Structural Overload" suggests that aggressive techno-structural changes can yield diminishing returns if the direct performance effect is offset by implementation stress (Hair et al., 2017). However, in this study, the positive and significant β for H3 (0.43) suggests that, for the NCR retail sector, these interventions are perceived as empowering rather than burdensome, provided they focus on Job Enrichment and Simplification, as identified in the measurement model.

Model Robustness: Common Method Bias, R2, and Q2

Beyond path significance, the model's structural integrity was confirmed by assessing collinearity, explanatory power, and predictive relevance. These diagnostics ensure that the findings are not only statistically significant but also robust and free from systematic bias. Common Method Bias was assessed using the Full Collinearity Variance Inflation Factor (FCVIF). Unlike standard VIFs, FCVIF is a comprehensive test that detects both vertical and lateral collinearity. As shown in Table 10, FCVIF values ranged from 2.59 to 3.06. Since all values remained below the conservative threshold of 3.3, the model is confirmed to be free of CMB and problematic collinearity, ensuring that the relationships are not inflated by measurement error (Kock, 2015). The coefficient of determination, R2, indicates the proportion of variance in the endogenous constructs explained by the model. The model demonstrated substantial explanatory power for Organizational Commitment ($R^2 = 0.68$), indicating that Organizational Performance and TSI collectively account for 67.5% of the variance in employee commitment. This exceeds the benchmark for substantial effects in behavioral research (Hair et al., 2021). TECHNO-STRUC showed moderate explanatory power ($R^2 = 0.52$), suggesting that while performance is a primary driver of job redesign, other external or environmental factors also influence TSI adoption. Predictive validity was confirmed using the Blindfolding procedure to calculate Stone-Geisser's Q2. Both TECHNO-STRUC ($Q^2 = 0.52$) and ORGCOM ($Q^2 = 0.68$) yielded values significantly above zero. According to Shmueli et al. (2019), Q2 values of this magnitude indicate the model's strong predictive relevance, confirming that the proposed framework can accurately predict talent retention outcomes in the Philippine retail sector.

Table 10. Predictive Relevance, Collinearity, and Coefficient of Determination

Construct	Q ²	Structural Model Collinearity - FCVIF	R ²
ORGPERF		2.66	
TECHNO-STRUC	0.52	2.59	0.52
ORGCOM	0.68	3.06	0.68

Note: Q² = Predictive Validity, R² = Coefficient of Determination, R² Values Classification = Weak (0.19), Moderate (0.33), or Substantial (0.67). FCVIF = Full Collinearity Variance Inflation Factor. Abbreviations: ORGPERF = Organizational Performance, TECHNO-STRUC = Techno-Structural Intervention, ORGCOM = Organizational Commitment

Qualitative Results: Thematic Synthesis

To complement the quantitative findings, qualitative interviews were conducted with retail leaders (P01-P08) to explore the practical challenges of implementing Techno-Structural Interventions (TSI). The thematic analysis revealed three primary barriers that account for the "soft" organizational gaps identified in earlier phases.

Resistance to Change and the "Nakasanayan" Mindset

The most pervasive challenge identified was an entrenched resistance to new processes. Interviewees highlighted that employees often adhere to traditional methods, locally described as the "nakasanayan" mindset. This cultural inertia poses a significant barrier to Job Enrichment and Simplification.

One participant noted: "Change management and adoption is one area to be considered, as most of the people are on the 'used to be' or 'nakasanayan na' mindset."

This "nakasanayan" mindset is a manifestation of Status Quo Bias (Samuelson & Zeckhauser, 1988), in which the psychological cost of switching to a new technology outweighs the perceived benefits. This supports Hassan et al. (2023), who argue that in emerging economies, cultural comfort often overrides technological efficiency. However,

a contrasting view from Chung and Tseng (2024) suggests that what leaders see as "resistance" is often a rational response to "Technostress," a fear that new systems will lead to burnout.

One interviewee confirmed this risk: *"Technological advancements can significantly boost satisfaction... However, if not managed well, they can also lead to burnout and frustration due to tech overload. The key is balancing innovation with empathy."*

Generational Gaps and Structural Clarity

The qualitative data provide a deeper explanation for why "Structure" and "Staff" received the lowest quantitative scores ($M = 3.80$ and 3.82 , respectively). Leaders noted a distinct generational divide, with the digital-native majority (86% Millennials/Gen Z in Table 1) moving faster than the organizational structure allows. Highly tenured employees often defend traditional hierarchies, resulting in unclear authority and overlapping roles when TSI is introduced. This aligns with Menguito et al. (2017), who found that Philippine retail structures often suffer from "role blurring" during digital transitions. This underscores the need for leaders to bridge the identified "walking the talk" gap ($M = 3.78$ for Management Style), as employees are less likely to adopt TSI if senior management does not visibly model the change.

Resource and Infrastructure Constraints

Finally, the transition to techno-structural models is often stalled by external limitations that the quantitative survey could not fully capture, such as budget constraints and limited technical expertise.

Participant insight: *"There is significant downtime to transition, which many retail firms cannot afford in a high-volume environment."*

This finding is consistent with the Resource-Based View (RBV) of the firm, in which the absence of "slack resources" impedes the adoption of innovative job designs. This aligns with the Philippine Institute for Development Studies (2024), which highlights that SMEs and retail firms in the Philippines face high digital "entry costs." Conversely, Asare et al. (2024) argue that "frugal innovation," which simplifies jobs without high-cost technologies, can bypass these constraints. However, your interviewees suggest that without institutional support, the risk of "downtime" remains a primary deterrent to retention-focused interventions.

Triangulation of Quantitative and Qualitative Results

The integration of quantitative and qualitative findings provides a robust, multi-dimensional understanding of how techno-structural interventions (TSI) influence commitment in the Philippine retail sector. This triangulation enhances the validity of the results and mitigates single-method bias by converging statistical evidence with practitioner insights (Carter et al., 2014; Rouissi, 2025). The quantitative analysis (Table 9) statistically confirmed that TSI—specifically, job enrichment and simplification—is a potent driver of organizational commitment ($\beta = .428, p < .001$). However, the qualitative data contextualizes these figures by revealing the human "friction" behind the numbers. While the structural model indicates that these interventions are effective in theory, the qualitative interviews identify the "nakasanayan" (entrenched) mindset as a critical moderator. This supports Hassan et al. (2023), who argue that even the most technically sound interventions fail if they do not account for the "psychological contract" of employees accustomed to traditional workflows.

A notable point of convergence lies in the Leadership and Structure dimensions. Quantitatively, the McKinsey 7S "Structure" and "Staff" dimensions received the lowest ratings (Table 3). This aligns perfectly with qualitative reports of "unclear authority" and "overlapping roles" during digital transitions. Furthermore, the quantitative gap in leadership "walking the talk" ($M = 3.78$ in Table 3) helps explain why employees in the qualitative phase expressed fear of "tech overload." Chung and Tseng (2024) provide supporting evidence, noting that "technostress" is often a symptom of poor leadership communication rather than of the technology itself. Conversely, a contrasting claim by Nyathi and Coetzee (2022) suggests that resistance is often higher among long-tenured employees (who make up 39.67% of your sample), not because of a lack of skill, but because they perceive structural changes as a threat to their established status.

The integration of quantitative and qualitative findings in this study provides a robust, multi-dimensional understanding of the impact of techno-structural interventions on organizational commitment in the Philippine retail sector. This triangulation enhances the validity of the results and mitigates single-method bias by converging statistical evidence with practitioner insights (Carter et al., 2014; Rouissi, 2025). The triangulated findings

demonstrate that while techno-structural interventions are statistically valid predictors of commitment, their practical success is contingent upon holistic change management. The data suggest that technical deployment must be accompanied by leadership support, transparent communication, and targeted training to overcome the cultural barriers identified by the Philippine Institute for Development Studies (2024). This confirms that for the NCR retail sector, "technology is the tool, but leadership is the catalyst" for talent retention.

The Proposed Strategic Talent Retention Model

Based on the triangulation of results, this study proposes a multidimensional Talent Retention Strategic Model. This framework moves beyond traditional HR practices by positioning Techno-Structural Interventions (TSI) as the primary engine driving the conversion of organizational performance into long-term employee commitment. The model dynamics stressed "The Performance-Intervention-Commitment Nexus".

The Predictive Power of ORGPREF. The model confirms that Organizational Performance acts as the foundational catalyst ($\beta = .72$) for structural change. In the Philippine retail context, "Hard" elements—specifically Systems and Strategy—provide the necessary infrastructure for innovation. As noted by Asare et al. (2024), technical readiness is a precondition; without robust digital systems, any attempt at job redesign is met with disengagement.

TSI as the Mechanistic Bridge. The model's most significant contribution is the validation of TSI as a partial mediator ($\beta = .31$). This implies that high performance alone does not guarantee retention; it must be "translated" through meaningful job design. Job Enrichment and Simplification are the most effective levers, as they provide the autonomy and cognitive relief that modern retail professionals demand (Vulpen, 2025).

The "Soft" Driver of ORGCOM. While data drives the structural model, the "Staff" and "Style" dimensions from the McKinsey 7S framework serve as the emotional stabilizers. The study found that Organizational Support and Job Satisfaction ($M = 4.07$) are the strongest anchors of commitment, regardless of the pace of technological change.

Core Pillars of the Strategic Model

Based on the implementation barriers identified in the qualitative phase, the model emphasizes four strategic pillars:

Empathetic Technology Integration (Addressing "Tech Overload"). The model rejects "technology for technology's sake." Given the qualitative finding that employees fear burnout from "tech overload," the strategy prioritizes Job Simplification. Technology should be used to automate repetitive tasks (e.g., inventory tracking), thereby freeing employees to engage in high-value Job Enrichment activities. This balance ensures that digital transitions feel empowering rather than burdensome (Baylon, 2025).

Cultural Transition & Change Management (Overcoming "Nakasanayan"). To address the entrenched "nakasanayan" mindset, the model proposes an inclusive change process through: (1) reverse mentoring, leveraging the predominantly Millennial/Gen Z workforce to support senior staff in digital adoption and bridge generational gaps identified in the qualitative findings; and (2) transparent communication, wherein leaders visibly demonstrate alignment with techno-structural changes to mitigate the "walking the talk" gap.

Structural Agility and Role Clarity. The lowest-scoring dimension in this study was Structure ($M = 3.80$). The model proposes a shift from rigid hierarchies to Agile Role Definitions. By clearly defining accountabilities during tech transitions, organizations can reduce the "role blurring" and "unclear authority" that participants cited as primary sources of stress. As suggested by Singh and Ramdeo (2020), structural transparency is the antidote to the friction caused by rapid system changes.

Leadership as Coaching (Transformational Support). With Transformational Leadership tied for a high score in driving commitment ($M = 3.99$), the model emphasizes a shift from "Command-and-Control" to "Coaching." Leaders must provide Individualized Consideration (Bass & Riggio, 2006) by acknowledging that different generations have varying comfort levels with TSI. This fosters the Psychological Safety necessary for employees to experiment with new technology without fear of failure.

This strategic model offers a validated roadmap for retail leaders. It demonstrates that while Systems drive efficiency, Job Design drives the heart. By balancing technical "Hard-S" excellence with "Soft-S" empathy, retail organizations can reduce turnover intent and build a resilient, committed workforce capable of navigating the complexities of the digital economy.

Conclusion

This study successfully developed and validated a strategic talent retention model for the Philippine retail sector by examining the interplay between Organizational Performance (McKinsey 7S Framework), Techno-Structural Interventions (TSI), and Organizational Commitment. The structural model confirmed that high-performing organizations do not achieve long-term success through performance alone; rather, they leverage techno-structural practices—specifically job enrichment and simplification to translate operational excellence into meaningful employee experiences.

The research concludes that while the "hard" elements of organization (Systems and Strategy) are robust in the NCR retail industry, "soft" elements like leadership modeling and merit-based advancement remain critical gaps. The study demonstrates that Techno-Structural Interventions serve as a vital strategic bridge. By redesigning work through technological integration, organizations can mitigate the negative effects of high-volume retail environments and foster a more resilient, committed workforce. The proposed model provides a validated framework for HR leaders to align operational performance with employee-centric interventions, ensuring that digital transformation drives retention rather than attrition.

Implications

Theoretical Implications. This study extends Socio-Technical Systems (STS) Theory by demonstrating that technological change and structural job redesign (TSI) mediate the relationship between macro-organizational performance and micro-level employee behavior. It validates a multidimensional framework that integrates the McKinsey 7S model with job design theories, offering a validated path for HR researchers to quantify the impact of structural interventions on affective commitment in emerging markets. This provides a theoretical response to the "human-technology" gap often found in digital transformation literature.

Practical Implications for the Retail Sector. For HR practitioners and retail leaders, the findings indicate that talent retention strategies should extend beyond compensation-focused approaches. Organizations are encouraged to implement strategic job redesign through enrichment and the use of AI and automation to reduce routine tasks and enhance employee autonomy and problem-solving roles. Additionally, leadership development should emphasize authenticity by aligning actions with stated values and ensuring responsive feedback mechanisms. Finally, promoting structural transparency through clear, merit-based advancement pathways is essential for addressing entrenched practices and reducing turnover among long-tenured employees.

Limitations and Recommendations for Further Research

Despite its robust mixed-methods design, this study acknowledges several limitations that suggest directions for future research. First, its geographic scope was limited to the National Capital Region, warranting cross-regional comparisons within the Philippines to examine variations in techno-structural adoption. Second, the cross-sectional design provides only a snapshot of organizational commitment; thus, longitudinal studies are recommended to capture changes over time. Third, while the study emphasized structural interventions, future research may incorporate psychological mediators such as psychological safety and perceived job security, particularly in the context of increasing automation. Finally, applying the model to other high-turnover sectors, such as the BPO and hospitality industries, may enhance its generalizability.

Contributions of Authors

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Conflict of Interests

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