Predicting and Comparing the Retention and Turnover Intention of Generations X and Y at Selected Service Companies in Sri Lanka

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Abstract

The generation gap has impacted a much higher turnover in the generation Y than in generation X during the previous years. It has impacted in achieving a healthy working environment at organizations to achieve the organizational goals. Hence it was needed to identify on what factors does the turnover rate of generation 'y' has increased than in generation 'x' within organizations and to predict which employees will retain and leave from the organizations during the next year. This study is based on a quantitative research type. A survey was used as the main research strategy and the study is based on deductive research approach. The population of the study was 1298 employees who belong to the two generations 'x' and 'y' of selected private companies which operate under the service category in Sri Lanka. The target sample of the study was 297 and the researchers were able to fulfil their requirement. The collected data were analyzed using descriptive analysis, multiple linear regression and binary logistic regression using SPSS. It was found that differences in characteristics of the two generations and the behaviors of them had influenced a higher turnover intention in generation 'y' than in generation 'x'. It was specifically noted that the three independent variables had a positive impact on the retention and intention to leave of the two generations at workplaces separately. The results will be of utmost importance for employers to predict the retention and turnover intention of employees and for employees to have faith and continue the career providing the best to fulfill the organization's needs. Hence, this concept could be recognized

as a key factor to drive the quality in both employers and employees while achieving sustainability to have a healthy working environment. The main limitation of the study was that only two generations were taken into consideration. Therefore, it is recommended for future researchers to have research studies on upcoming generations at workplaces to identify the generational behavior.

Keywords: Sustainable HRM, Generation 'X', Generation 'Y', Predictive Analysis

INTRODUCTION

The generation gap has seen to be within organizations where it has become a noticeable factor to identify how an organization maintains a continuous healthy working environment to accomplish the organizational goals. Nevertheless, it is quite important to see how people admit the generation gap to maintain the smooth functioning within organizations. A generation is usually referred to as a group of individuals who share the same historical or social life experiences (Weston, 2006). However, more and more generations have been evolved with the time. Hence, it was noted that a gap exists within each of these generations which affect the organizations in different perspectives. According to Rusell & Patrick (2017), the employees in different generations behave mutually opposed to each generation.

However, it has been a noticeable fact that people come across different generations at organizations. Generally, the organizations mainly possess the generations 'x', 'y' and the latest generation which is the generation 'z' with very few employees who belong to 'Baby Boomers'. Out of these, the researchers had the opinion that generation 'x' and generation 'y' are the most discussed generations in organizations that work while applying human resource practices to achieve the sustainability at workplaces. Hence, a comparison was needed to identify the different characteristics of the two generations. Later, to identify what cause the employees in generation 'y' to leave the organizations more than the employees in generation 'x'.

It has been noted that the generation 'x' individuals are defined as those who have born between 1960 and 1975 and may include till 1982 as well (Vejar, 2018; Patterson, 2007; Smola & Sutton, 2002). In most of the organizations it is seen that generation 'x' employees hold most of the senior management or middle management posts. These people value hard work, education and money (Wiant, 1999). At the same time, it is noted that most of the potential employees are aged around their twenties and thirties who are known to be born between 1980 and 1995 who are known as Millennials or the so-called generation 'y' (Pereira *et al.*, 2017).

The generation 'y' people are confident, independent and target oriented. Success is the prime importance for them to achieve in their career growth which in fact describes how goal driven they are than generation 'x'. The generation 'y' is more trustworthy about their work and are more social than generation 'x'.

It is seen that the generation 'y' tends to shape up more advanced than generation 'x'. They have shown to be of having a higher demand as well in relation to the high involvement of them in tasks at workplace. Hence, it would be important to identify what really makes generation 'y' so advanced than generation 'x' within organizations and to determine how the two generations behave at workplaces to achieve a sustainable working environment. Nevertheless, it will be quite significant to see why the generation 'y' possesses more turnover intentions than the generation 'x' as well.

PROBLEM STATEMENT

Most of the organizations possess the generation gap within their own premises. It was specifically noted that it does have an impact on the organizational efficiency and to maintain a healthy corporate environment as well. In addition to that, it was seen that those companies have ended up with a much higher turnover in the generation 'y' than in generation 'x' during the previous years. This had been a problem within the companies which belong to service and industry sectors. Hence, it was a necessity to find what exactly the reason is for this. Furthermore, it was needed to predict the turnover of generation 'y' who are currently working at the organizations as well.

Few statistics were extracted from annual reports and from internal reports of well reputed companies with related to the above research problem. Figure 01 shows the percentages of all the employees resigned according to the age categories of a leading private organization that operate under service category, which is extracted from 2018/2019 annual report.

Table 01: Turnover Rates of ABC Pvt Limited 2018/ 19

Category	Employees Resigned		Employees Recruited	
18 to 20 Years	12	2.4%	20	5.8%
20 to 25 Years	142	28.5%	143	41.3%
26 to 30 Years	145	29.1%	97	28%
31 to 35 Years	95	19%	33	9.5%
36 to 40 Years	49	9.8%	25	7.2%
41 to 45 Years	22	4.4%	8	2.3%
46 to 50 Years	10	2%	10	2.9%
51 to 55 Years	11	2.2%	7	2%
56 to 60 Years	9	1..8%	2	0.6%
Above 60 Years	3	0.6%	1	0.3%

Source: Annual Report of ABC Pvt Limited 2018/19

Table 02 shows the employees resigned, as per the generations 'x' and 'y' which is created according to the above statistics.

Table 02: Turnover Rates of ABC Pvt Limited under Generations

Generation	Age Limit	Count	Percentages
Generation Y	Age 25-40	431	87%
Generation X	Age 41-65	55	11%

Source: Annual Report of ABC Pvt Limited 2018/19

The rate of generation 'y' employees resigned was calculated based on the percentages of the age groups of 26 to 30 years, 31 to 35 years, and 36 to 40 years. Turnover of generation 'x' employees was also calculated based on the percentages of the age groups of 41 to 45 years, 46 to 50 years, 51 to 55 years, 56 to 60, and 60 to 65 years. Therefore, as per the given statistics, it is shown that the turnover of generation 'y' employees is 87% and generation 'x' employees is 11% accordingly. Hence, in 2018/2019, the employees of generation 'y' have resigned from the business at a higher value than the generation 'x' employees.

Furthermore, according to the past internal reports of a leading manufacturing company in Sri Lanka, the researchers identified few statistics as shown with related to the turnover details based on the age categories such as baby boomers, generation 'x', generation 'y'.

Table 03: Turnover Rates of CBA Company under Generations

Category	2018/17		2017/16	
	Count	Percentage	Count	Percentage
Baby Boomers	68	5.22%	46	4.03%
Generation X	431	33.08%	374	32.75%
Generation Y	804	61.70%	722	63.22%

Source: Internal Report of CBA Company 2018/ 17 & 2017/16

According to Table 03, it is shown that the turnover rate of generation 'y' employees is 62% whereas turnover rate of generation 'x' employees is 33% in 2018/17. Hence, it is proved that the generation 'y' has a higher turnover rate than generation 'x'. In 2017/16 financial year, the employee turnover rate of generation 'y' and generation 'x' are 63%, and 33% with counts of 722 and 374 respectively. Hence, in the financial year of 2017/ 16, the turnover rates of the generation 'y' is once again proved to be higher than that of generation 'x'.

Thus, it is quite significant to see how this generation gap behaves within the organizations and it is required to prove how the selected private companies that operate under service category in Sri Lanka will face the similar situations. That is find the reason why these companies will end up with a much higher turnover in the generation 'y' than in generation 'x' during the future years. Hence, this was identified as the main research issue behind this study and the present researchers continued their proceedings based on this.

The researchers will be fulfilling their requirement in this research study by constructing their research objective. Hence, the main research objective is to determine the predictive analysis of generations 'x' and 'y' at workplace.

LITERATURE REVIEW

There have been several researches conducted by previous authors regarding the generational behavior at workplace. Those authors have discussed about how the two generations 'x' and 'y' behave at the workplace with their different characteristics and some common characteristics that are shared by both the generations. Basically, the present researchers focused on giving a clear definition about the nature of working styles, the personal values and the social values of the two generations with the workplace behavior which determines the factors that affect generation 'y's intension to leave than generation 'x's intension to leave.

Characteristics of Generations X and Y

The research study mainly discusses about what characteristics do the two generations possess separately and what cause them to be much special during their stage of career. Later, it will discuss about the common characteristics of the two generations 'x' and 'y' separately.

Table 04: Characteristics of Generations 'x' and 'y'

Characteristic	Generation X	Generation Y
Loyalty	More loyal to the profession (Sayers, 2007)	Less loyal to the profession (Union Bank PLC , 2019)
Orientation	Result oriented (Glass, 2007)	Achievement oriented (Han & Su, 2011)
Preference	More independent at workplace (Cole *et al*., 2002)	Most of the times, engaged in teams at workplace (Howe & Strauss, 2009)
Discipline	Maintain discipline at workplace (Tayyab & Tariq, 2001)	Aggressive at workplace (Zemke *et al*., 2000)
Technology savvy	Technologically skilled but not getting updates about it (Kupperschmidt, 2000)	More technologically skilled and are always updated about the technological advancements (Han & Su, 2011)

Source: Constructed by Authors

Common Characteristics of Generations X and Y:

Table 05: Common Characteristics of Generations 'x' and 'y'

Findings	Author(s)
Generations 'x' and 'y' seek comfort and have more respect for those who share their own values.	Kipnis & Childs (2004)
Generation 'x' and 'y' motivated by maintaining a personal life and need constant feedback and a mentor.	Ritter (2014)
Generations 'x' and 'y' are more comfortable using technology and prefer communication digitally than face-to-face or personal interactions.	Hannay (2011)
Do not expect or show loyalty in the workplace which shows some of the unique features of these generations.	Park & Gursoy (2012), UNJSPF (2009)

Source: Constructed by Authors

Generational Behavior of Generations 'X' and 'Y'

The researchers have mainly focused about how the two generations behave separately at the workplace. Moreover, the researchers followed the Frame Analysis Theory which was discovered by Goffman (1974) to determine some of the main characteristics of the two generations. Those are nature of working styles, the personal values and the social values of the two generations 'x' and 'y'. Basically, the researchers focused more about the flexibility, job performance and knowledge sharing under nature of working styles of generation 'x' and 'y' at workplace. A more focus was fallen on mentoring and leadership under the personal values and finally, under the social values, the researchers explained more about the respect and the community values of generation 'x' and 'y' at workplace.

Nature of Working Styles:

As per the observations, it has been noted that the generation 'x' people are more likely to focus on their families and their quality of life rather than exerting more effort to go to higher posts in their career (Patterson, 2007). On the other hand, the generation 'y' employees do not see any difference between the work and life (Anantatmula & Shrivastav, 2012). Most of the millennials have better education background than their elders. At least majority have diploma, degree or any other professional qualifications than other generation contemporaries (Williams, 2000). The present researchers focused more about the flexibility, job performance and knowledge sharing to measure nature of working styles of generation 'x' and 'y' at workplace and past literary findings related to them are as follows.

Flexibility:

This refers to as the practices that are allowed for employees to decide and manage their work schedules freely to have a control over their jobs and to have decisions about the time and the place of the job (Omondi & Obonyo, 2018). The generation 'x' employees are likely to change jobs if a new one provides flexible working hours that allows for greater work/life balance (Glass, 2007). According to Ritter (2014), this generation has a desire for flexible work schedules where they can have a good balance of work and other life activities as well. On the other hand, generation 'y' hopes for work and career flexibility. They believe that they can do more tasks with less time period; as a result, they feel they deserve the freedom to work less

hours while still taking jobs that are challenging (Lloyd, 2007). Cogin (2011) had said that career success of the employees could be defined in terms of work-life balance and flexibility.

Job Performance**:**

Job performance can be defined as the behaviors that the employees show at the workplace and how well the employees perform their work while being proficiency in tasks and behaviorally related to all the tasks (Fogaca *et al*., 2018). According to Wiant (1999), the generation 'x' members are more likely to feel that one should work really hard even when they are not supervised. Moreover, these employees are working to achieve their own goals as well as to achieve organizational goals. On the other hand, the generation 'y' people work really hard where they work to get what they want. By doing so they enjoy themselves while performing the job well (Bencsik *et al*., 2016). The generation 'y' works well with friends and in teams as well. They are collaborative, resourceful and innovative thinkers (Deloitte, 2015).

Knowledge Sharing:

This is defined as a process or a tool of exchanging knowledge among people or organizations by a knowledgeable person in order to promote decision making and evidence-based practices for the organization's strategies and effectiveness (Tsui *et al*., 2006). Ipe (2003) has stated that the main aim of knowledge sharing is to transfer knowledge to the colleagues of an organization by a knowledgeable person. In addition to that the same author has also mentioned that for one to be rich in knowledge to share among others, he/she should be motivated enough. Cultivating knowledge sharing culture in an organization is not a very easy task. Specially, it depends on the readiness of each individual in the staff to share their knowledge while motivational factors too influence the intentions of the employees to share their knowledge (Akhavan *et al*., 2013). Hence, knowledge sharing has become an important aspect that defines the nature of working styles of the two generations 'x' and 'y'.

Personal Values:

There are different kinds of people working together within organizations where every employee comes across to work with different mindsets with different attitudes. The generation 'x' employees always believe in themselves that they like to be more of independent in which they do not want to get watched. They are rather pretty much honest and loyal to their occupation and for the organization as well (Shragay & Tziner, 2011). On the other hand, generation 'y' is willing to embrace and accept cultural differences including personal and

societal since they have grown in a much-diversified society (Brown *et al*., 2009). Therefore, the researchers focused more about mentoring and leadership to measure personal values and it is very important to justify what kind of personal values the two generations 'x' and 'y' possess within organizations based on past literary works.

Mentoring:

The previous researchers have defined the term mentoring during past research activities but most of the definitions have been developed on (Kram, 1985). This author has defined mentoring as a process of developing a relationship between a much more experienced employee called mentor and a less experienced employee called mentee. According to Patterson (2007), the generation 'y' members enjoy being mentored and learning from others or their supervisors. The generation 'y' looks for mentors, seeking advice, feedback or guidance for getting results as more productively and satisfactorily (Bennett et *al*., 2012). Furthermore, Kram (1985) had mentioned that role modelling helps the mentees to watch and learn all the actions and activities of mentors. Hence it is quite significant to see how mentoring helps the organizational activities to flow consistently. Specially, when newcomers join and for the younger generation to retain within the same workplace by knowing what should be performed well at the workplace.

Leadership:

Leadership is the ability to have an influence on the behavior of a group in order to achieve the objectives of an organization (Stoner et *al*., 2016). The generation 'y' people learn, collaborate and socialize pretty quickly within their working environment where they obey their leaders (Union Bank PLC , 2019). On the other hand, the generation 'x' believes that working more strongly is an indication of one's worth. They do not work hard only when their supervisors or team leaders are at the workplace. These employees always try to balance doing good job and maximizing their own individual goals (Wiant, 1999).

Social Values:

It has been seen that the two generations 'x' and 'y' behave somewhat differently at workplace. Kultalahti & Viitala (2014) have mentioned that generation 'y' people have made them more socially active than generation 'x' people. The generation 'y' is desired for independence, flexibility, mobility, broad but superficial knowledge, success orientation, creativity and

freedom of information takes priority. However, the generation 'x' is desire for hard work, openness, respect for diversity, curiosity, practicality and respect for hierarchy (Bencsik et *al*., 2016). According to Ryan (2000) the generation 'y' is the first generation to be a socially active generation since the 1960s. Nevertheless, the researchers focused more about the respect and community to measure social values of the two generations 'x' and 'y' that possess within organizations. The past literary findings related to them are as follows.

Respect:

Respect is defined as a basic aspect of how people get related to each other as a thought of esteem paid by people while being desired to share own values and opportunities (O'Grady, 2017). Furthermore, it has been noted that both the generations 'x' and 'y' seek comfort and have more respect for those who share their own values. Hence, this provides an easier opportunity for group assignments (Kipnis & Childs, 2004). Deloitte (2015) has also mentioned that generation 'x' value guidance and expect respect at workplace. On the other hand, generation 'y' respect leaders who are honest, forthright and open. Most of the times, the generation 'y' people try to be own bosses.

Community:

Community refers to as a feeling that a set of people have of belonging and being valuable to each other while sharing the trust among the members who favor team work and who see team work as a team-friendly way to organize tasks and initiatives (Zani & Cicognani, 2012). As per the opinion of Patterson (2007), the personal relationships are important to generation 'x' members as many workers of this generation are considered to be poor team players. They often do things themselves. Generally, the generation 'y' members favor team work whether it is face-to-face or through virtual projects, that must be done by organizations. Anyhow, they see team work as a team-friendly way to organize tasks and initiatives for this generation as well as to continue the further tasks (Howe & Strauss, 2000). These employees give importance to the greetings by team members and wish on birthdays and anniversaries without any hesitation.

Workplace Behavior

Jagannathan (2014), had defined workplace behavior as the behavior of each employee within the organization. The behavior of each generation does vary where generation 'x' is more likely to be cool, calm and composed while generation 'y' is shown to be more of efficient and self-

motivated. However, it is really important to identify what cause the employees within an organization to take decisions themselves to retain within the same employer or to leave the employer as well. Through observations, it was noted that the generational gap which exists within the organizations has an impact on both the retention as well as on the intentions of them to leave. Hence, the researchers did focus on picking up the past literatures on retention and the intention to leave of the two generations 'x' and 'y'.

Retention:

This refers to a process in which employees are given the support and encouragement to remain or to stay within the same organization for an extended time period or till a particular task is being getting completed (Das & Baruah, 2013). The lack of promotions in the career to enhance the employee growth has become reduced in which generation 'x' are willing to retain within the same employer (Weston, 2006). Goessling (2017) has stated that generation 'x' prefers in engaging in interesting self-paced work. Hence the generation 'x' employees stay at one workplace for a long time and enjoy some informality in the workplace. On the other hand, the generation 'y' increases preferences for extrinsic rewards, they hope to stay in the same workplace (Twenge, 2010). Furthermore, these authors have explained that the extrinsic rewards are tangible rewards such as salary and fringe benefits. Therefore, the workplace can retain their generation 'y' employees in the workplace. Basically, the organizations should provide career counseling programs to generation 'y' employees for improving the employee retention (Lowe *et al.,* 2011).

Intention to Leave:

Intention to leave or turnover intention is known to be a mental decision where the employees make either to stay or leave (Jacobs & Roodt, 2007). Price (2001) had stated that turnover is the individual movement taken by an employee across the membership boundary of an organization. However, when the millennials are considered, according to Smola & Sutton (Union Bank PLC , 2019), the generation 'y' employees are described as less loyal to organizations. If the jobs are not challenged, they try move towards other jobs. The generation 'y' values the freedom-related items more than the generation 'x'. However, if these requirements are not met, millennials may leave their current jobs (Cennamo & Gardner, 2008). The generation 'y' appears to be highlighted. If they are not getting highlighted, it becomes an issue for the employee turnover where these members will quit the jobs (Queiri *et al.*, 2014).

CONCEPTUAL FRAMEWORK AND RESEARCH METHODOLOGY

Conceptual Framework

Figure 01 shows the conceptual framework of the current study which was designed by the authors after referring the past literatures. Hence, the conceptual framework consists of three independent variables which are nature of working styles, the personal values and social values of the two generations 'x' and 'y'. The dependent variable of conceptual framework is workplace behavior. Moreover, the researchers mainly focused on what factors affect generation 'y's intention to leave is higher than that of generation 'x's intention to leave.

Independent Variables   **Dependent Variable**
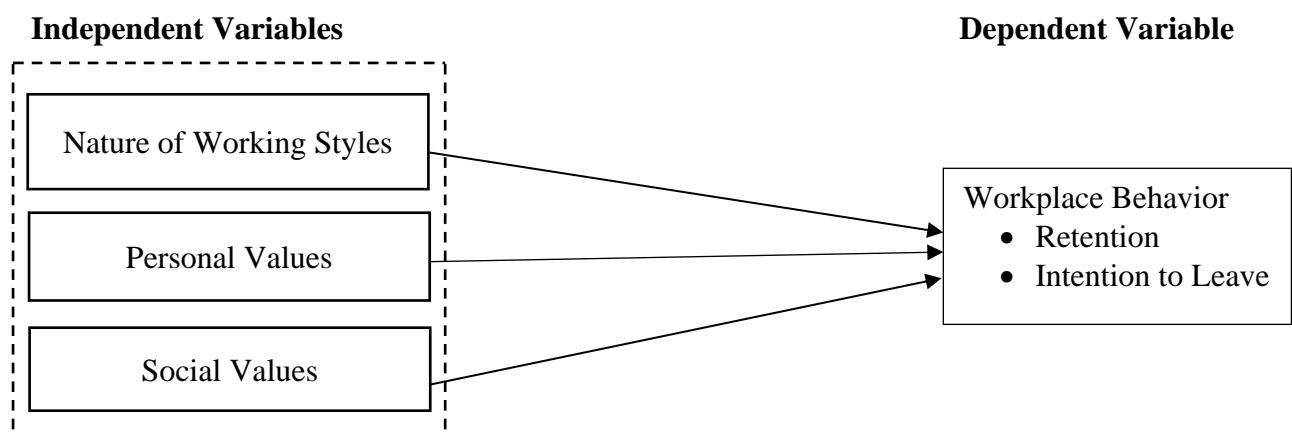
Source: Constructed by Authors

Figure 01: Conceptual Framework

Research Methodology

The researchers elected the quantitative research design as they collected numeric data. Basically, this study is based on a deductive research approach. The main reason for this is that, although the researchers here are not building up a hypothesis, they are expressing hypothesis in terms of operational terms. That is, the researchers will measure each of their independent variables and the dependent variable to give an exact result by using dimensions (Robson & McCartan, 2002). The survey method is the ideal research strategy in this study. The researchers have selected a population of 1298 employees who belong to the two generations 'x' and 'y' (which excludes the laborers, the trainees, interns and the employees who are under probation) from selected private organizations that operate under the service category. The total population of selected organizations are considered as at 2019/18 financial year. Table 3.2 shows the summary of the population of the research study.

Table 06: Summary of the Population of Study

Company	Total Number of Employees
NSY Company	325
FYZ Company	150
ABC Company	100
AYZ Company	150
CYE Company	175
LYZ Company	180
NTG Company	120
GYC Company	98
Total	1298

Source: Annual Reports of Selected Organizations 2019/18

The sample size for the population is 297 based on the Krejici & Morgan's illustration. This research followed a cross sectional study. The sampling method is stratified sampling method as their main subgroups were generation 'x' and 'y'. The researchers collected primary data from the survey questionnaire and secondary data from past research articles to achieve their objectives.

DATA ANALYSIS AND FINDINGS

The main objective of the present study is to find out which employee will retain or leave the organizations based on the sample of the study. In order to predict that the researchers recoded the responses given by the respondents to bring the mean values of the responses pertaining to intention to leave and retention of generation 'x' and 'y' into one scale. Hence, based on this the researchers followed two main analysis studies which are multiple linear regression and descriptive analysis. Multiple linear regression was used to find the impact of nature of working styles, personal values and social values on the retention and turnover intention of the two generations 'x' and 'y' at workplaces separately. Later, descriptive analysis was used to identify the generation which possesses the highest turnover intention based on the sample and to predict which employees from the two generations 'x' and 'y' will leave and retain separately.

Therefore, the first effort was to find the impact of the three independent variables on the retention and turnover intention of the two generations at workplaces separately via multiple linear regression and the results are shown as follows.

Table 07: Regression of Generation X

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.407	.246		5.730	.000
	Nature_of_the_working _style	.374	.120	.308	3.110	.002
	Personal_Value	.036	.064	.058	.567	.572
	Social_Value	.158	.065	.209	2.431	.016

a. Dependent Variable: Workplace_behaviour

Source: SPSS Output of Regression

As per the findings, it can be seen that the nature of working styles and social values of the generation 'x' employees are statistically significant. In other words, their significant values are 0.002 and 0.016 respectively which confirms that it is less than 0.05. However, when the personal values of the generation 'x' employees are concerned, it can be seen that it is not statistically significant since it has a value beyond 0.05 which shows as 0.572. Hence, based on these explanations, the researchers built the equation as shown.

$$Y = \beta 0 + \beta x_1 + \beta x_2 + \beta x_3$$

$$Y = 1.407 + (0.308 * x_1) + (0.058 * x_2) + (0.209 * x_3) \qquad (1)$$

(Y = Workplace behavior, X_1 = Nature of Working Style, X_2 = Personal Values, X_3 = Social Values)

It is seen that when the personal and social values of generation 'x' employees are kept constant, the nature of working styles of these employees get increased by 1 unit where it does impact on retention and intension leave or workplace behavior to get increased by 0.308 units. That is, the beta value of nature of working styles and workplace behavior is 0.308.

When the nature of working styles and social values of generation 'x' employees are kept constant, the personal values of these employees get increased by 1 unit where it does impact on the retention and intension leave or workplace behavior to get increased by 0.058 units. That is, the beta value of personal values and workplace behavior is 0.058.

On the other hand, when the nature of working styles and personal values of generation 'x' employees are kept constant, the social values of these members get increased by 1 unit and it has an impact on retention and intension leave or workplace behavior to get increased by 0.209 units. In other words, the beta value of social values and workplace behavior is 0.209.

Table 08: Regression of Generation Y

Coefficients[a]

| Model | Unstandardized Coefficients | | Standardized Coefficients | | |
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.481	.255		5.814	.000
Nature_of_the_working_style	.353	.137	.231	2.580	.011
Personal_Value	.282	.145	.220	1.949	.050
Social_Value	.034	.141	.025	.239	.812

a. Dependent Variable: Workplace_behavior
Source: SPSS Output of Regression

As per the findings, it is seen that the nature of working styles and personal values of the generation 'y' employees are statistically significant. In other words, the significant values are 0.011 and 0.050 respectively which confirms that it is less than or equal to 0.05. However, the social values of the generation 'y' employees are seen not to be statistically significant since their significant value is noted to be beyond 0.05 which shows as 0.812. Hence, based on these explanations, the researchers built the equation as shown.

$$Y = \beta_0 + \beta x_1 + \beta x_2 + \beta x_3$$

$$Y = 1.481 + (0.231*x_1) + (0.220*x_2) + (0.025*x_3) \qquad (2)$$

(Y = Workplace behavior, X_1 = Nature of Working Style, X_2 = Personal Values, X_3 = Social Values)

It is seen that when the personal and social values of generation 'y' employees are kept constant, the nature of working styles of these members get increased by 1 unit where it does impact on retention and intention to leave or workplace behavior to get increased by 0.231 units. That is, the beta value of nature of working styles and workplace behavior is 0.231.

It was noted that when the nature of working styles and social values of generation 'y' employees are kept constant, the personal values of these employees get increased by 1 unit

where it does impact on the retention and intention to leave or workplace behavior to get increased by 0.220 units. That is, the beta value of personal values and workplace behavior is 0.220.

On the other hand, when the nature of working styles and personal values of generation 'y' employees are kept constant, the social values of these members get increased by 1 unit and it has an impact on retention and intention to leave or workplace behavior to get increased by 0.025 units. In other words, the beta value of social values and workplace behavior is 0.025.

Later, the researchers conducted descriptive analysis for predict which employees retain and leave during the next year and the result are shown as follows.

Table 09: Predictive Analysis Using Descriptive Analysis of Generations 'x' and 'y'

Descriptive				Statistic	Std. Error
	Generation				
Status	X	Mean		3.5052	.04451
		95% Confidence Interval for Mean	Lower Bound	3.4171	
			Upper Bound	3.5932	
		5% Trimmed Mean		3.5137	
		Median		3.5000	
		Variance		.256	
		Std. Deviation		.50558	
		Minimum		1.67	
		Maximum		4.50	
		Range		2.83	
		Interquartile Range		.33	
		Skewness		-.158	.213
		Kurtosis		1.050	.423
	Y	Mean		1.9494	.05723
		95% Confidence Interval for Mean	Lower Bound	1.8364	
			Upper Bound	2.0624	
		5% Trimmed Mean		1.9288	
		Median		2.0000	
		Variance		.550	
		Std. Deviation		.74172	
		Minimum		.50	
		Maximum		4.17	
		Range		3.67	
		Interquartile Range		1.00	
		Skewness		.320	.187
		Kurtosis		.203	.373

Source: SPSS Descriptive Analysis Test Output

Table 06 shows the descriptive statistics of intention to leave of the employees of the two generations 'x' and 'y' by using the responses received. The response options of the questionnaire were Strongly Agree, Agree, Neutral, Disagree and finally as Strongly Disagree. The response options were marked as 1, 2, 3, 4 and 5. It is seen that the mean value of generation 'x' employees is noted to be 3.5052 while the mean value of generation 'y' employees is noted to be 1.9494 based on the sample that was taken. This states that most of the respondents of generation 'x' have given the answer "Disagree" to the statements pertaining to intention to leave of them. But as far as the generation 'y' is concerned, it is noted that most of the generation 'y' respondents have given the Strongly Agree or Agree answer pertaining to the intention to leave statements embedded in the survey questionnaire. Hence, it is identified that generation 'y' employees will leave the organizations than the generation 'x'.

In addition to this, the researchers derived the exact count of the employees who will retain or leave based on their sample and it is shown by Table 10.

Table 10: Predictive Analysis of Generation X using Descriptive Analysis

Leave or not

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	123	95.3	95.3	95.3
	1	6	4.7	4.7	100.0
	Total	129	100.0	100.0	

Source: SPSS Descriptive Analysis Test Output

When conducting the analysis, the researchers marked '0' for the employees who will retain and marked '1' for the employees who will leave the organizations based on the sample as shown. According to results, it is seen that 123 employees will retain and 06 employees will leave the organizations from the total count of 129 employees of generation 'x' of the sample.

Table 11: Predictive Analysis of Generation Y using Descriptive Analysis

Leave or not

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	26	15.5	15.5	15.5

	Frequency	Percent	Valid Percent	Cumulative Percent
1	142	84.5	84.5	100.0
Total	168	100.0	100.0	

Source: SPSS Descriptive Analysis Test Output

Table 11 shows the count of generation 'y' employees that will retain and leave. According to the findings, it is seen that 26 employees will retain and 142 employees will leave the organizations from the total count of 168 employees of generation 'y' of the sample. Hence, it is seen that the researchers were able to determine that the generation 'y' employees will leave than the generation 'x' employees based on their sample through these justifications.

Table 12: Predictive Analysis of both Generations X and Y using Descriptive Analysis

Leave or not

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - Retain	149	50.2	50.2	50.2
	1 - Leave	148	49.8	49.8	100.0
	Total	297	100.0	100.0	

Source: SPSS Descriptive Analysis Test Output

When the overall sample of 297 in the study is taken into consideration, it is seen that 149 employees of both the generations 'x' and 'y' will retain within the same organization with a percentage value of 50.2% while 148 employees of both the generations 'x' and 'y' will leave the organizations with a percentage value of 49.8%.

Moreover, the researchers wanted to predict how many employees of both the generations 'x' and 'y' will retain and leave based on their sample with more accuracy. Hence, they conducted binary logistic regression and Table 13 shows the derived results.

			Predicted		
Observed			Leave_or_Retention		Percentage Correct
			.00	1.00	
Step 1	Leave_or_	.00	86	63	57.7
	Retention	1.00	48	100	67.6

Overall Percentage	62.6

a. The cut value is .500

Table 13: Predictive Analysis of Generations X and Y using Binary Logistic Regression

Source: SPSS Binary Logistic Regression Test Output

Based on the findings of Table 12 and Table 13, it can be predicted that, out of the 149 employees that retain, only 57.7% employees will precisely retain within the organizations. On the other hand, it can be predicted that, out of the 148 employees that leave, only 67.6% will precisely leave the organizations. Hence, it is seen that absolute percentage values of turnover intention is higher than that of the absolute percentage values of retention of the employees at the workplaces.

CONCLUSION

The researchers concluded few findings based on their data analysis to achieve their objective. The researchers used multiple linear regression to find the impact of nature of working styles, personal values and social values on the retention and turnover intention of the two generations 'x' and 'y' at workplaces separately.

According to the findings, it is seen that nature of working styles and workplace behavior of the generation 'x' and generation 'y' are statically significant in the service sector companies of Sri Lankan context. However, when the personal values of generation 'x' are concerned, it is seen that there is no statically significance between the personal values and workplace behavior in generation 'x' employees. When the generation 'y' is taken into consideration it is seen that there is a statically significance between the personal values and workplace behavior of generation 'y' employees of service sector companies in Sri Lankan context. On the other hand, it is seen that the generation 'x' has a statistical significance between the social values and workplace behavior of them. When generation 'y' is concerned, it is seen that there is no statistical significance between the social values and workplace behavior in generation 'y' employees in the Sri Lankan context.

According to the derived conclusions, it was finally determined that among nature of working styles, personal values and social values of the two generations 'x' and 'y', if the nature of working styles of generation 'x' get increased by one unit, the workplace behavior or retention and turnover intention of generation 'x' changes faster than generation 'y'. If personal values

get increased by one unit, the workplace behavior or retention and turnover intention of generation 'y' employees changes faster than generation 'x' employees. Finally, it was noted that, if the social values get increased by one unit, the workplace behavior or retention and turnover intention of generation 'x' employees changes faster than generation 'y' employees. Hence, it was finally concluded that the nature of working styles, the personal values and social values of both the generations 'x' and 'y' has a positive impact on the workplace behavior or retention and turnover intention.

Later, the researchers conducted the descriptive analysis to identify the generation which possesses the highest turnover intention based on the sample. The researchers derived findings using mean values. According to the findings, it was seen that most of the respondents of generation 'x' have given the answer for retention and when the generation 'y' is concerned, it was noted that most of the generation 'y' respondents have given the answer pertaining to the intention to leave. Hence, it is identified that generation 'y' employees will more likely to leave the organizations than the generation 'x' in the selected service sector companies in the Sri Lanka context based on the sample of 297.

Furthermore, the researchers determined the exact counts of the employees in the two generations separately that will remain and leave. According to the findings, it was noted that 129 respondents have been the generation 'x' employees and the rest 168 respondents have been the generation 'y' employees. However, it is seen that out of the generation 'x' employees, 123 employees will retain and 06 employees will leave the organizations. On the other hand, it is seen that out of the generation 'y' employees, 26 employees will retain and 142 employees will leave the organizations. Hence, it can be concluded that majority of generation 'y' employees will leave the organizations than the generation 'x' employees based on the sample.

In addition, the researchers derived the number of employees of both the generations 'x' and 'y' that will retain and leave based on their overall sample as well. According to the findings it was noted that 149 employees from both the generations will retain within their organizations while the rest 148 employees from both the generations will leave their organizations. Furthermore, the researchers followed Binary Logistic Regression to predict how many employees of both the generations 'x' and 'y' will remain and leave. Based on the findings it was noted that out of the 149 employees that retain, only 57.7 % of employees will exactly retain within the organizations. On the other hand, out of the 148 employees that leave, only

67.6 % of employees will exactly leave the organizations. Hence, it is seen that exact percentage values of intention to leave is higher than that of the exact values of retention of the employees of both the generations at the workplaces.

Hence, it can be concluded that the generation 'y' has a higher turnover intention due to the generation gap and lack of sustainable working environments at the workplace. That is, they find it difficult to work with other generations while getting adopted to the sustainable human resource practices within organizations. Hence, they tend to leave those organizations.

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