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## Turnover Intention among Gen-Y: The Role of Training and Development, Compensation and Organizational Culture

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### Abstract

Turnover intention has been a major discussion among researchers and organizations. Most companies believe that employee turnover is a significant issue because of the implication of business expenses and human resource planning. Many factors may contribute to a higher employee turnover rate. As today's workforce is made up of different generations and each generation has its characteristics, attitudes, and behaviours, factors influencing the leaving decision among employees may be different. With this in mind, this research aims to investigate factors that may influence turnover intention among generation Y employees. Currently, studies on factors that influence the turnover intention among Generation Y employees are less emphasized by past researchers. Furthermore, the inconsistent findings from published empirical research on turnover among the Generation Y cohort lead to confusion and misunderstanding. For the purpose of this research, survey data from 321 Generation Y employees in a financial institution were collected by using convenience sampling technique. This research was found that training and development, compensation, and organizational culture have a significant negative relationship with turnover intention. Training and development have been found to be the best predictor of turnover intention among Generation Y employees. The recommendation for future research has been explained in the last section of this paper.

**Keywords:** Turnover Intention, Compensation, Training and Development, Organizational Culture, Generation Y

### Introduction

Employee turnover topic has been studied for more than 100 years which began in the early 1920s. To date, various theories and findings have explained employee turnover in different contexts. Hom, Mitchell, Lee, and Griffeth (2012) postulate that the basic belief of turnover is that employees eventually leave because no one stays in an organization forever. Even if the employees prefer to

stay, they are predestined to quit their jobs due to retirement, death or when the organization goes out of business.

In an organization, employee turnover is among the most costly and critical issues faced by employers globally (Shamsuzzoha and Shumon, 2007). Organizations need to spend a large amount of money due to recruitment and selection, induction and training for newly hired employees and above all, loss of knowledge (Jha, 2009; Belete, 2018). Hence, when skilled employees who are deemed as human capital, resigned from their positions, this will affect the organization's effectiveness, efficiency and general performance (Kaya & Abdioglu, 2010).

According to a statistic produced by Mercer Webcast Series (2016), the finance industry obtained the highest turnover rate at 12.7% compared to other industries globally. Besides, a study conducted by International Data Corporation (IDC) in 2018 shows that 79% of employees from 1404 who participated in the surveyed in Asia/Pacific countries are very or somewhat satisfied with their jobs. However, 73% of them are likely to swap jobs, meanwhile, 43% are considering doing so within the next year if they are given better job opportunities. This shows that employee turnover is an alarming issue that requires immediate solutions from the organization.

Past researchers have investigated that turnover intention and behaviour can be related to many factors. Rubenstein, Eberly, Lee, and Mitchell (2018) organized 57 predictors of turnover in their meta-analyses. The factors are further grouped into a few types of predictors which are individual attributes, job-related factors, traditional job attitudes, organizational factors, person context interface, external job market, withdrawal cognitions, and employee behaviours. They also identified a few other factors that received greater attention currently in turnover research such as stress, engagement, and coping that have been grouped as newer personal condition factors. Based on the comprehensive analysis, the effect size of factors shows a different pattern where some of them increased (e.g. fit), decreased (e.g. met expectation) whereas some have constantly stable (e.g. job satisfaction).

Human resource management (HRM) activities are one of the main fields that often have a significant effect on employee turnover. The existing pieces of literature indicate that HRM practices such as staffing, training program, performance management, and compensation are related to many employee outcomes such as turnover (Basnyat and Lao, 2019). Even though an organization has spent a huge investment on human resource activities as an effort to retain their employee, however, an employee from a different background (e.g. age) may accept and react to these initiatives differently and lead to higher expectation from the organization (Bal & Jansen, 2016). Consequently, an employee may decide to switch to other organizations if the HRM efforts did not meet their assumption, needs, and wants.

Besides the HRM practices, culture also has a great influence on the existing members of the organization nowadays. A good culture able to develop engagement among organizational members because it binds the workforce and becomes a guideline to the whole organizational system. It is especially necessary for a company to pay attention in developing a positive culture because the cultural fit between employee and organization will form a harmonious relationship and retention. As every organization may have different work cultures, an employee will find it difficult to sacrifice a positive work culture and leave the company. Working in good work culture can be a medium for an employee to boost performance and develop potential. Consequently, these employees will show their commitment (Lauture, Amewokunu, Lewis, and Lawson-Body, 2012) and drive organizational performance (Kotter and Heskett, 2011). The missing link between individual employee and culture

within the organization may lead to miscommunication and conflict which gradually develop the intention to quit among employee.

Another important topic that received tremendous attention among HRM researchers is the age factor in predicting quit decision. Currently, the younger generation is entering the workforce while most of the baby-boomers are retiring. According to the Global Study on Work-Life Challenges Across Generations (2015) by Ernst & Young, in 2025, about three-quarters of the global workforce will comprise of millennials. This generational change has brought many opportunities and challenges to the organization. Choudhury and Gupta (2011) reported that age plays a major role in influencing employee's level of satisfaction and intention to quit. Even though baby boomers tend to quit earlier as the retirement age is approaching (Lee et al, 2017), however, with the strong financial reason to remain in the same organization, the older population tend to stay, while younger employees are more likely to quit (Rubenstein et al., 2018). With regard to the length of service, past research revealed that Generation Y (Gen-Y) employees in Asian Pacific regions have the shortest job tenure, thus, indicates the high turnover rate among the younger population (Queiri et al., 2015). In addition, a study conducted by Downe et al., (2012) shows that Malaysia is encountering a high turnover rate among this population.

### **Problem Statement**

This study intends to discover the effect of some organizational factors on turnover intention among Generation Y employees. Although past researchers have recognized employee turnover intention, findings regarding the impact of organizational factors and turnover intention are still scarce, especially among Gen-Y employees. Most of the research has been conducted among Baby Boomers and Generation X as these are the two largest groups in employment sectors currently (Brown, Thomas & Bosselman, 2015) with the limited studies among Gen-Y (Kim et al., 2009).

Training and compensation are two major human resource practices that have a great impact on employee's attitudes and behaviour at work. Past research revealed that the perception of employees on the HRM efforts by the company may influence work-related outcomes such as retention or intention to leave (Kooij, Jansen, Dijkers, & De Lange, 2010). However, most of the works carried out on these HRM practices have looked at from the Western point of view with a lack of empirical support from a non-western context (Allen & Vardaman, 2017). Moreover, due to the mixed findings of past research whether sufficient training influences the turnover decision (e.g. Ismail, 2006; Cheng & Waldenberger, 2013; Malek, Kline and DiPietro, 2018), this research will contribute to a better understanding of the connection between these two variables. Besides, as the millennials are seeking good pay and positive culture (Deloitte Millennial Survey, 2018), the findings of this research will help the organization to have a better plan in retaining their talents through a competitive compensation package and inclusive workplace culture.

This research, therefore, aims to investigate the organizational factors namely training and development, compensation, and organizational culture in predicting intention to leave among Gen-Y employees in a financial institution in Malaysia. As the financial sector plays a significant role in the growth of the economy (Bank Negara Malaysia, 2018), combating the employee turnover in this industry is highly warranted. The findings should make an important contribution to the growing body of research on employee turnover among Generation Y employees.

## Literature Review

Employee turnover applies to a situation in which employees move into and outside of the organization (Chruden & Sherman, 1972). Mobley (1982) defines turnover as when an employee terminated his or her contract of service to obtain monetary compensation from the employer. In another study, employee turnover refers to when an employee leaves the organization due to resignations, layoffs, discharges, and suspensions (Hom, Mitchell, Lee & Griffeth, 2012). Past researches reveal that the behaviour of leaving the organization is initiated by the intention to quit (Mobley, 1979; Griffeth, Hom & Gaertner, 2000). This can be explained by Fishbein and Ajzen's (1975) theory of reasoned action, whereby intention is the best predictor of behaviour. Jha (2009) defines turnover intention as the individual's idea to voluntarily depart from the organization or his or her profession. Therefore, intention to leave from the organization is crucial to be studied because they are able to predict an individual's consciousness and understanding before making a career decision.

Previous studies on employee turnover intention have revealed that various factors influence the turnover rate and those factors can be derived from both employees and employers (Shukla & Shinha, 2013). One of the important factors but received little attention among researchers is organizational factors (Hom et al., 2017) such as organizational climate, reward, and employer support (Rubenstein et al., 2018). Echoing to this suggestion, this research looked at the role of compensation, training and development, and organizational culture in predicting employee turnover intention.

## Generation Y and Turnover Intention

Generation Y refers to individuals born between the years of 1981 and 2000 (Wieck, Dols & Northam, 2009). There is a degree of uncertainty around the terminology on Generation Y. Some researchers describe Generation Y as Millennials (Strauss & Howe, 2000). Zemke, Raines, and Filipezak (2000) named this population as "Generation Next" while Twenge (2006) called this generation as "GenMe" and Shaw and Fairhurst (2008) called them as "Net Generation". However, most of the review literature used the term Generation Y or millennials to refer to this group of individuals that belong in the same cohort (Hauw & Vos, 2010).

According to Cogin (2012), workforces are turning into more age diverse. Currently, workforces are made up of four generational differences namely Veterans, Baby Boomers, Generation X, and Generation Y (Cole, Smith & Lucas, 2002). A study conducted by Saxena and Jain (2012) has identified that today's workforces are dominated by Gen-Y because the number of members from this generation are approximated at 1.7 billion globally displaying 25.5% of the world's population and they are forecasted to take the place of baby boomers workers in the future.

Research continues to show that Gen-Y workers have the shortest work tenure in the Asian Pacific region relative to other generations (Sheahan, 2008). The researcher further explained that the average duration of job tenure among Gen-Y employees is eighteen months. In another research conducted by Mercatus (2016), the turnover rate has been increasing drastically with the average job tenure is one to three years. In Mercer's 2015 Turnover Survey, the voluntary turnover rate among Gen-Y is by far the highest. Moreover, the turnover rate among Gen-Y in the Asia region is the second highest after Latin America. It is clearly showing that employee voluntary turnover is a major problem in the Asia region especially in Malaysia (Downe et al., 2012).

### **Compensation and Turnover Intention**

Compensation and benefits establish the constitutional component of any employment contract which consists of base salary, bonuses, stock options, cash incentives, holidays, medical entitlements, and any forms of monetary, non-monetary, and fringe benefits (Chiu, Luk & Tang, 2002). Several definitions of compensation have been proposed and the definitions are varying in the literature that lead to terminological confusion. Tyson (2006) generally defined compensation as the dominant HRM practice with the most important policy of total compensation, benefits, and recognition which must be aligned with the organization goals.

Based on definition provided by Armstrong and Taylor (2014), in general practice, compensation is paid on monthly basis, however, from the organization perspective, benefits are made up of two types, direct benefits which consist of salary, allowances, bonuses, and commission, meanwhile, indirect benefits comprise of insurance, retirement plans, and leaves. While a variety of definitions of the term compensation have been suggested, this paper will use the definition suggested by Bernadin (2007) whereby compensation refers to the combination of financial returns and tangible benefits that employees receive as part of their contract of service. He further explained that compensation can be divided into two major categories; first is financial compensation which includes base pay, hourly or weekly wages, overtime pay, shift differential, merit increases, incentive pay bonuses, gain sharing, and uniform allowance. The second category is fringe compensations which comprise of employee benefits programs such as social security, retirement plans, worker's compensation, health benefits, pension plans, promotion, and annual increment.

In relation to voluntary turnover intention studies, Walsh and Taylor (2007) have identified that employees who obtain high compensation and generous benefits may become financially devoted to their works and dedicate themselves to the organization. This is possibly true in a study conducted by Shukla and Shina (2013), low pay and limited benefit packages received by employees are of the main reasons they decided to leave the organization. Even though it cannot be validated that a high salary will retain the employee (Haider et al., 2015), Chew, Ng, and Fan (2016) reported that good compensation and benefits employee received from the organization will boost their job satisfaction and performance, in turn, declining turnover rate. In defining a good compensation, it is not necessarily to be a high return, but a fair reward would be the reason for retention (Park & Min, 2020). Furthermore, employees who receive a generous amount of compensation and benefits from their organizations are in a favourable situation to remain in the organization (Rubel & Kee, 2015). If the employee is offered a better salary in other organizations, an employee without hesitation will quit their current jobs (Belete, 2018). Thus, it can be hypothesized that; *Hypothesis 1: There is a negative significant relationship between compensation and employee turnover intention.*

### **Training and Development and Turnover Intention**

The discussion about training and development and quitting behaviour has been an ongoing debate (Ismail, 2016). According to Rahman and Nas (2013), employee training and development can be defined as a coherent and collaborative effort between employer and employee to cultivate employees' behaviours, knowledge, experiences, skills, and capabilities to maximize overall effectiveness. As such, training and development are important because it enables an employee to enhance their knowledge, expertise, and attitudes so that they can boost their work efficiencies and gain competencies (Aguinis & Kraiger, 2009).

Researchers expressed that training and development equip employees will diverse skills and enhance their capacity to move into similar or different jobs or different organizations in the future (Noe et al., 2005). Hequet (1993) believed that different scholars have different opinions, one school suggested that training and development encouraged employees to stay in their present jobs. Training programs able to improve job satisfaction hence will reduce turnover intentions among employees. This is consistent with the findings from Selden and Sowa (2015) where training and development programs should enable employees to have a feeling of appreciation and loyalty to the organization. Not only improving the skills of employees, training program can be an effective tool to encourage socialization among members to create a conducive community of learning, hence, enhance job satisfaction (Jahya, Alias, Othman and Romaiha, 2019) and loyalty (Beynon, Jones, Pickernell and Packham, 2015).

Even so, some researchers reported that training programs cause an employee to seek a better job. In other words, the more training programs provided, the greater intention to leave will be. There are pieces of evidence have shown that employees took training program as an escape for them to look for a new job with better compensation (Ismail, 2016), equivalent to the skills improvement. When employees leave the organization, not only losing the skillful and highly experience worker, but the employer needs to make a huge investment to train the newly hired employee or retrain the existing employees to reinstate the expertise of the departing employees (Alkahtani, 2015). This shows that organizing a training program cannot ensure the retention of the employees. This argument supports the idea of Becker (2009) where training programs conducted extensively by organization still cause a high turnover rate because the well-trained employees eventually leave the organization to gain better compensation and make full use of the skills they have acquired. However, Cheng and Waldenberger (2013) and Malek, Kline and DiPietro (2018) noted that training is negatively associated with turnover intention, which means employees probably have lower intention to leave if the organization provides more training programs. Indeed, empirical studies showed mixed results on the relationship between these two variables. Despite the inconsistency in arguments, this research considers that; *Hypothesis 2: There is a negative significant relationship between training and development and employee turnover intention.*

### **Organizational Culture and Turnover Intention**

Organizational culture consists of a set of values, ideologies, working styles and work relationships that differentiate organizations (Hofstede, 2001). Individual's behaviour, attitude, and performance are strongly influenced by the culture that they are living in (Yom, Noh, Kim, Ji, & Kim, 2013) through social interaction, work rules, work design, procedures, and policies (Tushman & O'Rielly, 1997). According to Alkahtani (2015), it is essential for employers to make employees have a sense that they are belong to the organization in a way that will link their missions to the organizational goals through cooperation. It has been reported that culture has a tremendous influence on individuals' behaviours either it supports or interferes with their daily lives (Tushman & O'Rielly, 1997). For Pettigrew (1979), organizational culture is mostly established by the psychology of employees and employers which can affect their way of thinking and decisions. Moreover, studies conducted by Tichy (1982) have identified that organizational culture is a 'normative glue' because it holds all organization procedures together. On that account, organizational culture plays an important role in shaping the employee's mindset and the way they decide on their career.

Organizational culture has an enormous implication on employee turnover intention. Jha (2009) stated that employees eventually diminished their turnover intentions if the culture of the organization is giving employees challenging work, thus at the same time can reduce job burnout. Besides, Lund (2003) found that organizational culture is fundamentally related to job satisfaction, organization commitment, productivity, and turnover intention. This can be supported by Carmeli (2005) where organizations that encourage their employees to be innovative as a culture able to reduce the number of employees who tend to quit the organization. Habib, Aslam, Hussain, Yasmeen, and Ibrahim (2014) concluded that employees are probably to stay longer when organization practice a great working culture. Accordingly, the following hypothesis has been derived from the literature; *Hypothesis 3: There is a negative significant relationship between organizational culture and employee turnover intention.*

### Research Framework

Research framework of the current study is illustrated in Figure 1.

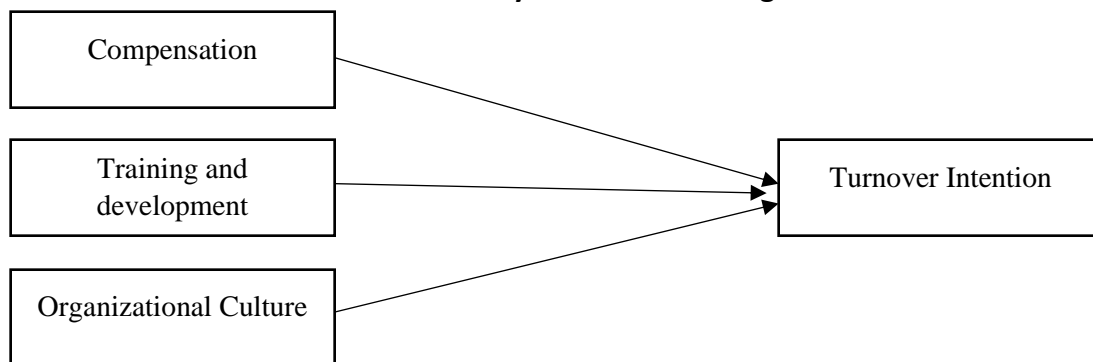


Figure 1: Research Framework of the study

### Research Methodology

The objective of this research is to explore the relationship between compensation, training and development, and organizational culture with turnover intention among Gen-Y employees in the financial industry in Malaysia. The population for this study is Gen-Y employees who are working in a financial institution in Malaysia where consists of 1767 employees across all departments. The selection of the sample is based on the Krejcie and Morgan's (1970) table where 313 employees are needed for the study. Fortunately, a total of 321 responses were received in return and usable for further analyses.

For the purpose of the current research, the well-developed instruments from the past studies have been employed to measure the constructs. The questionnaire was translated into Bahasa Malaysia as that is the main language used by employees in the financial institution. Moreover, since the organization consists of different organization levels such as non-management (clerk, maintenance team, and office assistant) and employees with different educational backgrounds, thus, translated questions made it easier for those groups of employees to have a better understanding when answering the questions. A survey link was created and then distributed to all employees via online.

The questionnaire is divided into five sections and thirty-eight (38) questions were asked that consist of demographic profile questions and items measure the constructs of the study namely



training and development, compensation, organizational culture, and turnover intention. All items are measured on a four-point Likert Scale which ranged from 1 (Strongly Disagree), 2 (Disagree), 3 (Agree), and 4 (Strongly Disagree). The researchers have decided to omit the midpoint on the Likert scale because the presence of midpoint will discourage the respondents to choose a definite answer (Matell & Jacoby, 1972). By excluding the midpoint in the Likert scale, respondents will find it easy to read, respond, and express their feeling adequately (Preston & Colman, 1999).

Employee turnover intention was assessed by three items adapted from Cummann et al. (1979). Three items from Kim (2005) were used to assess the training and development variable in this study. Compensation was measured by items adapted from Hackman and Oldham (1980). Lastly, the respondents' understandings of organizational culture were measured with twenty-four items adapted from Wallach (1983). All items have been set in the same direction and reverse items were reworded. Sonderen, Sanderman, and Coyne (2013) proposed that items with negative particles such as 'not' resulted in high complication, thus, increase bias. Therefore, in this study, the reverse score items have been changed to avoid confusion among respondents.

A reliability test is done to check whether the data obtained from the survey is reliable or not for the study. Table 2 shows the Cronbach alpha's value of all variables is between  $0.807 < \alpha < 0.851$ . Therefore, all scales in this study are accepted. The Statistical Package for Social Science (SPSS) version 25 for Windows was used to analyse the data and obtain answers for the research questions. This research also reports the findings from the descriptive analysis, correlation analysis, and multiple regression in the next section.

## Findings

### Respondents' Background

Table 1 shows the background of the respondents in this study. This research has been conducted among Gen-Y employees, therefore, employees who were born between the years of 1981 and 2000 became the samples in the research. The majority of respondents were from Middle Management (60.1%), followed by Top Management (25.9%), Non-Management (12.8%), and Others (1.2%). In terms of the organizational tenure, employees who worked between 1 year to 5 years recorded the highest responses (33.0%), followed closely by 6 years to 10 years (30.2%), more than 10 years (18.7%), and less than 1 year (18.1%).

Table 1: Frequency Analysis

Classification		Frequency <i>N=321</i>	Percentage <i>100</i>
<b>Gender</b>	Male	164	51.1
	Female	157	48.9
<b>Age</b>	19 – 23 years old	36	11.2
	24 – 28 years old	75	23.4
	29 – 33 years old	71	22.1
	34 – 38 years old	139	43.3
<b>Department</b>	Business Operations	28	8.7
	Banking Operations	29	9.0
	Human Capital	24	7.5
	Strategy & Transformation	21	6.5
	Finance	25	7.8
	Member’s Function & Co-	22	6.9
	Legal	24	7.5
	Risk	21	6.5
	Internal Audit	23	7.2
	Shariah Compliance	27	8.4
	Compliance & Governance	22	6.9
	Fraud Management	21	6.5
	Secretarial	24	7.5
	Others	10	3.1
<b>Organization Level</b>	Top Management	83	25.9
	Middle Management	193	60.1
	Non – Management	41	12.8
	Others	4	1.2

#### Reliability test, Mean, Correlations and Regressions Analyses

The Cronbach Alpha value, means, standard deviations, and correlation for the study variables are shown in Table 2. The total turnover intention mean average score was (M = 1.5659; SD = 0.54508). Compensation got the highest mean score (M = 3.4590; SD = 0.54607), followed by training and development (M = 3.4008; SD = 0.53289). The lowest mean score was organizational culture (M = 3.3577; SD = 0.26623). As expected, compensation was significantly correlated with turnover intention ( $r = 0.527, p < 0.01$ ).

This research was guided by four different research questions. The first three questions asked the relationship between independent variables namely compensation, training and development, and organizational culture with turnover intention. And the fourth question seeking the answer for the strongest predictor of turnover intention. To answer the first three research questions, Pearson’s correlation coefficients have been computed. Whereas, for the fourth research question, multiple regression analysis has been conducted. As expected, all three independent variables have a negative effect on turnover intention. The effect of compensation and training and development on turnover intention was negative and significant at  $r = -.416$  and  $r = -.462$  respectively. Therefore, both predictors have a moderate correlation with turnover intention (Guilford, 1973). While,

organizational culture was negatively correlated with turnover intention at  $r = -.303$  which indicates the low correlation (Guilford, 1973).

Table 2: Cronbach Alpha, Means, standard deviations, and intercorrelation of study variables

	<b>Cronbach Alpha</b>	<b>Mean</b>	<b>SD</b>	<b>Pearson Correlation, r</b>
Turnover Intention	0.851	1.5659	0.54508	<b>1</b>
Compensation	0.849	3.4590	0.54307	-.416**
Training and Organizational Culture	0.807	3.4008	0.53289	-.462**
	0.838	3.3577	0.26623	-.303**

Sig. (2-tailed); N=321

To examine the relationship and significant levels of between all the independent variables and turnover intention, multiple regression analysis has been conducted. Table 3 shows all three predictors explained 24.5% of the variance in the dependent variable ( $F=34.321, p<0.05$ ). This implies that 75.5% of the variance in employee turnover intention is explained by other factors that are not included in the study. All the predictors were significantly related to the turnover intention with negative relationships which suggested support for H1, H2, and H3. It was also observed that training and development was the strongest predictor for turnover intention ( $\beta = 0.293, p = 0.000$ ) followed by organizational culture ( $\beta = 0.143, p = .007$ ) and compensation ( $\beta = 0.160, p = .024$ ).

Table 3: Multiple Regression Analysis

<b>Model</b>	<b>Standardized Coefficients <math>\beta</math></b>	<b>Sig.</b>
(Constant)		.000
Training and Development	-.293	.000
Compensation	-.160	.024
Organization Culture	-.143	.007
F-value	34.321	
Sig.	.000	
R <sup>2</sup>	.245	

Note: \* $p<0.05$ , ANOVA, Sig. at 0.00

a. Predictors: (Constant), Training and Development, Compensation,

b. Dependent Variable: Turnover Intention

## Discussion

The purpose of this study is to investigate whether training and development, compensation, and organizational culture may influence turnover intention among Gen-Y employees in the financial sector. A sample of 321 employees age between 19 to 38 years old answered the questionnaires to indicate their perceptions on scales representing the variables of the study. The first research objective of this study is to determine the relationship between training and development and employee turnover intention. The findings indicate that there is a negative relationship between training and development and employee turnover intention. This result consistent with Kim (2012) where employees who valued training and development opportunities provided by the organization appeared to have low turnover intention. Training and development are an effort by the organization to improve employee's competencies. Employees tend to have a greater engagement with the

organization when their employer is concerned about improving their skills. As a result, employees are less likely to quit from the company as they are having a greater value on development effort and improving the emotional connection with the employer (Memon, Salleh & Baharom, 2016). Multiple regression analysis also shows that training and development is the strongest predictor to turnover intention. Thus, it is suggested that employers should spend greater attention to employee development efforts because a competent employee not only will drive the company's success but also will boost the work satisfaction.

The second research objective is to determine the relationship between compensation and employee turnover intention. Compensation refers to the amount that employees will get from the employer in exchange to work effort and contribution. An employee will put more effort to work if they received a fair reward from the employer. This can be explained by the equity theory whereby workers will be satisfied with the job when rewards equal to their efforts (Adam, 1963). Hence, an inequitable reward may lead to employee's job dissatisfaction and consequently influence the turnover intention (Pathman et al., 2002). The findings from data analysis indicate that there is a negative relationship between compensation and turnover intention. These results further support the idea of Rubel and Kee (2015) and Nadiri & Tanova (2010) whereby a generous amount of compensation given to employees will reduce the propensity to quit, thus increase retention. Furthermore, this finding also corroborates the ideas of Armstrong & Murlis (2007), who indicated that workers who earn a significant amount of pay prefer to stick with the company for a longer period of time. This likely be true when Wong, Wan, and Gao (2017) in their qualitative study found that compensation becomes the second major factor among the younger generation to leave or remain in the organization. As Gen-Y employees just started their career and debt repayment (e.g. education loan) become a concern, it is not surprising that compensation becomes the important reason for them to stay or finding other jobs with a better offer (Hira, 2007).

The third research objective is to determine the relationship between organizational culture and turnover intention. Organizational culture affects people differently in terms of their ways of thinking and making decisions consciously and subconsciously (Lok & Crawford, 2004). Culture in an organization will help an employee to adjust to the environment and as a result, new thoughts, beliefs, and feelings get in it over time (Vlachos, 2009). In this process of adjustment, the employee will have a greater understanding of their working environment and consequently influence their work attitudes such as job satisfaction and turnover intention (Park and Kim, 2009). Based on the research findings, there is a significant negative relationship between organizational culture and turnover intention. The evidence from this study suggests that when the employee perceived that the organization has a positive culture, it will reduce the propensity to leave the company. This finding shows a consistent result with Shim (2010) whereby employees who are favoured and comfortable with their organizational culture will have lesser intention to leave the organization. Considering the generational differences in terms of organizational culture, it is important to highlight that the perception and experience of each generation are varied. Eisner (2005, p. 6) contends that Gen-Y "tends to have a strong sense of morality, being patriotic, willing to fight for freedom, sociable, and values home and family". Working in a supportive organizational culture that congruence with the characteristics of Gen-Y employees will develop a strong engagement with the organization (Brenyah and Obuobisa-Darko, 2017). Hence, the members of Gen-Y will not hesitate to leave the organization if the work environment does not fit with them (Hoole and Bonnema, 2015).

## Recommendation

This research has thrown up many questions in need of further investigation. This research has been conducted among Gen-Y employees, thus the generalisability of the findings is limited to this population only. It would be interesting for future research to do research among different generations and make a comparison of how they decide to quit or remain in an organization. It is important for the organization to understand how the employee make employment decision so that proper human resource planning can be done, and unwanted turnover can be avoided. Besides, further research might explore the effects of other factors on turnover intention among Gen-Y employees. Even though turnover intention has been researched more than a decade, however, the new possible factors that may affect leaving behaviour among the younger generation in this era require further investigation (Hassan, Jambulingam, Alam and Islam, 2019). The works and non-works challenges might have a big impact on the career decision of the younger generation. As in multiple regression analysis, training and development, compensation and organizational culture only explain 24.5% of the variance in turnover intention. Thus, future research might explore other possible factors such as the work motivation factors specifically among Gen-Y employees (Hassan et al., 2019). As these generational people are looking for a flexible work system (Cennamo and Gardner, 2008) that fits with their needs and preferences, identifying the factors that make them remain motivated to work is crucial. It is the time for employer to rethink about what they can offer to the millennial in terms of pay package, flexible work system and other relevant benefits as the effort to retain them (Ernst and Young, 2015).

Besides, based on the findings, training and development is the strongest predictor of leaving intention. As the younger generation in the workforce, Gen-Y employees are expecting to develop their careers and are more interested to learn a new skill to improve their value and marketability. Exploring the type of training intervention that suit with Gen-Y workers would be worth to be studied as the learning orientation of different generation cannot be the same. As a relatively new in an organization, the members of the younger generation would love to explore new knowledge and expecting to apply the skills in a long time and different jobs. On the job training, mentoring, and coaching for millennials could be some of the good options to develop skills of Gen-Y employees as they love continuous learning (Coates, 2017), flexibility, and freedom in learning (Cennamo and Gardner, 2008). Therefore, exploring the best training method and how Gen-Y employees could learn new skills through this method is highly recommended.

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