



How Psychosocial Indicators Push Millennials to Intend Leaving Their Job: A Study of Generational Differences in Iranian Organizations

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Abstract

Nowadays, high voluntary turnover intention among Millennials has presented new challenges for organizations although it is unclear how the tendency to leave the organization has varied across generations and is significantly dominant among Millennials. This study aims to examine the effect of psychosocial factors including value, attitude, subjective norm, and perceived behavioral control on turnover intention, and specifically targets Iranian generations since they have been studied less in the workplace. The current study employed a descriptive cross-sectional survey procedure and randomly sampled 498 full-time workers from a large automotive company in Tehran. The direct assessment of the association between variables showed that extrinsic value has a significant and positive effect on turnover intention while the intrinsic value is not significantly associated with turnover intention. However, indirectly, intrinsic value orientation significantly contributes to a low turnover intention through the mediating effect of attitude, subjective norm, and perceived behavioral control, and extrinsic value is related to a high turnover intention through attitude and subjective norm but not through perceived behavioral control. Eventually, multi-group analysis revealed that the strength and direction of the relationship between value and turnover intention differ depending on generational cohorts in an Iranian social context.

Keywords: Turnover intention, Millennials, Iranian generations, Value, Generational differences.

1. Introduction

Turnover intention refers to employees voluntary decision about staying with or leaving an organization (Tett & Meyer, 1993). This decision precede actual turnover (e.g., Mowday et al., 1984) that is disruptive for organizational performance at any level (Heavey et al., 2013; Park & Shaw, 2013). Excessive turnover results in an increased cost to select, recruit, and train new employees that tend to be added to those costs imposed on the organization indirectly including opportunity costs, decreased product quality, and productivity loss (Apker, 2017). Even during recession in countries like the U.S. and the U.K., several surveys found a high level of turnover rate amongst employees (Saridakis & Cooper, 2016) showing the risks that voluntary turnover can pose to the business if not controlled.

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However, these days, attention has been attracted to generational differences in turnover intention. A survey of 7700 Millennials from 29 countries around the globe found that 66% of those responding desired to leave their organization (Deloitte, 2016). The U.S. Bureau of Labor's (2018) report showed a reduction in the median tenure of employees aged between 25-34, from 4.6 in 2012 and 2014 to 4.2 in 2016 and 2018. Similarly, Mercer Global Survey (2017) revealed that voluntary turnover has increased from 9% to 13.5% over the preceding five years; the highest record was for China (14%) followed by the U.S. (12.8%).

In line with the released data, research shows that employees' turnover has taken an upward shift with new generation (Brody & Rubin, 2011; Hess & Jepsen, 2009; Lu & Gursoy, 2016; Lub et al., 2012; Rani & Samuel, 2016; Walden et al., 2017), although little is known about how and why the generational differences contribute to such changes in the patterns of turnover intention. Costanza et al. (2012) and Costanza and Finkelstein (2015) argued that scholars have provided limited theoretical support for this diversity among the generations at workplace. Lyons and Kuron (2014) also suggested the necessity of further explanation of the process through which the collective experiences of generational cohorts are actualized in organizations and influence the work-related outcomes.

It is noteworthy to highlight that much of the research on generations is in the context of the West, mostly in the U.S., with the categorization that represents the history of that country, including Traditionalists, Baby Boomers, Generation X, and Generation Y. Little knowledge is available if there is any difference between Iranian generations in work-related outcomes. Iranian industries will be affected by the impacts of changes in generations' approach toward work and organization since Iran has one of the world's youngest populations. According to the last national population and housing census, the median age in Iran is 31 years (Statistical Center of Iran, 2016).

Among all the affecting factors, the association between employees' turnover intention with the phenomenon of the generation, which is the product of natural changes in the feature of social life and historical events, guided this study to incorporate a set of psychosocial predictors. The current study tests how value, attitude, subjective norm, and perceived behavioral control contribute to the fall and rise in the level of turnover intention, and then, how these changes occur under the influence of generational differences. Empirically, the results would uncover the mechanism behind the changes observed over the years in turnover intention pattern among generational cohorts. It shows the process through which generational differences manifest in variation in work-related attitude and intention. Practically, the results would help practitioners adopt pre-emptive measures to manage the rate of voluntary resignation of their qualified employees. In addition, in this study, generations have been defined and labeled based on the social and historical events of Iran, and this provides an initial source of how generational diversity affects organizational variables in that context.

2. Theoretical Background and Hypotheses Development

2.1. Theory of Planned Behavior (TPB)

The concept of intention has been well-developed by Ajzen and Fishbein (1980) in the theory of planned behavior, according to which behavioral intention is predicted by three determinants. The main determinant is the attitude toward the behavior, which is an affective evaluation of the consequence of the behavior. The second is the influence that the judgment of the significant others has on individuals' decisions to engage in the behavior; this is called subjective norms. The last predictor is perceived behavioral control, which is an evaluation of one's success to perform the behavior based on the assessment of all internal and external

control factors. Ajzen (2005) highlighted that differences in individuals' attitude can be determined by a large variety of background factors categorized as personal, social, and informational categories. Obviously, people who grow up in different social environments acquire different information about the consequences of a behavior, about the expectations of important others, and about the obstacles that might prevent them from performing a behavior.

Van Breukelen et al. (2004) revealed, in the context of employees' turnover, that each of the three predictors of intention in the theory of planned behavior (i.e., attitude, subjective norm, and perceived behavioral control) exerts an essential impact on behavioral intentions. Solinger et al. (2008) argued that, in an organizational setting, employees' attitude toward a particular behavior is an immediate antecedent of an intention to carry out that behavior such that the serious thoughts of quitting will be followed by a conscious plan to terminate the employment contract. Hom et al. (2012) showed the influence of significant others in decision-making process and asserted that, in turnover decision, workers are usually pressured for different reasons by external referents to leave the organization. Heavey et al. (2013) discussed the prominent role of perceived behavioral control, which has been considered in turnover literature as individuals' perception about their ability to find an alternative job. It is another factor to provide awareness about the degree of ease or difficulty associated with withdrawal behaviors. The study conducted by Nelissen et al. (2017) indicated that the probability of turnover intention will significantly increase if employees believe that there are many other job opportunities in the market. Therefore, it is assumed that:

H1a. Attitude has a significant effect on turnover intention.

H1b. Subjective norm has a significant effect on turnover intention.

H1c. Perceived behavioral control has a significant effect on turnover intention.

2.2. *Self-Determination Theory (SDT)*

Self-determination theory (Deci & Ryan, 1985) concentrates on the degree to which people's behavior is self-motivated or self-determined. According to this theory, human beings have an innate tendency toward well-being, which requires the fulfillment of basic psychological needs and the attainment of social support. The satisfaction of basic psychological needs for autonomy (i.e., having a sense of choice and free will), competence (i.e., feeling capable and effective), and relatedness (i.e., staying connected to others) provides a reason for people's behavior. It causes individuals to be intrinsically engaged with activities with a sense of interest and enjoyment. However, in order to gain social support, individuals are encouraged to internalize values from an external source that are not interesting but are helpful for functioning well in the society. The primary reason for internalization is because the behavior is valued by significant others to whom individuals feel attached or related.

Self-determination theory concerns the reason behind individuals' activity, whether it is to satisfy internal needs for autonomy, competence, and relatedness or is to meet external demand. The value of a specific culture may not engender desire, lifestyle, and preferences that are conducive to psychological needs (Kasser et al., 1995). Social circumstances encourage individuals to value either a behavior that satisfies the need for growth and self-actualization or a contingent external reward. The former emphasizes the centrality of intrinsic values in people's life while the latter leads to a preference of extrinsic values (Kasser & Ryan, 1996).

It is believed that giving a certain degree of priority to each type of value leads to different outcomes. Vansteenkiste et al. (2007) found that adopting more extrinsic values negatively led to employees' maladaptive work outcomes such as emotional exhaustion, job dissatisfaction, and the intention to leave the organization. They discussed that those who prefer intrinsic values view the job as a chance to put their skills into practice, and follow

their personal interests leading to individuals' needs satisfaction and, eventually, a positive work outcome, whereas extrinsically oriented individuals concentrate mainly on financial success, power, and prestigious position resulting in negative outcomes.

Haivas et al. (2014) showed people who attached more importance to intrinsic values such as concern for growth and freedom experienced a stronger satisfaction for the basic psychological needs than those who preferred extrinsic values. Subsequently, the holders of intrinsic values scored considerably greater in terms of work engagement and lower on desire to quit. Further, Olafsen et al. (2017) found that if the satisfaction of basic needs is thwarted, greater work stress will be reported by employees, leading to augmented somatic symptoms, which are subsequently predictive of emotional exhaustion, turnover intention, and absenteeism. Therefore, it is possible to assume that:

H2a. Intrinsic value has a significant effect on turnover intention.

H2b. Extrinsic value has a significant effect on turnover intention.

2.3. Integration of TPB and SDT

TPB defines attitude as the degree to which individuals hold a favorable or unfavorable evaluation of the intended behavior (Ajzen, 1991; Fishbein & Ajzen, 1975). However, it is not clear why the behavioral outcome is considered as favorable for individuals. Deci and Ryan (1985) claimed that TPB does not explain the source of people's tendency toward behavior. In understanding the goal-oriented behavior, it is necessary to recognize not only what goals the individuals pursue, but also why the specific goals are pursued. Deci and Ryan (1985) stated that the satisfaction of basic psychological needs is the main reason for people's actions and can offer origins for social cognitive beliefs in models of intention like TPB.

Some meta-analyses (Hagger & Chatzisarantis, 2009, 2016) showed that in a variety of health behaviors, individuals' motivational orientations (intrinsic motivation vs. extrinsic motivation) from SDT indirectly predict behavioral intention through the three main variables of TPB. Hagger and Armitag (2004) provided evidence that intrinsic motives had the strongest indirect effects on individuals' intention to participate in leisure-time physical activities via the mediation of attitude. Hagger et al. (2006) supported a motivational sequence model in which psychological need satisfaction promotes leisure-time physical activity intentions through attitude and perceived behavioral control rather than subjective norms. However, Williams et al. (2019) showed all TPB predictors including attitude, subjective norm, and perceived behavioral control play a part in transmitting the effect of various types of motivation to individuals' intention in blood donation decision.

Generally, there is no evidence as to whether individuals' value system, which is a context-dependent and fundamental element in the decision-making process, can have such an indirect effect on intention, and in particular, whether employees' value orientations can be the origin of turnover intention through TPB constructs. The results of empirical research suggest that it is reasonable to propose that:

H3a. Attitude, subjective norm, and perceived behavioral control mediate the effect of intrinsic value on turnover intention.

H3b. Attitude, subjective norm, and perceived behavioral control mediate the effect of extrinsic value on turnover intention.

2.4. Generation Theory

A generation refers to the demographic group of people who share similar birth years and have collectively experienced the same social and historical conditions, predisposing them to

have certain modes of thoughts, feelings, and behaviors that influence every aspect of their lives (Mannheim, 1952). These collective experiences and memories affect generations' work values and attitudes, what they desire in the workplace, and the ways through which they want to satisfy those desires (Kupperschmidt, 2000).

Remarkably, the existence of such potential differences across generational cohorts in various aspects of work-related attitudes and behaviors has been taken into account. Recent studies highlight the loyal and hardworking characteristics of Baby Boomers (Cogin, 2012; Gursoy et al., 2013) and the growing desire for freedom and work-life balance among the members of generation X (Cennamo & Gardner, 2008; Gursoy et al., 2008; Hernaus & Poloski Vokic, 2014). Evidence is suggesting that power (Warshawski et al., 2017), pleasant work environment (Chen & Choi, 2008), modern communication (Lester et al., 2012), and openness to change (Tang et al., 2017) are given greater priority by Generation Y compared to previous generations. Likewise, the study of generations over time revealed the higher importance that Generation Y attaches to extrinsic value than Generation X (Krahn & Galambos, 2014; Twenge et al., 2010). Certainly, the natural mechanism of social and historical changes make arrangement for every aspect of life to be re-created, reconstructed, and re-interpreted in novel situations. Each generation is differently socialized to have a characteristic type of historically relevant action and then to exclude a large number of possible modes of thought, experience, feeling, and behavior (Mannheim, 1952).

2.4.1. Definition and Division of Generations in Iran

Scholars have divided and defined generations of Iran based on the political and historical events, most notably the Islamic Revolution and wars (Chitsaz Qhumi, 2007; Yazdani & Ghaderi, 2011). The first generation included those who were born in the 1940s or before it. Early this decade, the occupation of Iran by the Allied forces during the years of World War II brought about turmoil in many economic-political and social conditions that continued until later decades. The turmoil caused the formation of several political parties and groups whose activists and movements organized and led the Islamic Revolution of Iran. This group was called the Founders of the Revolution, whose common experiences included uprising, bloodshed, imprisonment, exile, and martyrdom in the battle against the ruling monarchy of the time (Yazdani & Ghaderi, 2011).

The second generation was born in the 1950s and 1960s. They participated in the Islamic Revolution, and then fought in the fronts during the Iran-Iraq War in 1980 (Chitsaz Qhumi, 2007; Kosari, 2008). The members of this generation attempted to deploy an Islamic-revolutionary culture in the country. However, the damage caused by the war and the loss of economic structures necessitated the development of relationships with world powers. This approach provided a suitable ground for the introduction of modern world means, such as satellite, the internet, and mobile phone, as well as the development of liberal thinking in the political and economic areas, and paved the way for the entry of third generation into the society (Yazdani & Ghaderi, 2011).

Those born in the 1970s and 1980s and the early decades of the 1990s make up the third generation (Chitsaz Qhumi, 2007; Yazdani & Ghaderi, 2011). During this period, the war ended, and the members of this generation entered the realm of work and life in post-war conditions. The situation had changed, and young people hardly sought their sustenance and livelihood, as temporary work contracts increased and replaced long-term contracts. Rising unemployment, population growth, migration, inflation combined with low wages, and class divisions focused the minds of young people on the need for governance reform (Kosari, 2008). Therefore, they demanded fundamental changes in political and social processes and

formed the main body of reforming movements in the country (Heydarian, 2009; Khalaji, 2010; Mashayekhy, 2010).

Lastly, the fourth generation is made up of those who were born in the 1990s and 2000s. This generation has no experience of revolution and war and was born in the era of reformation (Chitsaz Qhumi, 2007) when the tendency toward modernism and the culture of individualism was increasing among the youth (Danesh et al., 2014). Significantly, technology was widespread throughout the country at this decade and the members of this generation were users of Facebook, Chat apps, Twitter, and other forms of social media. The culture of this generation is much like the Millennials in the world as they became closely connected with them using new modern communication technologies (Kosari, 2008).

Empirical studies revealed that Iranian generations have demonstrated different attitudes in the workplace. Akhavan Sarraf et al. (2017) showed a significant difference in job engagement among Iranian generations. Job engagement had been gradually declined with successive generations. The Old and the Revolution and War generations were the most engaged in their jobs while Millennials were considered the least engaged. Mosaferi Qomi et al. (2018) found that the first generation (born before 1964) has significantly gained higher scores in attitude toward organizational hierarchy, responsibility, face-to-face relationships, and organizational attachment than later generations. Further, Jalali et al. (2019) qualitatively described the work characteristics of different generations in public organizations in Iran. They identified that young employees were flexible to change, quick learners, and technology-oriented, although they were exigent, impatient, money-minded, and unsatisfied with their salary. Materialistic and tangible rewards were the most important workplace motivators for the members of this generation. In this study, middle-aged employees expressed more moderate work views. They expected the organization to establish a transparent meritocracy system. They were relatively satisfied with their salary and cared about both internal and external drivers. This generation of employees emphasized the combination of education and practice and attached great importance to learning technical skills. The oldest generation was affected by the events they had witnessed in the early Islamic revolution. They highlighted that business activities should be carried out in accordance with Islamic values and principles, and that religious and spiritual motivators should be given priority over material ones. They held more than 20 years of working experience and insisted that payments should vary based on employees' tenure. Traditional ways of working, rather than using modern technologies, were the desired work style of this generation. Taken together, these findings and the body of historical evidence led the authors of this study to hypothesize that:

H4a. Generational cohorts moderate the relationship between intrinsic value and turnover intention.

H4b. Generational cohorts moderate the relationship between extrinsic value and turnover intention.

3. Materials and Method

3.1. Participants and Procedure

This study fulfilled the ethics requirements and was approved by the Research Management Center (RMC) in Malaysia. It adopted a quantitative approach and applied a descriptive cross-sectional survey design. Based on a ratio of cases (N) to the number of model parameters requiring statistical estimates (q), recommended by Jackson (2003) and Kline (2011), this study estimated 490 participants would be sufficient, though less ideal, for structural equation

modeling analysis. However, given the attrition rate of 20%, 98 respondents were added to the sample size, which resulted in N=588. Five hundred and twenty-three questionnaires were returned by the participants, of which four hundred and ninety-eight questionnaires were used for further data analysis.

Following the Iranian literature, participants of this study consisted of four generational groups named Pre-Revolution Generation (1949 or earlier), Revolution and War Generation (1950s-1960s), Reform Generation (1970s -1980s), and Millennials (1990s-2000s). They were sampled from a large automotive manufacturing company located in Tehran, Iran, with a total number of 2039 employees. Generational cohorts at the target company were stratified and randomly selected by one of the researchers according to the proportion they had in the population, and were invited for participation in this survey. This study involved 25.5% Revolution and War Generation, 50.8% Reform Generation, and 23.7% Millennials. Pre-Revolution Generation has been excluded from this study since they were less in number in the workplace. The sample was dominant by the male (82.3%) as compared to females (17.7%) participants. They were mostly married (70.1%) and had between 0 and 2 children (44.8%). Concerning the type of work performed by respondents, a total number of 53.8% held office jobs and 46.2% were manual labor. Notably, the majority of people involved in this survey were in non-managerial levels in the organizational hierarchy (95.2%). In terms of educational attainments, 37.3% of the respondents had a diploma or lower levels of education, 30.1% had the associate degree, and 32.5% had completed bachelor's and above degrees.

3.2. Measures

The variables involved in this study were measured using a self-administrated questionnaire consisting of a Persian version of two main scales including work value and TPB constructs that had already been developed based on the relevant theories and validated for the context of work and organization.

3.2.1. Work Value

Value orientation was measured by an 18-item scale initially developed by Kasser and Ryan (1993) and further validated by Vansteenkiste et al. (2007) in order to use in organizational context. It asked respondents how much importance they attached to the work values on the scale. Sample items were "To have a very interesting job" (intrinsic value) and "To have a well-paid job" (extrinsic value). All items were scored on a seven-point Likert scale ranging from 1 (completely unimportant) to 7 (very important).

3.2.2. TPB Constructs

The TPB scale, validated by Van Breukelen et al. (2004) for organizational context, was also used in this study. The scale was structured to measure different components of TPB model. The attitude was assessed by a question that asked respondents "How do you feel about leaving the organization." Participants were given four bipolar adjectives, on a 7-point scale, as favorable-unfavorable, annoying- enjoyable, good-bad, and pleasant- unpleasant.

Subjective norm was measured by a question asked respondents "How much each of the following people would approve of you leaving the organization in the next years?" The degree of approval of significant others was rated on a 7-point scale where 1 = strongly disagree and 7 = strongly agree.

In turnover literature, The perceived behavioral control is related to some factors such as age, education, job opportunities, and work experience that determine the amount of control employees have over the job market (Mowday et al., 1984; Van Breukelen et al., 2004). Therefore, in this study, participants were asked to indicate, “How influential is your age in your chances of finding an acceptable alternative job?” Five related items were rated on a 7-point scale from 1 (very unfavorable influence) to 7 (very favorable influence). Additionally, respondents were asked if they thought they were able to find a good job if they wanted to (1= definitely not; 5= definitely yes).

The turnover intention was measured by three items on the Michigan Organizational Assessment Questionnaire (Cammann et al., 1979), encouraging individuals to express their intention toward leaving the organization within a specific period of time. Participants rated their degree of agreement with items such as “I will probably look for a new job in the next year” on a 7-point scale, ranging from strongly disagree (1) to strongly agree (7).

4. Results and Discussion

4.1. Descriptive Statistics

Preliminary descriptive analyses were performed and data were tested to assess whether the assumptions of normality, multi-collinearity, and correlation among variables were satisfied (Table 1). As this table shows, the recommended range for skewness ($< \pm 2$) is met, and kurtosis lies within the range $< \pm 7$ (Curran et al., 1996). Therefore, it can be concluded that the distribution of the data in the current study is reasonably normal. In addition, $VIF < 5$ and tolerance > 0.2 indicate that the standard threshold for multi-collinearity is met (Hair et al., 2011).

Table 1. Descriptive Statistics and Correlations Among Study Variables

Variables	1	2	3	4	5	6
1. Intrinsic value						
2. Extrinsic value	-.29**					
3. Attitude	-.60**	.54**				
4. Subjective norm	-.36**	.40**	.52**			
5. Perceived behavioral control	.22**	-.07	-.24**	-.06		
6. Turnover intention	-.41**	.49**	.62**	.65**	-.18**	
VIF	1.98	1.72	2.67	1.48	1.10	
Tolerance	.50	.58	.37	.67	.90	
M	4.83	5.12	4.11	3.78	4.10	3.66
SD	1.31	1.19	2.30	1.62	1.51	1.77
Skewness	-.43	-.58	-.156	.035	-.02	.20
Kurtosis	-.65	-.45	-1.61	-.82	-.82	-1.09

** Correlation is significant at the 0.01 level.

4.2. Measurement Model

Confirmatory Factor Analysis (CFA) was undertaken to examine the goodness of fit, validity, and reliability of the overall measurement models using AMOS 22. Goodness of fit indices indicated that the overall measurement model was at satisfactory level suggested by Hair et al. (2006) and Hu and Bentler (1999), meaning that the proposed model fits the data with a sample size of 498: Relative chi-square = 1.86; GFI = .90; AGFI = .88; CFI = .96; IFI = .96; TLI = .96; RMSEA = .04; SRMR = .06. Additionally, confirmatory factor analysis provided support for the basic criteria of having a convergent validity since all items were loaded on

their respective constructs with values $\geq .05$. The composite reliability (CR) and the average variance extracted (AVE > 0.5) suggested that convergent validity for all the constructs is adequate. Furthermore, the values of AVE were found to be greater than the maximum shared variance (MSV) and the average shared variance (ASV) for all the measured constructs, supporting that the discriminant validity is not likely to be a significant concern in this study (Table 2).

Table 2. Construct Validity Results

Constructs	CR	AVE	MSV	ASV	1	2	3	4	5	6
1. EV	0.90	0.51	0.34	0.20	0.72					
2. ATT	0.98	0.93	0.44	0.31	0.58	0.96				
3. SN	0.82	0.61	0.58	0.26	0.47	0.57	0.78			
4. PBC	0.85	0.53	0.07	0.04	-0.08	-0.26	-0.07	0.73		
5. TI	0.89	0.73	0.58	0.31	0.56	0.66	0.76	-0.20	0.85	
6. IV	0.90	0.51	0.40	0.19	-0.33	-0.64	-0.40	0.26	-0.44	0.72

Note. EV= extrinsic value, ATT= attitude, SN= subjective norm, PBC= perceived behavioral control, TI= turnover intention, IV= intrinsic value

4.3. Structural Equation Modeling

The adequacy of the theoretical model was also verified by relative chi-square= 1.94; CFI = .96; IFI = .96; TLI = .95; RMSEA = .04; SRMR= .06.

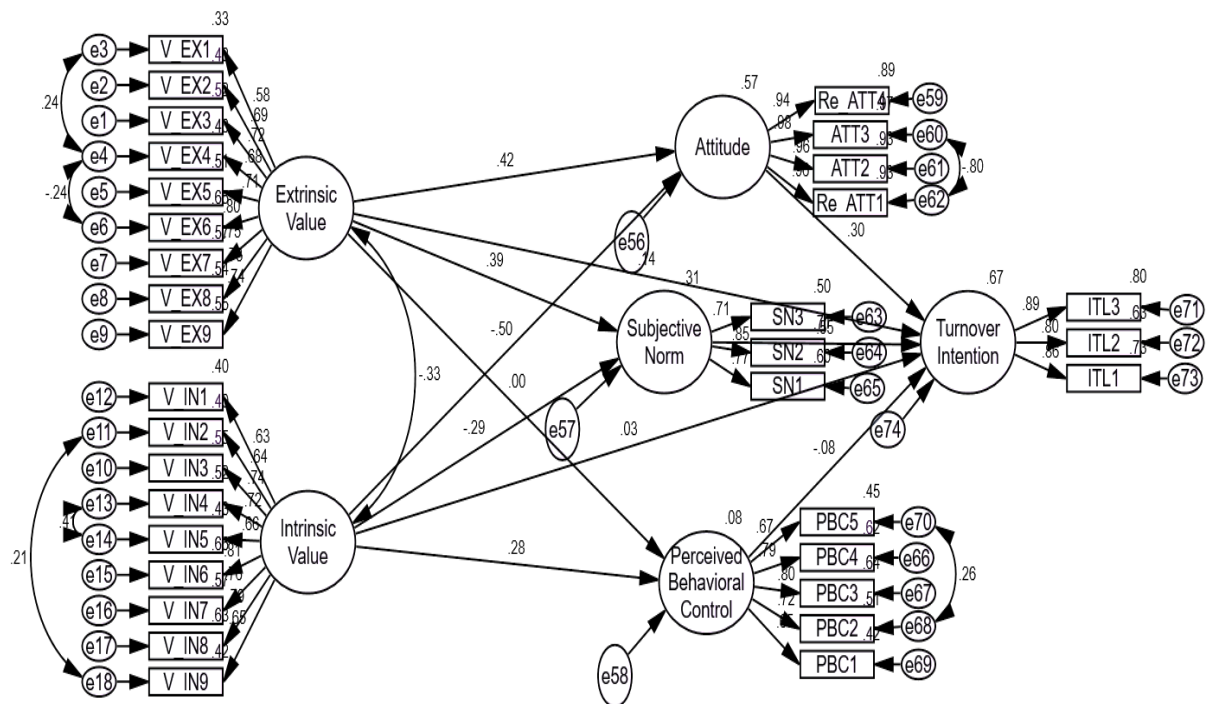


Fig. 1. The Structural Equation Model of the Study With the Direct Path Analysis

Then, path analysis was conducted to test the hypothesized direct and indirect effects of predictors on the outcome variable. Results are presented in Table 3.

Table 3. Direct and Indirect Effect of Value on Turnover Intention

Direct effect				Indirect effect					
Variables			β	Variables			β	95% CI	
								LB	UB
ATT	<---	IV	-0.50***	TI	<---	IV			
SN	<---	IV	-0.29***		Via ATT		-0.23***	-0.30	-0.18
PBC	<---	IV	0.27***		Via SN		-0.16***	-0.21	-0.11
TI	<---	IV	0.03		Via PBC		-0.02*	-0.05	-0.004
ATT	<---	EV	0.42***						
SN	<---	EV	0.38***						
PBC	<---	EV	0.004	TI	<---	EV			
TI	<---	EV	0.13**		Via ATT		0.20***	0.15	0.25
TI	<---	ATT	0.30***		Via SN		0.23***	0.17	0.29
TI	<---	SN	0.54***		Via PBC		-0.001	-0.01	0.01
TI	<---	PBC	-0.08*						

Note. EV= extrinsic value, ATT= attitude, SN= subjective norm, PBC= perceived behavioral control, TI= turnover intention, IV= intrinsic value

*. P-value is significant at the 0.05 level

**. P-value is significant at the 0.01 level

***. P-value is significant at the 0.001 level

In H1, it was proposed that TPB constructs exert an influence on employees' turnover intention. This assumption was supported by the significant association found between attitude ($\beta = .30, p = .000$), subjective norm ($\beta = .54, p = .000$), perceived behavioral control ($\beta = -.08, p = .02$), and turnover intention.

H2a assumed that intrinsic value has a significant effect on intention to leave. The results did not indicate a direct significant association between intrinsic value and intention to leave ($\beta = .03, p = .53$), and therefore this hypothesis was not confirmed. However, extrinsic value had a positive significant effect on intention to leave ($\beta = .13, p = .002$), as expected in H2b.

H3a predicted that TPB constructs mediate the effect of intrinsic value on turnover intention. The significant indirect path which was established from intrinsic value to turnover intention through attitude ($\beta = -0.23; p = 0.000; CI: -0.30, -0.18$) subjective norm ($\beta = -0.16; p = 0.000; CI: -0.21, -0.11$), and perceived behavioral controls ($\beta = -0.02; p = 0.05; CI: -0.05, -0.004$) offers full support for this hypothesis. H3b received partial support since the significant indirect effect of extrinsic value on turnover intention was significant through attitude ($\beta = 0.20; p = 0.000; CI: 0.15, 0.25$) and subjective norm ($\beta = 0.23; p = 0.000; CI: 0.17, 0.29$), but not through perceived behavioral control ($\beta = -0.001; p = 0.90; CI: -0.01, 0.01$).

Eventually, to address the H4, multi-group analysis was conducted and the dataset was split into three separate groups. It was revealed that the relationship between extrinsic value and intention to leave was significant only for Millennials (Revolution and War Generation: $\beta = .17, p = .14$; Reform Generation: $\beta = .13, p = .06$; Millennial: $\beta = .34, p = .00$) and the relationship between intrinsic value and intention to leave was negative for Millennials as well (Revolution and War Generation: $\beta = .13, p = .28$; Reform Generation: $\beta = .10, p = .14$;

Table 4. Comparison of Path Coefficients Between Groups

Pairwise Parameter Comparison			Revolution & war generation	Reform generation	Millennial generation
			β	β	β
Intention to leave	<---	Extrinsic value	0.17	0.13	0.34**
Intention to leave	<---	Intrinsic value	0.13	0.10	-0.21

Millennial: $\beta = -.21, p = .21$) although not significant, as shown in Table 4.

4.4. Discussion

The results of this study provide an initial evidence of how psychosocial factors influence turnover intention among generational cohorts. Turnover intention was found to be influenced by the value system people develop as they grew up along with the changes that occur in the social context which often make arrangements for reforming attitude, the role of subjective norms, and the level of control people perceive over their circumstance.

The results suggest that extrinsic values increase the likelihood of intention to leave an organization while intrinsic values have the opposite function. It supports the assertion of self-determination theory that the relative importance individuals attach to each type of value would result in different outcomes (Ryan & Deci, 2000). This study confirms the previous findings that the pursuit of extrinsic work values is more likely to be associated with employees' turnover intention than intrinsic values (Haivas et al., 2014; Vansteenkiste et al., 2007).

However, the revealing aspect of the current research resides in the mediating effect of TPB constructs on the relationship between value and turnover intention. According to the findings, value orientations predispose employees to have turnover intention through the variation it causes in the level of employees' tendency to favor leaving the job, to feel pressured by the people around them, and to put their effort for finding alternatives. Those employees who hold intrinsic values were less likely to regard withdrawal attitude as desirable and to be pressured by subjective norms, and this was eventually manifested in a decrease in the level of turnover intention. In contrast, for extrinsically oriented employees, favorable attitude toward leaving the organization and social influence resulted in an increase in turnover intention.

Furthermore, findings indicate that employees working with intrinsic values will be less likely to form turnover intention even if they perceive a high level of control over the labor market. Nevertheless, it would be a potential area for future research to investigate whether the negative association between perceived behavioral control and turnover intention can be explained by the "desirability of movement." March and Simon (1958) argued that employees' turnover decision does not solely rely on the ease of movement, but also on the desirability of the movement that causes individuals to stay with the organization even when they have alternatives.

This study also identified that generational cohorts moderate the relationship between value and intention to leave in Iran's context, which extends the value of this study beyond previous research. The relationship between extrinsic value and intention to leave was positive for all generations but significant for Millennials only. This difference might be related to the role that materialistic approaches and consumerist desires tend to play in the lives of the Iranian Millennials these days (Danesh et al., 2014). Similar to the conditions of the Western societies (Krahn & Galambos, 2014; Twenge et al., 2010), it appears that a growing tendency towards extrinsic values, as an expression of global modernization, can be a major predictor of turnover intention among the latest working generation in Iran as well. Yet, there is a scarcity of empirical evidence in Iran to show how youth characteristics have changed over time to influence behavioral intention at workplace, which would be another important subject for future research to investigate in depth.

Theoretically speaking, although turnover models have so far shown that the improper working condition triggers a negative attitude toward work and organization (Griffeth et al., 2005; Hulin et al., 1985; Lee & Mowday, 1987; Mobley, 1977; Price & Mueller, 1981; Steers, 1977; Takase et al., 2015; Tett & Meyer, 1993; Zimmerman et al., 2019), they have given less consideration to social and cultural factors that could potentially increase the

comprehensiveness of the turnover models to answer the question of what factors contribute to voluntary turnover.

In practice, findings suggest that organizations ought to recognize the role of intrinsic values in order to control the likelihood of turnover intention. SDT proposes that work climates that provide opportunities for the satisfaction of the psychological needs enhance intrinsic values (Ryan, 1995; Sheldon & Kasser, 1995; Vansteenkiste et al., 2007) and help extrinsically oriented employees internalize organizational goals. Employees who work with intrinsic orientations and those with extrinsic orientations but have internalized organizational values will both have positive outputs (Deci et al., 1994; Deci et al., 2017; Gagn & Deci, 2005; Sahraee & Abdullah, 2017).

To support the psychological need for autonomy, a variety of healthy workplace practices is necessary. Employees should be involved in decision-making process, allowed to have freedom of choice, encouraged to initiate, and ensured to receive supports (Deci et al., 2017). Challenging tasks accompanied by constructive feedback help employees feel more effective and discover the pleasurable aspects of their tasks (Locke & Latham, 2002). The relatedness will be fulfilling in the workplace when opportunities exist to feel a sense of mutual understanding, meaningful interpersonal relationship, caring, and reliance on others (Deci et al., 2001). If the job is relationally designed, employees experience more emotional attachment to their organizations and beneficiaries, which in turn leads to a declined turnover intention (Alfes et al., 2015). Leaders who inspire their followers, instill efficacy, and develop respectful communication and team working are more facilitative of the fulfillment of the basic needs (Hetland et al., 2011).

Moreover, this study suggests that organizations ought to be aware of subpopulation differences. Results showed that Millennials leave their job faster if they feel distressed about their capacity to meet their physical needs. Kasser et al. (2007) postulated that the rise of materialism is a result of psychological threats such as existential threat, socio-economic threat, and the interpersonal threat that people feel these days. The chronic feelings of threat cause people to place a relatively high priority on materialistic values (Kasser, 2016). HR policies should be consistent with the core value of the social context in different periods. An appropriate set of strategies involves helping employees to feel less insecure, threatened, and concerned for physical needs. So, organizations may benefit from self-determined actions in a situation where they meet the psychological needs of different types of employees. The higher order need for self-determination is important only when the lower needs for money and security are satisfied (Deci et al., 1989).

This study is subject to several limitations. The key limitation is related to the generalization of the results. Generalizing the results of this study to other industries, nations, and cultures may not be appropriate since working generational cohorts were defined based on historical events in Iran and restricted to those employed in an automotive industry in Iran. Thus, it is recommended that future research examine the interrelationship between variables among other populations in other contexts. Moreover, all data in this study was collected in a cross-sectional manner. Therefore, any difference can be attributed to the age, career stage, or period. A longitudinal study may confirm whether the findings remain stable over a period of time.

5. Conclusion

This study shows how the interaction between psychosocial factors including value, attitude, subjective norm, and perceived behavioral control affects turnover intention and how generational differences can influence the process through which the decision to leave the organization is made. Results revealed that intrinsically oriented employees are less likely to

form a positive attitude toward leaving the organization, feel pressured to resign their job, or use their capabilities to find alternatives; this will reflect in turn in a lower turnover intention. In contrast, results indicated that with an increase in extrinsic orientation, there is an increase in the level of withdrawal attitude and the influence of subjective norm, and subsequently, turnover intention. However, the causal link between these factors is subject to change with an alteration in social circumstances and the emergence of different generations in the workplace.

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