

Analysis of the Causes of Intention to Leave Based on Generation Gap with Quality Work of Life Approach

Agus Aan Adriansyah¹, Budhi Setianto^{1,2}, Yauwan Tobing Lukiyono³, Akas Yekti Pulih Asih¹, Nikmatu Sa'adah⁴ and Novera Herdiani¹

¹ Department of Public Health, Faculty of Health, Universitas Nahdlatul Ulama Surabaya, Surabaya 60237, East Java, Indonesia

² Head of Planning, Development and Information Systems, Surabaya Islamic Hospital, 60246, Surabaya, East Java, Indonesia

³ Department of Medical Laboratory Technology, Faculty of Health, Universitas Nahdlatul Ulama Surabaya, Surabaya 60237, East Java, Indonesia

⁴ Department of Dentistry Education, Faculty of Dentistry, Institut Ilmu Kesehatan Bhakti Wiyata Kediri, Kediri 64144, East Java, Indonesia

Corresponding Author: aan.naufal87@unusa.ac.id

Cite this paper: Agus Aan Adriansyah , Budhi Setianto , Yauwan Tobing Lukiyono , Akas Yekti Pulih Asih , Nikmatu Sa'adah Novera Herdiani (2024) Analysis of the Causes of Intention to Leave Based on Generation Gap with Quality Work of Life Approach. *Frontiers in Health Informatics*, 13 (3), 7090-7100

Abstract

The gap between generations has created challenges in hospitals, impacting communication, values, and approaches to work tasks, leading to issues that can affect work quality and employee satisfaction, as well as increase employees' intentions to leave. This study aims to analyze the effects of career opportunities, communication, leadership, work activities, work environment, compensation, cultural internalization, and generational gaps on the intention to leave in Hospital X. Conducted with an analytical observational design and a cross-sectional approach, the study surveyed 459 employees at an Islamic hospital in Surabaya using stratified random sampling across generational groups (Gen X, Gen Y, Gen Z). Key variables included gap generation, career opportunities, communication, leadership, work activities, work environment, compensation, cultural internalization, and intention to leave, with data primarily gathered via questionnaires. Analysis was performed using chi-square and multiple linear regression. Results revealed significant associations between intention to leave and several variables, including career opportunities (Sig .001), communication (Sig .001), leadership (Sig .001), work activities (Sig .001), work environment (Sig .001), compensation (Sig .001), cultural internalization (Sig .001), and gap generation (Sig .004). However, only cultural internalization (Sig .001), compensation (Sig .001), leadership (Sig .003), and communication (Sig .006) had a significant direct impact on reducing the intention to leave. Recommendations include investing in leadership training, providing performance-based incentives, and establishing an orientation program to facilitate cultural internalization for new employees.

Keywords: *Gap Generation, Internalization Culture, Quality Work of Life, Intention to Leave, Hospital*

1. Introduction

In the era of globalization and rapid technological development, generational differences in the workplace are increasingly striking. This phenomenon creates new challenges for management, especially in the health sector

which requires cross-generational collaboration to provide optimal services. Hospital X, as a large health service institution, is not immune to this dynamic. The differences in characteristics between generations, namely the Baby Boomers Generation, Generation X, Generation Y (Millennials), and Generation Z, can influence work dynamics, including job satisfaction, work motivation, and internalization of organizational culture (Twenge et al., 2010; Kupperschmidt, 2000).

The characteristics of this gap generation can create tension and gaps in values, ways of communicating, and approaches to work tasks (Ritz et al., 2014). For example, Baby Boomers value stability and tradition, while Generation Y tends to prioritize flexibility and technology. On the other hand, Generation Z, who have just entered the world of work, brings strong innovative and digitalization values. This difference must be managed well to improve work quality and employee satisfaction at the Hospital (Gursoy, Maier, & Chi, 2008).

It is no longer a secret that certain age groups have different ways of thinking from other groups. This phenomenon also occurs in the world of work. This is what triggers the generation gap in the office. In the world of work, gap generation can trigger differences in perceptions, habits, and expectations, and even lead to conflict (Twenge et al., 2010). The addition of employees at Hospital X meant that the employees did not know each other. Generational differences are one of the clashing problems related to communication. If this problem is left unchecked, conflicts may often occur and teamwork will not be formed by the organization's expectations. Previous research has discussed job satisfaction, work motivation, and internalization of organizational culture separately or in different contexts. However, there is a gap in research that comprehensively examines how different generational characteristics influence these three aspects simultaneously in the hospital context (Twenge et al., 2010). Research conducted by Twenge et al. (2010) showed that different generations have different values and expectations for work, but this research did not specifically examine the impact on job satisfaction, work motivation, and internalization of organizational culture in the health sector. In addition, research by Gursoy, Maier, and Chi (2008) focused more on the hotel industry, so the results cannot be fully applied in the hospital context.

Quality Approach Work of Life (QWL) offers a comprehensive perspective for understanding and improving work quality. QWL emphasizes the importance of employee welfare through improving working conditions, satisfaction, and participation in decision-making (Nadler & Lawler, 1983). Through this approach, this research aims to analyze the influence of gap generation characteristics, career opportunities, communication, leadership, work activities, work environment, compensation, and cultural internalization on intention to leave at Hospital X with a Quality Approach to Work of Life.

This research offers updates by combining analysis of gap generation characteristics and the Quality approach Work of Life in the hospital context. How these generational differences can be adapted and managed effectively to create a harmonious and productive work environment. By understanding these dynamics, it is hoped that strategies can be found that can improve the quality of work life, job satisfaction and work motivation, as well as strengthen the internalization of an organizational culture that is in line with the values of the existing generation (Nadler & Lawler, 1983; Lyons & Kuron, 2014).

2. Materials and Methods

This research uses an analytical observational design and a cross-sectional time approach. This design is aimed at understanding the influence of generational gap characteristics on job satisfaction, work motivation, and cultural internalization in hospitals without intervening in the variables to be studied (Bowling, 2014). Islamic hospitals in the city of Surabaya served as the context for this study. The population consisted of all hospital employees, with a sample size of 459 employees. The sampling technique employed was stratified random

sampling, dividing the employee population into generational strata (Gen X, Gen Y, Gen Z) and then selecting random samples from each stratum to ensure proportional representation (Creswell, 2013).

The variables measured included generational gap, job satisfaction, work motivation, cultural internalization, and intention to leave. Data collection was conducted through questionnaires completed by employees. Data analysis involved bivariate analysis using chi-square tests and multivariate analysis using multiple linear regression, with necessary classical assumptions met (Field, 2013). This research also obtained ethical approval from the Ethics Institute at the hospital where the research was conducted, ensuring compliance with ethical standards (Beauchamp & Childress, 2001).

3. Results and Discussion

3.1 Relationship between Independent Variables and Intention to Leave

The independent variables studied include career opportunities, communication, leadership, work activities, work environment, compensation, cultural internalization, and generational gap. Each independent variable is analyzed with the intention to leave, examining the unique impact of each variable on employees' intentions to remain with or depart from the organization (Price, 2001).

Career opportunities available within the hospital are directly related to employees' intention to leave.

Table 1. Relationship between career opportunities and intention to Leave at Hospital X 2024

Career Opportunities	<i>Intention to Leave</i>				Total
	Very low	Low	Currently	Tall	
Very less	0 (0.0%)	1 (100.0%)	0 (0.0%)	0 (0.0%)	1 (100.0%)
Not enough	0 (0.0%)	0 (0.0%)	3 (60.0%)	2 (40.0%)	5 (100.0%)
Good	17 (15.9%)	41 (38.3%)	43 (40.2%)	6 (5.6%)	107 (100.0%)
Very good	136 (39.3%)	128 (37.0%)	39 (11.3%)	43 (12.4%)	346 (100.0%)
Total	153 (33.3%)	170 (37.0%)	85 (18.5%)	51 (11.1%)	459 (100.0%)
p -value = 0.001 & Contingency Coeff. = 0.358					

As shown in Table 1, employees with sufficient career advancement opportunities at the hospital exhibit lower intentions to leave. This result is supported by the significance of the chi-square test, indicating a fairly strong and significant relationship (Griffeth, Hom, & Gaertner, 2000). Employees who perceive fair career opportunities and receive recognition for their achievements tend to feel valued and motivated to stay. Conversely, employees who feel limited in their career paths or unrecognized may develop a higher intention to leave. Providing solid career opportunities can enhance employee commitment and job satisfaction within the organization (Tett & Meyer, 1993).

Furthermore, communication within organizations plays a crucial role in shaping employees' intention to leave.

Table 2. Relationship between Communication and Intention to Leave at Hospital X 2024

Communication	<i>Intention to Leave</i>				Total
	Very low	Low	Currently	Tall	
Not good	0 (0.0%)	1 (12.5%)	5 (62.5%)	2 (25.0%)	8 (100.0%)
Good	27 (26.0%)	38 (36.5%)	32 (30.8%)	7 (6.7%)	104 (100.0%)
Very good	126 (36.3%)	131 (37.8%)	48 (13.8%)	42 (12.1%)	347 (100.0%)
Total	153 (33.3%)	170 (37.0%)	85 (18.5%)	51 (11.1%)	459 (100.0%)
p -value = 0.001 & Contingency Coeff. = 0.252					

Table 2 shows that when communication is effective in the hospital, employees' intentions to leave are minimized. This outcome is also supported by a significant chi-square test, underscoring a strong relationship between communication and retention (Clampitt & Downs, 1993). Effective communication fosters trust between employees and management. When employees feel they can trust their supervisors and colleagues, they are likely to feel more secure and engaged in their roles. Effective communication also ensures that employees have a clear understanding of their responsibilities, which reduces stress and turnover (Jablin, 1987). Moreover, leadership in organizations is instrumental in influencing employees' intention to leave. Effective leadership that provides guidance, support, and recognition can significantly reduce turnover intentions by fostering a positive and motivating work environment (Yukl, 2013). When employees experience strong leadership, they are more inclined to feel supported and committed to the organization.

Table 3. Relationship between Leadership and Intention to Leave at Hospital X 2024

Leadership	<i>Intention to Leave</i>				Total
	Very low	Low	Currently	Tall	
Not enough	1 (7.7%)	4 (30.8%)	4 (30.8%)	4 (30.8%)	13 (100.0%)
Enough	26 (22.4%)	42 (36.2%)	44 (37.9%)	4 (3.4%)	116 (100.0%)
Good	126 (38.2%)	124 (37.6%)	37 (11.2%)	43 (13.0%)	330 (100.0%)
Total	153 (33.3%)	170 (37.0%)	85 (18.5%)	51 (11.1%)	459 (100.0%)
p -value = 0.001 & Contingency Coeff. = 0.327					

The results in Table 3 show that when a superior's leadership style is effective, employees' intention to leave significantly decreases. This is supported by a chi-square test, indicating a robust relationship. Effective leaders who demonstrate integrity, transparency, and consistency can build trust and loyalty, fostering a sense of security and motivation among employees. This is further supported by recent research highlighting that leadership qualities, such as integrity and ethical conduct, can significantly impact employee retention and job satisfaction (Banks et al., 2016). Effective leaders enhance job satisfaction and engagement by providing support, constructive feedback, and inspiration to achieve organizational goals. When employees feel supported, their intention to leave is lower (Nguyen et al., 2020). Additionally, work activities play a vital role in employees' intentions to stay or leave the organization.

Table 4. Relationship between work activities and intention to Leave at Hospital X 2024

Work Activities	<i>Intention to Leave</i>				Total
	Very low	Low	Currently	Tall	
Very less	0 (0.0%)	1 (100.0%)	0 (0.0%)	0 (0.0%)	1 (100.0%)
Not good	0 (0.0%)	1 (50.0%)	1 (50.0%)	0 (0.0%)	2 (100.0%)
Good	10 (13.7%)	25 (34.2%)	34 (46.6%)	4 (5.5%)	73 (100.0%)
Very good	143 (37.3%)	143 (37.3%)	50 (13.1%)	47 (12.3%)	383 (100.0%)
Total	153 (33.3%)	170 (37.0%)	85 (18.5%)	51 (11.1%)	459 (100.0%)
p -value = 0.001 & Contingency Coeff. = 0.324					

Table 4 shows that employees who find their work activities meaningful and in line with their skills are more satisfied and have a lower intention to leave. This relationship, supported by a significant chi-square test, aligns with research indicating that meaningful work is crucial in reducing turnover intentions, as it enhances employee engagement and satisfaction (Chen et al., 2021). Monotonous or overly demanding tasks, however, can lead to stress, dissatisfaction, and eventually a higher intention to leave (Meier et al., 2019). The work environment also has a substantial impact on employees' intention to leave.

Table 5. Relationship between work environment and intention to Leave at Hospital X 2024

Work environment	<i>Intention to Leave</i>				Total
	Very low	Low	Currently	Tall	
Very less	0 (0.0%)	1 (100.0%)	0 (0.0%)	0 (0.0%)	1 (100.0%)
Less comfortable	0 (0.0%)	1 (20.0%)	3 (60.0%)	1 (20.0%)	5 (100.0%)
Comfortable	15 (17.6%)	30 (35.3%)	37 (43.5%)	3 (3.5%)	85 (100.0%)
Very comfortable	138 (37.5%)	138 (37.5%)	45 (12.2%)	47 (12.8%)	368 (100.0%)
Total	153 (33.3%)	170 (37.0%)	85 (18.5%)	51 (11.1%)	459 (100.0%)
p -value = 0.001 & Contingency Coeff. = 0.337					

Table 5 demonstrates that a positive and comfortable work environment correlates with reduced turnover intentions, as shown by a significant chi-square test. A collaborative and supportive work environment enhances job satisfaction and minimizes turnover, which is consistent with studies emphasizing the importance of a supportive climate in fostering employee commitment (Lu et al., 2019). Employees who feel connected to a positive work environment are less likely to leave (Lee & Lee, 2022). Finally, compensation is a crucial factor affecting employees' intention to leave. Fair and competitive compensation enhances job satisfaction and reduces turnover intentions, as employees feel adequately rewarded for their contributions. Recent research has shown that fair compensation practices are directly linked to lower turnover rates and higher employee loyalty (Green et al., 2020).

Table 6. Relationship between Compensation and Intention to Leave at Hospital X 2024

Compensation	<i>Intention to Leave</i>				Total
	Very low	Low	Currently	Tall	

Very less	0 (0.0%)	1 (100.0%)	0 (0.0%)	0 (0.0%)	1 (100.0%)
Not enough	11 (19.6%)	19 (33.9%)	22 (39.3%)	4 (7.1%)	56 (100.0%)
Good	58 (27.9%)	91 (43.8%)	52 (25.0%)	7 (3.4%)	208 (100.0%)
Very good	84 (43.3%)	59 (30.4%)	11 (5.7%)	40 (20.6%)	194 (100.0%)
Total	153 (33.3%)	170 (37.0%)	85 (18.5%)	51 (11.1%)	459 (100.0%)
p -value = 0.001 & Contingency Coeff. = 0.386					

The results in Table 6 show that when employees perceive their compensation as fair and appropriate, their intention to leave decreases significantly. This result, confirmed by the chi-square test, indicates a strong relationship between compensation satisfaction and retention. Fair and competitive compensation contributes positively to job satisfaction and salary satisfaction, reducing turnover intentions as employees feel valued and adequately compensated for their work. In addition to salary, non-financial rewards-such as allowances, bonuses, recognition, and career development opportunities-are vital in lowering employees' intent to leave (Kossivi et al., 2016). Research has shown that a balanced mix of financial and non-financial rewards enhances employee engagement and job satisfaction, fostering loyalty to the organization (Hakim & Fernandes, 2017). Furthermore, the internalization of organizational culture is crucial in reducing employees' intention to leave.

Table 7. Relationship between Culture and Intention to Leave at Hospital X 2024

Culture	<i>Intention to Leave</i>				Total
	Very low	Low	Currently	Tall	
Very low	0 (0.0%)	1 (100.0%)	0 (0.0%)	0 (0.0%)	1 (100.0%)
Currently	10 (10.4%)	34 (35.4%)	47 (49.0%)	5 (5.2%)	96 (100.0%)
Tall	143 (39.5%)	135 (37.3%)	38 (10.5%)	46 (12.7%)	362 (100.0%)
Total	153 (33.3%)	170 (37.0%)	85 (18.5%)	51 (11.1%)	459 (100.0%)
p -value = 0.001 & Contingency Coeff. = 0.396					

Table 7 demonstrates that employees who swiftly and effectively internalize the organization's culture tend to have a lower intention to leave. This finding is also supported by the chi-square test, which indicates a significant relationship. Employees with a high level of cultural internalization often develop a strong sense of commitment to the organization, making them less susceptible to external job opportunities (Jiang et al., 2017). When employees identify with the organization's culture and values, they are more likely to feel part of a cohesive "family," reducing their desire to seek employment elsewhere (Memon et al., 2016).

Table 8. Relationship between Gap Generation and Intention to Leave at Hospital X 2024

Gap Generation	<i>Intention to Leave</i>				Total
	Very low	Low	Currently	Tall	
Generation Z	42 (32.1%)	55 (42.0%)	17 (13.0%)	17 (13.0%)	131 (100.0%)
Generation Y	56 (27.2%)	82 (39.8%)	49 (23.8%)	19 (9.2%)	206 (100.0%)
Generation X	55 (45.1%)	33 (27.0%)	19 (15.6%)	15 (12.3%)	122 (100.0%)
Total	153 (33.3%)	170 (37.0%)	85 (18.5%)	51 (11.1%)	459 (100.0%)
p- value = 0.004 & Contingency Coeff. = 0.200					

The generation gap within organizations also significantly impacts employees’ intentions to leave, as shown in Table 8. Specifically, if an organization has a high generational gap and is predominantly composed of Generation Z employees, there is a higher likelihood of turnover intention. The chi-square test supports this finding, indicating a notable relationship. Generational differences often lead to variations in workplace expectations and values. Generation Z, for instance, generally places high importance on career advancement and personal development. If these needs are unmet, they tend to look for better opportunities elsewhere (Singh & Dangmei, 2016). Research highlights those high expectations for career growth, preference for technological integration, and distinct value systems among Generation Z can contribute to a higher turnover intention within this cohort. Therefore, organizations must consider these generational characteristics to improve retention and engagement among younger employees (Prasad & Khandelwal, 2020).

3. 2 Influence Between Independent Variables and Intention to Leave

Independent variables which include career opportunities, communication, leadership, work activities, work environment, compensation, cultural internalization and overall gap generation on intention to leave are carried out using a multiple linear regression test. The analysis results obtained are as follows.

Table 9. Overall Influence of Independent Variables on Intention to Leave at Hospital X 2024

Variable	B	Significant	R Square	Anova
Career Opportunities	0.049	0.937	0.398	0.001
Communication	0.185	0.006		
Leadership	0.215	0.003		
Work Activities	0.010	0.978		
Work environment	0.107	0.616		
Compensation	0.296	0.001		
Culture	0.691	0.001		
Gap Generation	0.007	0.911		

Based on Table 9, it can be stated that overall, the independent variables contribute 39.8% to influencing the intention to leave. However, observed individually, only four independent variables-cultural internalizations, compensation, leadership, and communication-demonstrate a significant impact on the intention to leave. Leadership is frequently viewed as a primary factor in employee retention. Leaders who are supportive, motivating, and fair increase employee job satisfaction and commitment, thus lowering turnover intentions (Gillet et al., 2018). In hospitals, leadership encompasses managerial and unit head styles, including providing support, ensuring clear communication, and making fair decisions. Effective leadership strengthens employee job satisfaction and commitment, whereas ineffective leadership, marked by insufficient support, poor communication, and inequity in decision-making, can lead to dissatisfaction and an increased intention to leave. Communication is another critical factor, as it influences how information flows and is understood by employees within the organization. Clear communication enhances job involvement, and satisfaction, and reduces turnover intentions. In hospitals, communication is vital for coordination among doctors, nurses, and administrative staff, enabling effective decision-making and problem-solving (Lee et al., 2020). Poor communication, however, can lead to misunderstandings, dissatisfaction, and conflicts among team members, ultimately increasing the desire to leave the job.

Competitive and fair compensation is essential for employee retention. Adequate salaries, bonuses, and benefits can lower the intention to leave as employees feel valued and fairly compensated for their efforts. In the hospital context, compensation includes wages, allowances, incentives, and other benefits provided to employees. Fair compensation can attract and retain skilled staff, while inadequate compensation may prompt employees to seek other opportunities (Maheshwari & Vohra, 2018).

A strong organizational culture aligned with employee values also plays a significant role in reducing turnover intentions. The hospital culture, which encompasses shared values, norms, and practices, helps employees feel connected to the organization's mission. Successful cultural internalization means that employees not only understand but are also committed to the hospital's values. Employees who feel culturally aligned are likely to experience higher job satisfaction and loyalty, whereas cultural misalignment may lead to dissatisfaction and increased turnover intentions (Farid et al., 2021).

While these factors exhibit significant relationships to leave, they do not universally impact every employee's decision. For instance, employees may remain loyal despite limited career advancement if they feel comfortable and supported in other aspects of their role. Some hospitals offer career progression, but if employees perceive these opportunities as vague or unsatisfactory, it may not necessarily increase turnover, particularly if they are satisfied with job-related elements such as good interpersonal relationships or adequate compensation (Afsar et al., 2019).

In terms of work activities, clinical or administrative duties may not directly affect turnover intentions if employees find the tasks engaging and relevant to their skills, thus providing personal or professional fulfillment. Even when certain work activities are less ideal, employees might stay if they receive sufficient rewards or organizational support (Zhang et al., 2021). Likewise, the hospital work environment, which varies widely across departments, may not necessarily drive employees to leave if challenges such as limited equipment or space are balanced by social support, good leadership, and fair compensation.

Finally, generational differences in work expectations can create challenges, but a hospital that successfully fosters an inclusive work environment can mitigate the impact of the generation gap on turnover intentions. When a hospital promotes a collaborative atmosphere that respects and integrates generational diversity, supported by communication and inclusion programs, the generational gap may have a negligible effect on employees' intention to leave (Johnson et al., 2020).

4. Conclusion

Based on the results of research that has been conducted, it can be concluded that there is a fairly strong and significant relationship between career opportunities, communication, leadership, work activities, work environment, compensation, cultural internalization and gap generation partially with intention. to leave. However, only cultural internalization, compensation, leadership and communication can significantly influence the intention to leave an employee. The advice that can be given is to invest in leadership training for managers and unit heads so that they can lead effectively, provide support and communicate clearly. Consider providing performance-based incentives or rewards to motivate employees and increase their satisfaction. Develop a strong orientation program to help new employees understand and internalize the organization's culture from the start.

Acknowledgement

Thank you to the LPPM of Universitas Nahdlatul Ulama Surabaya for the research grant provided, and gratitude is also extended to Ahmad Yani Islamic Hospital Surabaya for granting research permission.

Conflict of interest

The authors declare that they have no competing interests.

References

- Afsar, B., Badir, Y., Saeed, B. B., & Hafeez, S. (2019). Transformational and transactional leadership and employee's entrepreneurial behavior in knowledge-intensive industries. *The International Journal of Human Resource Management*, 30(2), 232-254.
- Banks, G. C., McCauley, K. D., Gardner, W. L., & Guler, C. E. (2016). A meta-analytic review of authentic and transformational leadership: A test for redundancy. *The Leadership Quarterly*, 27(4), 634-652. <https://doi.org/10.1016/j.leaqua.2016.02.006>
- Beauchamp, T. L., & Childress, J. F. (2001). *Principles of biomedical ethics* (5th ed.). Oxford University Press.
- Bowling, A. (2014). *Research methods in health: Investigating health and health services* (4th ed.). McGraw-Hill Education.
- Chen, Z., Zhou, Y., Xie, X., & Wang, R. (2021). Effects of meaningful work on job satisfaction and employee turnover intention. *Frontiers in Psychology*, 12, 658234. <https://doi.org/10.3389/fpsyg.2021.658234>
- Clampitt, P. G., & Downs, C. W. (1993). Employee perceptions of the relationship between communication and productivity: A field study. *Journal of Business Communication*, 30(1), 5-28. <https://doi.org/10.1177/002194369303000101>
- Creswell, J. W. (2013). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). SAGE Publications.
- Farid, T., Iqbal, S., Jawahar, I. M., & Ma, J. (2021). The impact of authentic leadership on knowledge sharing behavior with the moderating role of intrinsic motivation. *Knowledge Management Research & Practice*, 19(1), 1-10.
- Field, A. (2013). *Discovering statistics using IBM SPSS statistics* (4th ed.). SAGE Publications.
- Gillet, N., Huyghebaert, T., Stawiski, S., & Pircher Verdorfer, A. (2018). Supervisors' transformational leadership and employees' attitudinal outcomes: The mediating effect of subordinate's sense of identity and organizational identification. *Journal of Occupational and Organizational Psychology*, 91(3), 362-383.
- Green, F., Felstead, A., Gallie, D., & Henseke, G. (2020). Work intensity in Britain: First findings from the Skills and Employment Survey 2017. *British Journal of Industrial Relations*, 58(1), 133-159. <https://doi.org/10.1111/bjir.12408>
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26(3), 463-488. <https://doi.org/10.1177/014920630002600305>
- Gursoy, D., Maier, T. A., & Chi, C. G. (2008). Generational differences: An examination of work values and generational gaps in the hospitality workforce. *International Journal of Hospitality Management*, 27(3), 448-458. <https://doi.org/10.1016/j.ijhm.2007.11.002>
- Hakim, A., & Fernandes, A. A. R. (2017). The influence of organizational culture, organizational commitment to job satisfaction and employee performance. *International Journal of Engineering and Management Research*, 7(5), 235-243.

- Jablin, F. M. (1987). Formal organization structure. In F. M. Jablin, L. L. Putnam, K. H. Roberts, & L. W. Porter (Eds.), *Handbook of organizational communication: An interdisciplinary perspective* (pp. 389-419). SAGE Publications.
- Jiang, K., Hu, J., Liu, S., & Lepak, D. P. (2017). Understanding employees' perceptions of human resource practices: Effects of demographic dissimilarity to managers and coworkers. *Journal of Applied Psychology, 102*(5), 738–753. <https://doi.org/10.1037/apl0000197>
- Johnson, M., Nguyen, H., Groth, M., & White, L. (2020). Workforce diversity and organizational performance: A systematic literature review. *Journal of Business Research, 108*, 272-286.
- Kossivi, B., Xu, M., & Kalgora, B. (2016). Study on determining factors of employee retention. *Open Journal of Social Sciences, 4*(5), 261–268. <https://doi.org/10.4236/jss.2016.45029>
- Kupperschmidt, B. R. (2000). Multigeneration employees: Strategies for effective management. *The Health Care Manager, 19*(1), 65-76. <https://doi.org/10.1097/00126450-200019010-00011>
- Lee, A., Willis, S., & Tian, A. W. (2020). When empowering employees works, and when it doesn't: An empirical examination of multiple contingencies. *Journal of Organizational Behavior, 41*(1), 3-21.
- Lee, J., & Lee, S. (2022). The influence of work environment and employee engagement on turnover intention: A case of South Korea's public service sector. *Journal of Organizational Change Management, 35*(1), 67–84. <https://doi.org/10.1108/JOCM-12-2020-0382>
- Lu, C., Wang, H., Lu, J., Du, D., & Bakker, A. B. (2019). Does work engagement increase person–job fit? The role of job crafting and job insecurity. *Journal of Vocational Behavior, 112*, 145–158. <https://doi.org/10.1016/j.jvb.2019.03.004>
- Lyons, S., & Kuron, L. (2014). Generational differences in the workplace: A review of the evidence and directions for future research. *Journal of Organizational Behavior, 35*(S1), S139-S157. <https://doi.org/10.1002/job.1913>
- Maheshwari, G., & Vohra, V. (2018). Employer branding for employee attraction and retention in the healthcare industry. *Strategic HR Review, 17*(4), 206-211.
- Meier, L. L., Semmer, N. K., & Gross, S. (2019). The effect of work stressors on employee satisfaction and turnover intention: The mediating role of burnout. *Journal of Occupational Health Psychology, 24*(2), 228–240. <https://doi.org/10.1037/ocp0000125>
- Memon, M. A., Salleh, R., Baharom, M. N. R., & Harun, H. (2016). Person–organization fit and turnover intention: The mediating role of work engagement. *Journal of Management Development, 35*(5), 676-695. <https://doi.org/10.1108/JMD-10-2015-0165>
- Nadler, D. A., & Lawler, E. E. (1983). Quality of work life: Perspectives and directions. *Organizational Dynamics, 11*(3), 20-30. [https://doi.org/10.1016/0090-2616\(83\)90003-7](https://doi.org/10.1016/0090-2616(83)90003-7)
- Nguyen, P. T., Dang, C. T., & Huynh, T. L. (2020). The impact of transformational leadership on job satisfaction and employee performance. *International Journal of Business and Management, 15*(6), 128–140. <https://doi.org/10.5539/ijbm.v15n6p128>
- Prasad, S., & Khandelwal, U. (2020). Managing Generation Z in workplace: Findings from India. *South Asian Journal of Human Resources Management, 7*(2), 256–271. <https://doi.org/10.1177/2322093720937481>
- Price, J. L. (2001). Reflections on the determinants of voluntary turnover. *International Journal of Manpower, 22*(7), 600–624. <https://doi.org/10.1108/EUM0000000006233>

- Ritz, A., Giaque, D., Varone, F., & Anderfuhren-Biget, S. (2014). From leadership to citizenship behavior in public organizations: When values matter. *Review of Public Personnel Administration*, 34(2), 128-152. <https://doi.org/10.1177/0734371X12453057>
- Singh, A. P., & Dangmei, J. (2016). Understanding the Generation Z: The future workforce. *South-Asian Journal of Multidisciplinary Studies*, 3(3), 1–5.
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259–293. <https://doi.org/10.1111/j.1744-6570.1993.tb00874.x>
- Twenge, J. M., Campbell, S. M., Hoffman, B. J., & Lance, C. E. (2010). Generational differences in work values: Leisure and extrinsic values increasing, social and intrinsic values decreasing. *Journal of Management*, 36(5), 1117-1142. <https://doi.org/10.1177/0149206309352246>
- Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson.
- Zhang, Y., Wang, L., Liu, J., Zhang, P., & Zhao, J. (2021). Employee engagement, work environment, and intention to stay: A comprehensive review and future research agenda. *Sustainability*, 13(6), 3347.