Employee Retention For Millennials And Gen Z: A Bibliometric Analysis Of Present Status

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Abstract:

Alpha Generation is likely to reach the figure of two billion till the year 2025 (Mc Crindle, 2021). Consequently, the Alpha Generation will form the significant portion of future workforce. Millennials often known as Generation Y, as of 2020 account for more than half of the labour force (Roloff, 2020). Due to the magnitude of both generation as well as their current and future role as part of the workforce, there is a need for evaluation of compatibility between the aforementioned generations. Consequently, this paper strives to review the defining distinctive traits of these Gen cohorts, further to propose HR Strategies to be adopted for amicable working environment also this paper undertakes bibliometric analysis to emphasise the studies conducted in the context of Millennials and Gen Z with reference to employee retention.

Key Words*: Millennials; Alpha Generation; Generation Cohorts, HR Strategies.*

1. Introduction:

Strategies are the methods and solutions applied by various businesses to deal with workforce issues (Cronin, 2011). In order to survive in the market, employee retention has become a global imperative (Hadiyat, Astuti, Utami & Afrianity, 2021). [1]A key factor and ongoing concern in creating millennial employee retention strategy is job satisfaction. This is due to the fact that it significantly affects performance, organisational commitment, work engagement, and quitting intention (Hadiyet, et al., 2021).

A generation is composed of individuals who have been shaped by a particular era or particular year that had the same kind of political or cultural effect rather than just those who were born during that time. Due to their shared experiences, they are now connected to the same emotion, the sense of generational belonging (Forquin, 2003). Pew Research Centre (2015), stated that for generation analysis, it is crucial to define the borders between generations, and various factors are taken into account for this task, including demography, historical events, the general agreement among researchers, contemporary culture, and attitudes. Table 1 illustrates the timeline of twentieth century generations.

Table 1: Chronology of Generations (20th Century)

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Serial No.	Labels of Generation	Chronology
1	Greatest Generation	After 1900 -1928
2	Silent Generation	1928 - 1945
3	Baby Boomers	1946 - 1964
4	Generation X	1965 - 1980
5	Millennials /Generation	1981 - 1996
6	Generation Z	1997 - 2010
7	Generation Alpha	2010 -2024

Source: (Pew Research Centre, 2015; Jha, 2020)

Organizations find it challenging to keep up with the workforce changes brought forth by the aforementioned generations. Generation Y (Gen Y) also known as Millennials, is generation which comes after Generation X, it precedes Z Generation. Scholars and mainstream media consider Millennials birth starting from the year 1980 to the middle of year 1990 and consider ending birth years as early 2000s, that is, people who were born during 1981 to 1996. Baby boomers and initial Generation X members are the parents of majority of millennials member. Generation Alpha is mainly the offspring of Generation Y. Millennials were described as primary generation that was raised in the era of internet. This generation is generally seen by elevated usage of and familiarity with mobile devices, social media and Internet and, the reason they are occasionally referred to as digital natives.

Mark McCrindle a researcher from Australia, in 2008, coined the term generation Gen Alpha is named after initial letter in Greek alphabets, that is, Alpha. Generation Z their immediate precursors, denote the stoppage of use of Latin alphabets for naming the various generations, making path for the Generation Alpha to arise (McCrindle,2008). As opposed to the authoritarian and privileged sense of word alpha in expressions like 'alpha type' or 'alpha male', this new generation is inclusive, collaborative, global in outlook and keen to learn (Mc Crindle, 2021).

Generation Alpha is also referred to as Digital Natives: those who were born and raised with technology (Prensky, 2001). According to current data from the UN, India will have the biggest population of Alpha children worldwide in ten years (Thomas, Madia & MP, 2020). Alpha Generation is likely to reach the figure of two billion till the year 2025 worldwide (Mc Crindle, 2021).

2. Literature Review:

Gabriel and Buchko (2021) defined work related characteristics of Generation Z and Millennials in the work place for improving the understanding of chances of conflict between the two generation due to difference in generation and to cultivate strategies pertaining to leadership with the focus of improving the morale of employees and thus improving productivity with the help of Generation cohort theory, Work Value and Leadership Member Exchange Theory and focusing on and social work values, intrinsic and extrinsic work values.

Chief reasons for which Millennials choose to work for an organisation include better Work Life Balance, Development and Learning opportunities, Career growth opportunities, Positive work culture an organisation's positive influence on society (Deloitte Gen Z and Millennial in the hands of millennials, in for improving work life balance they would likely to permit employees such working hours as employees feel flexible, and to work from home, by proving mental health training raise leaders which are supportive, create options for improved job-sharing and to make sure that part-time employees should also have career advancement prospects like full-time employees (Deloitte Gen Z and Millennial Survey, 2022). Dimitriou and Blum (2015) states that Millennials place a high value on engaging work, recognition for a job well done, and an enjoyable work

atmosphere. They also look for prospects for internal growth and promotion, and their choices are remarkably similar to those of previous generations. The millennial generation seems to value diversity, be self-assured, be ambitious, have a strong social conscience, and want to contribute (Ng & Gosset, 2013).

Jha (2020) stated that individuals of Generation Alpha began developing close relationship with Siri or Alexa (voice assistants from Apple and Amazon) rather than with their parents or friends. Carter (2016) described generation Alpha as the most pampered and wealthy in terms of materialistic stuff plus devices, resulting in their formation as overindulgent, selfish, and group that seeks instant gratification. Gen Alpha are the most materially endowed and technologically savvy generation ever (Mc Crindle, 2021). The Alpha generation can adjust and pick things up more quickly and are not solely dependent on technology (Thomas et al., 2020). Dawis and Lofquist (1984) opined that the Theory of Work Adjustment conceptualises work values as characteristics of an occupation that are essential to fostering job happiness. There exist some differences between the generations work values as specifically suggested by previous research works (Twenge, 2010).

3. Methodology:

For the composition of this paper, the findings of researchers and surveys pertinent with this study were examined and relevant implications were presented accordingly. This paper is divided into five parts which are lastly supplemented by references. To get deep insight of work in this area a bibliometric analysis is also conducted. Following section explains the procedure followed:

3.1. Choosing the database
The initial step in the bibliometric analysis method is to find databases that will help the study goal. In order to complete the analysis and make wise decisions, data sources must be trustworthy and relevant (Rueda et al., 2007). The International Scientific Indexing, Google Scholar, Web of Science, and Scopus datasets are reliable and up-to-date. Our study was conducted using the Scopus Index, one of the most popular databases used by researchers all over the world.

3.2. Scope of search
The main emphasis of this bibliometric analysis is on publications on employee retention in the context of Millennials and Gen Z. We chose studies that specifically focused on employee retention above those that covered related topics including employee engagement, job engagement, human resource strategies, employee retention model, employee satisfaction, green creativity, green human resource management, generation Z, generation Y, millennials etc. We also excluded any research that did not specifically address the employee retention, Generation Z and millennials.

3.3. Search criteria
Two different criteria were used to search only for articles on green human resource management and environmental sustainability. The logical operators "TITLE-ABS-KEY ("employee retention and millennials") OR TITLE-ABS-KEY ("employee retention and gen Z"). After completing this process, we carefully examined all of the document abstracts, excluding those that were unrelated, and the final number was 24.

3.4. Measurement Tools
The majority of bibliometric literature focuses on creating bibliometric maps. The current work does a quantitative study using VOS software. Additionally, the VOS viewer enables the viewing of maps created using the proper mapping software. Maps created utilising the VOS mapping approach and techniques like multidimensional scaling can thus be displayed using the application. The VOS viewer is a cross-platform application that can be launched directly from the internet and works with a wide range of hardware and operating system

architectures. In contrast to the bulk of computer applications used for bibliographic mapping, the VOS viewer prioritises the graphical depiction of bibliographic maps. The functionality of the VOS viewer is quite helpful for showing big bibliometric maps in an accessible manner (Van Eck & Waltman, 2010).

4. Findings and Discussions:

This section presents the findings of the study and is divided in two sections. First segment deals with results of bibliometric analysis and the second section deals with the distinctive traits and work values of Millennials and Alpha Generation along with their alignment.

4.1. Bibliometric Analysis Results

This segment deals with the research question: What is the knowledge foundation of the field: Employee retention in the context of Millennial and Alpha generation? This question is answered through the application of Co citation analysis and Bibliographic Coupling.

4.1.1 Co-authorship and countries

Table 2: Co-authorship and countries

Countries	Documents	Citations	Total Link Strength
Malaysia	5	40	3
United Kingdom	4	19	3
India	4	2	0
United States	5	25	0

In terms of nations, Table 2 reveals that the Malaysia (05), United Kingdom (04), the United States, and India (with 4 and 5 respectively) are the top knowledge producers in the field of employee retention and millennial Z. These nations generated 18 documents, or 78% of the total, out of 23 documents.

4.1.2. Co-Occurrence and All keywords

The most frequent topics in the area of employee retention are displayed in Figure 1 based on the overlay visualization mode in VOS viewer. We can see that the key concepts or words that define in this field—employee retention, job satisfaction and Millennials—are characterized by a few significant nodes.
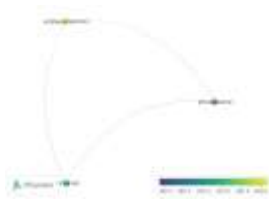
Figure 1: Key concepts defined in this field

4.1.3. Bibliographic coupling with Sources:

When there are more shared references between two sources' (journals') publications, there is a higher degree of bibliographic coupling between them. In this instance, only those sources that have at least ten publications have been used. VOS viewer determines the total connection strength of the bibliographic coupling links for each source. Total link strength (TLS) is used to determine the sources in the final graph (Van Eck & Waltman, 2020). Co-cited publications are found at the nodes that are closest to one another. Figure 2 displays the end outcome.
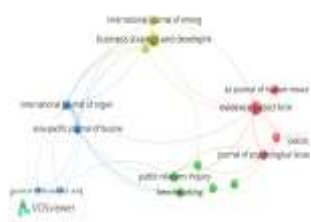
Figure 2: Bibliographic coupling with Sources

Business strategy and development along with Evidence-based HRM have published 2 documents with citation of 14 and 6 having total link strength of 13 each. Benchmarking journal has one document with highest number of 21 citation while international journal of organisation and Asia-pacific journal of business administration have total link strength of 50 and 49 as displayed in table 3.

Table 3: Bibliographic coupling with Sources

Source	Documents	Citations	Total Link Strength
benchmarking	1	21	5
business strategy and development	2	14	13
journal of psychological issues in organizational culture	1	14	8
employee relations	1	7	4
evidence-based hrm	2	6	13
Asian journal of business and accounting	1	3	3
mentoring millennials in an Asian context: talent management insights from Singapore	1	3	6
international food and agribusiness management review	1	2	1

international journal of emerging markets	1	2	13
proceedings of the European conference on knowledge management	1	2	1
A journal of human resource management	1	2	1
south African journal of accounting research	1	2	2
international journal of organizational analysis	1	1	4
polish journal of management studies	1	1	1
psychology of retention: theory, research and practice	1	1	3
public relations inquiry	1	1	8
sustainability (Switzerland)	1	1	5
Asia-pacific journal of business administration	1	0	49
critical issues on changing dynamics in employee relations and workforce diversity	1	0	0
international journal of organization theory and behaviour	1	0	50
proceedings of the international conference on industrial engineering and operations management	1	0	2

Table 4: Bibliographic coupling with Author

Document	Citations	Total Link Strength
jayathilake h.d.; daud d.; eaw h.c.; annuar n. (2021)	21	5
carpenter m.j.; de charon l.c. (2014)	14	8
islam m.a.; hack-polay d.; haque a.; rahman m.; hossain m.s. (2022)	10	12
pasko r.; maellaro r.; stodnick m. (2021)	7	4
islam m.a.; mendy j.; haque a.k.m.a.; rahman m. (2022)	4	11
dechawatanapaisal d. (2020)	4	9
hassan r.; johar e.r.; nor n.m. (2020)	3	3
lim p.; parker a. (2020)	3	6
seqhobane m.; kokt d. (2021)	2	1
lee c.c.; lim h.s.; seo d.j.; kwak d.-h.a. (2022)	2	4
islam m.a.; hack-polay d.; rahman m.; hosen m.; hunt a.; shafique s. (2022)	2	13
tetteh i.; spaulding a.; ptukhina m. (2021)	2	1
daniels n.; davids r. (2019)	2	2
graczyk-kucharska m. (2019)	2	1
moreno a.; navarro c.; fuentes-lara c. (2022)	1	8
naim m.f. (2018)	1	3
pandita d.; kumar a. (2022)	1	4
hadiyat y.; astuti e.s.; utami h.n.; afrianty t.w. (2021)	1	1
popaitoon p. (2022)	1	5
sibil b.; joy c. (2021)	0	0

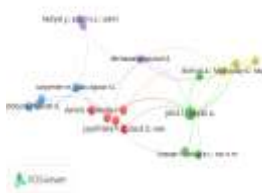|		
jena l.; nayak u. (2023a)	0	50
reyes j.j.c.; norona m.i. (2019)	0	2
jena l.; nayak u. (2023b)	0	49

Figure 3: Bibliographic coupling with Authors

4. 2. WORK VALUES OF MILLENNIALS AND GEN ALPHA

The following section showcases the findings of different researchers about the characteristics of millennial and alpha generations and their implication for HR Practices along with concern related with alpha and millennial generations.

Table 5: Work values of Millennials and Gen Alpha

Work Values	Indicator of Work Value	Values inherent in Alpha Generation	Values inherent in Millennial	Alignment
Extrinsic work values	Job Security	Risk- Takers	Purpose Optimistic Risk-takers	Yes
Intrinsic work values	Development	Will be more educated Tech Savvy Competitiveness Need for recognition	Desire ongoing professional development	Yes
	Achievement	Achievement Oriented	Achievement-Oriented	Yes
Social work values	Social Interaction and Teamwork	Passionate about inclusivity Hyper connected Focused on Family	Collaborative Sociability	Yes
	Work- life balance	Do not like boundaries	Desired balanced life	Yes

Source: Researchers' Compilation

Table 5 reveals the key work values and distinctive traits inherent in members of millennial generation and the generation alpha along with the status of their alignment as millennials are going to be the large part of workplace as co-workers as well as employers.

Table 6 elucidates characteristics inherent in members of generation Alpha and raised concerns. It also elucidates proposed strategies to be followed for amicable work environment in the organisation.

Table 6: Generation Alpha's Characteristics and Concern along with their implication for HR Practices for organisation

Alpha Generation			
Year	**Authors**	**Characteristics**	**Implication for HR Practices**
2020	Apaydin and Kaya	High Level of Perception	Participative management practices and employee engagement policy should be framed accordingly
2019	Taylor and Hatting	Apply reading skills Social Connections Ability to interpret information Learning with the use of Technology	Focus should on Upgradation of old training methods.
2017	Nagy and Kolcsey	Direct effect of Social media Quick Access to Information Not confined to Boundaries	Social media platforms can be used as a source for employee communication
Year	**Authors**	**Concerns**	**Implication for HR Practices**
2020	Roloff	Job Hopper	Retention strategy should have formulated keeping in mind the reasons for which an employee wants to leave the job. A survey could help explain the reasons.

Source: Researchers' Compilation

Table 7 elucidates characteristics inherent in members of Millennials generation, characteristics which could raise concern for the amicable organisational environment and consequently should be addressed. The table 7 also illustrates proposed strategy that could be adopted for amicable organisational environment.

Table 7: Millennial's Characteristics and Concern along with their implication for HR Practices for Organisation

Millennials			
Year	**Authors**	**Characteristics**	**Implication for HR Practices**
2022	Deloitte Global Gen Z and Millennial Survey	Preferred working pattern is Hybrid work arrangement (combination of remote and in office work)	Organization's focus should be towards creating policy for work from home
		Climate Change/ Protecting the environment	Organization's environmental policy should be formed keeping in mind the visions of all stakeholders
2015	Nolan	Work Life Balance	Organization should provide part-time hours, flexible work schedules, working from home, and holidays.
Year	**Authors**	**Concerns**	**Implication for HR Practices**
2022	Deloitte Global Gen Z and Millennial Survey	Stress due to workload	Employee's performance goals should be set after discussing with employees.
		Mental Health or Workplace wellbeing	Framework for employee counselling should be made.
		Fear of Sexual harassment	Training for the prevention of sexual harassment should be provided.

Source: Researchers Compilation

5. Conclusions:

It is identified that Millennial & Alpha generations is different from the preceding generations and hence it requires comprehensive HR strategy to retain such employees through maintaining work-life balances program; facilitating and supporting career advancement & advancement programs for such generation; and organisation should alter its employee engagement strategy to foresee and lead these two generation. It is believed that changing the workplace environment to involve digital generation is the key to overall success (Setyawan & Sutawijaya, 2021). These generations have some special traits like loyalty, thoughtfulness, compassion, open-mindedness, dynamism, leadership, creativity, responsibility and strong connection to technology and this need to be addressed properly by the management and adapt more technology-oriented environment to retain such employees to gain competitive advantages. It has been also observed that while accepting any employment Millennials expects inclusive work environment and diverse workforce (Ng & Gossett, 2013). Management while framing HR policy needs to understand that these generation particularly the Alpha generation offer their life as well as ideas openly and sees no limits. They will apparently raise up to being inventive in addition to being unusual. Known the outlook in prospect, presumably, autonomy, the need for achievement competitiveness, recognition, attention-seeking, impulsivity, risk-taking and intolerant

conduct will likely prevail and become striking in Alpha Generation with the progression of time.

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