

# Growth Opportunity, Supportive Management, Meaningful Work and Turnover Intention among Generation Y Employees: A quantitative Study in the Public Sector in Astana, Kazakhstan

Ainur Shaimerdenova, Jugindar Singh Kartar Singh, Subaashnii Suppramaniam

**Abstract:** *Kazakhstan's public sector has changed rapidly since the country gained independence and in 2016 there were 90,730 employees in this sector. The present study examined the influence of growth opportunity, supportive management and meaningful work towards turnover intention among Generation Y Employees in the Public Sector in Astana, Kazakhstan. This was a quantitative research that used a survey method. Data was collected from a sample of 211 Gen Y employees in the public sector in Astana, Kazakhstan. The findings revealed that meaningful work and supportive management had a significant impact on turnover intention. However, the results revealed that growth opportunity had an insignificant relationship towards the turnover intention. The findings supported the results from some earlier studies and bring out several new ideas such as the importance of supportive management. The findings have significantly contributed to the advancement of knowledge in the turnover intention of public sector employees. As for practical implication, the significant and positive impact of supportive management and meaningful work suggests the importance of these factors in retention of Gen Y employees. It is recommended that organizations implement policies to support meaningful work and supportive management policies and practices. The results of this study will add to the current body of knowledge. The paper's primary contribution is that it provides an understanding that supportive management and meaningful work have an impact on reducing the turnover intention of Gen Y employees in Astana, Kazakhstan.*

**Keywords:** *Growth Opportunity, Supportive Management, Meaningful Work, Turnover Intention*

## I. INTRODUCTION

Within the Commonwealth of Independent States (CIS), Kazakhstan has been among the most active reformers of the public sector (Vakulchuk, 2016). The government of Kazakhstan embarked on the need to reform the public administration to combat corruption and optimize regulation mechanisms (Akorda, 2012). The enhancement of efficiency in public service sector in Kazakhstan is rooted in the New Public Management concept (Bhuiyan, 2011). The focus of the New Public Management is improvement of quality, cost reduction, increased competition and efficient corporate-style output-oriented public service delivery (Ocampo, 2000).

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**Ainur Shaimerdenova** is working in Asia Pacific University of Technology and Innovation, Malaysia.

**Dr Jugindar Singh Kartar Singh** is working in Asia Pacific University of Technology and Innovation, Malaysia.

**Subaashnii Suppramaniam** is working in Asia Pacific University of Technology and Innovation, Malaysia.

Significant progress is shown in modernizing the public-sector of Kazakhstan compared to other countries in Central Asia (World Bank, 2014). The modernization of the public sector improved from 27.8% in 2004 and 40.78% by 2008. The Concept of the New Model of Civil Service was adopted to increase the efficiency of public service through introduction of new meritocratic system for recruitment, operation and performance management of public employees (UNPAN, 2015)

The number of public servants has increased from 95,174 in 2006 to 84,371, in 2013 (Vakulchuk, 2016). The government of Kazakhstan has tried to shift away from the old Communist model of public administration to the current market-oriented model through various civil service reforms (Bhuiyan and Amagoh, 2011). However, the civil service of Kazakhstan experienced difficulties because corruption is widespread, and conditions are ripe for it (Bhuiyan and Amagoh, 2011). Rotation of public servants is used as a tool to fight corruption practices, but the frequent rotation of state employees cannot improve performance and retention (Vakulchuk, 2016). A study by Akyn and Rakhymbai (2017) highlighted challenges faced by public service institutions to improve the efficiency of public sector in Kazakhstan. As stated by Akyn and Rakhymbai (2017), the status of the civil service management system in Kazakhstan is characterized by continuous and dynamic reform and there are certain barriers that hinder the effective development of the civil service. Therefore, it is worth doing a study on retention of civil servants in Kazakhstan.

The cost of employee turnover is high and depending on the employee level, may average one and half times the employee's total annual compensation (Cappelli and Keller, 2013). Wilson (2012) stated that employee replacement costs can range between 90 to 100% of an employee's annual salary. High turnover rates also impact organization profits and is one reason for failure of organizations (Joshi & Ratnesh, 2013). Therefore, turnover intentions have received much attention from researchers. Studies have found that work-related variables, such as job satisfaction, are related to intention to quit (Lu et al., 2012). Other studies also showed that employees who were satisfied with their jobs are not likely to leave their position (Huang et al., 2014). The reasons for leaving an organization, include pay, benefits, internal politics, job responsibilities, leadership, employee's values or work-life. (Fashola et al., 2016).



Attracting and retaining millennials is also a difficult challenge. The millennial generation make up 34 percent of the global workforce and will swell to 75 percent by 2025 (Hagel et al., 2014). They also come to the job with a very different set of aspirations. Millennials are looking for work that inspires passion and allows them to fulfill their professional, personal, and social goals (Deliotte, 2014). Southard and Lewis (2004) stated that Gen Y workers look for instant gratification rather than long-term investments of effort and time. Therefore, Gen Y employees will bring greater challenges for organizations if the organizations are not prepared to change their human resource policies (Guthridge, et al., 2008).

Kazakhstan currently experience a high turnover of civil servants which can impair the effective and sustainable application of government agenda (OECD, 2014). Maertz & Boyar (2012) argued that there is a lack of literature that can provide actionable, timely data on current employees' motives for quitting and staying. However, there is limited research on employee turnover intention among Gen Y employees in the public sector in Kazakhstan. In addition, the influence of growth opportunity, supportive management and meaningful work towards turnover intention among Generation Y employees in the public sector in Kazakhstan has not empirically tested. There is a dearth of research on the job retention of Gen Y employees in the public sector in Kazakhstan. This paper adopts the position that there is a need to examine different factors that influence turnover intention of employees in the public sector in Kazakhstan. Findings of the study are expected to help human resource managers and policy-makers in the Kazakhstan to design and implement more effective retention strategies for Gen y employees in the public sector.

## **II. LITERATURE REVIEW**

### **A. Turnover Intention**

There are several definitions of turnover intention and retention of employees. Turnover intention is referred to as a deliberate and conscious willfulness to leave an organization (Tett and Meyer, 1993). Similarly, according to Chao et al. (2015), turnover intention is the probability that an employee will choose to leave an organization. Organizations need to understand the reasons why employees intend to leave as well as why employees left an organization (Salman, Abdullah, and Saleem, 2016). As explained by Heneman and Judge (2009), employee turnover can be either voluntary being initiated by the employee, or involuntary, being initiated by the organization. Intention to turnover can be explained by the Theory of Planned Behavior, which explains that a person's intention to perform a specific behavior is the determinant of that behavior (Fishbein and Ajzen, 1975). There is an ongoing debate among researchers on whether turnover intention is an indicator of actual turnover. Cohen et al. (2015) suggested that that actual turnover rate and turnover intention rate are distinct. Researchers have also stated that turnover intention is a poor predictor of actual turnover (e.g., Jung, 2010). However, some studies found turnover intentions and actual turnover were correlated (e.g., Griffeth et al., 2000).

Based on past research, there are several reasons why employees may leave an organization. There are several impulsive factors that affect employee turnover (Guha and Chakrabarti, 2015). According to Fashola et al. (2016), employees may leave an organization for personal reasons that include work-life balance, personal values or poor health. Flexibility has emerged as one of the important factors that influence retention of both women and men (Hagel et al., 2014). According to Bryant and Allen (2013), the key job attitudes, notably job satisfaction and organizational commitment, are also strong predictors of turnover. However, pay level was a relatively weak predictor of employee turnover. The relationship with supervisors is a strong predictor of employees' turnover decisions (Bryant and Allen, 2013). Demirtas and Akdogan (2015) found that ethical leadership has both direct and indirect effect on turnover intention. Demirtas and Akdogan (2015) further stressed that the indirect effect of ethical leadership involves shaping perceptions of ethical climate, which in turn affects turnover intention. Another study by Yang et al. (2012) found that turnover of employees was related to career advancement and recruitment propositions from other organizations. Yang et al. (2012) also stressed that turnover may be that relating to differences between expectations and reality. Therefore, there are several factors that affect turnover and organizations need to understand the needs of employees. Millennials today have a very different set of aspirations and their retention is influenced by how innovative a company is (Hagel et al, 2014). In addition, millennials also want to work for organizations that provide flexibility and that are purpose-driven, tackling broad societal challenges such as climate change, and income equality (Hagel et al., 2014). However, it must be noted that not all turnover is considered a problem. Turnover allows employees who are not performing to leave and allows new employees with new ideas to enter the organization (Ahmed and Kolachi, 2013).

### **B. Growth Opportunity**

Career development researchers initially focused on objective and subjective measures of career success over an individual's work life, across organizations (Kulkarni, Maniam and Subramaniam, 2016). Galletta et al. (2011) stated that career is referred to as the succession of work experiences in an individual's lifetime and career growth is defined as one's perceptions of the chances of development and advancement within an organization. Career growth was also defined as an improvement in the positions of employees who took the initiative to gain necessary skills and upgrade their performance (Lansiquot et al., 2012). Weng's (2010) multidimensional conceptualization of career growth consists of four factors: meeting career goals, professional ability development, promotion speed, and compensation commensurate with those abilities. As explained by Weng (2010), the multi-dimensional conceptualization indicates that organizational career growth is a function of the employees' own efforts in making progress and acquiring professional skills and the organization's efforts in

rewarding such efforts, through promotions and salary increases. The focus has now shifted to the degree to which employees' experience organizational career growth in the organization instead of the assessment of career outcomes across their total work career (Kim, et al., 2015).

The employees are likely to remain with the organization based on the degree to which such employees can meet their career growth needs within an organization (Chang, 1999). A study by Yang et al. (2015) found that career growth opportunities within the organization may strengthen the effect of work support and consequently increase the retention of qualified employees. The opportunity cost associated with leaving such organizations can also be large (Weng and McElroy, 2017). Furthermore, as stated by Kohlmeyer et al. (2017), employees who receive such career-related benefits are more likely to believe that the firm provides career growth opportunities. The career growth opportunities and trust, in turn, positively affect organizational commitment, which reduces turnover intentions. Furthermore, the results of a study by Weng and McElroy (2017) failed to confirm the four-factor model, showing instead the need to merge promotion speed and remuneration growth into a single dimension, rewards. The three remaining dimensions of career growth were negatively related to turnover intentions. In another study by Nawaz and Pangil (2016), only two dimensions, out of four dimensions of career growth specified by Weng (2010), namely promotion speed and remuneration growth, had a strong influence on turnover intention. However, the factors that affect career growth of Gen Y may differ and according to Bristow et al. (2011), Gen-Y rated "hygiene" factors related to job security as significantly more important than did Gen-X employees. Aruna and Anitha (2015) found that for retaining Gen Y, career development was an important factor. However, another study by Weyland (2011) found that Gen Y employees would move to other organizations after they have learned their job. Studies showed that Gen Y employees change their careers frequently and move to other organizations (e.g., Burmeister, 2009). Based on the past research findings discussed above, the following hypothesis was formulated for testing in the present study.

H1. Growth opportunity is related to turnover intention of Gen Y employees in the public sector in Kazakhstan.

### C. Meaningful work

The term meaningfulness refers to the amount of significance something holds for an individual (Heathfield, 2018). Rosso, et al. (2010) stated that meaningful work is the evaluation of employees about the work, its importance and purposefulness. According to Chalofsky and Krishna (2009), meaningful work refers to a grasp and clear understanding the sense, purpose, direction, value and justification of the work performed by an employee. Meaningful work was defined as the value of a work goal or purpose, judged in relation to an individual's ideals and standards (Ganesan, 2010). Rose (2014), defined meaningful work as a situation where the employee feelings, experiences and perceptions that the tasks they undertake in the work have a reason, and when performing those tasks provides them with a sense of significance. Ahmad et al. (2016), stated that meaningful work refers to the perception

that the job role and responsibilities are noteworthy, valuable and serve a purpose. Chalofsky (2003), defined meaningful work as work that provides essence to what an employee does and what brings fulfillment to the lives of employees. According to Bailey & Madden (2015) meaningful work arises when an employee perceives an authentic connection between their work and a broader transcendent life purpose beyond the self. Ghadi et al. (2015) found meaningful work is achieved when the employee has a perfect understanding of the nature and expectations of the task environment and the employee feels a sense of fit between their own core values and the job requirements and organizational mission and goals. It can be concluded that meaningful work refers to the way in which an employee person balances their tasks and activities in the workplace and their personal life.

Past research has shown that employees who are engaged in meaningful work, display higher well-being (Arnold et al., 2007) and higher job satisfaction (Kamdron, 2005). The findings of the study by Freund (2005) showed that continuance and affective organizational commitments affect job satisfaction. Both career commitment and job satisfaction have a significant influence on withdrawal intentions and on intentions of quitting the organization. Another study by Steger et al. (2012) found that employees who perceived work to be meaningful scored high marks in work engagement. Ahmad et al. (2016) found that employees greater meaningfulness in their work can be of high importance for predicting work engagement. Past studies have confirmed that work engagement is significantly and positively related with employee retention (e.g., Bhattacharya, 2015). Results of a study by Scroggins (2008) indicated that meaningful work was significantly correlated with intentions to exit the organization. The study by Scroggins (2008) further indicated that meaningful work is as strongly related to intentions to leave as are the more traditional job attitudes included in many models of employee turnover. Another study by Fairlie (2011) found that meaningful work characteristics had the strongest correlations with employee engagement and turnover intentions. Similarly, a study by Pradhan and Jena (2017) found that meaningful work had a significant moderating effect on the relationship between abusive supervision and intention to quit. Johnson and Jiang, (2016), further stated that meaningful work is considered of high importance to Gen Y employees because they seek the meaning of the work more than the money itself and they are easily bored. Similarly, Bailey and Madden, (2016), pointed out that meaningful work is one of the factors that positively influence generation Y employees turnover intentions. Based on the past research findings discussed above and logically extending them, the following hypothesis was formulated for testing in the present study.

H2. Meaningful work is related to turnover intention of Gen Y employees in the public sector in Kazakhstan.

#### **D. Supportive Management**

Supportive management behaviors have received considerable attention from researchers (e.g., Teoh et al., 2016). Management support or supportive management refers to employee's perception towards the extent to which the organization is concerned with its own employees' well-being and the value that the organization contributes (Lynch et al., 1999). There are several constructs related to supportive management and House (2003) stated that support encompasses emotional support, appraisal support, informational support and physical support. The Social Exchange Theory by Blau (1964) that states that relationships are maintained between two parties by a state of reciprocal interdependence can be applied to examine how perceived supervisor support is reciprocated by employees. Studies have shown that supportive management practices in organizations can provide a work environment conducive to employee's wellbeing and as suggested by Onnis (2015), retention of employees can be improved through supportive management practices that are provided for each employee and promote organizational support.

Several past researchers have found a positive relationship between supportive practices and turnover intentions (Dupre and Day, 2007; Teoh et al., 2016). Dupre and Day (2007) found that factors involving the supportive management of employees' namely supervisory support, organizational support, and work-life balance were indirectly related to turnover intentions. Similarly, Teoh et al. (2016) found that supportive management behavior practices predicted job satisfaction and turnover intentions, but not engagement. Furthermore, the study by Teoh et al. (2016) found that job satisfaction mediated the supportive management and turnover intention relationship. Results of another study by Achour et al. (2017) also revealed that management and supervisory support plays an important role in balancing work demands and family roles and in increasing working female academicians' well-being. Another study revealed that supervisor support has a direct negative effect on employees' intention to take sabbaticals (Altmann and Kröll, 2018). Supportive management can be related to the creation of a supportive work environment and a study by Kundu and Lata (2017) found a supportive work environment plays a crucial role in predicting employee retention. According to Cook (2014), supportive management is a critical aspect for organizations to hold the generation Y employees as they have easy access to other job opportunities. Du Plessis et al. (2015) found that perceived supervisor support by Gen Y employees was significantly related to turnover intention. Based on the above, most past studies found a positive relationship between supportive management and employee retention. Based on the past research findings discussed above, the following hypothesis was formulated for testing in the present study.

H3. Supportive management is related to turnover intention of Gen Y employees in the public sector in Kazakhstan

### **III. METHOD & MATERIALS**

The study used the deductive approach to collect empirical data. It used the quantitative methodology to collect primary data through self-administered

questionnaires. The study population were Gen Y employees engaged in the public sector in Kazakhstan. In this study, the time horizon of this research is deemed as cross-sectional due to the budget and time limitations (Saunders et al., 2012). A survey strategy was used as this strategy is a commonly used strategy in business research and usually associated with the deductive approach (Saunders et al., 2012). This is a study which examined the relationships between variables (Basar, & Sigri, 2015). The data collected was edited and coded before being entered in Excel and SPSS. Data analysis was based on descriptive and inferential statistics that were generated using SPSS and SmartPLS 2.

#### **A. Sampling Technique and Sample Size**

The population for this study were Gen Y employees engaged in the public sector. Non-probability sampling was used because there was no way of creating a sampling frame (Acharya et al., 2013). Convenience sampling method was used as it is the most appropriate method when the sample population is conveniently available to the researcher (Mukhtar, 2015). Hair et al. (2010) suggests that the minimum sample size is 100 when considering models containing five or fewer constructs, each with more than three items; 150 when models contain seven or fewer constructs. It is generally regarded that 100 is the practical minimum size for using SEM (Hair et al., 2010). For this study, the agreed sample size was 200 respondents.

#### **B. Instrumentation**

Quantitative studies consist mainly of data analysis through various sources: data driven observation, scientific research, and close-ended questions (Carroll and Rothe, 2010). The self-administered questionnaires were administered through internet and directly by hand and collected later (Saunders et al., 2012). The questions used in this questionnaire were adopted from past research. The questionnaire had two sections with 27 items. Respondent demographic variables were included in section A (Gender, Age, Marital Status, Education Level). In section B, the questions covered the dependant variable and the independent variables. The fixed alternative questions required the respondents to choose the best answer based on a five-point Likert-type scale. The pilot study using 30 respondents was used to test the instrument. The purpose of the pilot was to refine the questionnaire (Saunders et al., 2012). Based on the pilot testing, ambiguous, unclear and confusing questions were reviewed and rectified accordingly.

#### **C. Data Collection**

Self-administered questionnaires were distributed through internet using Google Form or directly handed to respondents in Astana, Kazakhstan. Email response rates may only approximate 25% to 30% without follow-up (Sheehan, 2001). Initially a total of 300 mails were sent. A multimode approach to e-mail survey administration can enhance response rates (Sheehan, 2001).



The direct distribute and collect method was used for respondents that could be reached personally. After one month, reminders were sent to the target respondents. The response rate was only 20 percent (60) respondents) at the end of the first month. The data collection was extended by another month and reminders were sent plus attempts were made to make direct appointments. A total of 125 questionnaires were received through internet and 90 were through direct distribute and collect method. A total of 4 questionnaires were removed due to omissions or errors. Only 211 questionnaires were usable, and the rest were incomplete or inappropriate.

**D. Data Analyses**

The completed questionnaires were checked and coded for statistical analysis. The responses were thoroughly edited and coded for statistical analysis. The Package for Social Sciences (SPSS) version 22 and Smart Partial Least Square (PLS) Version 2.0 were used. A two-way approach was adopted and in the first stage, the measurement model was tested to assess the validity and reliability of items using convergent validity, discriminant validity and reliability analysis. Subsequently, the hypothesized relationship was tested. Bootstrapping method (1,000 resamples) was used to determine the significance levels for loadings, weights and path coefficients. Various statistical methods and techniques were used of the descriptive

statistics. For the demographic data, frequency statistics was used to present the trend of demographic data.

**IV. RESULTS**

The respondents included 75% (n=159) female and 25% (n=52) male. Majority of the respondents, 67% (n=142) were married. The respondents age included 16% (n=33) between the age range of 20 to 25 years, 42% (n=89) between the age range of 25 to 30 years, 42% (n=89) above the age range of 30 years. In terms of qualification, there 18 postgraduates, 168 were degree holders and 25 people had either a Diploma/Certificate or lower qualification.

Table 1 shows the values for skewness is between the ranges of -.070 to -.235 and the values for kurtosis are between the ranges of -.068 to -.801. Therefore, the values of skewness and kurtosis values are within +1 and -1 standard deviations from its mean (Hair et al., 2010). The mean of all the variables is above 2.9 and the standard deviation is low. The results are presented in the Table 1 and the two values are Tolerance and VIF. A common cut-off threshold is a tolerance value of .10, which corresponds to a VIF value of 10 (Hair et al., 2010). As shown in Table 1, the value of tolerance is not less than .10; therefore, the multicollinearity assumption is not violated. This is further supported by the VIF values which fall below the cut-off of 10.

**Table 1: Descriptive Statistics**

	Mean	Std. Deviation	Collinearity Statistics		Skewness		Kurtosis	
	Statistic	Statistic	Tolerance	VIF	Statistic	Std. Error	Stats.	Std. Error
Turnover Intention	2.8863	1.13183			-.070	.167	-.068	.453
Growth Opportunity	3.2739	1.12115	.549	1.823	-.144	.167	-.801	.453
Meaningful work	3.6457	.80610	.522	1.915	-.167	.167	-.611	.453
Supportive Mgmt.	3.2181	.95375	1.000	1.489	-.235	.167	.367	.453

**Reliability**

Reliability is the extent to which a variable is consistent in what it is intended to measure (Hair et al., 2010). According to Sekaran & Bougie (2010), a reliability value of less than 0.6 is considered as poor, a reliability value 0.7 is considered acceptable, and reliability a value of 0.8 is considered as good. The closer the score is to 1.0 the better. According to Sarstedt, et al. (2014), the minimum

acceptable value for internal consistency reliability was 0.6. Based on Table 2, the result showed that the rho values for each construct are above 0.90 and below 0.93. For a good reliability, the reliability coefficient or Cronbach’s alpha should be .7 or higher (Hair et al., 2010). Based on Table 2, all the constructs Cronbach’s Alpha values were higher than 0.7.

**Table 2: Construct Validity Reliability**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Extracted (AVE)	Variance
Turnover Intention	0.888	0.904	0.922	0.749	
Growth Opportunity	0.929	0.933	0.946	0.778	
Meaningful Work	0.915	0.926	0.932	0.664	
Supportive Management	0.898	0.906	0.922	0.663	

**Convergent Validity**

Convergent validity used to measure and examine the extent that a construct converges the specific construct’s indicators by explaining the items’ variance Hair et al., 2010). The mean of the squared loadings for all indicators

associated with the construct is the calculation method to calculate the value of AVE (Sarstedt, et al. (2014).



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The minimum acceptable value for AVE is 0.5 and if the value is more than 0.5, the result represented that the construct explains more than 50% of the variance of items. Based on Table 2, all the AVE values for the constructs exceeded 0.5 and therefore, the convergent validity was established in this research. Convergent validity requires all factor loadings for items to have loadings of greater than 0.60 (Chin et al., 1997). Loadings less than the suggested value were deleted. As shown in Figure 1, the loadings for all the items ranged between 0.728 and 0.916, exceeding the threshold value of 0.6 (Hair et al., 2010).

## Discriminant Validity

According to Hair, et al. (2010) and Sarstedt, et al. (2014), discriminant validity is used to measure the different

constructs differ from one another, in terms of how much a variable correlates with other variables and how much the indicators represent only a single variable. Fornell-Larcker criterion that focus on the comparison of each construct's AVE value with the square root of inter-construct correlation was used (Hair, et al., 2010; Sarstedt, et al., 2014). According to Hair, et al. (2010) and Sarstedt, et al. (2014), if the indicator's loadings are consistently the highest for the construct, then the discriminant validity is established. Based on the table 3, the results show that all the indicator's loadings were consistently the highest on each of the constructs. Therefore, the results showed that the discriminant validity was valid and represented that the measurement model has been successfully validated.

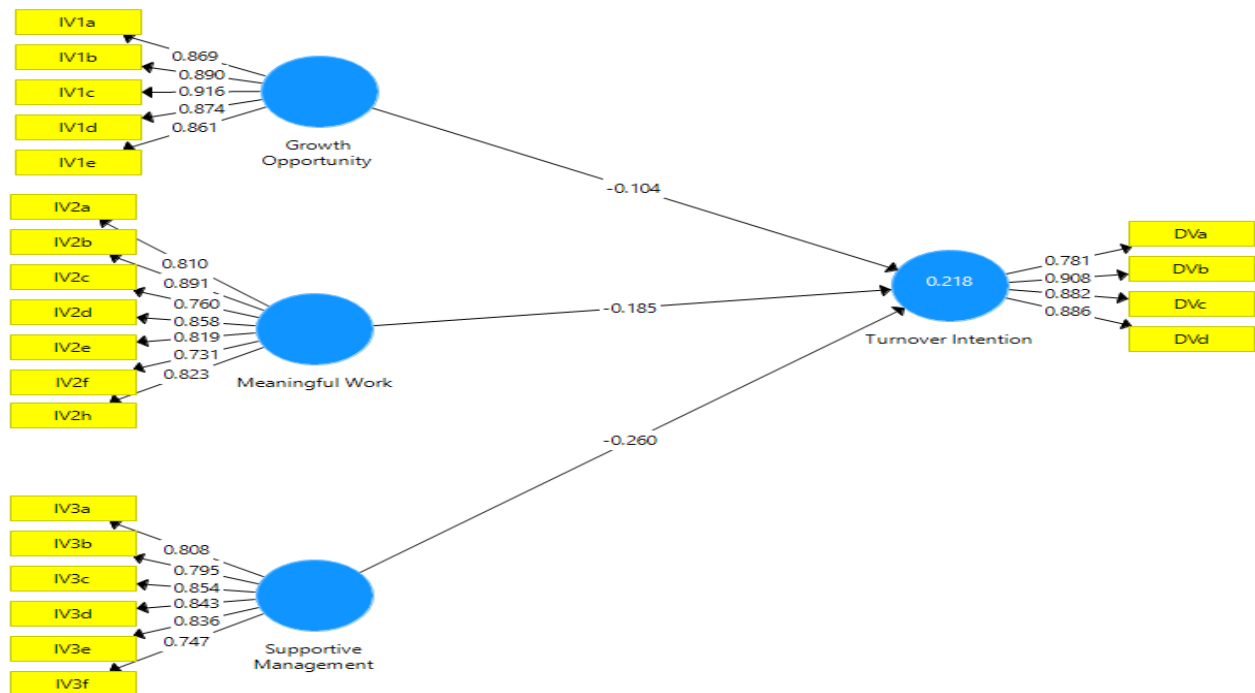
**Table 3: Discriminant Validity**

	Growth Opportunity	Meaningful Work	Supportive Management	Turnover Intention
Growth Opportunity	<b>0.882</b>			
Meaningful Work	0.66	<b>0.766</b>		
Supportive Management	0.496	0.555	<b>0.814</b>	
Turnover Intention	-0.354	-0.399	-0.415	<b>0.865</b>

## Significance and Relevance of Path Coefficients

In Table 4, the t-value was examined and a value that is greater than 1.96 represents a significant path (Hoyle, 1995). As can be seen, the t-value for growth opportunity is not significant. For meaningful work and supportive management, the t-value is significant. In Table 4, the path coefficient shows the strength of relationship between an IV and DV (Hair et al., 2010). The standardized regression value of -.104 shows an inverse relationship between growth opportunity and turnover intention but the effect is insignificant ( $p > 0.05$ ). Thus, the hypothesis H1 is not

supported. The standardized regression value of -.185 shows an inverse relationship between meaningful work and turnover intention and the effect is significant ( $p < 0.05$ ). Thus, the hypothesis H2 is supported. The standardized regression value of -.260 shows an inverse relationship between supportive management and turnover intention the effect is significant ( $p > 0.05$ ). Thus, the hypothesis H3 is supported. Thus, only meaningful work and supportive management gave a significant impact to the turnover intention of Gen Y employees in the public sector.



**Figure 1: Path Coefficients diagram**

**Table 4: Path Coefficients**

	Path Coeff	T Statistics	P Values	Hypothesis
Growth Opportunity -> Turnover	-0.104	1.168	0.244	Rejected
Meaningful Work -> Turnover	-0.185	2.099	0.036	Supported
Supportive Mgmt. -> Turnover	-0.260	3.372	0.001	Supported

## V. DISCUSSION AND CONCLUSION

The aim of this study was to provide a broader understanding of the influence of growth opportunity, meaningful work and supportive management towards turnover intentions. In this study, supportive management was hypothesized to influence turnover intention of Gen Y employees in the public sector. The results of this study supported the hypothesis ( $\beta_1 = -.260, p < 0.001$ ). The results of this study are consistent with several prior studies (Cook, 2014; Teoh et al., 2016). A study by Teoh et al. (2016) found that supportive management behavior practices predicted job satisfaction and turnover intentions. These results are important because like most previous studies, this study showed that supportive management is the most prevalent factor in reducing turnover intentions. As stated by Cook (2014), supportive management is essential to prevent Gen Y employees from quitting their jobs and moving to other organizations, leaving the firm with a lot of issues starting with so much investment to that employee to finding a replacement. Therefore, organizations should implement supportive management strategies that are truly supporting Gen Y employees' intention to stay with organizations.

It is hypothesized that the meaningful work among Gen Y employees would decrease the turnover intention. The results from this study are consistent with results from previous studies. Past research indicated that meaningful work is as strongly related to intentions to leave (Scroggin, 2008; Fairlie, 2011; Pradhan and Jena, 2017). As stated by Steger et al., (2012) employees that perceived work to be meaningful will score highly in work engagement and the meaningfulness with work sensed by employees is important when it comes to fostering their well-being and retention. Past researchers also pointed out that the meaningful work is one of the main factors that positively influence generation Y employees turnover intention (Johnson and Jiang, 2010; Bailey and Madden, 2016).

An interesting finding emerged on the relationship between growth opportunity and turnover intention. The hypothesis proposed that Gen Y employees in the public sector will be less likely to leave the organization if they feel they have a higher career growth opportunity. Results of this research deviated from the initial expectations. Results from this study failed to show significant support for the relationship between growth opportunity and turnover intention. This result differs from that achieved by Kohlmeyer et al. (2017), who found that employees who receive such career-related benefits are more likely to believe that the firm provides career growth opportunities. The career growth opportunities and trust, in turn, positively

affect organizational commitment, which reduces turnover intentions. A possible explanation is that Gen Y employees look at current benefits and are more interested in building their own business and looking for temporary jobs in today's gig economy. Gen Y employees would move to other organizations after they have learned their job (Weyland, 2011). Furthermore, studies have showed that generation Y employees are not focused in their future developments, but they look at the present initiatives of the organization (Kundu and Gahlawat, 2016). Gen Y workers also look for instant gratification rather than long-term investments of effort and time (Southard and Lewis, 2004). Past studies have also showed that Gen Y employees change their careers frequently and move to other organizations (e.g., Burmeister, 2009).

Theoretically in the domain of employee turnover, this study provides additional empirical evidence. The findings will also provide theoretical and practical implications for policymakers, organizations and institutions to support retention of Gen Y employees with the intention of improving productivity and retention of talent. From a theoretical standpoint, this study contributes to existing literature on predictors of turnover intention of Gen Y employees. From a practical standpoint, organizations and policy makers gain the understanding of factors to retain Gen Y employees for longer period. The results this study suggest that organizations should understand what motivates or drives Gen Y employees and what are the factors that affect their decision to remain as an employee with the organization. This research showed that the main predictor in retention of Gen Y employees is supportive management. This research also revealed that meaningful work is an important factor to be considered for the retention of Gen Y employees. Therefore, human resource practitioners in the in the public sector should focus on developing employee support policies and practices and create a supportive working environment. This could be a useful basis towards retention of Gen Y employees. Organizations should also take measures to implement internal policies to support and provide meaningful work to Gen Y employees. The results from this study also make contribution to the literature in the context of developing countries like Kazakhstan and in the context of Gen Y employees engaged in the public sector. The current study can be used as a basis to retain Gen Y employees in the public sector in Kazakhstan.

Despite the significant findings of this study, there are some limitations. These limitations open several recommendations for future research. In this study only,

selected factors were used to examine the relationship towards turnover intentions of Gen Y respondents in the public sector. Further research should incorporate other factors like organizational justice and employee welfare while studying employees' turnover intention. Furthermore, the future studies can be done on other sectors such as the private sector. This study was also conducted in Astana, Kazakhstan and should be extended to other parts of Kazakhstan. The sample size was also small and may not be sufficient to generalize the results. Future studies should look at bigger samples to improve the results. Furthermore, this study does not examine the actual turnover of employees. Future studies should also look at actual turnover intentions because the actual turnover in organizations may indicate different findings. A mixed method approach which can be either an explanatory sequential approach or an exploratory sequential approach is also recommended.

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# Growth Opportunity, Supportive Management, Meaningful Work and Turnover Intention among Generation Y Employees: A quantitative Study in the Public Sector in Astana, Kazakhstan

## AUTHORS PROFILE

**Ainur Shaimerdenova** is working in Asia Pacific University of Technology and Innovation, Malaysia.

**Dr Jugindar Singh Kartar Singh** is working in Asia Pacific University of Technology and Innovation, Malaysia.

**Subaashnii Suppramaniam** is working in Asia Pacific University of Technology and Innovation, Malaysia.