

The Influence of Organizational Climate and Generational Preferences on Retention with Employee Engagement as an Intervening Variable on Generation Y and Z Nurses at Provita Hospital Jayapura

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Abstract

Employee retention is a long-term investment in future growth and competitiveness. The characteristics of generations Y and Z who tend to move from one workplace to another in a fairly short period of time poses a challenge for organizations. Based on a preliminary study, it was found that 40% of employees had no intention of staying, 40% of employees felt that the organizational climate was less supportive, 30% felt that their current job did not match their preferences, and 40% of employees felt less involved. This study is an associative quantitative study with a cross-sectional design. The population was all nurses of generations Y and Z at Provita Hospital Jayapura. The data collection technique used a questionnaire with a Likert scale of 1 - 4. Data analysis using the Three Box Method and SEM-PLS. Research variables: employee retention, organizational climate, preferences of generations Y and Z, and employee engagement. The results of the data analysis of this study found that organizational climate and generation preferences had a significant effect on employee retention with employee engagement as an intervening variable. Organizational climate and employee engagement each have a significant direct effect on employee retention. While generation preferences do not have a direct effect on employee retention. However, generation preferences will affect employee retention if mediated by employee engagement.

Keywords: Employee Retention, Organizational Climate, Generation Y And Z Preferences, Employee Engagement

Introduction

Employees are the most important, valuable and productive assets of an organization. Employees have a very important role in the sustainability and development of the organization. When an employee leaves an organization, he can take knowledge, experience, culture, and value systems, which may be used for the organization's competitors (Jadon & Upadhyay, 2018). The need to retain employees is because the organization has spent recruitment costs and has invested costs for training to develop employee competencies and skills to fit the organization and to improve employee efficiency.

The cost of employee turnover reaches 2.5 times the employee's salary and is higher if it involves experienced staff. The organization also needs to spend high training costs with low productivity for new recruits before they become independent. Organizations must be able to identify efforts to retain talented employees. Organizations need to understand what employees need from the organization and deliver it to them. The needs of each employee are different, so organizations must be able to reach their limits and act accordingly (Ramapriya & Premnath, 2020).

Employee retention can be a long-term investment in future growth and competitiveness. Employee retention has many significant benefits for organizations, including: increasing employee satisfaction and engagement (Wahyudi, et al., 2023), and strengthen organizational culture (Siddiqui, 2018), and increase effectiveness. Research by Dwiputri, et al. (2022) found that a good organizational climate can increase employee engagement, which in turn increases employees' desire to stay. Organizational climate reflects the meaning that people attach to the collection of interrelated experiences they have at work. Research by Lan, et al. (2020) stated that organizational climate has a significant positive correlation with employee retention.

The more positive the organizational climate, the higher the employee retention. Research by Almaaitah, et al. (2017) found that a positive organizational climate strengthens the positive effect of human resource relationship practices on employee retention. Currently, the human resources that dominate the world of work are generations Y and Z. Understanding the management of human resources in the current era for generations Y and Z certainly needs to be understood in order to develop employee retention strategies, due to the differences in characteristics between these two generations.

The characteristics of generations Y and Z who tend to move from one workplace to another in a fairly short period of time pose challenges for organizations (Yani & Saputra, 2023). The failure of managers to understand and appropriately adapt to generational differences and the demands of new generations entering the workplace can result in misunderstandings, miscommunication and mixed signals, and can impact employee productivity, innovation and corporate citizenship, ultimately leading to problems with retention and turnover. Kusumawati et al.'s (2021) research found that employee engagement has a positive influence on the retention of millennial and generation Z employees, and there is no significant difference in the level of employee engagement and retention between millennial and generation Z employees.

Employee engagement according to Schaufeli et al. (2006) is a positive and satisfying working condition characterized by high levels of energy, commitment, and concentration on work. Provita Hospital is a class C private hospital located in Jayapura city with 125 beds, and a total of 275 employees, not including specialist doctors and outsourcing. As many as 99% of employees are generation Y and Z. Throughout 2018 - 2023, 209 employees left. Of the total number of employees who left, 34% (72 people) were from the nursing field.

The employee retention rate in 2023 was 72% of the standard 85%. As many as 63% of the employees who left were generation Y. Provita Hospital has routinely conducted employee engagement surveys every semester in a year for all hospital employees. The purpose of this engagement survey is to assess employee engagement towards the hospital. Based on the implementation of the employee engagement survey conducted in May 2024, there was a decrease in the percentage of engaged employees from the results of the survey conducted in November 2023.

Employees in the engaged category fell from 84.58% to 56.72%, while employees in the not engaged category rose from 15.41% to 43.28%. Based on a comparison of survey data from November 2023 and May 2024, there was an increase in work stress, lack of opportunities to learn and develop and impatient superiors. Based on a preliminary study, it was found that 40% of employees had no intention of staying, 40% of employees felt that the organizational climate was less supportive, 30% felt that their current job did not match their preferences, and 40% of employees felt less involved.

Based on the description above, the author is interested in analyzing the influence of organizational climate and preferences of generations Y and Z on employee retention through involvement in nurses at Provita Hospital Jayapura. The novelty of this study is to test the influence of preferences of generations Y and Z on nurse retention mediated by employee involvement in the hospital.

Methods

The type of research used in this study is quantitative research. The study was conducted with an associative quantitative approach, using a cross-sectional design , to test the organizational climate variables (X1) and preferences of generations Y and Z (X2) , on employee retention (Y) with employee engagement (Z) as an intervening variable . The study was conducted at Provita Jayapura Hospital . The population selected from this study were all nurses of generation Y and Z at Provita Jayapura Hospital, totaling 118 people. With sample selection using inclusion criteria, namely nurses of generation Y and Z, have a minimum work period of 1 year, have permanent employee status and are actively on duty. While the exclusion criteria are nurses who are on maternity leave and leave without responsibility. So that a sample of 96 respondents was obtained. This study used a questionnaire measured on a scale of 1 - 4. The statistical analysis used in this study was the Three Box Method and SEM-PLS using the SmartPLS 3.0 application. Three Box Method analyzes the answer index per variable to find out the descriptive picture of the respondents. SEM-PLS analysis is carried out in 3 stages: outer model analysis (convergent validity, discriminant validity, composite reliability), inner model analysis (determination coefficient) and hypothesis testing.

Results and Discussion

In this study, the grouping of respondent profiles based on the following categories: male 13 people (14%), female 83 people (86%), generation Y 63 people (66%) and generation Z 33 people (34%), last education D3/equivalent 52 people (54%) and S1/equivalent 44 people (46%), based on work period 1-3 years 46 people (48%), 4-6 years 40 people (42%) and more than 6 years 10 people (10%). The three box method analysis, all variables are in the high category index. The following are the results of the three box method analysis :

Table 1. Matrix Three Box Method

Variables	Index			Behavior
	Low	Currently	Tall	
Organizational Climate			*	Supportive
Generation Y and Z Preferences			*	In accordance
Employee Engagement			*	Committed
Employee Retention			*	Endure

Based on the table above, the respondent behavior can be explained according to the applicable index and theory, as follows:

The Organizational Climate Variable is at a High Level

With the highest index in the dimension of concern for new employees, based on the opinion that states that concern for new employees is an organizational effort to help new employees adjust to the work environment and organizational culture. This condition shows that employees perceive that the organizational climate at RS Provita Jayapura is supportive.

The Preference Variables of Generations Y and Z are at a High Level

With the highest index on the dimension of attitudes towards leadership and authority, based on the opinion that states that attitudes towards leadership and authority of each generation are different, influenced by the historical and social context that shapes their historical experiences. Generations Y and Z value inclusive, collaborative, democratic and transparent leadership. This situation indicates that employees perceive that there is a match between the preferences of generations Y and Z with the work preferences of nurses at Provita Jayapura Hospital.

The Employee Engagement Variable is at a High Level

With the highest index in the vigor dimension, based on the opinion that states vigor shows someone in doing their job which can be seen from high energy while working, as well as the willingness to try hard in work, and perseverance in facing difficulties in working. This condition shows that nurses feel committed to RS Provita Jayapura.

The Employee Retention Variable is at a High Level

With the highest index on the appropriate job design dimension, based on the opinion that states appropriate job design means placing people who are suitable for their jobs. This condition shows that nurses perceive that they will stay at RS Provita Jayapura. Based on the results of the tests that have been carried out, namely the instrument test, it shows that the data in this study have passed the validity test (discriminant validity) and reliability (composite reliability). The following are the results of the research instrument test:

Table 2. Discriminant Validity Test Results

Variables	Average Variance Extracted (AVE)	Standard	Information
Organizational Climate	0.718	> 0.5	Valid
Generation Preferences	0.677	> 0.5	Valid
Employee Engagement	0.774	> 0.5	Valid
Employee Retention	0.772	> 0.5	Valid

Source: Results processed in SmartPLS 3.0

Table 3. Composite Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability	Standard	Information
Organizational Climate	0.950	0.958	> 0.7	Reliable
Generation Preferences	0.931	0.943	> 0.7	Reliable
Employee Engagement	0.958	0.965	> 0.7	Reliable
Employee Retention	0.958	0.964	> 0.7	Reliable

Source: Results processed in SmartPLS 3.0

The results of the discriminant validity test in table 2 above show that all research variables have passed the test because the square root of average variance extracted (AVE) value is above 0.5. For the composite test reliability can be stated as reliable because of the Cronbach's Alpha (a) and composite values reliability > 0.7. Thus it can be said that all measurement concepts of each questionnaire variable used in this study are reliable .

Table 4 Inner Model Test Results

Variables	R-Square	R-Square Adjusted
Employee Engagement	0.587	0.578

Employee Retention	0.729	0.721
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Source: Results processed in SmartPLS 3.0

Based on the results of the R- Square test in table 4 show that the R- Square Adjusted value of employee retention is 0.487, the R- Square Adjusted value is used because the number of independent variables is more than two variables. While the R- Square value of employee engagement is 0.159 the R- Square value is used because the number of independent variables is two variables. Next, direct influence and indirect influence or mediation tests have been conducted. The following is a table of direct and indirect influence test results:

Table 5 Results of the Variable Influence Test

Construct	Original Sample (O)	T Statistics	P Values	Influence	Hypothesis
Organizational Climate->Employee Retention	0.422	5,113	0,000	Influential	H2 accepted
Generational Preferences->Employee Retention	0.034	0.447	0.655	No effect	H3 rejected
Organizational Climate->Employee Engagement	0.634	9,617	0,000	Influential	H4 accepted
Generational Preferences->Employee Engagement	0.225	3,086	0.002	Influential	H5 accepted
Employee Engagement->Employee Retention	0.512	5,569	0,000	Influential	H6 accepted
T table of direct influence of Employee Engagement	1,661	T table of direct influence of Employee Retention			1,661
Organizational Climate->Employee Engagement->Employee Retention	0.325	5,149	0,000	Mediating	H1 accepted
Generational Preferences->Employee Engagement->Employee Retention	0.115	2,465	0.014	Mediating	H1 accepted
Mediation Standards	1.96				

Source: Results processed in SmartPLS 3.0

Based on the results in table 5 regarding the direct and indirect influence test, the following explanation can be made:

The Influence of Organizational Climate and Generational Preference on Retention with Employee Engagement as an Intervening Variable

The results of the statistical analysis concluded that there is a significant influence between organizational climate on employee retention mediated by employee engagement. This is also supported by the results of the direct influence construct hypothesis test, that there is a significant influence between organizational climate and employee engagement and there is a significant influence between employee engagement and employee retention. In the model construct, employee engagement mediates partially. With the mediation of employee engagement, it will increase the influence of organizational climate on employee retention. From this study, it can be interpreted that employee retention will increase if the organizational

climate is supportive and there is employee engagement. When employees work in a positive organizational climate, they will tend to feel more enthusiastic, involved and motivated in their work. The results of this study support the research of Kusumawati et al. (2021) and the research of Dwiputri et al. (2022) which found that employee engagement can be a good mediation and increase employees' desire to continue working.

The Influence of Organizational Climate on Employee Retention

The results of the statistical analysis concluded that there was a significant influence between organizational climate and employee retention, meaning that the better the organizational climate, the higher the employee retention among generation Y and Z nurses at Provita Hospital Jayapura. The forms of concern for new employees that have been implemented for nurses at Provita Jayapura Hospital include guidance and assessment for new employees in the form of general orientation and special orientation, mentoring of new nurses by the head of the Nursing Committee, nurse educators, head of installation and head nurse in the work unit. In the organizational climate and employee retention variables, it was found that caring for new employees can help build stronger relationships between new and old employees, new employees who feel supported by their colleagues will tend to integrate more easily and build good working relationships.

A good managerial structure ensures that the roles and responsibilities of each employee are clear and well-defined. This helps employees understand what is expected of them, reduces confusion, and increases focus on important tasks which can ultimately increase motivation and help them commit and stay with the organization. The results of this study support the research results of Lan et al. (2020) on the relationship between organizational climate and pharmacist retention, found that there is a significant correlation between organizational climate and employee retention. Organizational climate has a significant positive correlation with employee retention. The more positive the organizational climate, the higher the employee retention. Akinwale & George's (2020) study on work environment job satisfaction among nurses in government tertiary hospitals in Nigeria found that organizational climate has a significant effect on nurse retention. The study found that ongoing organizational support and a pleasant work environment are essential for nurse retention.

The Influence of Generation Y and Z Preferences on Employee Retention

The results of the statistical analysis concluded that the preferences of generations Y and Z did not have a significant effect on employee retention. The researchers also conducted further statistical analysis that separated the processing of statistical tests on each generation Y and Z, where the results from each generation Y and Z both showed that there was no effect of generation preferences on employee retention. Generational preferences do not affect employee retention because preferences reflect different perspectives and expectations on various aspects of professional and personal life, so organizations need to determine strategies for managing generation Y and Z preferences in working and optimizing the advantages possessed by generation Y and Z employees so that they can survive. Generational preferences as an internal factor of employees need to be balanced with a positive work environment, job satisfaction, or engagement so that it can increase employee interest in staying.

Implementation in RS Provita Jayapura, 75% of nurses in RS Provita are new graduates, who have no previous work experience, but have high self-confidence. So it requires a management strategy and company policy that is in accordance with the preferences of generations Y and Z by providing guidance and training to improve their skills, giving praise and recognition, providing a collaborative work environment, and utilizing advanced technology. Researchers

also conducted a three box method analysis separately on the Y and Z generation groups on the dimensions of values and attitudes. In both groups of generations Y and Z, this dimension has the lowest average score. However, generation Z has higher self-confidence than generation Y. Generation Z tends to have high self-confidence because generation Z grew up in the digital era where information technology, the internet and social media have become an integral part of their lives since early on. Wide access to information and online resources has given them high knowledge and skills, which in turn increases their self-confidence. While generation Y prefers practical and instant things compared to generation Z.

Generation Y tends to prefer practical and instant things when associated with employee retention, they are more likely to want to get career opportunities and compensation faster. The hope of career advancement and faster compensation from generation Y, due to longer working periods, efforts to meet personal and family economic needs, and generation Y has begun to think about long-term investment needs such as houses and vehicles. The results of this study support the research conducted by Singh (2019) , a better understanding of generational preferences will help organizations prepare better strategies to retain their workforce. Understanding generational preferences helps hospital management to develop more effective strategies and design management practice policies to meet the needs and preferences of generation Y and Z employees that can improve employee welfare. So in this study it is formulated that generation Y and Z preferences do not have a direct effect on employee retention.

The Influence of Organizational Climate on Engagement

The results of the statistical analysis concluded that organizational climate has a significant effect on employee engagement, meaning that employee engagement will increase if the organizational climate is supportive. Based on the results of the statistical analysis, the construct of the influence of organizational climate on employee engagement has the highest T-statistic value, meaning that of all the constructs tested, the results of the construct of the influence of organizational climate on employee engagement have a stronger influence compared to other constructs tested in this study. When employees work in a positive organizational climate, they will tend to feel more enthusiastic, involved and motivated in their work.

A positive organizational climate includes managerial support, clear division of tasks, safe working conditions and appreciation for employees. The relationship between these two variables is due to the presence of concern for new employees, clear managerial structure and general satisfaction will increase employee vigor, dedication and absorption to the organization. This study found that when new employees feel cared for, they tend to feel more accepted and appreciated. This increases their attachment and loyalty to the company and increases the tendency to stay. A clear managerial structure helps employees understand their roles and responsibilities, thereby reducing confusion and increasing focus. Employees who know what is expected of them tend to be more motivated and enthusiastic in their work.

A managerial structure that supports career development provides opportunities for employees to grow and develop in their roles and increases dedication to the organization. This study supports the research of Simbolon et al. (2022) , which found that Organizational Climate has a positive and significant influence on Employee Engagement . According to Simbolon et al. (2022) A good organizational climate supported by clear job descriptions, support and rewards will increase employee engagement where employees play an important role in realizing organizational goals and strive to improve their performance beyond the targets set by the company.

The Influence of Generation Y and Z Preferences on Employee Engagement

The results of the statistical analysis concluded that the preferences of generations Y and Z have a significant effect on employee engagement. The concept of generational preferences used in this study is the characteristics, unique values and consistent behavioral patterns in each generation in the context of work. Understanding these generational preferences is important for organizations to create a work environment that supports, motivates and retains employees from various generations. The reference of generations Y and Z has an effect on employee engagement, namely positive and satisfying working conditions characterized by high levels of energy, commitment and concentration on work (Schaufeli et al ., 2006) . Generation Y prefers it when superiors praise their performance, compared to generation Z.

Generation Y tends to seek recognition for their efforts and contributions. They appreciate positive feedback and recognition because it makes them feel appreciated and motivated. Appreciation in the workplace helps create a positive and supportive atmosphere, which in turn increases well-being and job satisfaction. Generation Z stated that they get bored easily working in the same work unit for years compared to generation Y. Generation Z tends to seek challenges and variety in their work. They grew up in a fast-paced environment with access to information and technology that is constantly changing. As a result, they get bored more quickly if the tasks they do feel monotonous or not challenging.

Generation Z has a sense of pride in the work they do, because for them work is a self-identity, work reflects who they are and what they fight for so that it becomes a source of personal pride, besides that the generation is very connected to social media, where they often show off their achievements and work activities. The results of this study support Waltz's research. et al. (2020) on exploring job satisfaction on workplace engagement in millennial nurses, stated millennial nurses provide direction for nurse leaders tasked with fostering a work environment that fosters empathy and respect for nurses of all generations. Strategies to address millennial preferences include employee rounds to inquire about their needs, offer assistance, and provide positive feedback. Ongoing guidance regarding opportunities to support millennial professional development includes offering participation in activities to advance evidence-based practice, mentor training, financial assistance for national certification exams, and tuition reimbursement.

The Impact of Employee Engagement on Employee Retention

The results of the statistical analysis concluded that employee engagement has a significant effect on employee retention, meaning that the higher the employee engagement, the higher the employee retention in generation Y and Z nurses at Provita Hospital Jayapura. Based on the results of the statistical analysis, the construct of the influence of employee engagement on employee retention has the second highest T-statistic value after the construct of the influence of organizational climate on employee retention, meaning that of all the constructs tested, the results of the construct of the influence of employee engagement on employee retention have a stronger influence compared to other constructs tested in this study. The concept of employee engagement used in this study is according to Schaufeli et al. (2006) namely positive and satisfying working conditions characterized by high levels of energy, commitment and concentration on work.

The higher employee engagement has an impact on increasing employee retention, which is a strategy to retain quality employees in the organization, by providing competitive compensation, continuous development and training and creating a supportive work environment. The results of this study support Chib's (2019) research ADDIN

CSL_CITATION { "citationItems" : [{ "id" : "ITEM-1", "itemData" : { "abstract" : "Employee engagement acts as a key business driver for organizational success and excellence. High levels of engagement in organization promotes organization commitment, retention of talent, improves organizational performance and stakeholder value. Employee engagement is influenced by many factors-like workplace culture, organizational communication, leadership styles, trust and respect among the employees. Employee engagement is the level of commitment and involvement an employee shows towards his organization and its values. It can be measured by looking to the degree of involvement people show to their job, colleagues and organization. Organizational commitment, fosters low turnover and absenteeism , and contributes towards, higher productivity.

The purpose of this paper is to investigate the relationship between employee engagement, organizational commitment and employee retention. Random sampling method is adopted for the study.", "author" : [{ "dropping-particle" : "", "family" : "Chib", "given" : "Shiney", "non-dropping-particle" : "", "parse-names" : false, "suffix" : "" }], "container-title" : "Journal of Information and Computational Science", "id" : "ITEM-1", "issue" : "9", "issued" : { "date-parts" : [["2019"]] }, "page" : "478-488", "title" : "Facilitating Employee Retention through Employee Engagement and Organization Commitment", "type" : "article-journal", "volume" : "9" }, "uris" : ["http://www.mendeley.com/documents/?uuid=6c30bfc6-41a3-4107-bc8f-5db8b013336c"] }], "mendeley" : { "formattedCitation" : "(Chib, 2019)", "manualFormatting" : "Chib (2019)", "plainTextFormattedCitation" : "(Chib, 2019)", "previouslyFormattedCitation" : "(Chib, 2019)" }, "properties" : { "noteIndex" : 0 }, "schema" : "https://github.com/citation-style-language/schema/raw/master/csl-citation.json" }, revealing that high employee engagement has an effect on employee retention. Employee engagement drives affective commitment where employees persist in working.

Based on the entire series of research results and discussions, it is known that organizational climate and generational preferences have a significant effect on employee retention with employee engagement as an intervening variable . Generation Y and Z preferences together or separately do not have a direct effect on employee retention. However, generational preferences will affect employee retention when mediated by employee engagement. Generational preferences do not affect employee retention because preferences reflect different perspectives and expectations on various professional and personal aspects, so an effective HR management strategy is needed for the positive potential and enthusiasm of each generation so that employees develop and stay working.

Generations Y and Z value inclusive, collaborative and transparent leadership and value opportunities for professional development, with clear education, training and career opportunity programs. Generation Y is more likely to want career advancement and compensation, like practical and instant things, and want recognition and appreciation for their performance. Meanwhile, generation Z tends to be more confident, easily bored working in the same unit for several years, but has more pride in the work done. Employee engagement plays an important role in mediating the influence between generation Y and Z preferences on employee retention. Employee engagement reflects the organization's efforts to identify, facilitate generation preferences, utilize the advantages or talents possessed by generations Y and Z to be involved in every activity in the organization and improve organizational performance. Employees who feel involved have a strong commitment to the organization and tend to stay

Conclusion

There is a significant influence between organizational climate and preferences of generations Y and Z on employee retention with employee engagement as an intervening variable . This means that employee retention will increase if supported by a positive organizational climate, a good understanding of generation preferences by increasing employee engagement. There is a significant influence between organizational climate and employee retention. This means that employee retention will increase if supported by a positive organizational climate. Appropriate human resource management strategy is needed so that generations Y and Z can survive. There is a significant influence between organizational climate and employee engagement. This means that employee engagement will increase if supported by a positive organizational climate. There is a significant influence between the preferences of generations Y and Z on employee engagement. This means that employee engagement will increase if the organization understands the preferences of generations Y and Z. There is a significant influence between employee engagement and employee retention. This means that employee retention will increase if supported by employee engagement.

Suggestion

In terms of organizational climate variables, it is recommended that hospitals provide scholarships to continue formal education for managerial staff who have not met the educational qualifications appropriate to their positions, especially for the nursing field. Hospitals hold leadership development training, effective communication and conflict management attended by all employees, carry out service supervision by unit heads and managers routinely, routinely hold coordination meetings between departments and improve teamwork. In terms of preference variables of generation Y and Z, it is recommended that hospitals organize internally or involve employees in education and training programs related to clinical competence for nurses serving in the service, conduct supervision by superiors, and superiors provide opportunities for generation Y and Z to be involved in decision making and important activities in the hospital. Specifically for generation Y nurses, it is recommended that leaders provide appropriate appreciation or recognition in the form of recognition or rewards, and provide work targets that need to be achieved to be evaluated periodically. Specifically for generation Z nurses, implement employee rotation to reduce boredom and increase continuous learning within the organization.

Judging from the variable of employee engagement of generation Y and Z, it is recommended that hospitals implement employee orientation refreshment to strengthen understanding of the hospital's vision and mission and increase pride in the organization. In addition, hospitals also need to strengthen the coaching process for employees by superiors and HRD. In terms of employee retention variables for generations Y and Z, it is recommended to prepare a career pathway or career level mapping for each employee, which is discussed together with employees regarding career level targets, assessment elements and how to achieve career level targets which are evaluated periodically. For further research, qualitative research methods can be used to explore the topic in depth, and allow interviewers to observe non-verbal cues from respondents. Further research can conduct a more in-depth analysis of the comparison between the preferences of generations Y and Z with a larger and more balanced sample size. Because in this study the number of samples of generations Y and Z was not balanced and the number of samples of generation Z was the same as the number of research indicators, so the comparative data analysis of each generation Y and Z with SEMPLS was not perfect

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