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Brenda Raneer Francis, Rusli bin Ahmad & Siti Mariam Abdullah

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## The Relationship between Multi-Generation and Intention to Quit Working

Brenda Ranee Francis, Rusli bin Ahmad & Siti Mariam Abdullah

Faculty of Cognitive Sciences and Human Development,  
University Malaysia Sarawak, 94300 Kota Samarahan, Sarawak, Malaysia

### Abstract

Studies have revealed that the “baby boomers” generation has a lower level of intention to quit as compared to Generation X and Generation Y. Meanwhile, Generation Z has a higher level of intention to quit than Generation Y although the former has gained abundant support from the relevant organisations. Addressing that, this concept paper focuses on the relationship between multi-generation and the intention to quit working. The emphasis on personality and psychological behaviour of this multi-generation are reflected in social exchange that values work based on the influence of each generation concept. This study will specifically discuss social exchange theory, organisational support theory, and the conceptual model of the relationship between multi-generation and intention to quit working. This concept paper provides valuable contribution to the existing knowledge base, especially on how multi-generation plays a role in affecting the intention to quit in an organisation. The implications and recommendations for future research are also discussed.

**Keywords:** Multi-generation, Intention to Quit Working, Organisation, Work Value, Generation Concept

### Introduction

Changes are inevitable due to the many factors that contribute to the rapid changes in the environment. In line with the rapid technological changes and advancement in innovation, the organisational management of many organisations, either in the government or private sectors, encounter numerous challenges in this 21st century. According to Ahmad (2016), one of the many challenges faced by organisations includes dealing with complex changes that are attributed to internal and external factors. Hence, the relationship between an organisation and its employees is crucial to achieve organisational goals and ensure productivity in order to maintain organisational efficiency (Ahmad, 2016).

Juhdi, Pa’wan, and Hansaram (2013) emphasised the negative influence of the loss of good employees on the competitiveness at the organisational level, resulting in poor organisational performance in terms of organisational productivity and quality. On a similar note, Gamage (2014) highlighted that, if an employee decides to quit, the organisation would receive the most impact.

Employees quit working if they feel dissatisfied in the organisation, which push them to try finding another job. In order to overcome this issue, Jo and Ellingson (2019) pointed out that supervisors must improve the quality of social relations among the employees. They need to be aware of and care about the problems faced by their employees. Employees who receive constant motivation from their supervisors would feel more appreciated. The emotional support provided by the supervisors potentially reduce the employees' intention to quit working (Jo & Ellingson, 2019).

An employee is an important asset and the backbone of an organisation. An employee also serves as a driving force in realising the vision, mission, and objectives of an organisation (Ahmad, 2011). Employees in an organisation are of different ages, behaviours, and traits across generations. Understanding generation differences among the employees can help to minimise conflicts between the organisation and its employees. Conflicts can affect communication among the employees and negatively affect organisational productivity and performance (Hung Kee et al., 2019). Therefore, there is a strong need to study the behavioural differences by generation cohort in order to discover the real potential and suitability of the employees in an organisation (Cennamo & Gardner, 2008; Taylor, 2017; Hung Kee, Ching, & Ng, 2019).

### **Multi-Generation**

A long time ago, in Europe, the writings of Mannheim introduced the concept of generation (Scholz, 2019). According to Kuhn (2010 in Scholz, 2019), the concept of generation already existed during the early 16<sup>th</sup> century. The social and political aspects of this concept were said to be simultaneously shaped during that period (Scholz, 2019). However, there are also many influences that shape the generations, such as war or economic disaster. Besides that, an individual, at a young age, can also be psychologically affected by technology, fashion, music, film, and even celebrities (Scholz, 2019). These beliefs often remain in their mind as they age (Scholz, 2019).

According to Bontekoning (2019), a generation would go through several stages of history and life innovation. Human development goes through five phases of life every 15 years, from childhood to old age. The influence of any event on the development of human life throughout five phases of life is significant, particularly on the individual personality that is formed from a younger age (15 years old) to an older age (45 years old) (Scholz, 2019). Each phase of life influences a generation until they reach the age of 45 to 60 where they remain influential to society and in the cultural aspect. However, after this age range, the influence of the generation starts to decline.

In this regard, the discussion of multi-generation focuses on four types of generations, specifically baby boomers, Generation X, Generation Y (Fishman, 2016), and Generation Z (Wiedmer, 2015). Based on the previous studies, each generation displays different kinds of behaviours (Fishman, 2016; Burton et al., 2019). The unique characteristics of each generation are shaped by a series of historical or life-altering events. These unique characteristics often affect the attitude, lifestyle, and values of the generations during their development period.

Focusing on that, this study will explore some common work values to predict the personality and psychology of these generations at the workplace (Lyons, Higgins, & Duxbury, 2010). Work values that include motivation in terms of extrinsic work value, intrinsic work value, social, altruistic, prestige, and leisure will be the focus of discussion (Elizur, 1984; Ros, Schwartz, & Surkiss, 1999; Lyons, Duxbury, & Higgins, 2006; Ng & Sears, 2010; Twenge, 2010). Extrinsic work value consists of salary, benefits, and job security whereas intrinsic work value refers to psychological satisfaction,

such as works, challenges, and intellectual stimulation. Meanwhile, social value refers to colleagues, supervisors, and other organisational members. Altruistic value refers to social justice (Lyons et al., 2006; Ng & Sears, 2010; Twenge, 2010; Twenge & Campbell, 2012) whereas the prestige value includes the pride of working in an organisation, self-promotion, and influence in an organization (Ros et al., 1999). Last but not least, leisure value is related to work and family balance (Twenge, Campbell, Hoffman, & Lance, 2010).

### **Baby Boomers**

According to the European generation cohort classification, the classification is based on the uniqueness of events, history, and culture of the country. Studies have proposed various definitions of “baby boomers”. However, there is no conclusive age classification for this generation and its birth year classification depends on the variety of locations, cultures, and events experienced by each generation cohort. For instance, baby boomers are said to be a group of individuals born between 1946 and 1964 (Twenge, 2010; Robinson, 2018; Pew Research, 2019). On the other hand, Coomes and Debard (2004), Parry and Urwin (2011), and Fishman (2016) described this generation as a group of individuals born between 1943 and 1960. Meanwhile, Scholz (2019) described this generation as those born between 1950 and 1964.

According to Fishman (2016), baby boomers focus on future jobs and desire for a better life. On a similar note, Scholz (2019) explained that this generation perceives hard work as an essential aspect to achieve a better life. This is due to the lives of this generation that was shaped by various events, namely the Vietnam War, rock concerts like Woodstock, the moon landing, and the crises among politicians like Richard Nixon and John F. Kennedy. In addition, technological advancements, such as the emergency of television sets, also played a major role in shaping this generation. Besides that, student revolutions across Europe led to a fair, open, and democratic academic system. As a result of several events during their youth, this generation focuses more on improving the economic state of the family in an effort to improve their lives.

Gursoy et al. (2008) defined baby boomers as those born during or after World War II. Thus, they grew up in a state of constant alertness where both parents were more concerned about their safety and prosperity after the war. As a result, this generation is very hardworking and committed to their profession and personal goals. When this generation retires, it creates a huge gap in today’s workforce, as they are said to have a better focus on their careers and more ethical than the next generation (Wiedmer, 2015). It is no wonder that this generation holds an important and powerful position in a hierarchical organisation (Wiedmer, 2015). Meanwhile, Fishman (2016) recognised baby boomers as a highly committed, job-focused, and family-focused generation. This may be influenced by difficult living conditions after experiencing several important events throughout their lives. Hence, it is essential to avoid age comparison when it comes to employment and working with this generation because age can be a sensitive matter to this generation. Additionally, baby boomers would be greatly appreciated if Generation X and Generation Y consider their views and advice made based on their experiences.

### **Generation X**

Studies have proposed various definitions of “Generation X” that is also known as GenX (Twenge, 2010), “Latch-Key” (Sullivan Havens, Warshawsky & Vasey, 2013), “Lost Generation” (Bell, 2013), “Thirteenth”, or “Baby Busters” (Parry & Urwin, 2011). Besides that, Generation X is also

known as a generation of diversity, fun, informal, freedom, less loyalty to organisation, pragmatism, higher education, entrepreneurship, and self-reliance (Andrade & Westover, 2018). Twenge (2010) described Generation X as a group of individuals born between 1965 and 1981 whereas Parry and Urwin (2011) and Fishman (2016) argued that Generation X is a group of individuals born between 1961 and 1981 instead. On the other hand, Montag, Campo, Weissman, Walmsley and Snell (2012) described Generation X as those born between 1960 and 1982. Besides that, Robinson (2018) and Scholz (2019) debated that this generation refers to those born between 1965 and 1979, while Pew Research (2019) described Generation X as those born between 1965 and 1980.

According to Fishman (2016), Generation X is a generation that does not trust anyone, especially those who are older. This may be due to family, religious, and government-support programmes that were still being developed during their era after World War II. During this development period, the government forced Generation X to become more individual-oriented and independent. Gursoy, Maier and Chi (2008) supported the notion by Fishman (2016), as the study indicated that Generation X a generation after the “baby boomers” generation went through the political and socio-economic development process that led to a recession. This recession also led to women from the “baby boomers” generation to start working in order to support and improve the economic state of their family.

Generation X was raised in a family with two main jobs, which led to an increase in divorce rates and significant social problems. Consequently, high divorce rates and unstable family institutions caused this generation to become self-reliant individuals (Wiedmer, 2015). One of the unique characteristics of Generation X lies in their value for organisational support in relation to their well-being and work-family balance (Fishman, 2016). Work-family balance is a concern for Generation X due to their prior experience of family and social problems among their “baby boomers” parents (Twenge & Campbell, 2008; Ng, Schweitzer, & Lyons, 2010). Therefore, this generation does not want to spend too much time at work. As long as they love their job, they are willing to receive a lower salary. According to Scholz (2019), Generation X may not have a good relationship with their parents, teachers, and the society but of all generations, Generation X has the best education that gives an advantage to this generation to optimise their lives.

Some of the advantages of this generation are their ability to work with the “baby boomers” generation and readiness to learn digital knowledge from Generation Y. In addition, Generation X appreciates organisations that care and support them. Generation X is also highly motivated compared to other generations. This generation loves to gain experiences and attend training courses to enhance their work skills and performance.

### **Generation Y**

Generation Y or also known as “millennials” refers to individuals born between 1982 and 1999 (Twenge & Campbell, 2008; Twenge, Campbell, & Freeman, 2012). Apart from the term “millennials”, other common names for this age category include “GenY”, “nGen”, and “GenMe” (Twenge, 2010). Meanwhile, Twenge (2010) and Fishman (2016) described this generation as a group of individuals born between 1982 and 2000 whereas Laird, Harvey, and Lancaster (2015) defined Generation Y as a group of individuals born between 1980 and 2000. Besides that, Robinson (2018) and Scholz (2019) described Generation Y as a group of individuals born between 1980 and 1994. On the other hand, Pew Research (2019) described Generation Y as those born between 1981 and 1996.

Similar to Generation X, Generation Y followed several social support programmes, such as family, religious, educational, and government-support programmes. These support systems provided a strong foundation for Generation Y to make changes for a better life, as compared to the prior generations (Fishman, 2016). Unlike baby boomers, individuals of the same age from Generation X and Generation Y are perceived to have a good sense of financial management and responsibility, good leadership in the community, and reside near family and relatives (Twenge, Campbell, & Freeman, 2012).

However, there are changes and differences in terms of work values among the different generations from baby boomers to Generation Y (Anderson et al., 2017). For instance, the significant changes that can be seen in Generation X are their strong desire to have a work-life balance (Twenge, 2010), individualism (Twenge, Campbell, & Freeman, 2012), and aspiration to get high support from the top management (Ng et al., 2010). Unlike other generations, Generation Y, in the earlier years, showed anxiety regarding other individuals, surroundings, and the global condition. This generation has a strong desire to fight for their rights. Generation Y is the first generation that supports the feminist movement where women can control their own lives and do the same work as men (Fishman, 2016).

An organisation can become more successful if Generation Y is hired (Fishman, 2016). They see themselves as part of the group, not as individuals. They value feedback and compliments. As employees of Generation Y love their profession and place high hope in their career (Fishman, 2016), they also have a strong desire to become a leader in a short time. Besides that, this generation is the first generation that uses digital technology.

There are also other views regarding the behaviours of Generation Y (Howe et al., 2000, in Montag et al., 2012). For instance, Howe et al. (2000) stated that Generation Y individuals perceive themselves as special and require attention as to how they received during their childhood phase. They also often choose team-oriented activities given their frequent participation in sports during their childhood. Furthermore, they also feel external pressure to perform better despite their lack of intrinsic desire. Although this generation is also achievement-oriented, especially when it comes to their education, this generation responds to failure negatively. Apart from that, this generation experience progressive technological advancements and economic prosperity, which led to their optimistic mentality. Overall, this generation always wants comfort, can be rather dependent on others in getting support, and has negative reactions in the face of failures.

### **Generation Z**

Generation Z is the latest generation. Robinson (2018) and Scholz (2019) defined this generation as those born between 1995 and 2012. This generation has just entered the workforce (Wiedmer, 2015). Generation Z has grown exponentially with the development of borderless technologies, such as Internet access, social media, and smartphones (Burton et al., 2019). Consequently, they are more familiar and knowledgeable in the areas of social networking, marketing, and advertising (Burton et al., 2019).

Unlike other generations, Generation Z is the highest technology user and does not have good social development with a higher risk for health issues, such as anxiety and depression. Furthermore, information technology has influenced their attitudes and behaviours; for instance, they are more financially secured as they experienced the phase of high unemployment during the economic recession in 2009. This situation has taught them to be more economical because they do not want

to experience similar circumstances that occurred during their development period (Burton et al., 2019). Generation Z prefers serenity, emphasises emotional clarity, and is more cautious and economical. This generation may be more open-minded but they are not active in social issues. They prefer to engage in inactive activities (Igel & Urquhart, 2012; Turner, 2015; Shatto & Erwin, 2016; Loveland, 2017; Eberhardt, 2017; Loveland, 2017; Chicca & Shellenbarger, 2018).

Besides that, Generation Z is more likely to behave independently (Burton et al., 2019). They are seen as loyal, wise, and responsible. They experienced the burden of debt at their university level, as this generation had to borrow money from the financial institutions to cover their university expenses (Schwab, 2018). The financial burden has driven them to be more dedicated to their work. Their entry into the workforce would make them the largest generation cohort in the global population (Miller & Lu, 2018). According to Scholz (2019), Generation Z perceives the ways the previous generations work hard and face health issues are results of hard work. With that, this generation has become more realistic. They often assume that organisations do not care about their employees when they are no longer needed; politicians do not care about the society except during elections; the goods sold in the media are mostly fake and just to attract people; higher education does not guarantee real life.

Generation Z also has an unconscious nature of hierarchy and power. According to Burton et al. (2019), this generation is found to be disrespectful towards authorities and leaders. Therefore, organisations need to find alternatives to instruct and motivate this generation upon their entry into the workforce. Furthermore, Chillakuri and Mahanandia (2018) and Scholz (2019) explained that, from the working perspectives, Generation Z appears to be disloyal to the organisation. However, this notion contradicted to Miller and Lu's (2018) opinion on the loyalty of this generation due to their financial burden. Nevertheless, this generation shows a high level of commitment to their work according to their own conditions.

Unlike Generation Y, Generation Z is also seen as more pragmatic, cautious, global, individualistic, and less focused on their jobs (Jenkins, 2015). They are described as a lazy but intelligent generation (Zhilavskaya, Ivanova, Dubover, & Onuchina, 2016). High salary and freedom of work are their priorities. Generally, if the salary is low and does not meet their needs, they would prefer to move to another organisation that offers a higher salary (Chillakuri & Mahanandia, 2018). However, Burton et al. (2019) mentioned that the majority of the individuals of Generation Z have not reached adulthood; thus, it is difficult to assess their current working nature and behaviour. Therefore, there is a need for more studies on this generation.

### **Intention to Quit Working**

Intention to quit working reflects the psychological thought of an employee who wants to leave the organisation (see Price, 1977, in Price, 2001). A similar meaning was proposed by Watrous, Huffman, dan Pritchard (2006), where the study described intention to quit working as psychologically wanting to leave the organisation or quitting their jobs on a voluntary basis.

There are two categories of resignation, namely voluntary resignation (when employees choose to quit their job for whatever reasons) and involuntary resignation (when it involves the employer's or organisation's decision for whatever reasons) (Gamage, 2014). The current job dissatisfaction and the desire to find a better job are the main causes for many employees to quit working (Gamage, 2014). Porter and Steers (1973) stated that the intention to quit working is a logical

thought when one feels dissatisfied with the work; it is basically the last step before one actually quits.

The intention to quit can be attributed to four main variables, namely individual, organisation, environment, and the individual's intention. These variables are related to one another (Chang, Wang, & Huang, 2013). Intention is a good predictor of the actual behaviour. The intention to quit is typically used to measure the actual rate of termination in the future (Mobley, 1977; Iverson, 1999; Aladwan et al., 2013). Griffeth, Hom and Gaertner (2000) expressed similar views and pointed out that the intention to quit is the strongest predictor of actual quitting and can be used to estimate the actual job quitting.

### **The Relationship between Multi-Generation and Intention to Quit Working**

Each generation has different characteristics, behaviours, lifestyles, values, and priorities at the workplace (Fishman, 2016). Lu and Gursoy (2016) discovered that the relationship between job satisfaction and intention to quit working varies across different generations. There are various factors that contribute to the intention to quit working, namely stress, frustration, job satisfaction, organisational commitment, gender, duration, and even organisational justice (George & Wallio, 2017). For instance, employees have a lower tendency to quit working when they achieve job satisfaction (Yücel, 2012).

After all, multi-generation has significant differences in many aspects. Focusing on baby boomers, past studies concluded that this generation, unlike the subsequent generations, has the highest level of organisational commitment and job satisfaction (Kalleberg & Loscocco, 1983; Westerman & Yamamura, 2007). Baby boomers have a higher level of job satisfaction since they have been in the organisation longer and usually hold higher positions than the other younger employees (Janson & Martin, 1982). Gursoy, Maier, dan Chi (2008) also demonstrated the ability of baby boomers in waiting for their turn when it comes to their promotion and rewards. This generation is typically very loyal and believes that they have a higher chance to be rewarded if they remain more loyal to the organisation. However, baby boomers are more likely to quit their jobs if their needs are not met.

When an organisation values the efforts of its employees, maintains their well-being, and provides encouragement with the support from supervisors, employees would feel that older employees are highly valued and be more likely to respond with diligence, dedication, enthusiasm, and high commitment to the organisation (Cropanzano & Mitchell, 2005). Similarly, Bentley et al. (2019) indicated that older employees who receive support from their employers would be more motivated and be less likely to quit working. On the other hand, younger generations are more likely to change task procedures, which subsequently lead to relationship conflicts that can negatively affect their performance (Zhu, Yang, & Bai, 2016).

Taking the case of a Malaysian context, Hung Kee, Ching, and Ng (2019) found different work values, job satisfaction, organisational commitment, and intention to quit working across different generations based on a sample of 164 employees at seven major manufacturers in the Penang Free Industrial Zone. The study further revealed that baby boomers had a higher level of organisational commitment and job satisfaction and the lowest intention to quit working than their colleagues of Generation X and Generation Y. Besides that, baby boomers were also found to have higher levels of work values, intrinsic, altruistic, and prestige, while Generation X displayed higher levels of work



values, intrinsic, extrinsic, social, and prestige than Generation Y. Kowske et al. (2010) and Twenge (2010) similarly linked Generation Y to a higher level of voluntary resignation and higher actual quit rate than the intention to quit working.

Meanwhile, George and Wallio (2017) found that procedural justice, as compared to distributive justice, affected the intention to quit working based on the sample of 75 Generation Y employees from the accounting organisations in the United States. In other words, Generation Y focuses on the aspect of procedural justice to continue serving the organisation. This generation also emphasises transparency and how decisions are made, rather than the outcomes of the decisions. Therefore, George and Wallio (2017) proved that the justice involved in the process of organisational justice, as opposed to distributive justice, can influence the intention to quit among individuals of Generation Y. The findings of the study serve as a benchmark for employers to provide guidance in managing the procedural justice accurately and transparently, which subsequently minimises the intention to quit working among Generation Y.

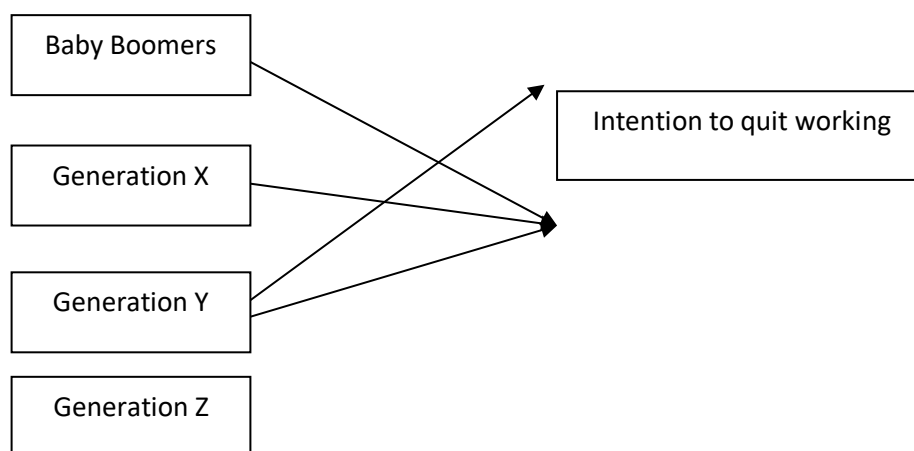
Unlike other generations, Generation Y is also more likely to appreciate their supervisors (Twenge, 2010). Studies have demonstrated that Generation Y is more driven by extrinsic motivation than intrinsic reward (Twenge, 2010). Moreover, Generation Y puts financial rewards as a priority (Johnson & Ng, 2016) and has higher expectations at work. They expect career advancement, such as faster promotion, higher salary, and working with good supervisors (Ng, Schweitzer & Lyons, 2010). This generation appreciates accountability (Laird, Harvey, & Lancaster, 2015) and values feedback from their supervisors (Graen & Schiemann, 2013).

However, employees of Generation Y are easily bored if they constantly encounter the same work. Work design needs to be constantly changed to avoid boredom for this generation (Schlitzkus, Schenarts, & Schenarts, 2010). In addition, Generation Y responds better to mentors or supervisors who work together with them compared to mentors or supervisors who only know how to instruct or manage (Holt, 2012). They also need to carefully explain the purpose of their job assignments and aware that this generation intends to carry out their responsibilities and prefers rewards (Holt, 2012). Besides that, Singh and Gupta (2015) found that the Generation Y recorded a lower level of organisational commitment and may be willing to leave their jobs but had the highest professional commitment among all generations, as they are more committed and dedicated in their work. Orłowski, Murphy and Severt (2017) found that Generation Y would question the tasks and work processes within the organisation, resulting in a decline in their commitment as well as relationship conflicts. However, Riaz et al. (2017) reported contradictory findings, where the support from colleagues and an environment that is free of age stereotypes would create a sense of commitment among employees and minimise the intention to quit working.

According to Deloitte (2018) and Scholz (2019), employees of Generation Z are not loyal to their employers. The study reported an increase of over 61% in the number of Generation Z leaving the organisations over the next two years up to 2018. This generation appears to have no sense of reciprocity to the organisation despite receiving the support provided by the organisation in terms of security, structure, and facilities. They do not have the feeling of repaying the obligations received from the organisation but baby boomers and Generation Y would work hard even after office hours,

holidays, and weekends to repay the obligations to the organisation. Employees of Generation Z focus more on their own rights they would work during office hours and prioritise their personal lives after office hours. Their lifestyles are more to fun and depend on the other generations to do the work. Moreover, according to Scholz (2019), Generation Z is more likely to leave the organisation without notice and prioritise personal happiness.

In view of the above, a conceptual framework (Figure 1) to illustrate the relationship between multi-generation and intention to quit working is proposed. The relationship of these variables can be attributed to the social exchange theory. This theory is a sociological and psychological theory that studies social behaviour when it comes to the relationship between two parties that perform cost and benefit analysis for the determination of risks and benefits (Emerson, 1976; Coyle-Shapiro & Diehl, 2018). In other words, baby boomers, Generation X, Generation Y, and Generation Z are to be perceived through their personality and psychological behaviours in the aspect of social exchange that emphasises work values such as extrinsic, intrinsic, social, altruistic, prestige, and leisure time (Elizur, 1984; Ros et al., 1999; Lyons et al., 2006; Ng & Sears, 2010; Twenge, 2010), depending on their individuality. These values need to be met to achieve a good reciprocal norm and positive impact across all generations.



**Figure 1. A conceptual model of the relationship between multi-generation and intention to quit working**

Source: Cennamo and Gardner (2008)

The social exchange theory is generally explored by comparing human interaction with the economic market (Lambe et al., 2001). Burns (1973) stated that the social exchange process would lead to individual satisfaction when one receives a fair wage. On the other hand, Gould-Williams dan Davies (2005) explained that the social exchange theory is best used as a framework to predict the impact of management practices on the attitudes of employees. According to this theory, employees are more likely to volunteer and respond with perseverance, dedication, enthusiasm, and high commitment towards the organisation with lower intention to quit working. Besides that, employees should instil trust in their organisation and be aware that organisational performance is based on individual performance. As a result, employees would work positively and remain in the organisation. Furthermore, the social exchange theory explains that, if the cost of a relationship is higher than the

reward, such as the amount of effort or cost involved in the relationship without a positive reciprocity norm, it can cause many problems in an organisation (Emerson, 1976; Coyle-Shapiro & Diehl, 2018).

Apart from the social exchange theory, the proposed conceptual model in Figure 1 is also linked to the organisational support theory. The organisational support theory explains that the organisational support felt by the employees reflects their views or perceptions regarding the support provided by the organisation. The concept of organisational support theory includes the reward given to employees for appreciating their contributions and maintaining the well-being of employees in an effort to meet their socio-emotional needs (Rhoades & Eisenberger, 2002). With respect to the relationship between both of these theories, it can be concluded that baby boomers are more loyal and have higher organisational commitment compared to the next generations. Employees who receive support and encouragement from the organisation would feel appreciated. Studies have revealed baby boomers have the lowest level of intention to quit working, as compared to Generation X and Generation Y. Therefore, baby boomers display the highest level of work values, such as intrinsic motivation, altruistic, and prestige, while Generation X displays a higher level of work values in terms of intrinsic motivation, extrinsic motivation, social, and prestige than Generation Y. Unlike other generations, Generation Y and Generation Z display a higher level of intention to quit working. Generation Z has a higher level of intention to quit working than Generation Y despite receiving the required support and encouragement from the organisation. Generation Z also prefers personal happiness, relies on other generations to do the work, and has no sense of duty and reciprocity to the organisation.

### **Conclusion**

Overall, this concept paper aims to see how these multi-generational variables can influence the intention to quit working with respect to the unique characteristics of the employees. This concept paper on the unique characteristics of each generation is important to help the human resource management of every organisation to plan ahead. In addition, this concept paper is also essential as it can assist the organisations in selecting appropriate employees, job design, and suitable communication among these generations. Finally, this concept paper can also serve as a guide to discover the employee values in order to plan and improve the working system based on the recent development.

### **Corresponding Author**

Brenda Ranee Francis,  
Faculty of Cognitive Sciences and Human Development,  
Universiti Malaysia Sarawak, 94300 Kota Samarahan, Sarawak, Malaysia  
Email: brenda14956@yahoo.com

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