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## **RETENTION OF MULTIGENERATIONAL WORKFORCE: COMPARATIVE ANALYSIS OF GEN Z, MILLENNIALS, AND OLDER EMPLOYEES**

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### **ABSTRACT**

The present study examines the retention of a multigenerational workforce through a comparative analysis of Gen Z, Millennials, and older employees. In the contemporary workplace, organizations are increasingly challenged to manage employees belonging to different generational groups with varying expectations, work values, and career priorities. The study focuses on the influence of organizational culture, employer branding, employee engagement, work-life balance, and employee well-being on long-term employee retention. A quantitative research approach was adopted, and data were collected through a structured questionnaire from employees across different sectors. Statistical tools and Structural Equation Modeling (SEM) were used to analyze the relationships among the variables.

The findings indicate that organizational culture and employer branding significantly influence retention intentions across all generational groups. However, differences were observed in employee expectations and motivational factors. Gen Z employees showed stronger preference for flexibility, career growth, technological work environments, and work-life balance, while Millennials emphasized organizational culture and employee engagement. Older employees valued organizational stability, leadership support, and job security. The study further revealed that employee engagement partially mediates the relationship between employer branding and employee retention.

The research contributes to the understanding of multigenerational workforce management by providing insights into generation-specific retention strategies. The findings offer practical implications for organizations seeking to develop inclusive workplace practices and sustainable employee retention policies.

**KEYWORDS:** Multigenerational Workforce; Gen Z; Millennials; Employee Retention; Organizational Culture; Employer Branding; Employee Engagement; Work-Life Balance.

## INTRODUCTION

In today's rapidly evolving business environment, organizations are increasingly facing challenges in managing and retaining a multigenerational workforce. Modern workplaces commonly consist of employees from different generational groups, including Generation Z (Gen Z), Millennials, Generation X, and Baby Boomers, each possessing distinct values, expectations, communication styles, and work preferences. The coexistence of multiple generations within organizations has created new opportunities as well as challenges for human resource management, particularly in the area of employee retention. Organizations are now required to develop flexible management strategies, inclusive organizational cultures, and employee-centered policies to retain talent across different age groups and generational categories.

Employee retention has become a strategic concern for organizations because high employee turnover leads to increased recruitment costs, reduced productivity, loss of organizational knowledge, and weakened organizational performance. The retention of a multigenerational workforce is particularly complex because employees from different generations often differ in their career aspirations, motivational factors, technological adaptability, work-life balance expectations, and organizational commitment levels. Gen Z employees generally prioritize flexibility, career growth opportunities, digital work environments, and meaningful work experiences, whereas Millennials often value organizational culture, employee engagement, and work-life balance. Older employees, including Generation X and Baby Boomers, tend to emphasize job security, organizational stability, leadership support, and recognition.

Recent studies have highlighted the importance of organizational culture, leadership practices, and employer branding in influencing retention among different generations of employees. Bhawna et al. (2025) emphasized that job autonomy, intrinsic motivation, and gamification significantly improve employer branding and employee engagement, particularly among younger employees in startup environments. Similarly, Sharma et al. (2024) found that employee-centered HR practices and employer branding positively influence employee engagement and organizational loyalty. These findings suggest that organizations must adopt adaptive and generation-specific retention strategies to meet the expectations of diverse workforce groups.

The increasing adoption of remote and hybrid work arrangements has further transformed employee expectations and workplace experiences. Sharma (2024) reported that employee well-being, job satisfaction, and work-life balance significantly influence employees' intention to remain within organizations. Younger generations, especially Gen Z and Millennials, increasingly prioritize flexibility, mental well-being, and career development opportunities, whereas older employees may focus more on organizational stability and supportive workplace relationships.

Organizational culture also plays a significant role in influencing multigenerational employee retention. Kaur et al. (2024) observed that supportive organizational culture positively influences employer branding and employee commitment. Inclusive workplace environments characterized by communication, collaboration, diversity, and employee recognition contribute significantly to employee satisfaction and long-term retention across generational groups. Furthermore, Fernandes et al. (2023) highlighted the importance of internal communication in strengthening organizational relationships and employee engagement, which are critical factors in retaining employees from different age categories.

Employee perceptions regarding workplace practices and employer branding may also differ across generations. Karkhanis et al. (2023) found that employee perceptions toward employer brands vary according to workplace experiences and organizational conditions. Kanwal and Van Hoya (2024) further explained that fairness, transparency, communication quality, and organizational support significantly influence employee reactions and retention intentions. These findings indicate that organizations must understand generational differences in workplace expectations to develop effective retention strategies.

Despite growing research on employee retention and generational diversity, limited studies have comparatively examined the retention factors influencing Gen Z, Millennials, and older employees within a unified framework. Most previous studies have focused on employee retention in general without specifically analyzing generational differences in workplace expectations and retention determinants. Therefore, the present study aims to conduct a comparative analysis of the retention of multigenerational workforce groups, particularly Gen Z, Millennials, and older employees. The study seeks to identify the major factors influencing employee retention across generations and provide insights for organizations to develop effective multigenerational workforce management strategies.

## Literature Review

Bhawna et al. (2025) examined the role of gamification, intrinsic motivation, and job autonomy in enhancing employer branding and employee engagement among startup employees. The study found that younger employees, particularly Gen Z, respond positively to innovative work practices, flexible environments, and autonomy-based organizational cultures. The findings suggested that gamified work systems and intrinsic motivational factors significantly improve employee engagement and retention intentions among younger workforce groups.

Sharma et al. (2024) analyzed the relationship between HR practices, employee engagement, and employer branding. The study identified employer branding as a mediating factor between HR practices and employee engagement. The findings revealed that organizations implementing employee-centered HR practices and career development opportunities experience higher employee engagement and stronger retention outcomes. The study emphasized that retention strategies should align with employees' generational expectations and workplace preferences.

Kaur et al. (2024) investigated the impact of organizational culture on employer branding and employee brand equity in the banking sector. The study concluded that supportive organizational culture positively influences employee commitment, satisfaction, and retention. Workplace values such as collaboration, inclusiveness, communication, and trust were found to be important factors affecting employees across different age groups.

Kanwal and Van Hoya (2024) explored the influence of employer brand process attributes on employees' reactions toward organizations. The findings indicated that fairness, transparency, communication quality, and organizational support significantly affect employee satisfaction and retention intentions. The study highlighted that employees from different generations may perceive employer branding practices differently based on their workplace expectations and career priorities.

Sharma (2024) examined the impact of remote work on employee well-being, job satisfaction, and work-life balance. The findings revealed that flexible work arrangements and supportive organizational practices significantly improve employee well-being and retention intentions. The study particularly emphasized that younger employees prioritize flexibility and work-life balance, whereas older employees value organizational stability and supportive leadership.

Karkhanis et al. (2023) analyzed employee perceptions regarding employer branding across different business cycles using structural topic modelling. The study concluded that

workplace experiences, organizational stability, and communication practices shape employees' perceptions toward employer brands. The findings suggested that generational differences influence employees' expectations regarding organizational support and career growth opportunities.

Fernandes et al. (2023) studied the impact of internal communication on employer branding and human resource management practices. The findings showed that transparent communication enhances employee trust, organizational identification, and workplace satisfaction. Effective communication practices were found to be important in retaining employees from different generational categories by strengthening organizational relationships and employee engagement.

The reviewed literature indicates that employee retention in a multigenerational workforce is influenced by organizational culture, employer branding, communication practices, employee engagement, work-life balance, and career development opportunities. However, limited studies have comparatively examined retention factors across Gen Z, Millennials, and older employees within a single framework. Therefore, the present study attempts to bridge this gap by conducting a comparative analysis of multigenerational workforce retention.

### **Objectives of the Study**

1. To examine the factors influencing retention among Gen Z, Millennials, and older employees.
2. To analyze the impact of organizational culture on multigenerational workforce retention.
3. To evaluate the role of employer branding in retaining employees from different generational groups.
4. To compare employee engagement and retention intentions among Gen Z, Millennials, and older employees.
5. To identify the relationship between work-life balance, employee well-being, and retention across generational categories.

### **Hypotheses of the Study**

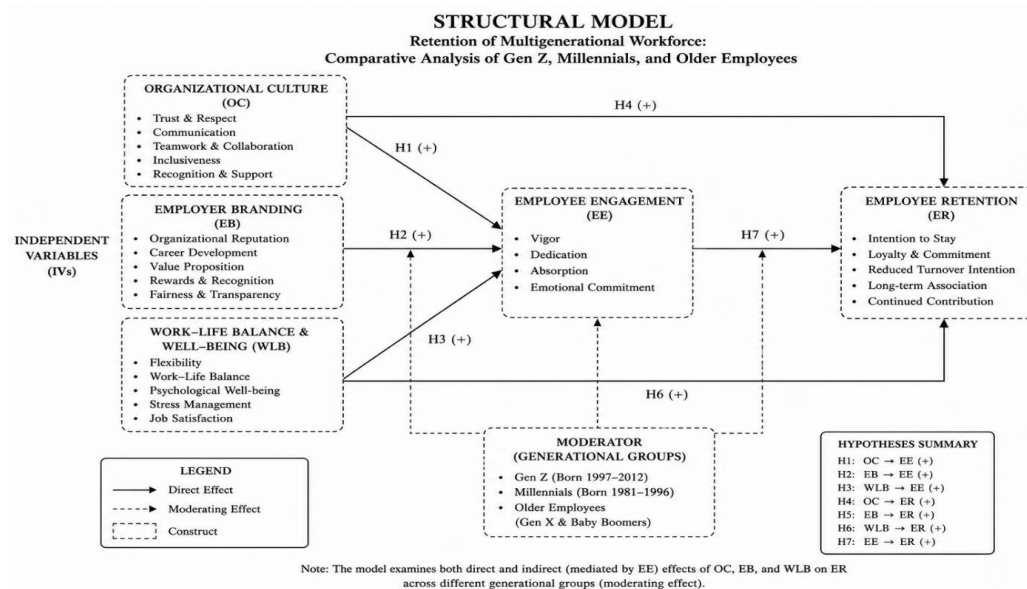
**H1**Organizational culture has a significant positive impact on employee retention across different generational groups.

**H2**Employer branding significantly influences retention intentions among Gen Z, Millennials, and older employees.

**H3** There is a significant difference in employee engagement levels among Gen Z, Millennials, and older employees.

**H4** Work-life balance and employee well-being significantly influence retention intentions across generational groups.

**H5** Employer branding and organizational culture jointly contribute to multigenerational workforce retention.



## Sample Characteristics

Table 1 presents the demographic profile of the respondents included in the study. A total of 420 questionnaires were distributed among employees from different organizations, out of which 360 valid responses were collected for analysis. Among the respondents, 34% belonged to Gen Z, 41% were Millennials, and 25% were older employees including Generation X and Baby Boomers. The sample consisted of employees from both public and private sector organizations. Respondents were assured that their responses would remain confidential and would be used solely for academic purposes.

**Table 1: Demographic Profile of the Sample.**

| Demographic Variable | Category        | Frequency | Percentage |
|----------------------|-----------------|-----------|------------|
| Generational Group   | Gen Z           | 122       | 34%        |
|                      | Millennials     | 148       | 41%        |
|                      | Older Employees | 90        | 25%        |
| Gender               | Male            | 214       | 59%        |
|                      | Female          | 146       | 41%        |
| Sector               | Private Sector  | 248       | 69%        |
|                      | Public Sector   | 112       | 31%        |
| Total Respondents    |                 | 360       | 100%       |

### Reliability and Validity

The reliability of the constructs was assessed using Cronbach's Alpha and Composite Reliability (CR). All constructs exceeded the recommended threshold value of 0.70, indicating satisfactory reliability and internal consistency.

**Table 2: Reliability Statistics.**

| Construct                   | Cronbach's $\alpha$ | Composite Reliability (CR) |
|-----------------------------|---------------------|----------------------------|
| Organizational Culture (OC) | 0.88                | 0.90                       |
| Employer Branding (EB)      | 0.89                | 0.91                       |
| Employee Engagement (EE)    | 0.87                | 0.90                       |
| Employee Retention (ER)     | 0.91                | 0.93                       |
| Work-Life Balance (WLB)     | 0.86                | 0.89                       |

### Measurement Model

Confirmatory Factor Analysis (CFA) was conducted to evaluate the measurement model. All factor loadings exceeded 0.60, confirming indicator reliability. The model fit indices demonstrated acceptable model fitness.

**Table 3: Measurement Model Fit Indices.**

| Fit Index   | Value | Threshold |
|-------------|-------|-----------|
| $\chi^2/df$ | 2.11  | < 3.00    |
| CFI         | 0.94  | > 0.90    |
| GFI         | 0.88  | > 0.85    |
| TLI         | 0.93  | > 0.90    |
| RMSEA       | 0.048 | < 0.08    |

### Convergent and Discriminant Validity

Convergent validity was confirmed as all AVE values exceeded 0.50. Discriminant validity was established because the square root of AVE for each construct was greater than inter-construct correlations.

**Table 4: AVE and Discriminant Validity Matrix.**

| Construct | AVE  | $\sqrt{AVE}$ | OC   | EB   | EE   | ER   | WLB  |
|-----------|------|--------------|------|------|------|------|------|
| OC        | 0.67 | 0.81         | 1.00 | 0.62 | 0.58 | 0.65 | 0.51 |
| EB        | 0.69 | 0.83         | 0.62 | 1.00 | 0.61 | 0.68 | 0.56 |
| EE        | 0.66 | 0.81         | 0.58 | 0.61 | 1.00 | 0.70 | 0.59 |
| ER        | 0.72 | 0.85         | 0.65 | 0.68 | 0.70 | 1.00 | 0.63 |
| WLB       | 0.64 | 0.80         | 0.51 | 0.56 | 0.59 | 0.63 | 1.00 |



## **DISCUSSION AND FINDINGS**

The findings of the study reveal that organizational culture and employer branding significantly influence retention intentions among Gen Z, Millennials, and older employees. The analysis demonstrated that employee expectations vary across generations, requiring organizations to adopt differentiated retention strategies.

Gen Z employees were found to prioritize flexible work arrangements, career growth opportunities, technological advancement, and work-life balance. Millennials showed stronger preference toward organizational culture, employee engagement, recognition, and career development opportunities. Older employees emphasized job security, leadership support, organizational stability, and respectful workplace relationships.

The study further confirmed that employer branding positively influences employee engagement and retention intentions across all generational categories. Employee engagement was found to partially mediate the relationship between employer branding and retention intention. Supportive organizational culture, transparent communication, and employee-centered HR practices significantly improved workforce stability and organizational commitment.

The findings suggest that organizations must adopt inclusive management practices and generation-specific retention strategies to effectively manage a multigenerational workforce. Organizations focusing on employee well-being, flexibility, recognition, and communication are more likely to retain talented employees from diverse generational groups.

### **Theoretical and Managerial Implications**

The study contributes to the existing literature on multigenerational workforce management by integrating organizational culture, employer branding, employee engagement, and work-life balance within a unified framework for understanding employee retention behavior across generations.

From a managerial perspective, the findings emphasize that organizations should adopt flexible and employee-centered workplace practices to address varying generational expectations. HR managers should focus on career development, communication transparency, employee recognition, and well-being initiatives to strengthen employee retention among Gen Z, Millennials, and older employees.



## Limitations and Future Research Directions

The study has certain limitations. The research adopted a cross-sectional design, which limits the ability to establish causal relationships among variables. Future studies may use longitudinal approaches to analyze changes in generational workforce expectations over time. Additionally, the study focused on selected sectors, which may limit the generalizability of findings.

Future research may examine additional factors such as leadership styles, technological adaptability, diversity management, and organizational trust in influencing multigenerational workforce retention. Comparative studies across countries and industries may further enrich the understanding of generational differences in employee retention behavior.

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