Generation-Y Employees' Turnover: Work-Values Fit Perspective

Abdelbaset Queiri[1], Wan Fadzilah Wan Yusoff[1] & Nizar Dwaikat[1]

[1] Graduate School of Management, Multimedia University, Malaysia

Correspondence: Abdelbaset Queiri, Graduate School of Management, Multimedia University, Persiaran Multimedia, 63000 Cyberjaya, Selangor, Malaysia. E-mail: basset11519@gmail.com

Abstract

With the increased acceptability of generational differences at the workplace, generation-Y employees are beginning to become featured at the workplace, with radical changes in their work values. In the case of Malaysia, theorists and practitioners are keenly interested to investigate the reasons behind one of this workplace related behaviours, which is high turnover stemming, particularly from this cohort, due to organisational and economic benefits of retaining such employees. This conceptual paper attempts to address generation-Y's high turnover intention from the perspective of Person-Environment fit. This generation may experience lack of fit with communicated or supplied work values, as many of its work values are not well known to employers. However, it is not substantiated which type of work values fit may impact the behavioural intention for the generation Y workforce. However, this paper elaborates how each work values fit may or may not affect the decision to quit.

Keywords: Generation-Y, work values, work-values fit, behavioural intention to quit, Malaysia

1. Introduction

With the development of the human resource based view (HRBV) notion, Wright, Gary and Abagail, (1994) had provided a comprehensive argument on how humans could be valuable, rare, inimitable and non-substitutable. Since then, the realisation of humans as a source of sustained competitive advantage for organisations has gained more attention, and with the increased appreciation of the knowledge based economy; recruiting and retaining talented employees become essential human resource strategies for any organisations willing to succeed in an intensified global competition.

With such reality, both theorists and practitioners input more efforts in setting effective strategies to recruit and retain talented employees, most of which were developed based on employee life cycle needs, maturity (age) needs or based on career stage needs (Macky Gardner & Forsyth, 2008). However, such criteria on employee selection practices are rendered less effective and require reconsideration (Wan Yusoff, Queiri, Zakaria, & Raja Hisham, 2013). In the past, a number of scholars have questioned the worth of customising recruiting and retaining strategies based on generational workforce differences, that is, the reality of the generational gap theory as prime criteria into understanding the attitudes and behaviours of the generational workforce are often overlooked (Wong, Gardiner, & Lang, 2008; Giancola, 2006). The latter relied on subjective opinion to refute the generational gap theory while the former used a limited methodology (i.e., cross sectional methodology) to refute the existence of the generational gap theory.

With the increased popularity of the generational gap concept, it is argued that each of the three existing generational workforces (i.e., Baby boomers, generation-X and generation-Y) was exposed to distinctive fundamental life events that have shaped their peer personalities and values/work values, which are durable and resistance to change (Howe & Strauss, 2007). Consistent with this, empirical evidences based on longitude studies affirmed that the differences in work values and personality traits among the generational workforce are real scientific facts rather than being fiction (Twenge & Campbell, 2009). Contemporary, generational differences at the workplace is an equally, if not more important, criterion to be considered while setting recruiting and retaining human resource (HR) strategies (Westerman & Yamamura, 2007). Therefore, it becomes necessary to tailor recruiting and retaining strategies that match each generation's work values; otherwise, work conflict and adverse job attitudes are potential job outcomes (Twenge et al., 2012). On this note, work values are essential in guiding humans towards satisfying their needs at the workplace. Indeed, work values are

contextualized, expressing human needs relative to the motivational aspects of an individual's life (McAdams & Olson, 2010). In fact, the generation-Y workforce is the latest group of employees entering the workplace at a high pace.

In the case of Malaysia, the generation-Y workforce currently constitutes over 50% of the total workforce. Many of their work values and characteristics are unknown, and consequently, employers are not able to formulate suitable recruiting and retaining strategies (Malaysian Statistical Department, 2011). To further substantiate the issue, generation Y employees are seen to quit their jobs in large numbers when compared to their counterparts (Wan Yusoff et al., 2013: Raman et al., 2011; Sujansky & Ferri-Reed, 2009). The average tenure of generation-Y employees in Malaysia is 18 months (Yin, 2010). This matter is further compounded when those who hold crucial decision-making positions are made up of other cohorts (i.e., baby boomers or generation-X). As such, the problems associated with generation-Y employees retention may arise from this lack of understanding of generation Y employees' requirements at the workplace. This generational gap issue, if not sufficiently addressed, could result conflict at the workplace and will consequently entail adverse attitudes (Eisner, 200).

In Malaysia, there are calls to investigate the reasons behind the high turnover rate stemming from generation-Y employees (Angeline, 2011; Choong Keh, Tan, & Lim,2013). Nevertheless, attempts have remained scarce (Wan Yusoff et al., 2013). Specifically, the congruity between supplied work values and demanded work values among generation-Y employees in the case of Malaysia have not been discussed as potential reasons for high turnover.

Given this situation, this study utilises the generational gap theory, which treats generation-Y as a different cohort of people who possess either slight or fundamental differences in work values from their counterparts, to propose a conceptual framework that views the reasons behind the unprecedented turnover rate arising from generation-Y employees is due to the lack of fit between supplied work values and demanded work values. Further, the theoretical perspective of Person-Environment fit (P x E fit) serves as the theoretical basis of the proposed conceptual framework.

Accordingly, six work values are detailed on how likely they may (or may not) affect the decision to quit, if not adequately fitting generation-Y employees' work values. These work values are: extrinsic, intrinsic, freedom, status, social and altruistic. Subsequently, sufficient elaboration on the theoretical basis that formulates the current conceptual framework is provided as well.

2. Literature Review

2.1 Generational Gap Theory

The generational theory was proposed by Schaie (1965) who maintains that, as cohorts of individuals are born around the same time and exposed to similar and related events during the formative and critical developmental stages, they will develop particular values, peer personalities and belief systems strong enough to remain stable throughout their lives. These particular events could be in terms of social events, economic events, industry trends, rearing practices and cultural forces (Howe & Strauss, 2007). Such events are influential during periods of childhood and adolescence. The generational theory acknowledges that there are distinctive differences among generations. However, this theory states that the differences are not absolute. This implies that although the generational workforce is distinctive in some aspects, and shares certain aspects; it would not be expected that a particular generation would act entirely different from its counterparts (Lamm & Meeks, 2009).

This connotation of no absolute differences is further clarified by Twenge (2010) who stipulated that generations change over a number of years due to linear rather than categorical effects. On the basis of empirical findings, it is suggested that, assuming the generational theory takes a sudden shift, categorical and separate entities become overstated. Instead, changes in a generation would follow linear trends that emphasise gradual occurrence of generational differences, as time changes, rather than being cycled, or cut-off. Given the background of the generational theory and its standpoint in the field of management, this theory itself has been criticised based on certain grounds.

It is argued that the shortcomings of a generational gap are rooted in cultural belief rather than a social science fact. The argument on refuting the generational gap was based on the following grounds: a) the lack of sufficient academic research in the field involving the generational gap during the 1990s up to the time of Giancola's (2006) study, which signifies that the generational theory is a fad and not valuable in the long run; b) the lack of consistencies on defining a generational time frame, as when a particular generation starts or when it ends adds complication to generational gap studies; c) if the time frame for a generation is defined, "Generation Jones", or those who are born either during the early or the end of a generational time frame, may share some

characteristics with the previous or subsequent generations, which results in the overlapping of generational cohorts. Human resource practitioners view generational differences as a healthy diversification in the workplace instead of viewing them as a cause of work conflict.

Similarly, Macky et al. (2008) argued that the generational theory does not segregate generations in a definitive way. That is, each individual in the given generational cohort will not experience life events in the same way, particularly socio-economic and socio-cultural, which are different from national, cultural and ethnic. Also, previous studies that attempted to find meaningful differences among the generational workforces overwhelmingly used cross sectional studies in order to make an inference about generational differences at the workplace. These cross sectional studies are insufficient to segregate generational effects from maturity and time effects. This renders a cross sectional research design as a less effective approach to refute or confirm such potential generational differences at the workplace. A conclusion reached in their study that suggests that the differences among different generation workforces is due more to maturity effects, which describes that the change in needs is concomitant with age, tenure and life cycle. Their research addresses another important issue, that managers should refrain from stereotyping generational differences, as most of these differences are anecdotal and not empirically justified.

While Wong et al. (2008) agreed with the argument of Macky et al. (2008), they suggest that the management's attention should focus on an individual employee's differences rather than rely heavily on the prevalent literature to tailor strategies to accommodate stereotyping generational differences, as the latter is impractical and may not be interpreted as real differences. Their cross sectional study found few meaningful differences among the current generational workforce, contrary to what has been said about the differences among the generational workforce.

One drawback of studies against the generational gap theory is their reliance on subjective opinions and perceptions rather than the utilisation of systematic empirical evidence, although the use of a cross sectional design is likely to report results that confounds generational effects with age effects.

Against studies that refute the generational gap theory, Twenge et al. (2012) conducted a series of empirical studies that attempted to investigate the differences among a generational workforce. Their studies were conducted with the purpose to refute or to confirm the anecdotal information pertaining to generational differences found in cross sectional studies or circulated media reports. What distinguishes her study is the utilisation of time lag studies that compare individuals of the same age at different points in time. Such a method addresses the limitation of cross sectional studies, which has been the major assumption against the credence of the generational theory. Thus, any difference may be attributed to generational effects, or perhaps to the time effects. Nevertheless, the time effects do not have strong effects. As people develop belief systems and shape their personalities during formative years, these beliefs and personalities are said to become stable throughout an individual's life.

The utilisation of time lag and cross temporal meta-analysis methods have contributed to the knowledge of the generational gap. The argumentative discussion on the reality of the generational theory and its differences is subsided through the utilization of aforementioned superior methodologies. Although there is strength in such methods, they are rarely implemented, since they require the same sample size responding to the same questionnaire at different points of time.

Subsequently, three main domains of generational differences have arguably been the interest of researchers in this field, namely, differences in psychological traits, work values and life goals. Understanding the differences among the generational workforce has its practical usefulness in guiding managers to tailor strategies for each generation, either to reduce generational conflicts, or to influence positive attitudes and behaviours at the workplace (Gordon, 2010). Work tension and conflicts are possible outcomes if each generation fails to understand and accept the distinguished characteristics of each group (Angeline, 2011).

2.2 Generation Y Workforce in Malaysia

Generation-Y employees, interchangeably known as millennials or echo boomers, are the latest members entering the workplace. Related literature is rather inconsistent in determining the birth year or generation-Y or when it ends. However, there seems to be a general consensus that this generation is born within the span of two decades beginning the year 1980. This two-decade developmental period is deemed sufficient to ensconce fundamental life events to shape character and attitude of generation-Y. The same two decades also witnessed a decline in the birth rate of generation-X, signifying the start of a new generation (Kupperschmidt, 2000). Hence, for the purpose of this research, generation Y is defined as those who are born between the years of 1980 and 2000 (Hess & Jepsen, 2009).

In the case of Malaysia, this definition of the generation-Y birth range is approximately consistent with the classification of the labour force groups provided by the Department of Statistics in Malaysia. According to the Malaysian Department of Statistics (2011), the employed portion of generation-Y constitutes 51% of the total employed population. In 2009, 31% of the Malaysian population was under fifteen years of age. This group is currently preparing to enter the workforce to completely replace retired baby boomers by the year 2020. This new generational workforce has proven to possess distinctive values compared to other generational workforces due to the exposure to different up-bringing and cultural, social and economic environments during their formative years.

Despite globalization effects in forming Malaysia's generation Y values, Malaysia has its unique traditions and historical events that largely shape the values of its generations. For instance, Malaysia's generation-Y is exposed to fundamental events during their formative years between the early 1980s up to the late 1990s (Manickam Dhanapal, Hwa, Alwie, & Vashu., 2012). During this period (1980s–1990s), Malaysia has undergone three major economic crises. In 1980, Malaysia went through a commodity crisis due to the effect of the previous crisis regarding oil prices. In addition, the country experienced an abrupt decline in commodity prices along with an increase of domestic and external debt, which resulted in deficit within the same year. After five years, Malaysia was hit again by an electronic crisis due to the weak international demand for electronics. It was the first time that the country's GDP became negative. Moreover, by 1997 and 1998, the country was under the largest financial crisis throughout its history (Cheng & Hossain, 2001).

As a consequence of these economic crises, individuals within generation-Y witnessed their parents suffer from this economic turmoil through job retrenchment. In addition, generation-Y had experienced thrift on their better opportunities of schooling, travelling and other leisurely activities. Such a period is characterised by the economic uncertainty, and occurred during generation-Y's formative years, and consequently, this has resulted into a sense of unsecured jobs among generation Y. Nevertheless, Malaysia's generation-Ys have better access to sound educational systems, and grew up in the internet era, since Malaysia started to utilise internet services from as early as 1995 (Paynter & Lim, 2001). Consequently, it is common to observe generation-Y being digitally connected to the internet, portable computer devices, smart phones and technology most of the time, resulting in the majority of this cohort being technologically savvy. However, this has its ramifications on the interpersonal skills and communication with others when generation-Y enters the workforce. This is justified by findings which revealed that young employees lack specific aspects of soft skills in Malaysia like communicative and socialising skills (Downe Loke, Ho & Taiwo., 2012).

On the other hand, generation-Y is believed to have different personality traits that distinguish them from previous generational workforces. Such personality traits are the result of compelling messages received by generation-Y throughout their formative years. Personal traits are higher in generation-Y in terms of self-esteem, narcissism and assertiveness. Hence, generation-Y employees tend to blame others for deficiencies in their performance, and accordingly, they are more sensitive to employers' feedback regarding their performance, which may trigger their intention to leave (Twenge & Campbell, 2008).

Generation-Y employees are represented in each of Malaysia's different sectors. Nevertheless, there is a noticeable disparity of their presence in various sectors where the largest portion of generation-Ys' employees are in the service sector. According to Manpower Staffing service in 2009, generation-Y employees in Malaysia's service sector account for 79% of generation-Y's total population. Since the service sector in Malaysia contributes the most to the country's overall GDP growth, thus, it is axiomatic that the service sector generates new employment opportunities for generation-Y as the sector passes through its growth state.

2.3 Work Values

Values are fundamental beliefs to what is right or wrong. Values are transcendental; they can be applied in multiple domains of human life. Values that are associated with one's working life are called work values. Likewise, if values' definition is adopted in a work setting, work values may be viewed as right or wrong in the context of work (Lyons Higgins, and Duxbury 2010). Smola and Sutton (2002) define work values under the tenet of general value definition, by stating that work values are standards that are evaluated against the work or the work environment, and consequently, the desire or preferences towards a particular outcome is shaped. Similarly, Olson et al. (2006) define work values to be the desired outcomes by which employees feel that these outcomes should be fulfilled.

There are various concepts of work values. They have been described as desirable work behaviours, and are viewed as reflections of the significance of work. They are generally related to ethics in business. Finally, work values are conceptualised as an element in vocational behaviour (Lyons et al., 2010). Among the various

concepts, work value, as an element of vocational behaviour, is the predominant concept that views work value as individuals' preferences that guide them towards particular attitudes and behaviours related to the work, rather than merely defining work value as the importance or significance that individuals place on work-related aspects. Concurring with Lyons et al.'s (2010) concept of work values, in this study, work values are expressed in terms of the relative desirability and preferences towards various aspects related to the workplace. For instance, if an individual prefers an interesting and challenging job, it could be assumed that the individual holds an intrinsic work value.

Work values gain particular attention, since they play an essential role in demonstrating the individuals' needs and goals. They are regarded as influential, basic and salient. The importance of work values may be rooted in vocational behavioural studies, which posits that work values are relevant in explaining attitudes, behaviours and making decisions in the workplace. Essentially, work values are contextualised, expressed human needs and are relative to the motivational aspects of an individual's life (McAdams & Olson, 2010).

Another issue that adds to the complex nature of work values is the existence of their wide typologies. The wide range of work values may be attributed to the scope and number of work values under analysis, which resulted in proliferation of many work values' labels (Trede & Schweri, 2013). For instance, Hei and Chu (2008) utilised the Super's work values inventory scale with the aid of exploratory factor analysis and second order confirmatory analysis. The outcome of their study included three dimensions, which were self-fulfilment, tangible rewards and liberal spirit. On the other hand, Westerman and Yamamura (2007) utilised different labels of work values, which were system maintenance, goal orientation and relationship dimensions. Although there are different work values labels and dimensions, they are not mutually exclusive dimensions, but rather overlapping in certain aspects. For example, the relationship dimension presented in the work of Westerman and Yamamura (2007) has similar aspects or items to social work values.

Despite that, there is a general consensus on the fundament structure of work values, particularly if examining the differences in generational work values is the focal point of the study. The generational workforce possesses different desirability towards work values and perceives the importance of work values differently (Twenge, 2010). The notion that work values differ among the various generational workforces has been empirically justified with the use of a longitudinal study, which isolates career effects from generational effects (Twenge et al., 2012).

Gursoy, Maier, and Chi (2008) suggest that a change should occur on the structure of work values to accommodate generational differences. Accordingly, the major facets of work values that have received attention with regard to generational differences are extrinsic, intrinsic, status, social, altruistic and freedom work values, as provided by the Work Values Scale (WVS; Lyons, 2004). Each of them represents different dimensions of work values with no overlapping.

2.4 Person–Environment (P-E) Fit and Related Theories

The concept of Person-Environment (P-E) refers to the degree of match, or the congruity, between an employee and the corresponding environment. Previously, two schools of thought explain the behaviours of employees, each from a different perspective. The first is that an individual's behaviours are the result of personal characteristics. Whereas, the other school of thought argued that it is the situation that is responsible for an individual's behaviours. The concept of P-E fit holds that an individual's behaviours are best explained in light of person and environment interaction (Sekiguchi, 2004). This concept is rooted in the inter actionist theory of behaviour; such a theory could be traced back to the proposition of Lewin (1935), who stated that behaviours are a function of the interaction between person and environment (P x E). Drawing from these propositions, neither personal characteristics nor environment adequately explain the great amount of variance in attitudes or behaviours.

The connotation that behaviour is an outcome that arises due to the interaction among personal characteristics and environment properties has received wide acceptance among psychologists. For instance, three decades ago, this notion served as the basis of the theory of work adjustment, developed by Dawis and Lofquist in 1984. The latter theory postulates that, due to the mutual obligations on one another (person and environment), a state of correspondence is required between an individual and environment at the workplace. In order to achieve successful work relations, adjustment constitutes the means to maintain these good relations. The third proposition of theory of work adjustment explicitly states that the correspondence state, or alternatively fit, is an inducement of job attitudes.

Similarly, the attraction-selection-attrition (ASA) framework theorized by Schneider (1987) is founded on the principle of person-environment fit. The ASA model demonstrates the process which organizations reach

psychological homogeneity during pre-entry and post-entry stages. Person-environment fit plays a role in an employee's job choice as well as in the decision of the employee's selection. In a sense, employees are attracted to organizations that they perceive to having or sharing similar values with. Organizations select or hire employees based on their congruity in values or in organizational culture. Finally, in case of a mismatch or misfit, either the employee quits voluntarily or organizations ask them to leave. It is additionally articulated that new comers often quit from their careers early. When they experience a misfit, the impact of it is notable during the beginning of an individual's career (De Cooman De Gieter, Pepermans, Hermans, Bois, Caers, & Jegers. 2009). Moreover, the theory of needs fulfilment proposed by Locke in 1976 underpinned the principle of person-environment fit. This theory explains that job satisfaction and other positive job attitudes are the function of one's perception that his/her needs/values are fulfilled by the environment. Needs are characterised as person variables, and environmental variables act as re-enforcers.

On the basis of the previous information, numerous empirical evidences premised on the P-E fit theory have associated fit with positive job attitudes (job satisfaction, commitment and intention to quit). Also, P-E fit theory has contributed in explaining behaviours, such as job performance and organizational citizenship. The practicality of P-E fit theory has also been expanded to assess the level of psychological strain and individual's wellbeing at the workplace (Giauque et al., 2013). Kristof-Brown and Billsberry (2013) found consistent patterns of relationship between P-E fit and other related job attitudes, behaviours and decisions. This consistency of pattern in relationship suggests that P-E fit matters in the field of organizational behaviour. Therefore, P-E fit theory broadly stipulates that the compatibility between individuals and the working environment will result in favourable work outcomes, as compatibility implies that individuals' characteristics and work environment are well matched and such matching will produce positive job attitudes and behaviours. Eventually, these attitudes and behaviours will result in favourable outcomes for organizations.

2.5 Conceptualisation of Person-Environment Fit

Since then, P-E fit has emerged in the management literature and becomes prevalent. Nevertheless, the concept of P-E fit has been described as a syndrome with multiple facets. Traditionally, four substantial domains have been of interest to researchers in the area of organizational behaviours, namely, person-organization fit (P-O fit), person-job fit (P-J fit), person-group fit (P-G fit) and person-supervisor fit (P-S fit).

Conversely, Kristof (1996) responded to the ambiguity surrounding the P-E fit concept, as people tend to interpret fit differently. Subsequently, P-E fit was conceptually divided into two main domains: supplementary fit and complementary fit. The four aforementioned domains of P-E fit are then grouped under either complementary or supplementary fit. The work of Kristof (1996) refined the fit definition provided by Muchinsky and Monahan (1987), to incorporate holistic conceptualisation of what fit constitutes.

Supplementary fit refers to a person that possesses characteristics similar to other individuals in an environment. On the other hand, complementary fit posits that a good fit exists as reciprocal requirements of individuals and environment are fulfilled. Thus, a complementary fit occurs when organizations fulfil the requirements of their employees or employees fulfil the requirements of organizations. A distinguishable criterion for the two conceptualizations of fit is in the definition of environment (Schmitt, Oswald, Friede, Imus, & Merritt, 2008).

Such a definition of complementary fit yielded two further types of fit that often belong to the person-job (P-J) category, namely, demand abilities fit and supplies work values fit (Sutarjo, 2011). The latter is the main focus of this study.

2.6 Initiatives to Study Generation Y Employees' Turnover Intention

Studies on managing generation-Y employees conducted in the Western context are more advanced compared to studies conducted in Malaysia. Studies in the west have focused on the differences in work values, personality traits and attitudes, which serve as guidelines to set strategies to manage this cohort. Another area of focus is on investigating the best strategies to retain generation-Y and prevent their quitting. However, most of them are anecdotal while others are merely media reports. While a few others empirically investigated the differences among intergenerational workforces, which ultimately recommend retention strategies tailored to match and meet the distinctive generation Y employees' values, preferences and expectations at the workplace (Twenge & Campbell, 2008; Twenge, Campbell & Freeman, 2012; Smola & Sutton, 2002; Kowske, Rasch, & Wiley, 2010). In Malaysia, the work of Lee, Hung, and Ling. (2012) is rather exceptional where work values were investigated for three different generation workforces.

To some extent, systematic empirical evidence to measure the factors influencing generation-Y's attitudes have not been well addressed from the Western perspectives, and more importantly, investigations on generation-Ys'

intention to leave from Malaysian's perspective are not gaining considerable attention as an area of inquiry. Moreover, the few empirical findings from the literature provided by research in the West may not be applicable in the Malaysian context due to the fundamental differences in economic and socio-cultural environments (Lee et al., 2012). Therefore, factors contributing to intention to turnover among Malaysians' generation-Y remain an unchartered territory.

Lin and Johari (2012) conducted a study to investigate the impact of five factors of personality traits on employee's commitment. Their study revealed that certain type of personality traits have an impact on organisational commitment, such as openness to experience and agreeableness but the study was not extended to measure such impact on a more meaningful outcome, such as the intention to quit. To gain more depth in understanding the phenomenon, Golshan and Omar (2011) carried out a case study that relied on an in-depth interview with human resource managers and employees and developed a model for managing the emerging generation workforce. Their study emphasised certain practices to manage the generation-Y workforce successfully at the workplace, including but not limited to, training and development, availability of an adequate performance management system, the presence of succession planning and availability of leadership style to guide generation Y employees. Nevertheless, the turnover intention was not the primary focus of this study but how to manage generation-Y employees instead. As suggested by Golshan and Omar (2011), a single case study is insufficient to explain generation-Y workforce requirement for strategic human resource management. To allow for generalisability, there is a need to conduct multiple case studies from a broad spectrum of industries. This signifies the importance of empirical justification to fulfil the goal of a scientific inquiry.

A related study was conducted by Golshan, Kaswuri, Aghashahi, Amin, and Wan Ismail (2011) to determine the effect of motivational factors (extrinsic vs. intrinsic) on job satisfaction. The sample investigated consisted of generation-Y administrative and diplomatic officers. Although the objective of the study was to understand the reasons for quitting among generation-Y employees, the study had solely focused on job satisfaction as an outcome. Despite such trends, there is still limited amount of studies conducted in Malaysia, and elsewhere, which attempted to clarify factors contributing to generation-Y employees' intention to turnover.

In a study to determine factors influencing generation-Y employees to quit in the Malaysian information and communication technology industry, Munusamy (2012) found a negative relationship between job satisfaction facets (based on Smith Kendall, and Hulin's [1969] scale). The strength of his study lies in examining specific aspects of job satisfaction, rather than measuring overall job satisfaction, which allows gaining insight on the effects of each aspect on the intention to turnover separately. However, the drawback from his study came from the sample itself where 20% of the sampled generation-Y employees were not Malaysians. This is inconsistent with the assumptions of the generational theory in the since that 20% of the selected sample may not spend their childhood in Malaysia, thus, their values could be different. In addition, the theoretical model explaining a value of 22.9% for the intention to quit for generation-Y in the ICT Industry, might be attributed to the fact that the chosen factors are not properly relevant in the ICT industry.

In another study, Sardarbadi (2012) posited eleven hypotheses to investigate their impact on the intention to remain among generation-Y employees in Malaysia. Job security, growth opportunity, compensation, unique benefits, person-job fit, organisational cultural and managers' behaviours were among the variables investigated. As opposed to others, this study chose the sample from generation-Y in general, and not from any particular industry. His study was beleaguered from some methodological issues; for example, total explanatory power was not reported, but rather, each factor was regressed separately on the employees' intention to remain. Moreover, the proposed factors were regressed directly on intention to remain, which inhibited an understanding of the mechanism of the intention to remain. In other words, the psychological dimensions that preceded the intention to remain were ignored.

Still within the Malaysian context, Ching (2012) examined factors inducing generation-Y employees' intention to quit in the financial industry. Hezberg's motivational factors were the hypothesized dimensions to have impact on the intention to quit. These factors are growth; work itself, achievement, recognition, supervisions, working condition and compensation. In this study, these motivational factors were assessed in terms of whether organisations fulfilled it. Additionally, this study extends the meaning of work values to incorporate other relevant work values beyond what has been described in Hezberg's two-factor theory.

Globally, factors contributing to generation-Y's intention to quit have received some attention, though not of a substantially. In South Africa, Robyn and Preez (2013) addressed the issue of the intention to quit amongst generation-Y's academics. By applying a phenomenological model, they attempted to identify factors that would contribute to the academics' decision intention to quit by condensing several factors. These factors are rewards

and recognition, transformational leadership, job satisfaction and employee engagement. By combing these factors together as antecedents of the intention to quit, the label their framework as partial theoretical model of antecedents to intention to quit. The upside of partial theoretical model is in its diversity. It includes various dimensions, such as organisational factors (management style, engagement and job attitudes [satisfaction with pay, co-workers, supervisors and work itself]). The partial theoretical model has accounted for 45% in the variance of the intention to quit. However, apart from the partial theoretical model, their study identified possible factors that may contribute in explaining generation-Y's intention to quit. However, these factors remained empirically unjustified, and one important factor is the person-environment fit and its different conceptualisation. Another study carried out in Vietnam's service industry by Hai (2012) examined the multi-facets of job satisfaction (supervision, nature with pay, co-workers and nature of work). Since they were found as not the sole contributor towards explaining the intention to quit, there is a need for a better representation of the dimensions to adequately address the intention to quit among the generation-Y workforce.

In contrast, this study focuses on investigating different aspects of work values fit and their influence on intention to quit. Although research on fit as determinant of attitudes is not new, this research will provide a better insight in determining which type of work-values fit is relevant in influencing intention to quit, which most of researches have not addressed it.

In response to the applicability of combining different type of fits into one construct, Edwards and Billsberry (2010) tested two alternative models from person-environment fit perspectives, namely; two models with and without overarching sense of fit. Overarching sense of fit views the multidimensional types of fit as representation of a single construct that addresses the overall sense of fit of employees, rather than individually assess the different types of fit. It has been shown that assessing fit individually is more appropriate.

Besides, inquiry into the effect of fit in general is with limitation, since it inhibits researchers and practitioner from understanding which type of fit is of significant importance in influencing job attitudes. Nee, Jing, Xin, Yee, and Lin (2013) examined person-organisation fit (P-O fit) on intention to quit for generation-Y employees in Malaysia. Since the items to measure P-O were generic, respondents might recall different aspect of fit due to its ambiguity. On the contrary, this study specifically investigates what are the dimensions of fit that induce generation-Y employees' intention to quit and other attitudes as antecedents to intention to quit.

3. Theoretical Framework Development

In this paper, theories, such as generational and P-E fit, were thoroughly elaborated. These theories were utilised as the foundation to explain why generation Y employees require the management's intention as a separate group, and to explain their intention to quit respectively. Although, Edawrds and Shipp (2007) explained different streams that could arise from P-E fit theory, nevertheless, the current research focuses on explanation of turnover intention. On the other hand, drawing from Kirstoff's (1996) conceptualisation of fit, this research uses complementary fit (i.e. supplied work values fit) to explain how job intention to quit arise.

3.1 Perceived Work Values Fit and Intention to Quit

According to Liu, Liu and Hu, (2010), organisations should pay attention to the congruity of the supplied work values of their employees. Elfenbein and O'Reilly (2007) contend that the willingness of employees to remain with their organisation is subjected to the extent of fulfilling their work values through human resource functions. Moynihan and Pandey (2007) found that employees have less intention to quit when they experience better fit with their organisation. However, since most of the senior position in organisations are held by those who belong to different generations with different work values, generation-Y employees would experience less fit (Cennamo & Gardner, 2008; Kim et al., 2009) resulting in their harbouring intention to quit. Kim et al. (2009) further contended that due to their impatience and eagerness to achieve their goals rapidly, generation-Y employees often resorted to quitting their jobs if the organisations do not match or supply the preferred work values; thereby manifesting the intention to quit to a higher level. Thus the main issue to address is what the preferred work values of generation Y are, since any unmet work values would exert an adverse influence on their attitudinal outcome that is, the intention to quit (Wan Yusoff et al., 2013). Figure 1 depicts the conceptual framework, which is discussed in details in the following section.
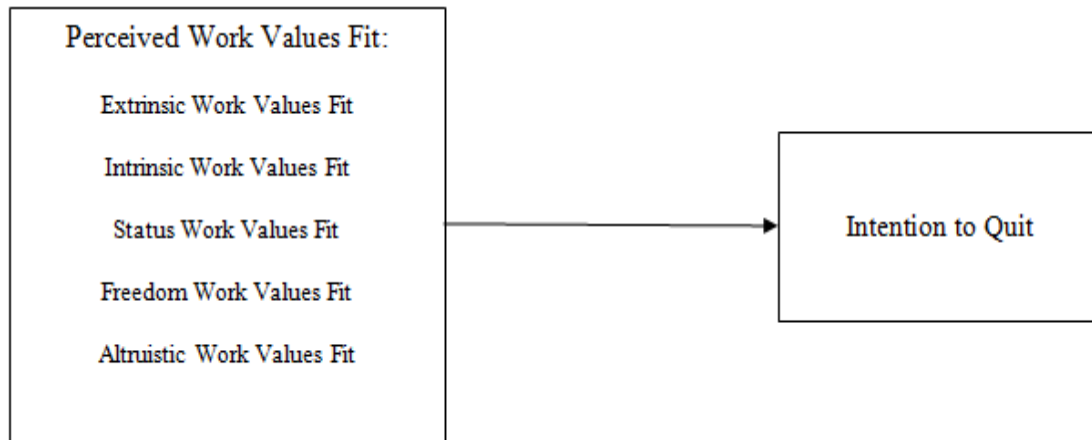
Figure 1. Conceptual framework

3.1.1 Extrinsic Work Values

Modern organisational theory gives less emphasis on extrinsic rewards as being instrumental in influencing employees' outcome, possibly since better educated workforce values other aspects of work more than extrinsic rewards (Esiner, 2005). However, Twenge et al. (2010) in their time lag study affirmed that generation-Y has higher preference for extrinsic rewards compared to baby boomers. They argued that generation-Y employees (the younger ones) are materialistic and favour material possessions more than Baby boomers did at the same age. The preferences of generation-Y towards extrinsic rewards, such as compensation, have been attributed to the economic difficulties that their parents encountered while generation-Y was at a developmental stage. In the case of Malaysia, since generation-Y's formative years has suffered from uncertainties; it is likely that generation-Y in Malaysia would resemble those in West in terms of putting great emphasis on extrinsic rewards.

Ng, Schweitzer and Lyons (2010) explained that the emphasis on extrinsic work values are explained in association with the individualistic and narcissistic traits developed by generation-Y, which are expressed in terms of entitlement (a disconnect between performance and rewards) at the workplace. With such great emphasis on extrinsic rewards as preferred work values, it is likely that generation-Y employees would think of quitting if their preferences for extrinsic rewards are not adequately supplied. In other words, if generation-Y perceives there is less fit with extrinsic rewards, their intentions to quit might be triggered.

3.1.2 Intrinsic Work Values

In contrast to the views that emphasis extrinsic rewards within the generation-Y workforce, other researchers anecdotally assume intrinsic rewards to be equally, if not more preferred, than extrinsic rewards. On this note, researchers have argued that the intrinsic rewards are among the most desirable attributes for the generation-Y workforce rather than the extrinsic rewards (Solnet & Hood, 2008). In fact, they are described as the cohort that looks beyond simply making money or a payback. In a sense, the generation-Y workforce strives towards achieving meaningful work that is challenging, interesting and internally stimulating (Terjesen et al., 2007).

Generation Y is also deemed to be attracted to the firm's values and missions, and favouring to join and stay in firms that provide a meaning for the work over firms offering merely money (Tulgan, 2009). Such preferences for intrinsic rewards have been attributed to the rise of positive self view of generation-Y and it is additionally attributed to a notion of self-actualisation, whereby generation-Y derives their intention to remain with work that is more challenging. Consequently, generation-Y is likely to have low tolerance for non-challenging and non-stimulating assignments. Instead, they seek to performing tasks that have high impact and lead to a better contribution, that is, work that enables the use of their full potential (Wong et al., 2008).

Given the contradictory discussion on the preferences for intrinsic work values of generation-Y at the workplace and the limited scholarly work in this regard, the influence of the perceived intrinsic work values fit on the intention to quit remains empirically unjustified to explain this behaviour for generation-Y workforce in Malaysia. Thus, if it is submitted that generation-Y values intrinsic rewards, then, any lack of providing aspects of intrinsic rewards would potentially influence their decision to leave an organisation.

3.1.3 Status Work Values

Among others, status work values encompass aspects such as advancement, recognition, prestige and authority (Lyons, 2004). Weyland (2011) argued that generation-Y is not placing importance on status-related work values, that is, status work values are not in the priority list of the generation-Y. Apparently, generation-Y had seen their parents dedicated their life to work ("work centric") for only a slight incremental in salary that does not outweigh the effort made, or to fall victim to retrenchment, instead of being promoted for a better salary or recognition at the workplace. However, Twenge et al. (2010) and Ng et al. (2010) held different opinions from Weyland (2011). For instance, Twenge et al. (2010) reviewed the empirical work of past studies on the preferences of status work values, and the empirical results were consistent in reporting that generation-Y have significant preferences to the status work values. Generation-Y looks for a rapid advancement in organisations, as they have a sense of entitlement, which impel them to claim for advancements in the organisation irrespective of their performance. They are of the generation who is willing to have more authority at the workplace. Such desirability of authority could be referred to as the increased need of "self-enhancement values", specifically the power values type.

Lyons (2004) found that self-enhancement values, specifically power values that are expressed more in demands over influencing the others, having prestigious job and hold position of recognition that enable authority are characteristics of the generation-Y workforce. In addition, praising or providing recognition for good work is highly appreciated by generation-Y in the workplace. The aforementioned discussion signifies that status related work values is sought by the generation-Y workforce, hence, it could adversely affect their attitudes if otherwise.

In view of the preferences for status work values, Cennamo and Gardner (2008) reported a poor fit between generation-Y employees and the supplied status work values. This implies that the generation-Y is experiencing a mismatch in status related work values. Such a mismatch has affected their intention to quit.

In Malaysia, the influence of perceived status work values fit on generation-Y's intention to quit has not been empirically justified. If Malaysia's generation-Y employees have inclinations towards status work values, it follows that their intention to quit is strengthened, especially with increased mobility and impatience of generation-Y. Hence, if these status work values are not realised, it could result in the intention to quit.

3.1.4 Freedom Work Values

On the other hand, freedom work values are considered to be among the most preferred work values for generation-Y employees. Freedom work values are expressed in terms of having balance between personal life and work, having flexible working hours, having independence (working alone) and having autonomy at the workplace. Apparently the notion of work centrality within the generation-Y workforce has declined, and individuals of generation-Y work to live, in contrast of their counterparts, who live to work. In the Western context, evidence on the increase of freedom work values among generation-Y has been empirically confirmed in a series of time lag studies, which are more rigours than cross-sectional studies (Twenge, 2010). With such trends, generation-Y is looking for leisure and freedom values, and they demand flexible working hours to enjoy their lives and to balance their work with family's commitment. Apart from that, they are demanding for more empowerment to take decisions that they are responsible for. Additionally, they are of the generation who are favour working independently from their supervisors. Freedom work values have been argued to be extremely relevant to generation-Y's career (Chao, 2005). But a decline in work centrality and a rise in freedom work values have been interpreted differently. Kowske et al. (2010) agrees that generation-Y had witnessed their parents dedicating their lives to their jobs, only to fall victims to downsizing and retrenchment.

In view of the above argument, it could be said that preference for work values within Malaysian generation-Y employees is significantly important. As a result, if generation-Y employees' aspects of freedom work values are unmet, it will be manifested in willingness to leave the organisation.

3.1.5 Social Work Values

A generation that holds social work values, or affiliate values, is regarded as being concerned and motivated at the workplace with aspects such as interacting with other people at the workplace of whom they are friendly with and could establish a good relationship and friendship. In addition, the preferences for social rewards lead to the expectation of having a considerate and supportive supervisor who supervises in an informal manner and maintains a good relationship with the subordinates. Furthermore, social rewards could be demonstrated in having a job that regards the workplace as fun as an essential practice, in order to make the environment nurturing (Wong et al., 2008). Such aspects are deemed to be valued by generation-Y employees.

Lamm and Meeks (2009) found the notion of having the workplace that is fun is highly regarded by generation Y, compared to their counterparts. The extent that the workplace is perceived as fun has substantial influence on generation-Y's outcomes, such as satisfaction and organisational citizenship. Nevertheless, generation-Y requires constant guidance and close monitoring that is achievable only through adequate supervision and continuous support. Twenge (2010) highlighted the difficulty to draw any conclusion from the increased preferences for social work values, as several studies had reported conflicting results.

Since Malaysia is a collective society, its generation-Y is likely to endorse group linked work values that include interpersonal relationships. The cultural values held by individuals reflect their preferred work values. Ching and Kee (2012) reported that cultural orientation (collective culture) influences the preference for social work values among Malaysian generation-Y teachers, which ultimately affects generation-Y's commitment.

In view of the collectivism cultural orientation, it could be argued that social rewards are of vital importance to generation-Y employees. If such social work values are not realised by them, they will experience less fit, and eventually, this will influence their decision to leave the organisation.

3.1.6 Altruistic Work Values

Altruistic work values include a job that is helpful to society, a job that is based on impartial and fair organisational practices, and a job that has a moral and ethical consideration.

The preference of generation Y towards altruistic work values is debatable. Voluntarily work is considered as a characteristic of generation-Y, which organisations may exploit it. Needleman (2008) argued that generation-Y has an eagerness to participate in social activities that are of importance to their society. They are willing to be part of the social rebuilding. On the other hand, Twenge et al. (2012) found that aspects such as developing meaningful philosophy in life, being involved in volunteer programmes and keeping up with political affair, are less emphasised by generation-Y when compared to their counterparts. In light of this, Twenge et al. (2012) disputed Needleman's (2008) comments about generation-Y's motivation and eagerness to be a part of the community to rebuild the social capital.

Working in an ethical environment is a constant demand among the different generational workforces, however, generation-Y is said to have a desire to "save the world". As such, it is likely that this generation will have high expectations for social responsibility and ethical behaviour on the part of their employers (Ng et al., 2010).

Apart from ethical consideration, generation-Y is critically sensitive to any impartial and unfair practices of organisations. Personality traits such as narcissism (inflating of the self) have been aggressively developed by this group; this, in turn, would increase the level of entitlement (deserving of rewards which they do not deserve). As a result, generation-Y might not establish a good perception of equity for organisational practices. Therefore, this renders the motivational theory of equity to be less effective with generation-Y, due to the psychological differences.

In summary, there are good reasons to expect altruistic values that are of higher desirability within generation-Y's employees. The realisation of these aspects of work values are essential, otherwise, adverse outcomes might arise.

4. Expected outcome

In sum, this conceptual paper is built on sound theoretical ground, which views the high turnover rate among generation-Y employees, is no more than a lack of congruity between the demanded and supplied work values. As generation-Y employees are admitted to be a different set of people, management using this conceptual framework will be in better position to assess which types of different work values fit has an impact on the behavioural intention. Subsequently, management will take more informative decision, either by adopting some accommodating strategies or counter-pressure strategies and alleviate the turnover rate and its associated cost. As the Malaysian Employers Federation (MEF), in 2012, anticipated that the average cost to replace an employee is RM30,000.

Besides, an understanding generation-Y employees' work values and assessing their work values fit will enable organisation to gain more insight into their talented employees, and set strategies to effectively retain them. This is very crucial in Malaysia, since the country experiences shortage of talents. Hence, retention becomes a vital strategy; otherwise, organisations will incur costs and efforts to find the right substitute.

Moreover, the labour market increasingly faces the brain drain phenomenon, especially among adult workers, whereby Singapore becomes a favourite destination to most of them; the anticipated immigration of educated adults in 2010 were 276,558, of which Singapore absorbs 44% of them (Choong et al., 2013). With this, the

subject of generation-Y's retention is becoming even more important for an economy, as it is not only associated with bringing success to a business and the cost that the business has to bear, but as a large contributor to the economic growth and to its sustainability.

References

Angeline, T. (2011). Managing generational diversity at the workplace expectations and perceptions of different generations expectations and perceptions of different generations. *African Journal of Business Management*, *5*(2), 249–255.

Cennamo, L., & Gardner, D. (2008). Generational differences in work values, outcomes and person organisation values fit. *Journal of Managerial Psychology*, *23*(8), 891–906. http://dx.doi.org/10.1108/02683940810904385

Chao, L. (2005). November 29. For Gen Xers, it's work to live: Allowing employees to strike balance between job and life can lead to better retention rates. *Wall Street Journal*, Eastern ed., B6.

Cheng, M. Y., & Hossain, S. (2001). Malaysia and the Asian Turmoil. Asian-*Pacific Law and Policy Journal*, *1*(2), 126–143.

Ching, S., & Kee, D. (2012). Work Values-Career Commitment Relationship of Generation Y Teachers in Malaysia. *International Conference on Economics Marketing and Management*, 242–246. Singapore: IACSIT Press. Retrieved from http://connection.ebscohost.com/c/articles/74385142/work-values-career-commitment-relationship-generation-y-teachers-malaysia

Choong, Y. O., Keh, C. G., Tan, Y. T., & Lim, Y. H. (2013). *Propensity to Work Abroad Amongst Generation Y Working Adults in Malaysia.* World Conferences, 695-705. Penang, Malaysia. Retrieved from http://worldconferences.net/proceedings/icssr2013/toc/199%20-%20yuen%20onn%20

De Cooman, R., De Gieter, S., Pepermans, R., Hermans, S., Bois, C., Caers, R., & Jegers, M. (2009). Person-organization fit: Testing socialization and attraction-selection-attrition hypotheses. *Journal of Vocational Behavior*, *74*(1), 102–107. http://dx.doi.org/10.1016/j.jvb.2008.10.010

Downe, A., Loke, S. P., Ho, J., & Taiwo, A. (2012). Corporate Talent Needs and Availability in Malaysian Service Industry. *International Journal of Business and Management*, *7*(2), 224–235. http://dx.doi.org/10.5539/ijbm.v7n2p224

Edwards, J. A., & Billsberry, J. (2010). Testing a multidimensional theory of person-environment fit. *Journal of Managerial Issues*, *22*(4), 476–493.

Edwards, J. R., & Shipp. A. J. (2007). The relationship between person–environment fit and outcomes: An integrative theoretical framework. In C. Ostroff & T. A. Judge (Eds.), *Perspectives on organizational fit* (pp. 209–258). San Francisco, CA: Jossey-Bass.

Eisner, S. (2005). Managing Generation Y. *Sam Advanced Management Journal*, 4–15.

Elfenbein, H. A., & O'Reilly, C. A. (2007). Fitting in: The effects of relational demography and person-culture fit on group process and performance. *Group and Organization Management*, *32*, 109–142. http://dx.doi.org/10.1177/1059601106286882

Giancola, F. (2006). The generation gap: More myth than reality. *Human Resource Planning*, *29*(4), 32–37.

Giauque, D., Resenterra, F., & Siggen, M. (2013). *Antecedents of Job Satisfaction, Organizational Commitment and Stress in a Public Hospital: a P-E Fit Perspective.* Public Organiz Rev.

Golshan, N., & Omar, R. (2011). A Success Story of Managing Millennial Talents: A Case of Mindvalley. *3rd International Conference on Advanced Management Science,* 8–14. Singapore: IACSIT Press. http://www.ipedr.com/vol19/2-ICAMS2011-A00006.pdf.

Golshan, N., Kaswuri, A., Aghashahi, B., Amin, M., & Wan Ismail, W. K. (2011). Effects of Motivational Factors on Job Satisfaction: An Empirical Study on Malaysian Gen-Y Administrative and Diplomatic Officers. *3rd International Conference on Advanced Management Science, 19*(7). Singapore: IACSIT Press. Retrieved from http://www.ipedr.com/vol19/1-ICAMS2011-A00004.pdf

Gordon, S. (2010). Once you get them, how do you keep them? Millennial librarians at work. *New Library World*, *111*(9), 391–398. http://dx.doi.org/10.1108/03074801011089314

Gursoy, D., Maier, A. T., & Chi, G. C. (2008). Generational differences: An examination of work values and generational gaps in the hospitality workforce. *International Journal of Hospitality Management, 27*(3), 448–458. http://dx.doi.org/10.1016/j.ijhm.2007.11.002

Hai, D. (2012). *Retaining Generation Y–a Study of Customer Service Employees in Vietnam.* Unpublished thesis, Arcada University of Applied Sciences, Vietnam. Retrieved from http://www.theseus.fi/bitstream/handle/10024/48722/Do_Hai.pdf?sequence=1

Hei, K., & Chu, L. (2008). A factorial validation of work value structure: Second-order confirmatory factor analysis and its implications. *Tourism Management, 29*(2), 320–330. http://dx.doi.org/10.1016/j.tourman.2007.03.003

Hess, N., & Jepsen, D. (2009). Career stage and generational differences in psychological contracts. *Career Development International, 14*(3), 261–283. http://dx.doi.org/10.1108/13620430910966433

Howe, N., & Strauss, W. (2007). The next 20 years: how customers and workforce attitudes will evolve. *Harvard Business Review, 85*(7), 41–52.

Kim, H., Knight, D., & Crutsinger, C. (2009). Generation Y employees' retail work experience: The mediating effect of job characteristics. *Journal of Business Research, 62,* 548–556. http://dx.doi.org/10.1016/j.jbusres.2008.06.014

Kowske, B. J., Rasch, R., & Wiley, J. (2010). Millennials' (lack of) attitude problem: An empirical examination of generation effects on work attitudes. *Journal of Business and Psychology.* http://dx.doi.org/10.1007/s10869-010-9171-8

Kristof, A. L. (1996). Person-organisation fit: an integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology, 49*(1), 1–49. http://dx.doi.org/10.1111/j.1744-6570.1996.tb01790.x

Kristof-Brown, A., & Billsberry, J. (2013). *Organizational fit: key sssues and Nnew directions.* West Sussex: John Wiley and Sons.

Kupperschmidt, B. R. (2000). Multigenerational employees: strategies for effective management. *The Health Care Manager, 19*(1), 65–76. http://dx.doi.org/10.1097/00126450-200019010-00011

Lamm, E., & Meeks, M. (2009). Workplace fun: the moderating effects of generational differences. *Employee Relations, 31*(6), 613–631. http://dx.doi.org/10.1108/01425450910991767

Lee, C., Hung, D., & Ling, T. (2012). Work values of Generation Y pr-eservice teachers Malaysia. *Procedia - Social and Behavioral Sciences, 65,* 704–710. http://dx.doi.org/10.1016/j.sbspro.2012.11.187

Lewin, K. (1935). Dynamic theory of personality. New York: McGraw-Hill.

Lin, L., & Johari, H. (2012). *Exploring organizational commitment among the generation y workforce. International conference on management, economics and finance* (ICMEF 2012) (pp. 639–650). Kuching: ICMEF. Retrieved from http://www.globalresearch.com.my/proceeding/icmef2012_proceeding/045_109_ICMEF2012_Proceeding_PG0639_0650.pdf

Liu, B., Liu, J., & Hu, J. (2010). Person-Organization Fit, Job Satisfaction, and Turnover Intention: an Empirical Study in the Chinese Public Sector. *Social Behaviour and Personality, 38*(5), 615–626. http://dx.doi.org/10.2224/sbp.2010.38.5.615

Locke, E. A. (1976). *The Nature & Causes of Job Satisfaction.* Handbook of Industrial and Organizational Psychology. Chicago: Rand-McNally.

Lyons, S. (2004). An exploration of generational values in life and at work. Dissertation Abstracts International.

Lyons, S., Higgins, C., & Duxbury, L. (2010). Work values: development of a new three-dimensional structure based on confirmatory smallest space analysis. *Journal of Organizational Behaviour, 31*(7), 969–1002.

Macky, K., Gardner, D., & Forsyth, S. (2008). Generational differences at work: introduction and overview. *Journal of Managerial Psychology, 28*(8), 857–861. http://dx.doi.org/10.1108/02683940810904358

Manickam, G., Dhanapal, S., Hwa, E., Alwie, S., & Vashu, D. (2012). Identifying Trends in Job Hopping in Private Institutions of Higher Learning. *2nd annual summit on business and entrepreneurial studies* (pp. 63–81). Kuchang. Retrieved from http://www.internationalconference.com.my/proceeding/asbes2012_proceeding/005_063_2ndASBES2012_Proceeding_PG0063_0081.pdf

McAdams, D. P., & Olson, B. D. (2010). Personality development: Continuity and change over the life course. *Annual Review of Psychology*, *61*, 517–542. http://dx.doi.org/10.1146/annurev.psych.093008.100507

Moynihan, D. P., & Pandey, S. K. (2007). Finding workable levers over work motivation: comparing job satisfaction, job involvement, and organizational commitment. *Administration and Society*, *39*, 803–832. http://dx.doi.org/10.1177/0095399707305546

Muchinsky, P. M., & Monahan, C. J. (1987). What is person-environment congruence? Supplementary versus complementary models of fit. *Journal of Vocational Behavior*, *31*(3), 268–277. http://dx.doi.org/10.1016/0001-8791(87)90043-1

Munusamy, M. (2012). Factors influencing job hopping intention among gen-y employees in the ICT industry in Malaysia, Unpublished thesis, Multimedia University, Selangor, Malaysia. Retrieved from http://shdl.mmu.edu.my/3711/

Nee, C., Jing, L., Xin, L., Yee, L., & Lin, T. (2013). *A Study of Employees' Turnover Intention among Generation Y in Fast- Food Industry*. Unpublished thesis, Universiti Utara Malaysia, Kedah, Malaysia. Retrieved from http://eprints.utar.edu.my/1025/1/BA-2013-0705291-1.pdf

Needleman, S. E. (2008). The latest office perk: Getting paid to volunteer. *Wall Street Journal*, 25–26.

Ng, E., Schweitzer, L., & Lyons, S. (2010). New Generation, Great Expectations: A Field Study of the Millennial Generation. *J Bus Psychol*, 25, 281–292. http://dx.doi.org/10.1007/s10869-010-9159-4

Schmitt, N., Oswald, F., Friede, A., Imus, A., & Merritt, S. (2008). Perceived fit with an academic environment: Attitudinal and behavioral outcomes. *Journal of Vocational Behaviour*, *19*. http://dx.doi.org/10.1016/j.jvb.2007.10.007

Schneider, B. (1987). The people make the place. *Personnel Psychology*, *40*, 437–453. http://dx.doi.org/10.1111/j.1744-6570.1987.tb00609.x

Sekiguchi, T. (2004). Toward a Dynamic Perspective of Person-Environment fit. *Osaka Keidai Runshu, 55*, 177–190.

Smith, M., Kendall, L., & Hulin, C. (1969). *The Measurement of Satisfaction in Work and in Retirement: A Strategy for the Study of Attitudes*. Chicago, IL: Rand McNally.

Smola, K. W., & Sutton, C. D. (2002). Generational differences: Revisiting generational work values for the new millennium. *Journal of Organizational Behavior*, *23*, 363–382. http://dx.doi.org/10.1002/job.147

Solnet, D. & Hood, A. (2008). Generation Y as Hospitality Employees: Framing a Research Agenda. *Journal of Hospitality and Tourism Management*, *15*, 59–68. http://dx.doi.org/10.1375/jhtm.15.59

Sujansky, J., & Ferri-Reed, J. (2009). Keeping The Millennials: Why Companies Are Losing Billions in Turnover to This Generation- and What to Do About It: Wiley.

Sutarjo. (2011). Ten Ways of Managing Person-Organization Fit (P-O Fit) Effectively: A Literature Study. *International Journal of Business and Social Science*, *2*(21).

Trede, I., & Schweri, J. (2013). Work values and intention to become a registered nurse among healthcare assistants. *Nurse Education Today*, *6*.

Tulgan, B. (2009). *Not everyone gets a trophy: How to manage Generation Y*. New York: Jossey-Bass.

Twenge, J. (2010). A Review of the Empirical Evidence on Generational Differences in Work Attitudes". *J Bus Psychol*, 25, 201–210. http://dx.doi.org/10.1007/s10869-010-9165-6

Twenge, J. M., & Campbell, W. K. (2009). *The narcissism epidemic: Living in the age of entitlement*. New York: Free Press.

Twenge, J., Campbell, W., & Freeman, E. (2012). Generational Differences in Young Adults' Life Goals, Concern for Others,and Civic Orientation, 1966–2009. *Journal of Personality and Social Psychology, 102*(45), 1045–1062. http://dx.doi.org/10.1037/a0027408

Wan Yusoff, W. F., Queiri, A., Zakaria, S., & Raja Hisham, R. R. I. (2013). Generation-Y Turnover Intention in Business Process Outsourcing Sector. Kota Kinabalu: ICMEF. Retrieved from http://www.internationalconference.com.my/proceeding/icmef2013_proceeding/2ndicmef_proceeding/035_133_2ndICMEF2013_Proceeding_p429.pdf

Westerman, J., & Yamamura, J. (2007). Generational preferences for work environment fit: effects on employee outcomes. *Career Development International*, *12*(2), 150–161. http://dx.doi.org/10.1108/13620430710733631

Weyland, A. (2011). Engagement and talent management of Gen Y. *Industrial and Commercial Training*, *43*(7), 439–445. http://dx.doi.org/10.1108/00197851111171863

Wong, M., Gardiner, E., & Lang, W. (2008). Generational differences in personality and motivation: Do they exist and what are the implications for. *Journal of Managerial Psychology*, *23*(8), 878–890. http://dx.doi.org/10.1108/02683940810904376

Wright, P. M., Gary, M. C., & Abagail, M. (1994). Human Resources & Sustained Competitive Advantage: A Resource-based Perspective. *International Journal of Human Resource Management*, *5*(2), 301–326. http://dx.doi.org/10.1080/09585199400000020