International Review of Management and Marketing

ISSN: 2146-4405

available at http: www.econjournals.com

International Review of Management and Marketing, 2027, 17(1), 445-455.

Engaged with AI: How Training, Organizational Support, and AI Collaboration Shape Generation Z Job Performance in Indonesia's Property Sector

Januardi Darmawan[1], Aprillia Dwi Azhari[1], Ardi Ardi[1]*, Richard Andre Sunarjo[2], Sylvia Samuel[1]

[1]Faculty of Economy and Business, Universitas Pelita Harapan, Tangerang, Indonesia, [2]Faculty of Science and Technology, University of Raharja, Tangerang, Indonesia. *Email: ardi.kho@lecturer.uph.edu

Received: 25 April 2026 **Accepted:** 17 September 2026 **DOI:** https://doi.org/10.32479/irmm.24123

ABSTRACT

Generation Z is becoming a growing part of the workforce in Indonesia's property sector as the industry increasingly adopts AI tools for customer relationship management, valuation, and transaction processing. This study examined the effects of training and development (TD), perceived organizational support (POS), and AI collaboration (AIC) on employee engagement (EE) and job performance (JP) among generation Z employees, tested EE as a mediator between these antecedents and JP, and applied importance-performance map analysis (IPMA) for managerial guidance. A cross-sectional survey of 226 generation Z property professionals in Indonesia was analyzed using partial least squares structural equation modeling in SmartPLS 4, complemented by PLSpredict and IPMA. The model explained 49.8% of the variance in JP and 48.9% in EE. EE fully mediated the effects of TD, POS, and AIC on JP, whereas none of the three antecedents had a significant direct effect. IPMA identified EE as the highest-importance lever (0.571) and AIC as the lowest-performing construct (76.5/100). Managers should therefore prioritize strengthening employee engagement before improving AI collaboration. This study contributes to the HRM literature by repositioning AI collaboration as an engagement-channeled job resource in an under-studied emerging-market service industry undergoing rapid AI adoption.

Keywords: Training and Development, Employee Engagement, Job Performance, AI Collaboration, Perceived Organizational Support, Generation Z
JEL Classifications: M12, M53, O33, J24

1. INTRODUCTION

1.1. Orientation

The property and real estate industry is still become one of strategic pillar for Indonesia's economy, which is contribute 2.24% to the gross domestic product in 2025, with output more than IDR 543 trillion (around USD 33.3 billion in current exchange rate) (Statistics Indonesia, 2025). However, behind this macroeconomic importance, there is a significant volatility: The sector's GDP share is decrease from 2.42% in 2023 to 2.35% in 2024, and Bank Indonesia (2025) also reported that residential property sales in Q3 2025 is decline 1.29% year-on-year, even though it already recovers from 3.80% contraction in previous quarter. In this kind of condition, the competitiveness of the organisation is very depended on the productivity of the frontliner, sales agent, client relationship manager, and transaction coordinator, who is the one that directly drive the revenue.

At the same time, there are two big changes that reshape this workforce. First, generation Z, which is people that born between 1997 and 2012 (Ali et al., 2024; Xueyun et al., 2023), now become a fast-growing part of the property sector employee. Gen Z worker is often describing as digital native. Their way of thinking and their expectation at work is reflecting constant digital interaction, immediate feedback, and technology-based teamwork (Anggiani and Fatonah, 2025; Nguyen and Petchsawang, 2024). Company

This Journal is licensed under a Creative Commons Attribution 4.0 International License

that fails to adjust their human resource practice to meet this generation's need will have risk of higher disengagement and staff turnover (Ali et al., 2024; Xueyun et al., 2023). Second, artificial intelligence also changes the way property business operates. Indonesian company is increasingly using AI-powered customer relationship management tools, automated lead scoring system, predictive market analytics, virtual tour technology, and AI-assisted transaction processing (Gardes, 2025; Lee et al., 2022). One concept that still new and not many studied is AI collaboration (AIC), which refer to how much the employee actively work together with AI system in decision-making, problem-solving, and communication task (Pinho et al., 2026).

There are three gaps in existing research that motivate this study. First, until now there is no published research that combine training and development, perceived organisational support, and AI collaboration together in one structural model, with employee engagement as mediator and job performance as the outcome. Second, Indonesia's property sector still gets very little attention in human resource management and organisational behaviour study. Most of the empirical work is focus on healthcare, education, and manufacturing (Ahmed et al., 2023; Memon et al., 2025). Third, no study yet looks at how AI collaboration affects gen Z job performance through engagement in this sector, even though AI is spreading very fast. Recent evidence shows that using AI can improve task performance by increasing psychological empowerment (Su et al., 2024; Sun et al., 2026) and leader that skilled in AI can boost the engagement among digital native (Quttainah et al., 2025). However, gen Z property worker in emerging market still remains overlooked.

1.2. Research Purpose and Objectives

Accordingly, this study (i) examines the direct effects of TD, POS, and AIC on EE and JP; (ii) tests EE as the mediating mechanism connecting these antecedents to JP; and (iii) uses importance-performance map analysis (IPMA) to translate findings into priority-based managerial guidance. Survey data from 226 gen-Z property professionals in Indonesia were analysed using PLS-SEM in SmartPLS 4 following Hair et al. (2021) and Hair and Alamer (2022). Ten hypotheses link TD, POS, AIC, EE, and JP within a unified theoretical framework.

2. LITERATURE REVIEW

This study is based on two complementary frameworks. Social exchange theory suggests that employees repay what their organisation gives them with extra effort and commitment, following a norm of social exchange (Ahmad et al., 2023). The job demands-resources (JD-R) theory (Bakker et al., 2023) proposes that job resources, such as organisational support, training opportunities, and useful technology, help restore employees' motivation, leading to engagement as a direct forerunner of performance. Using these two views together, training and development (TD), perceived organisational support (POS), and AI collaboration (AIC) are seen as job resources that increase engagement, which in turn improves job performance (Astuti and Suryani, 2025; Bakker et al., 2023; Meyvanali et al., 2025).

2.1. Training and Development and Employee Engagement

Training and development (TD) refers to the formal and informal organisational processes through which employees acquire competencies, skills, and knowledge for effective role performance (Alola and Alafeshat, 2021; Maliha et al., 2024). When employees perceive training investments as substantial and career-aligned, engagement is heightened through felt appreciation and reciprocal obligation (Bektiarso et al., 2025; Gürbüz et al., 2026; Tafese Keltu, 2024). For Gen-Z employees, training that leverages digital modalities, gamification, and simulation generates particularly strong engagement returns because their professional identities are intertwined with continuous skill acquisition and digital competence (Capatina et al., 2024; Nguyen and Petchsawang, 2024).

- H_1: Training and development has a positive and significant effect on employee engagement.

2.2. Perceived Organisational Support and Employee Engagement

Perceived organisational support (POS) denotes employees' global belief that their organisation values their contributions and cares about their well-being (Aldabbas et al., 2023; Park and Kim, 2024). Strong POS perceptions generate psychological security and reciprocal obligation to invest discretionary effort (Canboy et al., 2023; Li et al., 2026; Mascarenhas et al., 2022). In Indonesia's high-pressure property-sales environment, POS functions as a critical psychological buffer (Astuti and Suryani, 2025; Ibrahim et al., 2024).

- H_2: Perceived organisational support has a positive and significant effect on employee engagement.

2.3. AI Collaboration and Employee Engagement

AI collaboration (AIC) refers to the extent to which employees actively engage AI systems as collaborative partners in professional workflows (Pinho et al., 2026). For gen-Z employees, AIC represents an intrinsically meaningful resource aligned with digital-native identities (Quttainah et al., 2025). Sun et al. (2026) demonstrated that employee-AI collaboration enhances work engagement through dual psychological pathways of task meaningfulness and perceived competence. Algorithmic management exhibits a "double-edged-sword" effect on engagement (Li et al., 2025), and AI-enabled HR practices can substantially elevate engagement when designed for human-machine complementarity (Thangaraju et al., 2025). In property settings, AI-powered CRM platforms free attentional resources for relationship-building activities that strengthen engagement (Hasanein et al., 2026; Prentice et al., 2023; Rožman et al., 2022).

- H_3: AI collaboration has a positive and significant effect on employee engagement.

2.4. Direct Antecedents of Job Performance

Beyond engagement, TD directly enhances task execution capacity. Naing and Fang (2026) documented a robust training performance relationship in manufacturing; Capatina et al. (2024) showed that gamified training improves outcomes; Wang (2024)

reported AI-integrated training elevates performance among early-career property practitioners; and Tafese Keltu (2024) confirmed positive TD-JP effects in service industries.

- H_4: Training and development has a positive and significant effect on job performance.

The POS-performance pathway is consistently documented. Bai et al. (2025) reported direct POS effects on nurse performance; Tian et al. (2023) showed workplace loneliness partially mediates this association; Zhang et al. (2022) found POS predicted nurses' performance under COVID-19 role overload; and Astuti and Suryani (2025) validated the link via engagement and proactive attitude in Indonesia.

- H_5: Perceived organisational support has a positive and significant effect on job performance.

AIC also exerts direct performance effects by augmenting output quality and efficiency. AI tools enhance client communication quality, reduce time-to-contact, and sharpen market timing recommendations (Gardes, 2025; Wang, 2024). Gemmano et al. (2026) and Zheng et al. (2024) documented significant AI-performance pathways across professional services.

- H_6: AI collaboration has a positive and significant effect on job performance.

2.5. Employee Engagement and Job Performance

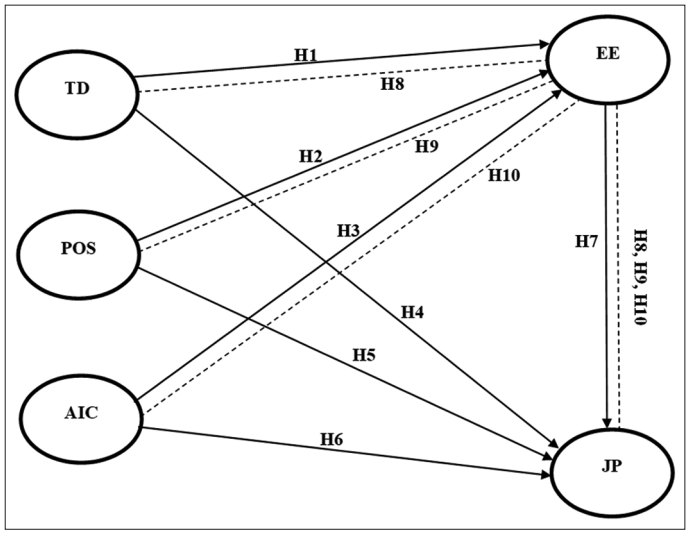
Employee engagement is a positive, fulfilling work-related psychological state characterised by Vigour, dedication, and absorption (Canboy et al., 2023; Meyvanali et al., 2025). Across industries, engagement is among the most reliable proximal predictors of performance (Huang et al., 2025; Lee et al., 2022; Nabhan and Munajat, 2023; Nguyen et al., 2026; Yao et al., 2022). For gen-Z property employees, whose performance spans timely transaction completion, standards of compliance, target attainment, and problem-solving responsiveness engagement, sustains the cognitive and behavioural investment necessary for superior outcomes.

- H_7: Employee engagement has a positive and significant effect on job performance.

2.6. Mediating Role of Employee Engagement

EE is the proposed mediator linking each antecedent to JP. Abu-Mahfouz et al. (2023) demonstrated, through a structural model in the public sector, that training translates into performance only via intermediary motivational and knowledge mechanisms, foregrounding the principle that direct TD-JP effects are typically absorbed by engagement and capability-related states. Subsequent evidence from Fetriah and Herminingsih (2023), Leung and Lam (2025), and Tafese Keltu (2024) extends this logic to engagement as the channelling mechanism in Asian contexts. For POS-EE-JP, Alenezi et al. (2025), Astuti and Suryani (2025), Desta et al. (2023), Ibrahim et al. (2024), Jia et al. (2025), Mascarenhas et al. (2022), and Zhang et al. (2022) verified engagement-mediated effects across public, education, and healthcare sectors. For AIC-EE-JP, Hasanein et al. (2026), Prentice et al. (2023), and Rožman et al. (2022) reported that engagement mediates AI-performance relationships in service settings, yet this pathway specifically among gen-Z property workers in Indonesia constitutes the principal gap addressed here. Figure 1 presents the research framework and summarizes the hypothesized relationships (H1 to H10).

Figure 1: Research framework



Solid arrows: Direct hypothesized paths (H_1, H_2, H_3, H_4, H_5, H_6, H_7). Dashed arrows: Mediation paths (H_8, H_9, H_{10}). TD: Training and development, POS: Perceived organisational support, AIC: AI collaboration, EE: Employee engagement, JP: Job performance

- H_8: Employee engagement mediates the relationship between training and development and job performance
- H_9: Employee engagement mediates the relationship between perceived organisational support and job performance
- H_{10}: Employee engagement mediates the relationship between AI collaboration and job performance.

3. RESEARCH DESIGN

3.1. Research Approach

A quantitative cross-sectional survey design was employed to test a priori structural hypotheses simultaneously at a single time point (Hair et al., 2021).

3.2. Research Method

3.2.1. Research participants

All respondents were aged 18-29 at the time of data collection. Although Generation Z is conventionally defined as individuals born between 1997 and 2012, the empirical sample of this study consists exclusively of working-adult gen-Z employees. The screening form rejected any candidate whose self-reported birth year fell outside 1997-2008. Additionally, candidates were required to have at least 1 year of full-time employment tenure in an Indonesian property organisation, a criterion aligned with Indonesian Manpower Law No. 13/2003 (Indonesian Ministry of Manpower, 2003). This helped ensure that no minor was admitted to the study. The final sample comprised 226 valid responses, exceeding the inverse square root

minimum for a model of this complexity at $\alpha = 0.05$ and 80% power (Hair et al., 2024). The sample was approximately gender balanced (female 52.7%; male 47.3%); staff-level employees comprised 80.5%, consistent with gen-Z's early career stage; the majority (53.5%) had one to 2 years of tenure. All respondents confirmed Gen-Z eligibility and regular AI tool use.

3.2.2. Measuring instruments

A 23-item self-administered questionnaire measured all constructs on a five-point Likert scale (1 = Strongly Disagree; 5 = Strongly Agree). All items were translated into Bahasa Indonesia and back translated to English following standard cross-cultural protocols to ensure semantic equivalence. Table 1 presents the items, codes, and sources used to measure each construct.

3.2.3. Research procedure and ethical considerations

The self-administered questionnaire was distributed electronically to eligible gen-Z employees across Indonesian property organisations, with screening items applied at the outset to confirm age-cohort and tenure eligibility before respondents proceeded to the substantive items.

This study was approved by the Research Committee Ethic (KEP FEB), Faculty of Economics and Business, Universitas Pelita Harapan (approval number: 043/MM/EC/VII/2026). Written informed consent was obtained from all participants prior to survey administration, following a clear explanation of the study's purpose, voluntary nature and their right to withdraw at any time without penalty. No personally identifying information (such as names or contact details) was collected as part of the questionnaire; responses were anonymised at the point of collection, linked only to a non-identifying respondent code, and stored on a password-protected institutional server accessible only to the research team, in order to maintain the confidentiality of participants' data. All procedures performed in this study involving human participants were in accordance with the ethical standards of the institutional review board and with the 1964 Helsinki Declaration and its later amendments.

3.2.4. Statistical analysis

PLS-SEM was conducted in SmartPLS 4 (Ringle et al., 2024). PLS-SEM was chosen instead of covariance-based SEM because (i) the main objective of this study is predictive-explanatory theory testing, for which composite-based PLS-SEM is well suited; (ii) it can handle a moderate sample size through non-parametric bootstrapping without requiring distributional assumptions; and (iii) it can accommodate the still-emerging psychometric benchmarking of the AIC construct (Hair and Alamer, 2022; Hair et al., 2021; 2024). The analysis followed a two-stage procedure. The measurement model was evaluated for indicator reliability ($\lambda \geq 0.708$), internal consistency (Cronbach's $\alpha \geq 0.70$; ρc 0.70-0.95), convergent validity (AVE $\geq$ 0.50), discriminant validity via the heterotrait-monotrait ratio (HTMT < 0.90), and collinearity (VIF < 5.0). The structural model was assessed via path coefficients and significance through one-tailed bootstrapping with 5,000 subsamples, explained variance (R^2), effect sizes (f^2), predictive relevance (Q^2predict via PLSpredict with 10-fold cross-validation repeated 10 times), and mediation through bias-corrected 95% confidence intervals (Hair and Alamer, 2022; Hair et al., 2021). Importance-performance map analysis (IPMA) was conducted with JP as the target construct to translate findings into prioritised managerial guidance (Hair et al., 2024).

4. RESULTS

4.1. Respondent Profile

The final sample consisted of 226 gen-Z employees from Indonesian property organisations, showing a reasonably balanced and relevant

Table 1: Variable measurement

Variable	Code	Item	Source
Training and development	TD1	I am given new skills to work in a team.	Alola and Alafeshat (2021)
	TD2	I am given new knowledge to work in a team.	
	TD3	The company provides extensive training for employees in all aspects of quality.	
Perceived organisation support	POS1	My organization values my contribution to the company.	Park and Kim (2024)
	POS2	My organization respects my goals.	
	POS3	My organization respects my values	
	POS4	My organization pays attention to my career development.	
	POS5	My organization shows a lot of concern for me.	
	POS6	My organization is proud of the work I have done	
AI collaboration	AIC1	AI participates in my decision-making process	Pinho et al. (2026)
	AIC2	AI participates in my information identification process	
	AIC3	AI participates in reducing my errors	
	AIC4	AI participates in my communication process	
Employee engagement	EE1	At work, I feel full of energy.	Canboy et al. (2023)
	EE2	I am enthusiastic about my job	
	EE3	My job inspires me	
	EE4	I am proud of the work I do	
	EE5	I am very focused on my work	
Job performance	JP1	I always complete my work on time	Nabhan and Munajat (2023); Şanlıöz et al. (2022)
	JP2	I always complete my work correctly	
	JP3	I always complete my work according to standards	
	JP4	I achieve my targets	
	JP5	I act quickly when problems arise	

Source: Authors' own elaboration

composition for the study. Table 2 presents the demographic profile of respondents in detail. Gender distribution was nearly even (female = 52.7%; male = 47.3%), while educational background skewed towards higher attainment, with most respondents holding a bachelor's degree or equivalent (81.4%). This suggests that the sample was sufficiently educated to engage meaningfully with AI-related work practices. The dominance of staff-level positions (80.5%) and tenure of 1-2 years (53.5%) aligns with the early-career profile typical of gen-Z, supporting the sample's appropriateness for examining engagement and performance at this career stage. Functionally, respondents were spread across back-office (55.3%), front-office (26.1%), and project-related roles (18.6%), and were drawn from six firms led by Firm A (45.6%). Overall, the distribution reflects a diverse yet contextually relevant cross-section of gen-Z employees, providing an adequate basis for analysing the proposed relationships within the Indonesian property sector.

4.2. Measurement Model Assessment

Table 3 reports the measurement-model results. All indicator loadings exceeded the recommended 0.708 threshold (range 0.708-0.878), confirming indicator reliability. Cronbach's α and composite reliability ρc values for all five constructs fell comfortably within the 0.70-0.95 acceptance band, indicating satisfactory internal consistency without redundancy. Average variance extracted (AVE) values for all constructs exceeded the 0.50 cut-off, with TD (0.694) and EE (0.687) demonstrating the strongest convergent validity.

Table 2: Respondent demographic profile

Category	Item	n	Percentage
Gender	Female	119	52.7
	Male	107	47.3
Education	Senior High School	4	1.8
	Diploma	38	16.8
	Bachelor's degree or equivalent	184	81.4
Job level	Staff	182	80.5
	Supervisor	36	15.9
	Manager	8	3.5
Tenure	1-2 years	121	53.5
	3-4 years	75	33.2
	≥5 years	30	13.3
Functional area	Back office (HR, Finance, Accounting, IT, etc.)	125	55.3
	Front office (Sales, Front Desk, Customer Service, etc.)	59	26.1
	Project (Planning, Design, Infrastructure, etc.)	42	18.6
Participating organisation	Firm A	103	45.6
	Firm B	34	15.0
	Firm C	30	13.3
	Firm D	29	12.8
	Firm E	11	4.9
	Other (Firm F)	19	8.4

n=226. Age cells are reported as approximate ranges because the Google Form recorded the validated 1997-2008 birth year range rather than the exact date of birth; the figures are estimated from the birth-year distribution. All respondents confirmed (i) Gen-Z birth-year eligibility, (ii) current employment in an Indonesian property organisation, (iii) tenure of at least 1 year, and (iv) regular use of at least one AI-enabled tool in daily work. Source: Authors' own elaboration

Discriminant validity was assessed via the HTMT criterion (Table 4). All HTMT values fell below the strict 0.90 threshold, the highest being EE↔JP at 0.802. Although this value approaches the threshold, it remains within the acceptable range and reflects the strong theoretical proximity between engagement and performance, a pattern consistently reported in JD-R-grounded work (Yao et al., 2022). The Fornell-Larcker criterion further confirmed discriminant validity: each construct's AVE exceeded its inter-construct correlations. The measurement model thus passes all conventional psychometric thresholds.

To examine the potential multicollinearity issue among the construct, variance inflation factor (VIF) value is inspected for all predictor–outcome relationship in the structural model. Table 5 present the inner VIF value across the construct of AI collaboration (AIC), employee engagement (EE), job performance (JP), perceived organisational support (POS), and training and development (TD)

The assessment of collinearity statistic show that all indicator VIF value range from 1.189 to 2.074. Since all VIF value is below the conservative threshold of 3.3 and far below the commonly accepted threshold of 5.0, the result indicate that multicollinearity is not a concern in the measurement model. Therefore, all indicator can be retained for further analysis, and the following path coefficient estimate is unlikely to be distorted by inter-construct redundancy.

As an additional check for common method bias, since all construct is measured from a single self-reported source (Podsakoff et al., 2024), a full collinearity test is conducted following Kock's procedure: the outer VIF value is computed for all 23 indicator against a common criterion. The outer VIF value range from 1.318 (TD3) to 2.925 (EE2), all comfortably below the conservative 3.3 threshold that used to diagnose common method bias. This provide statistical evidence, beside the procedural remedy that describe in the limitation, that common method bias is unlikely to materially distort the structural result.

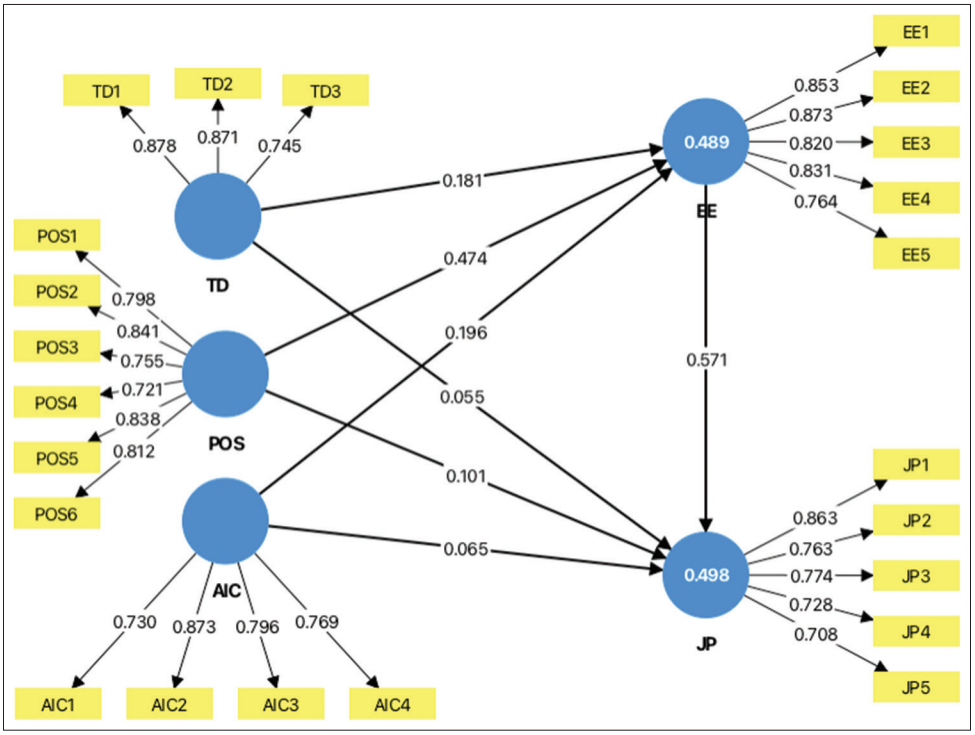
The overall model fit was evaluated using the standardized root mean square residual (SRMR). The SRMR value was

Table 3: Measurement model: Reliability and convergent validity

Construct	Loading range	Cronbach's α	ρc	AVE	Decision
AIC	0.730-0.873	0.805	0.871	0.630	Valid and Reliable
EE	0.764-0.873	0.886	0.916	0.687	Valid and Reliable
JP	0.708-0.863	0.826	0.878	0.591	Valid and Reliable
POS	0.721-0.841	0.883	0.911	0.632	Valid and Reliable
TD	0.745-0.878	0.777	0.872	0.694	Valid and Reliable

Pc: Composite reliability. Thresholds: λ≥0.708; α and ρc 0.70-0.95; AVE≥0.50. Source: Authors' own elaboration

Figure 2: Outer loadings



Source: Authors' own elaboration

Table 4: Discriminant validity (HTMT ratio)

Construct	AIC	EE	JP	POS	TD
AIC					
EE	0.496				
JP	0.444	0.802			
POS	0.441	0.733	0.611		
TD	0.381	0.624	0.530	0.704	

All HTMT values are<0.90 threshold (Hair et al., 2021). Decision: Discriminant validity supported. Source: Authors' own elaboration

Table 5: Collinearity assessment (VIF)

	VIF	Decision
AIC -> EE	1,189	No Multicollinearity
AIC -> JP	1,264	No Multicollinearity
EE -> JP	1,957	No Multicollinearity
POS -> EE	1,634	No Multicollinearity
POS -> JP	2,074	No Multicollinearity
TD -> EE	1,532	No Multicollinearity
TD -> JP	1,597	No Multicollinearity

Source: Authors' own elaboration

Table 6: Discriminant validity (Fornell-Larcker criterion)

	AIC	EE	JP	POS	TD
AIC	0.794				
EE	0.434	0.829			
JP	0.369	0.694	0.769		
POS	0.387	0.655	0.533	0.795	
TD	0.305	0.517	0.430	0.583	0.833

Source: Authors' own elaboration

0.072, which is below the recommended threshold of 0.08, indicating that the proposed model has an acceptable fit (Hair et al., 2021). Therefore, the model is considered appropriate for explaining the relationships among the variables in this study.

Discriminant validity is evaluated using the Fornell-Larcker criterion, which compare the square root of the average variance extracted (AVE) for each construct (show on the diagonal) with the inter-construct correlation (off-diagonal value). Based on this criterion, discriminant validity is supported when the square root of AVE for each construct is greater than its highest correlation with any other construct.

As presented in Table 6, the square root of AVE on the diagonal (AIC = 0.794; EE = 0.829; JP = 0.769; POS = 0.795; TD = 0.833) is higher than the corresponding inter-construct correlations in each construct's row and column. For example, the AVE square root of EE (0.829) exceeds its correlation with JP (0.694), POS (0.655), TD (0.517), and AIC (0.434); similarly, the AVE square root of JP (0.769) is greater than its correlation with all other constructs. This indicates that each construct shares more variance with its own indicators than with other constructs in the model, providing evidence that discriminant validity is adequately established. Taken together with the earlier reliability and convergent validity assessments, the measurement model appears to demonstrate satisfactory psychometric properties and is therefore considered suitable for subsequent structural model evaluation. The corresponding outer loadings are shown in Figure 2.

4.3. Structural Model: Path Coefficients and Hypothesis Tests

The significance of the structural path is evaluated through one-tailed percentile bootstrapping with 5,000 subsample, applying

bias-corrected and accelerated 95% confidence interval. A one-tailed test is deemed appropriate since all ten hypothesis is formulated directionally, each predicting a positive association between the construct. In general, one-tailed inference is considered preferable when the hypothesised direction of an effect is specified a priori, since two-tailed testing allocate rejection region to both tail and therefore may reduce statistical power against directional alternative without offering a clear inferential advantage (Hair et al., 2024; Hair et al., 2026). The resulting path estimate is summarised in Table 7.

The structural model demonstrate moderate explanatory power, accounting for 49.8% of the variance in job performance ($R^2 = 0.498$; adjusted $R^2 = 0.489$) and 48.9% of the variance in employee engagement ($R^2 = 0.489$; adjusted $R^2 = 0.482$). Both value is considered substantively meaningful for behavioural HRM model (Hair et al., 2024) and indicate that the proposed antecedent collectively offer a reasonable account of the focal outcome.

All three antecedent show statistically significant relationship with employee engagement, which support hypothesis H_1, H_2, and H_3. Perceived organisational support (POS) emerge as the strongest correlate of engagement ($\beta = 0.474$, $t = 6.86$, $P < 0.001$), followed by AI collaboration (AIC; $\beta = 0.196$, $t = 3.41$, $P < 0.001$) and training and development (TD; $\beta = 0.181$, $t = 2.18$, $P = 0.015$). The prominence of POS seem consistent with the social-exchange perspective, which suggest that perceived organisational care tend to be reciprocated through greater psychological investment in one's work (Astuti and Suryani, 2025; Bai et al., 2025). The significant role of AIC, in turn, give empirical support to the emerging argument that human–AI partnership may function as a meaningful job resource for digital-native employee (Pinho et al., 2026; Sun et al., 2026).

In contrast, none of the three antecedent show a significant direct association with job performance. The TD–JP path is small and non-significant ($\beta = 0.055$, $t = 0.61$, $P = 0.270$), same as the POS–JP ($\beta = 0.101$, $t = 1.12$, $P = 0.132$) and AIC–JP path ($\beta = 0.065$, $t = 1.05$, $P = 0.148$). Therefore, hypothesis H_4, H_5, and H_6 is not supported. However, engagement is found to be the strongest direct correlate of performance ($\beta = 0.571$, $t = 8.00$, $P < 0.001$), which support hypothesis H_7 and underscore how central engagement is in shaping the performance outcome among Gen-Z employee (Meyvanali et al., 2025; Nguyen et al., 2026).

The absence of a significant direct effect on Job Performance needs to be read interpretively, not dismissively. This pattern is theoretically consistent with the multiple-mediation logic increasingly reported in contemporary HRM research (Abu-Mahfouz et al., 2023; Astuti and Suryani, 2025; Leung and Lam, 2025), where antecedent resources are proposed to influence performance mainly through intermediate motivational or capability states rather than through a direct channel. From a gen-Z perspective, several plausible explanations may be advanced. Training, for instance, is increasingly regarded as a baseline expectation rather than a performance differentiator (Capatina et al., 2024); organisational support may require sustained time and emotional investment before translating into observable output (Astuti and Suryani, 2025); and AI tools tend to yield performance gains only when employees are sufficiently engaged to invest in skill-building and human-AI co-adaptation (Hasanein et al., 2026; Sun et al., 2026). Across these mechanisms, engagement appears to serve as the central conversion process, linking organisational resources to performance outcomes.

4.4. Mediation Analysis

The mediation hypothesis is evaluated through specific indirect effect with bias-corrected 95% confidence interval (Table 8). All three indirect path is statistically significant: POS → EE → JP ($\beta = 0.271$, $t = 4.74$, $P < 0.001$) emerge as the strongest mediated pathway, followed by AIC → EE → JP ($\beta = 0.112$, $t = 3.04$, $P = 0.001$) and TD → EE → JP ($\beta = 0.103$, $t = 2.25$, $P = 0.012$). All the bias-corrected 95% confidence interval exclude zero, which satisfy the contemporary mediation criterion (Hair and Alamer, 2022).

Because the corresponding direct effect (H_4, H_5, H_6) is non-significant, EE is statistically consistent with full mediation in all three relationship. Hypothesis H_8, H_9, and H_{10} is therefore supported. This pattern carry substantial theoretical weight: it reframe EE not as one of several parallel mechanism but as the single engagement-channelled gateway through which TD, POS, and AIC is converted into performance among gen-Z property worker. The result is consistent with Astuti and Suryani's (2025) Indonesian public-sector evidence and with Sun et al.'s (2026) dual-pathway model of human-AI collaboration.

4.5. Predictive Power: PLSpredict

PLSpredict with 10-fold cross-validation repeated 10 times confirmed the model's out-of-sample predictive relevance. At the latent-variable level, Q^2predict was 0.465 for EE and 0.279 for JP, both substantially above zero. At the indicator level, all Q^2predict values exceeded zero (range 0.107-0.419). Comparing PLS-SEM root-mean-squared-error (RMSE) values to those of a naive linear-model benchmark, most indicators produced lower

Table 7: Direct effects (one-tailed bootstrap, 5,000 subsamples)

Path	β	t-value	P-value	f^2	Decision
TD→EE	0.181	2.18	0.015	0.042 (small)	Supported
POS→EE	0.474	6.86	<0.001	0.269 (medium)	Supported
AIC→EE	0.196	3.41	<0.001	0.063 (small)	Supported
TD→JP	0.055	0.61	0.270	0.004 (negligible)	Not supported
POS→JP	0.101	1.12	0.132	0.010 (negligible)	Not supported
AIC→JP	0.065	1.05	0.148	0.007 (negligible)	Not supported
EE→JP	0.571	8.00	<0.001	0.332 (medium)	Supported

Effect-size benchmarks (Hair and Alamer, 2022): $f^2 \geq 0.02$ small; ≥ 0.15 medium; ≥ 0.35 large. R^2 EE=0.489; R^2 JP=0.498. Source: Authors' own elaboration

errors under PLS-SEM, indicating medium predictive power (Hair et al., 2024). The model thus supports both explanatory and predictive inferences.

4.6. Importance-Performance Map Analysis

IPMA reframes path-coefficient outputs into a managerially actionable matrix that plots each construct's total effect on JP (importance) against its rescaled performance score on a 0-100 scale. Table 9 summarises the construct-level results, and the corresponding importance-performance map is presented in Figure 3.

EE produced the highest importance score (0.571) and a performance score of 80.27, confirming it as the most consequential lever for JP and validating the full-mediation findings. POS ranked second in importance (0.372) but only third in performance (77.44), revealing it as the most strategically promising improvement area: Relatively modest gains in perceived support could yield disproportionately large performance returns through engagement amplification. AIC exhibited the lowest performance (76.48) with a moderate importance of 0.177, signaling that the human-AI partnership is the weakest enacted lever in current organisations, yet it is materially capable of contributing to performance once engagement is channeled. TD recorded the highest performance (82.99) but the lowest importance (0.159), implying that training is already well-executed, but its effect on performance is fully absorbed through engagement rather than direct skill transfer (Abu-Mahfouz et al., 2023; Tafese Keltu, 2024).

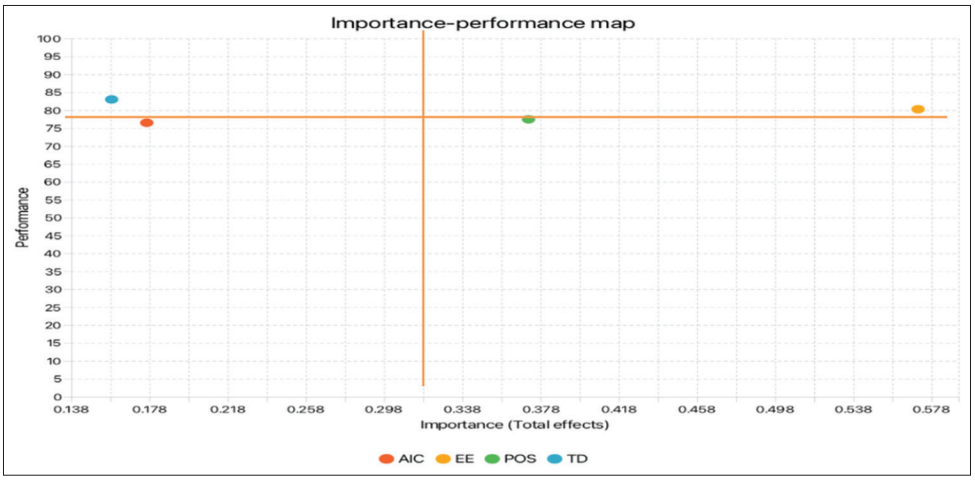
5. DISCUSSION

5.1. Outline of the Results

This study advances the HRM and organisational behaviour scholarship in three main ways. First, it integrates AI Collaboration into the established TD-POS-EE-JP nomological network and demonstrate that AIC is empirically consistent with the role of a job resource, consistent with the JD-R logic, routing its performance influence through engagement rather than acting directly on the output. Second, it situate this integration in Indonesia's property sector, an under-studied emerging-market industry that undergoing rapid AI adoption. Third, by combining PLS-SEM, PLSpredict, and IPMA, it offer an explanatory-predictive-prescriptive triangulation that rarely deployed together in Gen-Z workforce research.

The full-mediation pattern, where TD, POS, and AIC influence JP only through EE, is align with the multiple-mediation evidence

Figure 3: IPMA result



Source: Authors' own elaboration

Table 8: Indirect effects (bias-corrected 95% CI)

Path	β	t-value	P-value	BC 95% CI	MT	Decision
TD→EE→JP	0.103	2.25	0.012	(0.026, 0.177)	Full	Supported
POS→EE→JP	0.271	4.74	<0.001	(0.188, 0.378)	Full	Supported
AIC→EE→JP	0.112	3.04	0.001	(0.058, 0.180)	Full	Supported

MT: Mediation type. Mediation classification follows Hair and Alamer (2022): Full mediation when the indirect effect is significant and the direct effect is non-significant.
Source: Authors' own elaboration

Table 9: IPMA results: Importance and performance for job performance

Construct	Total effect (importance)	Performance (0-100)	Strategic priority
Employee engagement (EE)	0.571	80.27	Highest leverage; protect and enhance
Perceived organisational support (POS)	0.372	77.44	High importance, mid performance: Priority area
AI collaboration (AIC)	0.177	76.48	Lowest performance: optimise readiness and adoption
Training and development (TD)	0.159	82.99	Already strong; reorient towards engagement-building

Importance: Total effect on JP (direct+indirect); performance=rescaled construct score. Source: Authors' own elaboration

that documented by Abu-Mahfouz et al. (2023) and Leung and Lam (2025), that input resource needs intermediate motivational or capability mechanism to materialise as performance, and with the gen-Z evidence of Astuti and Suryani (2025) and Nguyen et al. (2026). Three reading can clarify why the direct effect vanish. (1) For TD, Gen-Z worker regard generic, classroom-style training as table stakes rather than performance differentiator: Meaning only emerge when training build engagement through relevance, autonomy, and digital-native pedagogy (Capatina et al., 2024). (2) For POS, support is not a same-day performance switch; it must be psychologically internalised before it influences behaviour, and engagement is the carrier (Bai et al., 2025; Tian et al., 2023). (3) For AIC, performance gain need investment in learning to work with AI, which Gen-Z worker undertake more readily when they already engaged; otherwise, AI use risk generating burnout rather than productivity (Hasanein et al., 2026; Pinho et al., 2026).

The strongest indirect path, POS → EE → JP ($\beta = 0.271$), position organisational support as the strongest factor that associated with Gen-Z performance in this sample in this sector. The weakest enacted lever, AIC, at the same time represent the biggest improvement opportunity that suggested by the IPMA result: with engagement-channelled performance gain and the lowest current performance score, a structured AI readiness investment is likely to yield material return. These finding extend the literature by showing that AI's well-documented effect on engagement and performance (Quttainah et al., 2025; Sun et al., 2026; Thangaraju et al., 2025) also generalise to Indonesian Gen-Z property worker, but only through engagement-mediated pathway.

This study also contributes to three body of theory. First, it extends Social Exchange Theory and JD-R to a tri-source resource model (TD + POS + AIC) and demonstrate that engagement is the single conversion mechanism. Second, it operationalise AI Collaboration as a measurable engagement antecedent, addressing the call for empirical work on human-AI partnership in service context (Pinho et al., 2026; Sun et al., 2026). Third, it provides Gen-Z-specific evidence in emerging-market property setting, addressing the geographic and demographic concentration of HRM research in Western and healthcare context.

5.2. Practical Implications

Four prescriptions follow from the IPMA. (i) Prioritise engagement: the result suggests EE as the most consequential lever to prioritise in HR intervention, building it through psychological safety, recognition, transparent career path, and high-quality internal communication. (ii) Strengthen POS: close the support-performance gap with supervisor-coaching protocol, fair-reward system, and accessible well-being resource, since POS carry the largest engagement-mediated effect. (iii) Optimise AI Collaboration: deploy AI-literacy curriculum, position AI as augmentation rather than replacement, and build employee trust through transparent governance, because AIC is the lowest-performing yet performance-relevant resource. (iv) Reorient Training & Development: shift from technical-skill transmission toward engagement-building pedagogy, soft skill, collaborative simulation, AI-integrated casework, and gamified onboarding, since TD's effect on performance is now fully mediated through engagement.

5.3. Limitations and Recommendations

Three factors limit how the results can be interpreted. First, because the study used a cross-sectional design, causal conclusions cannot be drawn. Research that follows participants over time (longitudinal studies) or uses experiments would give stronger support for the proposed sequence in which training and development, perceived organisational support, and AI collaboration first increase engagement, and engagement then improves job performance. Second, even though procedural steps were taken to minimize common method bias, all data came from a single source (the employees themselves) and were self-reported (Podsakoff et al., 2024). Future work should add supervisor ratings of performance or objective transaction records to strengthen the evidence. Third, the study only looked at Indonesia's property industry and only at gen-Z participants. This restricts how broadly the results can be applied. Carrying out similar studies in other emerging economies, other industries, and other age groups would help determine how far these findings can be generalised.

Future studies could also examine moderating factors such as AI readiness, psychological capital, or digital leadership. They could also use configurational methods, for example, fuzzy set qualitative comparative analysis (fsQCA), to identify different combinations of resources that are together sufficient to achieve high Gen-Z performance (Hair et al., 2024).

6. CONCLUSION

Among Gen-Z property professionals in Indonesia, Training and Development, Perceived Organisational Support, and AI Collaboration are associated with Job Performance only indirectly, via Employee Engagement, in line with the study's first and second objectives. The full-mediation pattern repositions engagement as the central operational target for HR managers and reframes AI Collaboration as an engagement-channeled job resource rather than a stand-alone performance driver. In fulfilment of the third objective, IPMA-derived priorities strengthen POS, optimize AIC, and reorient TD towards an engagement-building offer in a sequenced, evidence-based playbook for high-performance gen-Z workforces in emerging-market service industries undergoing rapid AI adoption.

REFERENCES

Abu-Mahfouz, S., Abd Halim, M.S., Bahkia, A.S., Alias, N., Tambi, A.M. (2023), Sustainable human resource management practices in organizational performance: The mediating impacts of knowledge management and work engagement. Journal of Entrepreneurship Management and Innovation, 19(2), 57-97.

Ahmad, R., Nawaz, M.R., Ishaq, M.I., Khan, M.M., Ashraf, H.A. (2023), Social exchange theory: Systematic review and future directions. Frontiers in Psychology, 13, 1015921.

Ahmed, A.A., Patrick, H.A., Kareem, J., Prabakaran, N. (2023), Organizational justice, job performance and work engagement: The mediating role of perceived supervisory support. Review of Education, 11(1), e3390.

Aldabbas, H., Pinnington, A., Lahrech, A. (2023), The influence of perceived organizational support on employee creativity: The mediating role of work engagement. Current Psychology, 42, 1419-1431.

Alenezi, M.N., Alanazi, A.F., Alfaifi, A.M. (2025), Relationship between digital transformation indicator and job performance of employees in Saudi Arabian universities: A mediating role of employee engagement. Journal of Chinese Human Resources Management, 16(4), 53-68.

Ali, H., Li, M., Qiu, X. (2024), Examination of HRM practices in relation to the retention of Chinese Gen Z employees. Humanities and Social Sciences Communications, 11, 142.

Alola, U.V., Alafeshat, R. (2021), The impact of human resource practices on employee engagement in the airline industry. Journal of Public Affairs, 21(4), e2135.

Anggiani, S., Fatonah, F. (2025), The impact of digital leadership and job satisfaction on Indonesian Generation Z's job performance in the workplace. Intangible Capital, 21(1), 1-18.

Astuti, S.D., Suryani, N.K. (2025), The role of proactive attitude and employee engagement in mediating the effect of perceived organizational support and workplace spirituality on public servant performance in Indonesia. Cogent Business and Management, 12(1), 2547960.

Bai, X., Wang, S., Lan, Y., Yang, X. (2025), Perceived organizational support for strengths use and its impact on nurses' job performance: The mediating roles of control beliefs about stress and optimism. International Nursing Review, 72, e13028.

Bakker, A.B., Demerouti, E., Sanz-Vergel, A. (2023), Job demands-resources theory: Ten years later. Annual Review of Organizational Psychology and Organizational Behavior, 10, 25-53.

Bank Indonesia. (2025), Residential Property Price Survey, Q3 2025. Bank Indonesia. Available from: https://www.bi.go.id

Bektiarso, S., Wahyudi, A., Sari, R.P. (2025), The role of creative engagement in competence and career development toward performance. SA Journal of Human Resource Management, 23, a3217.

Canboy, B., Tillou, C., Barzantny, C., Güçlü, B., Benichoux, F. (2023), The impact of perceived organizational support on work meaningfulness, engagement, and perceived stress in France. European Management Journal, 41(1), 90-100.

Capatina, A., Juarez, D., Micu, A., Micu, A.E. (2024), Leveling up in corporate training: Unveiling the power of gamification to enhance knowledge retention, knowledge sharing, and job performance. Journal of Innovation and Knowledge, 9(3), 100530.

Desta, A., Patrick, H.A., Kareem, J., Prabakaran, N. (2023), Linking aspects of human capital management, employee engagement, perceived organizational support, and self-reported employee job performance. Organizatsionnaya Psikhologiya, 13(2), 78-99.

Fetriah, D., Herminingsih, A. (2023), The effect of perceived organizational support, work motivation, and competence on employee performance mediated by employee engagement. Dinasti International Journal of Management Science, 5(1), 22-33.

Gardes, N. (2025), Ally or adversary? AI and the perceived threat to autonomy in services - The case of real estate professions. Journal of Service Theory and Practice, 35(2), 200533.

Gemmano, C.G., Manuti, A., Giancaspro, M.L. (2026), Making artificial intelligence work at work: The role of human resource practices and personal attitudes in fostering meaningful work with AI. Behavioral Sciences, 16(2), 238.

Gürbüz, S., Bakker, A.B., Brouwers, E.P.M. (2026), Shaping work, shaping success: How HR practices drive task performance via proactive behaviors and work engagement. Human Resource Management Journal, 36(1), 106-120.

Hair, J.F., Alamer, A. (2022), Partial least squares structural equation modeling (PLS-SEM) in second language and education research: Guidelines using an applied example. Research Methods in Applied Linguistics, 1(3), 100027.

Hair, J.F., Hult, G.T.M., Ringle, C.M., Sarstedt, M., Danks, N.P., Ray, S. (2021), Partial Least Squares Structural Equation Modeling (PLS-SEM) using R: A Workbook. Berlin: Springer Nature.

Hair, J.F., Sabol, M., Islam, M.S., Murshed, F. (2026), Conditional mediation (CoMe) models with PLS-SEM: An update, review, and best-practice recommendations. Australasian Marketing Journal, 34, 178-191.

Hair, J.F., Sarstedt, M., Ringle, C.M., Sharma, P.N., Liengaard, B.D. (2024), Going beyond the untold facts in PLS-SEM and moving forward. European Journal of Marketing, 58(13), 81-106.

Hasanein, A.M., Khairy, H.A., Al-Romeedy, B.S., Albarq, A.N. (2026), Working smarter with AI in hotel industry: How awareness fuels eustress, task crafting, and adaptation. Societies, 16(1), 36.

Huang, J., Wang, X., Zhao, Y., Liu, Q. (2025), Transformational leadership, psychological empowerment, work engagement and intensive care nurses' job performance: A cross-sectional study using structural equation modeling. BMC Nursing, 24, 03685.

Ibrahim, I., Syaifuddin, S., Sofiyan, S., Faris, S., Lubis, F.R.A., Nasib, N. (2024), Enhancing public sector performance: Work engagement as a mediator between organizational justice, support, and employee outcomes in Bireuen Regency, Indonesia. Journal of Logistics Informatics and Service Science, 11(12), 1-18.

Indonesian Ministry of Manpower. (2003), Law of the Republic of Indonesia No. 13 of 2003 Concerning Manpower [Undang-Undang Republik Indonesia Nomor 13 Tahun 2003 tentang Ketenagakerjaan]. As amended by Law No. 6 of 2023. Available from: https://jdih.kemnaker.go.id

Jia, Y., Liu, S., Wang, T. (2025), The impact of psychological capital on job performance among government employees in China. Scientific Reports, 15, 98045.

Lee, C.C., Li, Y.S., Yeh, W.C., Yu, Z. (2022), The effects of leader emotional intelligence, leadership styles, organizational commitment, and trust on job performance in the real estate brokerage industry. Frontiers in Psychology, 13, 881725.

Leung, T.Y., Lam, C.B. (2025), Linking professional development opportunities to work performance among Chinese kindergarten teachers: The mediating roles of commitment and engagement. Education Sciences, 15(3), 342.

Li, J., Wang, P., Sun, X. (2025), The double-edged sword effect of algorithmic management on work engagement of platform workers: The roles of appraisals and resources. Frontiers in Psychology, 16, 1522088.

Li, Q., Xu, M., Yu, F. (2026), How perceived organizational support affects preschool teachers' engagement: Examining mediating effect of psychological empowerment. Multidisciplinary Science Journal, 8(1), e2026017.

Maliha, M.N., Tayeh, B.A., Abu Aisheh, Y.I. (2024), Impacts of human resources management strategies and practices on workers performance in construction industry: A review. Journal of Civil Engineering and Management, 30(3), 223-242.

Mascarenhas, C., Galvão, A.R., Marques, C.S. (2022), How perceived organizational support, identification with organization and work engagement influence job satisfaction: A gender-based perspective. Administrative Sciences, 12(2), 66.

Memon, M.A., Thurasamy, R., Ting, H., Cheah, J.H. (2025), Convenience sampling: A review and guidelines for quantitative research. Journal of Applied Structural Equation Modeling, 9(2), 01-15.

Meyvanali, M., Ardi, A., Berlianto, M.P., Sunarjo, R.A. (2025), Strengthening job performance through social cognitive factors: The roles of self-efficacy, work engagement, and knowledge-oriented leadership. Social Sciences and Humanities Open, 12, 101999.

Nabhan, F., Munajat, M. (2023), The role of work engagement and organizational commitment in improving job performance. Cogent

Business and Management, 10(2), 2235819.
Naing, T.S., Fang, W. (2026), The impact of on-the-job training on employee performance: Mediating and moderating mechanisms in Myanmar's manufacturing sector. Administrative Sciences, 16(1), 12.
Nguyen, M.T., Petchsawang, P. (2024), Encouraging employees' innovative behavior via the mediating effect of work engagement and the moderating effect of their proactive personality: The case of Generation Z in Vietnam. Cogent Business and Management, 11(1), 2301162.
Nguyen, T.H., Pham, K.L., Tran, D.T. (2026), Artificial intelligence, transformational leadership, and job performance: Mediating role of job engagement and moderating role of work passion. Journal of Applied Data Sciences, 7(2), 1266.
Park, J., Kim, J. (2024), The relationship between perceived organizational support, work engagement, organizational citizenship behavior, and customer orientation in the public sports organizations context. Behavioral Sciences, 14(3), 153.
Pinho, J.C., Fontes, A., Santos, G.G. (2026), Balancing the double-edged sword of artificial intelligence: Job demands, resources, and work-life balance. Computers in Human Behavior Reports, 21, 100924.
Podsakoff, P.M., Podsakoff, N.P., Williams, L.J., Huang, C., Yang, J. (2024), Common method bias: It's bad, it's complex, it's widespread, and it's not easy to fix. Annual Review of Organizational Psychology and Organizational Behavior, 11, 17-61.
Prentice, C., Wong, I.A., Lin, Z. (2023), Artificial intelligence as a boundary-crossing object for employee engagement and performance. Journal of Retailing and Consumer Services, 73, 103376.
Quttainah, M.A., Singh, P., Kaur, M. (2025), AI-savvy leadership for enhancing AI utilization and employee engagement among digital natives in the EdTech sector. Scientific Reports, 15, 29973.
Ringle, C.M., Wende, S., Becker, J.M. (2024), SmartPLS 4. Bönningstedt: SmartPLS. Available from: https://www.smartpls.com
Rožman, M., Oreški, D., Tominc, P. (2022), Integrating artificial intelligence into a talent management model to increase the work engagement and performance of enterprises. Frontiers in Psychology, 13, 1014434.
Şanlıöz, E., Sağbaş, M., Sürücü, L. (2022), The mediating role of perceived organizational support in the impact of work engagement on job performance. Hospital Topics, 101, 305-318.
Statistics Indonesia [Badan Pusat Statistik]. (2025), Gross Domestic Product at Current Prices by Industry, 2025 (in Billion Rupiah), Statistics Indonesia. Available from: https://www.bps.go.id
Su, J., Zhang, M., Yang, X. (2024), How and when artificial intelligence usage facilitates task performance. Social Behavior and Personality, 52(7), 13634.
Sun, L., Hu, R., Su, H. (2026), Unlocking human potential in the AI age: How employee-AI collaboration transforms work engagement through dual psychological pathways. Frontiers in Psychology, 16, 1705671.
Tafese Keltu, T. (2024), The effect of human resource development practice on employee performance with the mediating role of job satisfaction among Mizan Tepi University's academic staff in Southwestern Ethiopia. Heliyon, 10(8), e29821.
Thangaraju, S., Kumar, R., Iyer, V. (2025), Design and assessment of AI-enabled sustainable HR practices affecting employee performance with engagement mediation and personality moderation in the Indian IT industry. Eastern-European Journal of Enterprise Technologies, 2(13), 325623.
Tian, G., Liu, T., Yang, R. (2023), Workplace loneliness mediates the relationship between perceived organizational support and job performance: Differing by extraversion. Frontiers in Psychology, 14, 1058513.
Wang, F. (2024), AI in vocational training: A qualitative interview study of early-stage practitioners in the real estate brokerage industry in China. Voprosy Obrazovaniya Educational Studies Moscow, (1), 226-252.
Xueyun, Z., Al Mamun, A., Masukujjaman, M., Rahman, M.K., Gao, J., Yang, Q. (2023), Modelling the significance of organizational conditions on quiet quitting intention among Gen Z workforce in an emerging economy. Scientific Reports, 13(1), 15438.
Yao, J., Qiu, X., Yang, L., Han, X., Li, Y. (2022), The relationship between work engagement and job performance: Psychological capital as a moderating factor. Frontiers in Psychology, 13, 729131.
Zhang, N., Xu, D., Li, J., Xu, Z. (2022), Effects of role overload, work engagement and perceived organisational support on nurses' job performance during the COVID-19 pandemic. Journal of Nursing Management, 30(4), 901-912.
Zheng, Q., Jin, Y., Xu, X. (2024), Artificial intelligence and job performance of healthcare providers in China. Frontiers in Public Health, 12, 1398330.