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## The Impact of Workplace Values on Turnover Intention of Generation Z: The Case of Government Employees in Rabat

### L'impact des valeurs au travail sur l'intention de départ des employés de la génération Z : Cas des administrations publiques de Rabat

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**ABSTRACT:** Generation Z, also known as the Zapper Generation, has recently started to occupy an important place in the job market. This generation has particular values and attitudes within work such as autonomy and freedom...

The purpose of this study is to ascertain the impact of values at work on turnover intention. The literature has identified six facets of professional values (intrinsic, extrinsic, social, altruistic, status-related and freedom-related).

A total of 500 surveys questionnaires were distributed to Generation Z employees in the Rabat region, 400 were returned and we recorded a return rate of 80%. The results partially confirm previous studies that only intrinsic, extrinsic, social and freedom values have a negative and significant influence on the turnover intention ; while altruistic and status-related values have none.

**KEYWORDS:** generation Z, values at work, intention to leave, public administration.

## Introduction

Several authors consider the generational cohort as a research topic that matters to many management science researchers (Zemke et al. (2000); (Smola & Sutton, 2002); (Glass, 2007). Individuals from the same generational cohort develop certain "Generational Characteristics," which affect their outlook on life and work (Glass, 2007).

Therefore, by understanding each generation of employees, organizations can tailor their HRM policies to better meet their needs.

Previous studies have looked at the individual and work values of previous generations (Boomers, Generation X and Generation Y).

However, we are particularly lacking in empirical studies examining the professional characteristics of Generation Z in Morocco.

Generation Z is beginning to occupy an important place in organizations, and its arrival in the labor market has upset the traditional mode of human resource management and has pushed managers to rethink their action model in order to captivate and retain these young people with different values than their elders.

Described as zappers or slashers, Generation Z is constantly looking for new adventures and new jobs.

Research conducted on the professional values of generation Z shows that they are less loyal, often express an intention to leave their jobs and tend to combine several professional activities.

As a result, organizations are beginning to focus their attention on studying Generation Z's attitudes at work in order to modify their retention and loyalty policies.

Although researchers have examined the effect of workplace values on the intention to leave, few have attempted to determine if there is a relationship between these factors in a Moroccan context.

Therefore, the purpose of this study is to discover the nature of work values of young employees (born after 1995) and the impact of these values on their intention to leave.

To conduct the research, informal interviews were conducted with Generation Z employees as a preliminary work to analyze and explore "work values" and "intention to leave" in the Moroccan organizational context.

These interviews were complemented by a literature review. As a result of this exploratory study, two findings were made :

- In a short term outlook, generation Z employees express an increased intention to leave,
- They have specific professional values and express different expectations than their elders.

To this end, we ask the following question :

**To what extent do workplace values impact Gen Z employees intent to leave voluntarily?**

## **1. State of the art and research hypotheses**

To answer our research question, we reviewed the most prominent literature and theories. We used Lyons's (2004) theoretical foundations to define the variable of work values and particular attention was paid to Mobley's (1982) model for the development of the variable of departure intention.

### **1.1. Work values**

#### **1.1.1. Definitions of values**

The literature review defines value as a belief related to states of being and desirable modes of behavior, dependent on situations and events, guided by the person's experience, ordered and prioritized by importance in relation to other values to form a prioritized value system (Schwartz, 1992, 1994).

How values work depends on two approaches : cognitive design and social adaptation theory.

Rokeach (1973) states that the individual's cognitive system is made up of culture, so-

ciety, and personality, and these are the source of values that influence behavior and attitudes.

In general, values are individual beliefs linked to needs and influenced by society and culture (Rokeach (1973).

For the theory of social adaptation, the origin of values finds its essence in the interactions between the individual and society (Kahle, 1883). They encapsulate outline sumup the experiences of the individual and facilitate his adaptation to the environment.

### 1.1.2. Values at work

Work values are part of the subset of global human values. They act as shared values that are always discussed in relation to the development and success of employees in the workplace. In the organization, work values can function as evaluative standards that people use to interpret their work experiences and determine the meaning that individuals attribute to work, jobs, organizations, events and specific conditions (Uçanok, 2008).

Therefore, work values play an important role in the management of organizations and are considered to be an explanatory element of individuals' attitudes and behaviors within organizations such as organizational commitment, satisfaction and intent to leave (Finegan, 2000).

Locke, (1969) and Super, (1971) have shown that work values are involved in career selection, career planning, degree of contribution to performance, and work intention.

Based on these statements, it is important to study how generational work values influence behaviors and attitudes in organizational contexts.

### 1.1.3. Work values in the generational approach

Several studies have been conducted by management researchers to assess generational work values.

The objective of the study by (Gursoy, Maier and Chi, 2008) is to identify the work values of the different generations with a view to improving management practices related to employee well-being, productivity and retention.

The studies of Dries, Pepermans & De Kerpel (2008) have presented the work values of previous generations :

**Table 1 : Work values of the Baby-Boom, X and Y generations**

Baby-boomers	Generation X	Generation Y
Challenge	Learning	Balance
Workaholism	Curiosity	Learning
Criticism	Entrepreneurship	Safety and security
Innovation	Materialism	

Source : (Dries & al., 2008)

When it comes to the work values of Generation Z, several studies have been conducted. Here on a table that summarizes the main findings of the researchers.

**Table 2 : Summary of Studies on Generation Z's Workplace Values**

Bascha (2011)	Schwabel (2014)	Berkup (2014)	Iorgulescu (2016)	Kirchmayer & Fratričová (2017)	Sidorcuka & Chesnovicka (2017)
Transparency Autonomy Flexibility Personal freedom	Opportunities for advancement Career development Salary increase Meaning at work	Trust Freedom Individualism Addiction to technology and speed	Confidence Optimism Creativity and innovation Entrepreneurial spirit Recognition and feedback	Work-life balance Nature of the job Recognition	Flexible working hours specific social benefits.

Source : self-design

#### 1.1.4. Dimensions of work values

According to Lyon (2004), there are six dimensions of work values : extrinsic values, intrinsic values, altruistic values, values associated with status, social values, and values related to freedom.

##### - Intrinsic Values

For Sengupta (2015) the intrinsic values of the individual at work are: career development, self-esteem, projects and challenge.

These values are also associated with the ambition to satisfy psychological needs such as competence and autonomy (Deci & Ryan, 2000).

##### - Extrinsic Values

The values of extrinsically oriented people are: power, seeking positions of responsibility and compensation (Malka & Chatman, 2003).

Extrinsically oriented employees have been shown to be more satisfied in their workplace when they receive a higher income (Malka & Chatman, 2003).

##### - Altruistic Work Values

Altruistic Work Values involve the ambition to help others while contributing to society (Twenge et al., 2008).

According to Lyons (2004), altruistic values are embraced by individuals who support public service

In other words, these values are about individuals who are motivated to have a career in the public service even though the economic benefits are less than in the private sector (Lyons, 2004).

Lyons (2004) states that public sector employees honor the altruistic essence of their work and not the economic rewards or benefits.

#### **- Status-Related Work Values**

According to Ros et al. (1999), status-oriented individuals prefer work environments that promote achievement, progression, recognition, independence, but also pride in working at a specific job.

#### **- Social Values of Work**

Lyons (2004) and Twenge (2010), state that social values are about the relationship an individual has with co-workers, supervisors, and others. These relationships are influenced by the social climate.

#### **- Freedom Values**

According to Smola and Sutton (2002), freedom values are work-family balance, autonomy, and flexibility at work time.

According to Levenson (2010) "work-family balance" positively influences employees' attitudes at work.

Indeed, opinions around the work-life trade-off are split between : "making a living" or "earning a living".

People who choose to "make a life" will prefer freedom, leisure and autonomy ; while people who choose to "make a living" will prefer to work long hours and will prioritize work.

### **1.2. Voluntary turn over intention**

According to Colle (2006, p. 56), the intention to leave voluntarily is "an attitude that leads to a break in membership of a social system at the exclusive initiative of the employee.

It is "a conscious and deliberate desire to leave the organization" (Tett and Meyer, 1993, p. 262)

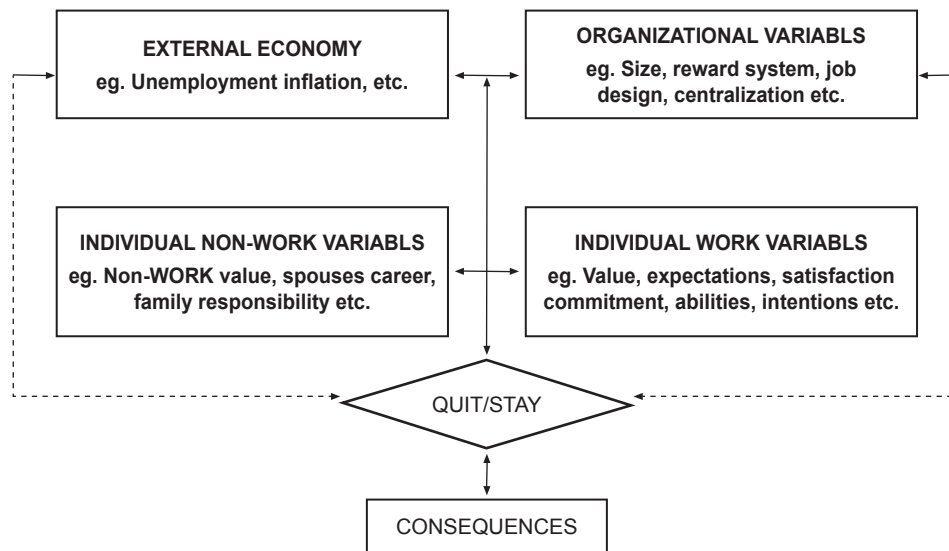
For Igalens (1999), the intention to leave represents the competing company's capacity to offer good working conditions.

The term departure or job zapping is part of many theoretical models that explain the concept of voluntary departure.

We have chosen to use Mobley's model (1982) because it constitutes a network of interactions that influence the retention or departure of employees, without privileging any one variable to the detriment of others. This model proposes four determinants:

- The health of the economy (external opportunity),
- The individual's personal situation vis-à-vis the company (organizational variable),
- The individual's extra-occupational situation (individual variable not related to work),
- And the individual's personal situation with respect to work (work-related individual variable).

**Figure 1: Determinants of Voluntary turnover Model**



Source : Mobley, 1982, p.78.

## 2. Research Hypotheses and Conceptual Model

The purpose of this study is to identify the work values of Generation Z in Morocco and to analyze the influence of these values on their attitudes and behaviors related to departure intention.

Several empirical contributions supported the hypothesis that work values influence intent to leave.

The results of the study by Muhamad Khalil Omar et al, (2017) showed that work values influence the departure intention of Generation Y employees.

Kai Liu, Na Wang, and She Maoyan (2020) corroborated the results of Muhamad Khalil Omar et al, (2017) and confirm the positive relationship between the new generation's work values and departure intention.

Referring to Nor, Noor, Ahmad, Khalid, and Ibrahim (2017), work values have a significant and positive relationship on intention to leave.

Finally, Christina Yu-Ping Wang (2010) confirmed that work values had a strong influence on leaving intention.

Few studies have been undertaken on Generation Z in Morocco, hence the purpose of this study.

Based on previous empirical and theoretical studies, we propose the following main hypothesis:

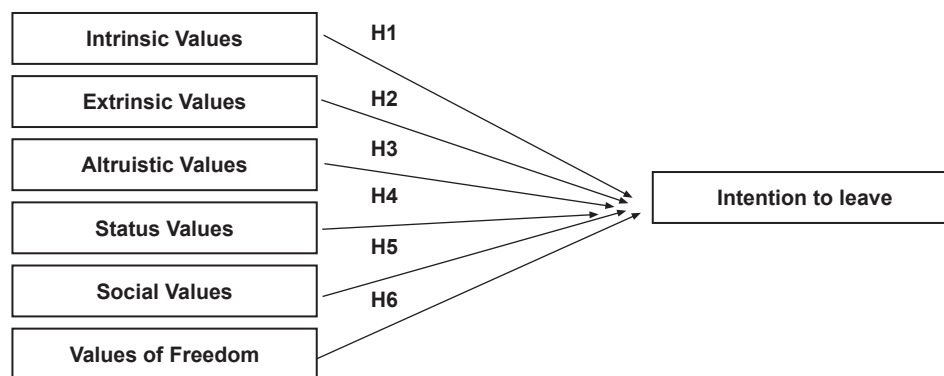
H1: The work values of Generation Z influence the intention to leave.

This hypothesis will be broken down into six sub-hypotheses :

- H1a: Generation Z's intrinsic values negatively influence turn over intention.  
 H1b: The extrinsic values of Generation Z negatively influence the intention to leave.  
 H1c: Generation Z's altruistic values negatively influence turn over intention.  
 H1d: Generation Z's social values negatively influence the intention to leave.  
 H1e: Generation Z's status values negatively influence turn over intention.  
 H1f: Generation Z's freedom values negatively influence the intention to leave.

The justification of the hypotheses led to a conceptual model of the relationship between work values and intent to leave.

**Figure 2 : conceptual research model**



Source : self-design

### 3. Research methodology

#### 3.1. Research approach

In order to carry out our study, we started with an exploratory analysis. This stage of the research involved informal one-on-one interviews with 10 Generation Z employees. Our goal was to explore Generation Z's values at work and their intention to leave in the Moroccan public organizational context.

These interviews were recorded using a dictaphone, transcribed, and analyzed. The textual analysis of the interviews was complemented by theoretical input from the literature.

The duration of the interviews varied from 30 to 40 minutes, and the questions asked were open-ended in order to give the respondents complete freedom. The first question is: "What are the professional values that you consider a priority in your job?" and the second question is: "Do you intend to stay in your organization?"

Moreover, this study is part of a preliminary work in order to initiate our research and to announce our problematic.

From this, two findings are drawn :

- Generation Z employees express an increased intention to leave their jobs,
- Generation Z employees have specific professional values and express different expectations from their elders, notably : autonomy and freedom.

Thus, in order to respond to our problem, we use a confirmatory quantitative approach by following a hypothetical-deductive reasoning.

### **3.2. Operationalization of the variables**

The measurement scales for the independent and dependent variables are all taken from the literature and adapted to the context of the study. To measure the “value at work” variable, we used Lyons’ “Wok Value Scale” (2004). The latter identified six values at work ; Intrinsic dimension, extrinsic dimension, social dimension, altruistic dimension, status dimension and freedom dimension.

The initial intention is measured by the (Colle, 2006) scale composed of six items.

We opted for five-point Likert scales (1932) (1= strongly disagree; 5= strongly agree). The choice of the odd number is judicious insofar as it allows the introduction of a neutral point on the continuum “neither agree nor disagree”.

The data were collected using a 33-item questionnaire distributed via the Internet.

We opted for the closed web technique (Cerdin and Peretti, 2001), in particular “Google Forms”, which consists of sending an e-mail containing the URL of the questionnaire and indicating the purpose of the study.

This method guarantees the anonymity of the answers, allows an automatic entry of the answers and avoids aberrant or extreme answers.

## **4. Quantitative analysis of the research**

The analysis of the collected data is made in two steps. First, we test the reliability (using Cronbach’s alpha as an indicator) and the validity of the measurement scales of our questionnaire with the help of an exploratory principal component analysis (PCA). In a second step, we proceed to the confirmatory analysis by the method of structural equations based on partial least squares.

Thus to evaluate our PLS model, we will first test the measurement model and then we will check the structural model. Finally we will test the overall quality of the model. These different analyses were performed using the data processing software IBM SPSS Statistics 21.0 and SmartPLS3.

Before proceeding with the quantitative analyses (exploratory and confirmatory), we present our study population and sample.

### **4.1. Study sample and data collection**

Our sample corresponds to Generation Z civil servants in Rabat (born between 1990 and 2001). The sampling technique we use is non-probabilistic for convenience. This choice is justified by the fact that we do not have a finite database.

Indeed, out of a total number of  $N = 34770,7188$  civils servants of the generation Z, the minimum size of our sample according to Steven K. Thompson’s method is  $n = 385$ .



To this end, 500 questionnaires were sent out, 400 were returned and we recorded a return rate of 80%. Thus the effective size of our sample becomes 400.

### Description of the study sample

	Modality	Sample
<b>Gender</b>	Male	201
	female	199
<b>Matrimonial situation</b>	Single	306
	Maried	94
<b>Professional category</b>	Administrator	91
	Nurse	91
	Engineer	56
	Doctor	36
	Professor	45
	Technician	81
<b>Seniority</b>	Less than one year	18
	Between 1 and 2 years	228
	Between 2 and 3 years	145
	Between 3 and 4 years	9
<b>Total</b>	400	

Source : self design

## 4.2. Principal Component Analysis

The factorial analysis of the measurement scales of the endogenous and exogenous variables allows to identify a clear factorial structure. The examination of the total explained variance of these constructs shows the existence of only one component with a principal value higher than 1 (Igalens and Roussel, 1998).

The reliability analysis of all the variables shows an excellent internal consistency ( $>0.7$ ) (Nunnally, 1978), the KMO index is satisfactory ( $>0.7$ ) (Kaiser, 1974) and the Bartlett test is significant. This leads us to retain all the items for the confirmatory factor analysis.

## 4.3. Confirmatory analysis and hypothesis testing

The confirmatory analysis by the SEM-PLS method goes through two steps : the outer model test (1) and the inner model test (2).

### 4.3.1. Test of the outer model

The test of the measurement model allows us to verify the internal validity, the convergent validity and the discriminant validity for each of the latent variables. In this sense, we calculate the PLS Algorithm on our entire sample.

- Test of the convergent validity

The convergent validity is calculated based on the composite reliability index (CR), Cronbach's Alpha and the average variance extracted (AVE).

**Table 5: Test of convergent validity**

Convergent validity			
Variables	Cronbach's Alpha	Composite reliability	AVE
Intrinsic values	0,994	0,918	0,656
Extrinsic values	0,960	0,952	0,770
Altruistic values	0,958	0,963	0,812
Social values	0,923	0,976	0,674
Status values	0,975	0,930	0,784
Freedom values	0,915	0,969	0,623
Intention to leave	0,934	0,910	0,739

Source : PLS SMART output

Composite reliability and Cronbach's alphas for all variables are above 0.7 (Nunnally & Bernstein, 1994 recommended cutoff) and AVEs range from 0.623 to 0.812, exceeding the required 0.5 cutoff (Fornell & Larcker, 1981).

- Discriminant Validity Test

Discriminant validity is shown when each measurement item correlates weakly with another construct excepts for the ones to which it is theoretically associated. In particular, we check whether for each construct, the factorial contributions are greater than the cross factorial contributions between each item and the other constructs.

### Fornel-Lakcer criterion

	Intrinsic values	Extrinsic values	Altruistic values	Social values	Status values	Freedom values	Intention to leave
Intrinsic values	0,901						
Intrinsic values	0,12	0,987					
Altruistic values	0,001	0,321	0,995				
Social values	0,256	0,103	0,057	0,890			
Status values	0,078	0,01	0,386	0,06	0,984		
Freedom values	0,120	0,263	0,064	0,088	0,092	0,993	
Intention to leave	0,042	0,198	0,310	0,133	0,02	0,188	0,845

Source : PLS SMART output

### Cross- Loading

In cross-loadings, we examine the various items to identify those that have high loadings on the same construct and those that load highly on multiple constructs. Thus, to establish discriminant validity at the item level means there is a high correlation between items of the same construct and a very weak correlation between items of a different construct.

In the table below, the bolded items represent the factor loadings for each construct and the cross-loading are those unbolded for the same construct. The cross-loading for each construct is very low indicating good discriminant validity.

	Intrinsic values	Extrinsic values	Altruistic values	Social values	Status values	Freedom values	Intention to leave
VALIN1	<b>0,868</b>	0,450	0,180	0,376	0,284	0,193	0,264
VALIN2	<b>0,934</b>	0,031	0,423	0,535	0,305	0,103	0,405
VALIN 3	<b>0,876</b>	0,212	0,123	0,204	0,023	0,123	0,520
VALIN 4	<b>0,768</b>	0,112	0,127	0,134	0,299	0,410	0,302
VALEX1	0,038	<b>0,845</b>	0,063	0,056	0,139	0,224	0,100
VALEX 2	0,386	<b>0,851</b>	0,409	0,456	0,258	0,620	0,460
VALEX 3	0,109	<b>0,7712</b>	0,396	0,395	0,284	0,193	0,264
VALEX 4	0,06	<b>0,927</b>	0,294	0,638	0,385	0,734	0,374
VALEX 5	0,357	<b>0,893</b>	0,329	0,482	0,139	0,224	0,100
VALEX6	0,284	<b>0,974</b>	0,063	0,056	0,097	0,139	0,302
VALSOC1	0,329	0,482	<b>0,956</b>	0,134	0,299	0,410	0,302
VALSOC2	0,063	0,056	<b>0,747</b>	0,273	0,498	0,244	0,673
VALSOC3	0,409	0,456	<b>0,846</b>	0,224	0,100	0,363	0,444
VALALT1	0,031	0,423	0,056	<b>0,839</b>	0,258	0,620	0,460
VALALT2	0,212	0,123	0,456	<b>0,758</b>	0,284	0,193	0,264
VALALT3	0,112	0,127	0,395	<b>0,884</b>	0,385	0,534	0,374
VALSTAT1	0,450	0,180	0,376	0,673	<b>0,936</b>	0,299	0,264
VALSTAT2	0,031	0,423	0,535	0,123	<b>0,839</b>	0,056	0,374
VALLIB1	0,212	0,123	0,204	0,127	0,123	<b>0,783</b>	0,100
VALLIB2	0,112	0,127	0,134	0,276	0,410	<b>0,936</b>	0,193
VALLIB3	0,204	0,023	0,535	0,305	0,244	<b>0,834</b>	0,434
DEPART1	0,127	0,134	0,299	0,410	0,302	0,284	<b>0,846</b>
DEPART2	0,276	0,273	0,498	0,244	0,673	0,385	<b>0,964</b>
DEPART3	0,139	0,224	0,100	0,363	0,444	0,139	<b>0,793</b>
DEPART4	0,258	0,620	0,460	0,249	0,183	0,097	<b>0,953</b>
DEPART5	0,329	0,482	0,385	0,734	0,374	0,299	<b>0,832</b>
DEPART6	0,063	0,056	0,139	0,224	0,100	0,498	<b>0,954</b>

Source : PLS SMART output

### 4.3.2. Test of inner model

#### Hypothesis testing

The table shows the conceptual model assumptions, path coefficients ( $\beta$ ), and associated t-values (results of the implementation of the bootstrap process).

**Table 6: Testing the research hypotheses**

Hypothesis	Structural model	Path ( $\beta$ )	T-values	P-values	Decision
Ha	Intrinsic values $\rightarrow$ intention to leave	(-)	9,19	(.000)	Validated
Hb	Extrinsic values $\rightarrow$ intention to leave	(-)	5,10	(.000)	Validated
Hc	Altruistic values $\rightarrow$ intention to leave	(-)	0,28	(.959)	Not validated
Hd	Social values $\rightarrow$ intention to leave	(-)	8,08	(.000)	Validated
He	Status values $\rightarrow$ intention to leave	(-)	0.42	(.876)	Not validated
Hf	Values of freedom $\rightarrow$ intention to leave	(-)	7,77	(.000)	Validated

Source : Smart Pls output

#### Testing the quality of the structural model

Variables	Coefficient of determination <sup>a</sup> (R <sup>2</sup> )	Predictive Relevance <sup>b</sup> (Q <sup>2</sup> )	Quality of fit <sup>c</sup> (GoF)
Intention to leave	0,691	0.769	0.873

Source : Smart Pls output

a: The value must be  $\geq 0.19$  (Chin, 1999)

b: The value must be  $> 0$  (Chin, 1999)

c : Value must be  $\geq 0.1$  (Tenenhaus et al., 2005)

The results show that all the dimensions of work values manage to explain 69% of the initial intention ( $R^2 > 0.19$ ). The redundancy index in cross-validation shows a satisfactory predictive relevance ( $Q^2 > 0\%$ ) and finally, our structural model gives a very satisfactory overall goodness of fit with a GoF of 0.873 greater than 0.1.

## 5. Results and Discussion

We examined six causal relationships in this research. The results obtained show that at the 5% threshold, the five relationships : Intrinsic value  $\rightarrow$  departure intention, Extrinsic value  $\rightarrow$  departure intention, Social value  $\rightarrow$  departure intention, Freedom-related value  $\rightarrow$  departure intention are sufficiently significant ( $P\text{-value} < 5\%$ ). However, altruistic and status-related values showed no significant effect ( $P > 5\%$ ).

These results lead us to validate our hypotheses (Ha, Hb, Hd, and Hf), which state that work values (intrinsic, extrinsic, social, and freedom) exert a significant influence on departure intention.

Furthermore, contrary to the findings of Lyons (2003), for whom altruistic values concern individuals who are stimulated to have a career in public service, although the economic benefits are lower, our study proved that Generation Z state employees do not have a preference for altruistic values.

In order to test the explanatory power of the structural model we calculated the coefficient of determination  $R^2$  which gives us a value of 0.556 which explains that the part of the variance of the variable "intention to leave" explained by the variable "values at work" is quite important.

These results are consistent with and confirm the results of previous research conducted in different contexts (China, Malaysia, Shanghai).

Indeed, Muhamad Khalil Omar et al (2017), Kai Liu, Na Wang, and She Maoyan (2020), Nor, Noor, Ahmad, Khalid, and Ibrahim (2017), and Christina Yu-Ping Wang (2010) have shown in their studies that the work values of the new generation have a significant influence on the intention to leave.

Thus in the same direction, previous theoretical studies have highlighted the work attitudes and values of Generation Z.

Theoretical studies on the characteristics of Generation Z have proven that young people express a need for independence rather than loyalty (Bascha, 2011).

They are more attracted to opportunities for advancement and career and expect idea sharing rather than direction (Schwabel, 2014). They want change and innovation rather than security and status.

Social relationships are a prerequisite for this generation; they prefer collaborative and participatory work.

In the same sense, generation Z is an autonomous and independent generation, constantly seeking freedom in the conduct of its activities at work.

This need for autonomy is largely addressed in the theory of self-determination by Déci and Ryan (2000).

It is an innate feeling that allows the individual "to be at the origin of his own behaviors" (Roussel, 2001) and "to feel free in his choices" (DeCharms, 1968 ; Deci, 1975).

This need for autonomy crystallizes in the values related to freedom, indeed these values seem to significantly influence the departure intention of Generation Z. The strength of this relationship is expressed by the standard beta coefficient ( $\beta$ ) which gives a significant positive value of 0.777.

Our results indicate that intrinsic, extrinsic, social, freedom-related values are a strong determinant of departure intention (Ha, Hd, and Hf are validated) whereas altruistic and status-related values do not positively and strongly reflect the withdrawal attitude of Generation Z employees.

## Conclusion

In this research, we have shown that the work values of Generation Z have a positive and significant impact on the intention to leave in Moroccan public administrations.

In the literature review, it has been shown by many researchers that the different facets of work values have an influence on the intention to leave. However, in our study we have proven that only intrinsic, extrinsic, social and freedom-related values are significant in the Moroccan context.

This study allowed us to focus the attention of public organizations on work values, with the aim of helping them develop a human resource management system capable of attracting and valuing individuals and consequently improving their loyalty.

Finally, we have confirmed through this study the zapping character that distinguishes this generation Z from its elders.

Indeed, previous research has stated that the new generation Z is qualified as “Zappers”, “Switches” or “Slackers” in the work world. This character means that they don't remain stable and often change jobs in search of new work opportunities or with the aim of converting to self-employment which provides them better autonomy and freedom.

As Iorgulescu (2016) mentions “Generation Z has an extreme self-confidence, has an optimistic vision about their future professional life and tends to have entrepreneurial initiatives”.

Our study does not escape limitations that may inform future research opportunities. Indeed, we have attempted to explain the influence of work values only on departure intention. However, there are other work attitudes that are now influenced by these values, namely : organizational commitment, satisfaction, etc.

This study may also be limited by the quantification of the methods used. Future research could include qualitative measures to gain additional insight into this issue. For example, interview analysis (qualitative) could provide a clearer picture of the relationship between work values and departure intention.

In addition, this study focused only on the values of Generation Z. For future research, we propose to compare the values of the other generations (Baby Boomers, Gen X, Gen Y, and Gen Z) in order to identify similarities and differences between them.

Finally, the survey questionnaires were distributed only in the Rabat region, therefore the representation of this study may not be applicable to other regions of Morocco.

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