

Millennials, the Last Standing Heroes of the Workforce: A Comprehensive Literature Review on Synching Millennials' Values With Organizational Culture to Boost Retention Rates

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This paper dives into millennials' role in the workplace, merging generational insights with foundational research. According to Mannheim's theory, generational distinctions stem from upbringing, societal values, environmental circumstances, and key events. Works by Rescher and Viega underline the importance of value alignment, emphasizing its effect on job satisfaction, behavior, and productivity. Drucker's theory stresses the power of managerial authority on employee retention. As traditional management methods become outdated, emphasis on attraction, selection, turnover, and talent development becomes paramount. Recognizing what drives this key demographic is pivotal for talent retention. Millennials, labeled here as the Hero generation due to their vast numbers, demand recognition and alignment with their values for effective retention. Ignoring this can be financially disastrous for businesses. The insights offered in this paper offer a competitive edge for organizations aiming to harness and retain millennial talent in a dynamic business landscape.

Keywords: millennials, employee retention, turnover intention, organizational values, generational theory

INTRODUCTION

Human resource development (HRD) professionals play a vital role in organizations, they focus on reducing employee turnover, increasing retention, and attracting high-performing talents. Turnover is a crucial topic in the HRD literature as it has negative impacts on organizational effectiveness and incurs direct and indirect financial costs. With the rapid demographic changes in the workforce, retaining employees has become even more crucial, particularly as Millennials, who currently account for over a third of the US workforce, are notorious for job-hopping compared to previous generations (Climek et al., 2022). Therefore, it is essential to explore nonfinancial factors that influence turnover intention of Millennials.

Organizational talent is essential to gain a competitive edge, but organizations face high millennial turnover rates (Dick, 2019; Howe & Strauss, 2002; Turner, 2020). The aim of this literature review is to provide an overview of previous research in this area and to identify the key findings and implications for organizations. To ensure a comprehensive study, we utilized foundational works, key academic articles,

and practical publications that collectively provided the necessary information. The core literature of Kavaliunas (2020), Thoele (2018), and Simmons (2016) provided substance to the research, while the practitioner articles of Coppola (2017), Fontana (2017), Gee (2017), and Morris (2017) highlighted the need for effective practices in decreasing turnover intention and management methods regarding millennials (Coppola, 2017; Fontana, 2017; Gee, 2017; Kavaliunas, 2020; Morris, 2017; Simmons, 2016; Thoele, 2018). This study presents an integrative literature review that systematically searches and synthesizes prior empirical studies to answer two research questions:

H1: *What are the key factors that influence millennial employees' turnover intentions in the workplace, and how do these factors align with the values and priorities of modern organizations?*

H2: *How can organizations better understand and align with millennial employees' values and expectations to reduce turnover rates and increase employee retention, and what strategies have been effective in achieving this goal?*

The researchers utilized literature search tools provided by academic databases to conduct a literature review of scholarly peer-reviewed articles, dissertations, thesis, books, publications, and scientific articles. The key search words used were generational theory, valuation, axiology, value alignment, and generational management techniques, frequently cited seminal work by Mannheim (1928), Drucker (1998), Howe and Strauss (2002), Corsten (1999), Rescher (2004), and Viega (2016) (Corsten, 1999; Drucker, 1998; Howe & Strauss, 2002; Mannheim, 1928; Rescher, 2004; Viega, 2016).

LITERATURE REVIEW

According to Tett and Meyer (1993), voluntary turnover refers to the active and voluntary decision by an employee to leave an organization (Tett & Meyer, 1993). Turnover intention has consistently been found to be the best predictor of actual turnover (Hom et al., 2012). Various theories and models of turnover have been proposed in the literature, including the intermediate linkage theory (Mobley, 1977), the cusp catastrophe model (Sheridan & Abelson, 1983), and the unfolding model theory (T. W. Lee et al., 2004). The intermediate linkage theory by Mobley (1977) outlines the links between internal and external concerns and forces, which influence an employee's job dissatisfaction, resulting in turnover. These links include individual characteristics, the local labor market, job expectations, job perceptions, cost-benefit analysis of leaving, and the search for new employment. Nearly all turnover theories since 1977 have incorporated aspects of Mobley's initial model (S. Lee, 2018). The cusp catastrophe model (Sheridan and Abelson, 1983) focuses on the steps between withdrawal, tension, and turnover. Under this model, employee withdrawal comes first, but will not necessarily lead to turnover, though other poor organizational outcomes such as lower productivity do emerge. The last seminal theory is the unfolding model theory (T. W. Lee et al., 2004) which conceptualizes most turnover as being a result of a "shock" or upsetting event that suddenly puts the employee on the turnover intention path. The unfolding model theory has been validated many times by other researchers and is a key element of many turnover studies (Hom et al., 2012).

One challenge for any turnover theory is defining subpopulations and altering based on the characteristics of the subpopulation. The generational cohort is a worthwhile metric of study as a subpopulation turnover framework. There are immutable historical aspects of the upbringing of generational cohorts that remain with them as they age and continue to shape their desires, preferences, ideologies, and general outlook (Joshi et al., 2010). The cultural upbringing that Millennials, Generation X, or Older Workers experienced are different from each other, and these differences will continue to inform their thoughts, culture, work preferences, and actions, even as they age and move onto different life stages. Therefore, it is important to consider generational cohorts as a subpopulation framework in turnover studies (Steel & Lounsbury, 2009).

Millennials

Millennials, also known as Generation Y, typically encompass individuals born between 1981 and 1996 (DePew & Gonzales, 2020). This generation is distinguished by several key traits, including a child-centric upbringing, digital nativity, and experiences with heightened school violence and terrorist events (Ting & de Run, 2015). Millennials exhibit greater ethnic and global diversity compared to their predecessors, and they are the most technologically connected generation to date (Hershatter & Epstein, 2010). While sometimes criticized as high maintenance or entitled, Millennials have been shown to exhibit performance-oriented behavior and function as agents of change within structured settings (Ting & de Run, 2015). This generation is also characterized by confidence and impatience, with a tendency to challenge conventional norms and question authority (Hollis, 2012). According to Twenge (2010), Millennials prioritize family life and leisure over wage employment. Broadbridge (2007) suggests that this generation is less committed to a single employer and values personal growth and development opportunities over lifelong employment. In addition, Terjesen, Vinnicombe, Freeman (2007) and Twenge (2010) note that Millennials seek to shape workplace culture and management practices and prioritize finding a job with social relevance. This generation tends to associate work with personal fulfillment rather than external rewards, and thus seeks meaningful employment opportunities that promote autonomy and freedom. Millennials thrive in demanding work settings, anticipate swift promotions, and desire immediate feedback or praise from management. Like Generation X, they prioritize work-life balance and social connections with peers, while expecting respect and recognition from colleagues. Retaining Millennials can be difficult due to their limited job loyalty and propensity to leave organizations with traditional bureaucratic management styles (Hollis, 2012).

Millennials have been identified as a unique generation with distinct characteristics that can impact their turnover intentions. Research has shown that Millennials who display work centrality are less likely to turnover (Barron et al., 2007). Additionally, Millennials value meaningful and engaging work (Ng et al., 2005) and all three dimensions of work engagement (vigor, dedication, and absorption) were found to be negatively associated with turnover intention (Park & Gursoy, 2012). Providing Millennials with both skill and task variety has been shown to reduce their intention to leave (Zaniboni et al., 2013). Job autonomy is another factor that Millennials value, with an emphasis on flexible hours and telecommuting. On the other hand, Millennials do not see work as their primary identity and are likely to leave jobs that do not offer work-life balance (Carpenter & de Charon, 2014). One of the most frequently reported ways to reduce turnover in Millennials is by having a strong leader-member exchange (LMX) and having a social tie with the supervisor decreases intentions to quit among (Jokisaari, 2013). Regular and immediate feedback from supervisors is another factor that is important to Millennials (Temidayo, 2021). Finally, Millennials tend to stay at jobs when they socialize with others on the job and have a high team-member exchange (TMX) (Tews et al., 2015). It is important to note that these characteristics are not universal among all Millennials and may vary based on individual differences and experiences.

Seminal and Core Literature Themes

This article draws heavily from seminal, and core works to establish a foundation for its research. Table 1 lists literature established regarding generational differences and millennial value alignment. Table 1 also outlines the contributions made by Corsten (1999), Drucker (1998), and Mannheim (1928), which demonstrate how similarities within a generation can be leveraged to reduce turnover intention. Additionally, Howe and Strauss (2002) emphasize the significant impact of millennials in the workplace due to their large generational size. Rescher (2004) and Viega (2016) highlight the importance of value alignment in decreasing turnover intention. Together, these seminal works serve as a starting point for this research and continue the study of generational theory and turnover intention.

Corsten's (1999) empirical study built upon Mannheim's (1928) generational research by exploring the impact of biographical history, experiences, and generational perspectives on cognitive beliefs. Corsten argued that a generation's sociological normative is influenced by parenting, consistent with Drucker (1998) and Mannheim's research. Additionally, Corsten noted that sociological patterns and location play a crucial role in generational identification. While Corsten's study identified the challenges of a one-size-

fits-all solution for generational value alignment, it also highlighted the importance of understanding generational core values to improve retention rates. Furthermore, Corsten contended that generational comprehension is critical for adapting to generational changes. Overall, Corsten's research emphasizes the need for a case-by-case approach to generational identification and understanding to achieve successful organizational retention.

In his 1998 work, Peter Drucker identified the importance of competent leadership aligned with organizational values for achieving competitive advantages. Drucker and Simmons (2016) also recognized the significance of understanding generational values, such as those of millennials, in decreasing turnover intention and associated costs. Drucker postulated that management and leadership practices must continually evolve to adapt to changing organizational and generational needs, which traditional management techniques may not align with. Organizations that fail to adapt risk high millennial turnover rates and decreased talent retention. Drucker's theory of business emphasizes the critical role of leadership in organizational success and survival, including the strategic integration of talent management and alignment of values with employees. This framework, which includes fluid leadership styles and alignment with millennial values, is crucial for effective millennial talent management.

Howe and Strauss's (2002) research on the millennial generation challenged common stereotypes and highlighted the importance of understanding the complexities of generational trends. They identified millennials as a significant generation, not only because of their cultural acceptance and technological abilities but also because of their large workforce population. With a smaller Generation X population to replace retiring Baby Boomers, aligning organizational values with millennial values becomes critical for talent retention and success. Howe and Strauss also posited that millennials have the potential to become a hero generation, with the power to significantly influence economies and governments. Their research emphasizes the need for organizations to comprehend generational values and leverage them for competitive advantages. This dissertation builds upon Howe and Strauss's work, highlighting the impact of value alignment on organizational success and the importance of understanding millennial values.

Understanding Generational Theory and Its Application to Millennial Values

Generational theory, as examined by Mannheim (1928), has been foundational in understanding how cohorts share similar traits based on sociological experiences and events. This understanding is essential in comprehending the values of the millennial generation and aligning them with organizational goals. The work of Corsten (1999), Drucker (1998), Howe and Strauss (2002), and Viega (2016) is synthesized to build a framework for understanding generational theory and its application to millennial values. Mannheim's generational theory postulates that generational differences arise from domestic upbringing, societal values, environmental factors, and impactful events. The changing of generations brings differences in values and perceptions, requiring organizations to continually understand their employees' values for increased retention. This aligns with Drucker's postulation that the shifting of organizational and generational needs and values creates a continuum of management and leadership revision. The work of Howe and Strauss identifies millennials as the next great generation and highlights the importance of understanding their values for organizational success. The misunderstanding of millennial characteristics and beliefs can create a barrier between this group and workplace values, leading to increased turnover rates. However, by understanding generational cohorts and their shared experiences and values, organizations can align their values with those of millennials, leading to increased retention and competitive advantages. This understanding can also aid in identifying generational cohort similarities despite geographical distance. In conclusion, generational theory provides essential insights into understanding millennial values and aligning them with organizational goals. The work of Mannheim, Corsten, Drucker, Howe and Strauss, and Viega provide a foundation for understanding generational theory and its application to the workplace.

The Role of Axiology in Value Alignment and Employee Retention

Rescher's (2004) investigation of axiology's epistemology played a significant role in understanding how millennials make choices and decisions, particularly in the workplace. Rescher's research aimed to

compare the relationship between facts and values and their resulting impact on decision-making. Rescher's findings aligned with previous studies, indicating that understanding values is integral to acquiring and retaining organizational talent (Kavaliunas, 2020; Viega, 2016). Rescher argued that values play a crucial role in human motivation and drive, leading to specific actions. Understanding what millennials value in the workplace is crucial to reducing turnover intention and improving organizational talent retention (Rescher, 2004; Tyson, 2017). Rescher acknowledged that perfection is unattainable, but living according to generational values and obtaining an optimal approach can lead to higher quality of life and increased satisfaction, ultimately decreasing turnover (Rescher, 2004). Rescher's study, along with Viega's (2016) qualitative research, found that value alignment contributes to improved employee satisfaction and retention. Value alignment is crucial in organizational environments, and understanding employee values is essential in reducing turnover intention (Drucker, 1998; Rescher, 2004; Viega, 2016). Rescher's research emphasized that aligning with employee values is essential for increasing satisfaction and decreasing turnover intention, but perfection or zero turnover rates are unattainable (Rescher, 2004). Additionally, it highlights the importance of value alignment in the workplace and the role of axiology in achieving it. Understanding values and their impact on decision-making can lead to improved organizational talent retention and decreased turnover intention, ultimately improving organizational success.

Axiology as a Central Component in Understanding Values and Turnover Intention

Viega (2016) emphasizes the importance of axiology in comprehending values and their impact on human behavior. The framework of valuation provided by axiology offers structure and aids in understanding the values that improve millennial turnover intention. Values are the driving force behind human motivation and lead to an improved quality of life (Kavaliunas, 2020; Viega, 2016). Values shape societal ethics, morals, and objectives and influence human interactions and desires (Viega, 2016). Drucker (1998), Dick (2019), and Viega assert that organizations must integrate internal and external values strategically to decrease millennial turnover intention. Viega's (2016) qualitative study examined the relationship between axiology and young musicians' selections and posited that values influence satisfaction levels derived from those selections. Viega (2016) and Rescher (2004) argue that values affect mood, feelings, and decisions. Comprehending millennial workplace values is crucial in reducing turnover intention and retaining organizational talent (Rescher, 2004; Viega, 2016). The impact of values, satisfaction, and mood on turnover intention is also supported by Kavaliunas (2020) and Viega. In summary, axiology is a central component in understanding values and their impact on human behavior, particularly in the workplace. Comprehending and aligning with millennial values strategically can aid in reducing turnover intention and retaining valuable organizational talent.

Exploring Core Research on Millennial Turnover Intention

Kavaliunas (2020), Simmons (2016), and Thoele (2018) are the three core articles that serve as a foundation for examining the critical business problem of millennial turnover intention. By utilizing these three articles, a comprehensive perspective can be achieved, which is essential to understanding the issue of millennial retention in the workplace. The significance of core literature in research cannot be understated. Kavaliunas, Simmons, and Thoele's articles provided the fundamental platform to conduct a more in-depth analysis of the challenges and opportunities related to millennial retention in the workplace. As Ruiz (2017) notes, using core literature as a foundation for studies allows for a more profound understanding of past research, which is essential in developing a robust research framework. The central focus of this study is to identify and associate values and valuation with millennial turnover intention. Kavaliunas, Simmons, and Thoele's research serve as a crucial reference point for understanding how millennial values and valuation impact retention. This information is presented in Table 1 and serves as a guide for the subsequent analysis of the research problem. In conclusion, the core articles provided by Kavaliunas, Simmons, and Thoele are integral to the research framework of this dissertation. These articles provide a comprehensive perspective on the issue of millennial turnover intention and serve as a foundation for further research. By examining these core articles, a deeper understanding of the challenges and opportunities associated with millennial retention in the workplace can be achieved.

Enhancing Workplace Satisfaction Through Human Resource Practices

Kavaliunas (2020) conducted a mixed-method study to explore the effects of human resource practices on workplace satisfaction. The study involved over fifty participants in an urban setting, focusing on post-surgery care. Kavaliunas postulated that the implementation of human resource practices that align with employees' motivational factors could increase workplace retention, job satisfaction, and performance. The study's findings aligned with Thoele's (2018) research, indicating that value alignment could decrease millennial turnover and turnover intentions. Viega (2016) and Kavaliunas emphasized the importance of valuation in driving satisfaction-based performance. The study's framework was based on Jean Watson's (1999) human caring theory, which suggested that transformational leadership and mentorship programs could increase positive impact in the workplace. The results showed that value alignment leads to increased employee retention, and the higher the alignment of values, the lower the turnover rate. Kavaliunas' study underscores the importance of understanding generational value associations and aligning them with human resource practices to increase workplace satisfaction and decrease the cost of voluntary millennial turnover. Thoele (2018) further supports the idea that employee-to-organizational fit is a critical factor in reducing turnover and turnover intentions among millennials. By identifying the factors that drive job satisfaction, organizations can improve employee retention and productivity.

Understanding the Psychological Effects of Value Alignment on Millennial Retention

Thoele's (2018) research provides valuable insights into the psychological effects of value alignment on millennial retention. The study highlights the importance of understanding millennial values and the significant role they play in engagement and retention. Thoele's findings indicate that organizational misalignment of values contributes significantly to turnover intention and turnover of millennials. The study suggests that increasing value alignment could decrease turnover intention among millennials in the workplace. The research also highlights the need for further investigation into which values decrease turnover intention and how organizations can align their values with those of millennials to increase retention. Thoele's study reinforces the idea that understanding and aligning with millennial values can significantly reduce turnover and increase organizational growth and sustainability.

Investigating Strategies for Retaining Millennials in the Workplace

Simmons (2016) conducted a cross-sectional study to explore strategies for retaining millennials in the workplace. The study highlighted the need for understanding generational differences in values and behaviors and the importance of organizational value alignment to decrease millennial turnover intention. Simmons' research indicated that younger employees are motivated more by extrinsic factors than older generations. However, as they age, intrinsic motivators increase in value, which suggests that organizational strategies need to evolve to accommodate changing generational values. Simmons' study supported the work of other researchers, such as Viega (2016), Drucker (1998), and Thoele (2018), who have emphasized the importance of organizational value alignment with millennial values to improve retention rates. Yulianti and Prameswari (2020) also emphasized the need for organizations to understand significant generational differences in values and behavior to develop effective retention strategies. Simmons' research provided insights into how organizational leaders can align with millennial values and decrease millennial turnover intention. Additionally, it highlighted the need for continual generational studies to stay abreast of changes in values and behaviors. Ultimately, organizations that develop and implement effective retention strategies will have a competitive advantage in attracting and retaining talented millennials. The related theme articles discussed by Coppola (2017) shed light on current business needs and challenges in various fields, including the pressing issue of millennial turnover. The financial impact of millennial turnover has been well documented (Anderson, 2020; Setiyani et al., 2020), making it a critical organizational challenge to be addressed. Fontana (2017), Gee (2017), Morris (2017), and Coppola (2017) have all provided valuable insights into the challenges associated with employee turnover, highlighting its negative economic impact on organizational health. Organizations are actively seeking ways to reduce millennial turnover intention, and Waldron (2017) suggests that increasing employee engagement activities and aligning organizational strategies with millennial values are two effective ways to mitigate this issue (Waldron, 2017).

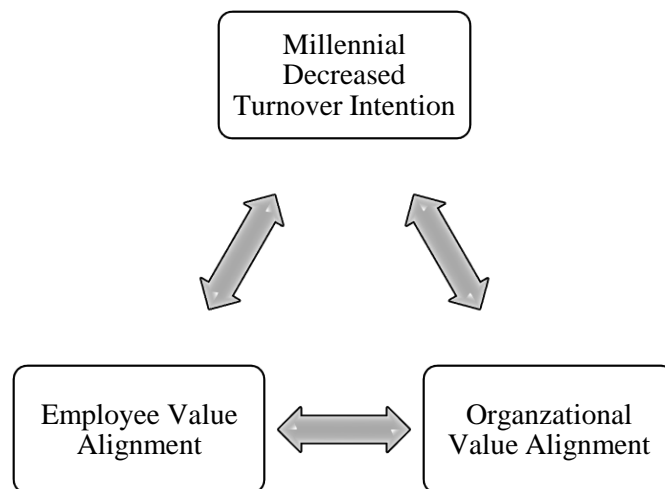
The Significance of Retention in Organizational Success

In an interview with advising firm manager Andy Schwartz, Coppola (2017) highlighted the importance of retention initiatives for organizations to achieve success. Schwartz emphasized the need for organizations to fully embrace retention and its various components. This sentiment is echoed in research conducted by Drucker (1998), Frankel (2016), and Howe and Strauss (2002), who have identified value alignment between organizations and millennials as a key factor in decreasing turnover intention. By aligning organizational values with those of millennials, organizations can increase the likelihood of retaining their millennial employees (Coppola, 2017). This underscores the significance of retention as a crucial element in organizational success.

The Relevance of Literature to Understanding Millennial Retention

In this section, the focus is on explaining why the study is relevant and applicable to contemporary issues. The literature reviewed has identified the need for organizations to create a competitive advantage in the current globalized business environment (Dick, 2019; Santillo, 2019; Simmons, 2016; Thoele, 2018). Retaining millennial employees has been identified as a crucial factor for organizations to achieve this advantage (Kavaliunas, 2020). Moreover, high millennial turnover has become a significant financial burden for organizations (Dick, 2019; Russell & Taylor, 2013; Simmons, 2016). Thus, the literature reviewed supports the need to improve millennial retention by decreasing turnover intention (Kavaliunas, 2020; Simmons, 2016; Thoele, 2018). Thoele's (2018) study, which examined millennial turnover through value alignment and engagement, provided essential insights into why millennials leave organizations and what attracts them to organizations. Thoele's study also highlighted the critical role of engagement and values in millennial retention (Thoele, 2018). The study's findings supported the need for further research to understand the impact of millennial retention on organizations. Figure 3 illustrates the potential impact of aligning millennial values with organizational values on decreasing turnover intention. The literature reviewed provides a foundation for understanding the importance of millennial retention and its impact on organizations.

**FIGURE 1
EMPLOYEE TO ORGANIZATIONAL VALUE ALIGNMENT RESULT**



Simmons (2016) conducted a study on generational differences and their impact on turnover intention, particularly among millennials. The study revealed that proper utilization of intrinsic and extrinsic factors could potentially decrease turnover intention and improve retention issues in modern organizational environments. Similarly, Kavaliunas (2020) and Viega (2016) identified the importance of improving workplace satisfaction for retention and organizational benefits. Moreover, Mannheim's (1928)

generational cohort theory and Rescher's (2004) and Viega's (2016) work on axiology highlighted the link between generational cohort identification and value theory.

Thoele's (2018) study on value alignment and engagement in the workplace revealed the critical role of these factors in millennial turnover. The study provided essential data necessary to create or improve talent management systems critical to combat high millennial turnover intentions. Coppola (2017), Fontana (2017), Gee (2017), and Morris (2017) also emphasized the need for practices and procedures that could decrease turnover among the millennial generation. Overall, the literature review highlights the significance of axiology and value alignment in addressing contemporary millennial retention issues. Organizations must prioritize value alignment with millennial values to mitigate and decrease millennial turnover intention, which is imperative in the current competitive economic environment. A more in-depth analysis of valuation and axiology directly toward organizational settings is necessary to provide institutionalized solutions to millennial turnover.

Discussion and Practice Implications for Reducing Millennial Turnover

The study findings suggest that the alignment of millennial values with organizational values is critical in decreasing millennial turnover intention. Gaps in value alignment were identified by Kavaliunas (2020), Simmons (2016), and Thoele (2018), and supported by external literature. However, there are opportunities for organizations to decrease turnover intention by strategically implementing values that align with millennial values. Culture was identified as the most critical value to decrease millennial turnover intention. Millennials want organizations to create and sustain a culture that is employee-oriented, accountable, collaborative, and socially and professionally fulfilling. Growth opportunities were also identified as crucial in attracting and retaining millennials and decreasing turnover intention. Organizations that strategically implemented growth and progression tracks with determined milestones aligned with millennial values decreased turnover intention among millennials. Work-life balance is also a critical value for millennials, with autonomy, flexibility, and time off being essential components. Organizations that can leverage technology and a flexible and autonomous strategy to increase work-life balance while achieving results that are at or above standard align with millennial workplace values and can decrease turnover intention. Leadership style was identified as another key factor in decreasing millennial turnover intention, with a transformational leadership style being preferred by 90% of the participants. Transformational leaders possess experience in the industry or position and are somewhat hands-off yet accessible if needed. They can form groups, coach, teach, and build positive relationships with employees. Organizations must weigh how much investment they are willing to make in decreasing millennial turnover intention by strategically implementing these values in the workplace. However, the potential benefits of attracting and retaining talented millennials and decreasing turnover intention make it a worthwhile investment.

STUDY LIMITATIONS AND FUTURE RESEARCH

The present study has identified several areas for further research that can contribute to the development of effective strategies for aligning millennial workplace values with organizational values and decreasing turnover intention. One area that could be explored is the expansion of the study's geographic scope to gain additional insights into desired millennial workplace values in different regions. Similarly, a larger and more diverse sample population could be used to observe any potential demographic impacts on millennial turnover intention resulting from value alignment. To overcome the limitations of this study, future research could focus on more detailed specifics of the identified values. For example, a new study could be conducted with a single industry or organization to identify specific methods to decrease millennial turnover intention through value alignment. However, obtaining consent from the organization and participants would be necessary, along with increased security and confidentiality measures. The study's findings also suggest that there is a need for a defined research question on culture and how it is addressed by the millennial and within the organization. Defining value terminology could address the limitations of the study and provide more accurate insights into value alignment. Additionally, the study identified the importance of leadership style in aligning millennial workplace values, and future research could explore

alternative leadership styles that could achieve alignment. Finally, qualitative case studies are recommended for all studies as the applied method to obtain the necessary depth of data required to support the decrease of workplace turnover intention through the alignment of millennial workplace values. Each case study can offer additional value to the research on aligning millennial workplace values toward organizational values to decrease turnover intention. Overall, further research in identified areas could increase the data required to support the development of effective strategies for aligning millennial workplace values with organizational values and decreasing turnover intention, providing valuable insights for talent management in modern organizations.

CONCLUSIONS

Millennials, the generation born between 1981 and 1996, currently make up a sizable portion of the workforce. With their distinct values, traits, and attitudes towards work, they present both opportunities and challenges for organizations. Retaining these employees has become a critical issue, as Millennials have been known to be more likely to job-hop compared to previous generations. Therefore, understanding the factors that influence their turnover intentions and how to align organizational values with their expectations and desired millennial values are crucial for organizations. This literature review article provides a comprehensive evaluation of critical literature on Millennials and the impact of organizational value alignment to millennial value alignment in the workplace. The study synthesizes generational research with foundational works, including the generational theory proposed by Mannheim, Rescher, and Viega's seminal works on axiology and value alignment, and Drucker's management theory. The study also incorporates various turnover models and theories, including the intermediate linkage theory, the cusp catastrophe model, and the unfolding model theory. The literature reviewed emphasizes the importance of understanding the motivations and values of Millennials, as these factors can significantly impact their turnover intentions. Millennials prioritize work-life balance, social connections with peers, and meaningful work that promotes autonomy and freedom. They also desire immediate feedback, swift promotions, and recognition from colleagues. However, they may leave organizations with traditional bureaucratic management styles, limited job loyalty, and that do not offer work-life balance. Therefore, providing a work environment that aligns with their values and expectations can improve retention rates and organizational effectiveness. The article also identifies Millennials as the Hero generation, whose sheer size necessitates understanding and appreciating their values to retain them in the workplace. Losing such a sizable generational cohort can be financially detrimental to a failing business. Understanding the motivations and values of Millennials is essential for talent management processes such as attraction, selection, turnover, and talent development, which are crucial for retaining employees.

Furthermore, the study highlights the importance of value alignment in decreasing turnover intention. Aligning organizational values with Millennials' values and priorities can promote job satisfaction and employee engagement, resulting in improved retention rates. The article draws heavily from seminal works to establish a foundation for its research, including the contributions made by Corsten, Drucker, Mannheim, Howe and Strauss, Rescher, and Viega, which demonstrate how similarities within a generation can be leveraged to reduce turnover intention.

In conclusion, this literature review provides valuable insights for managers and organizations to retain Millennials, ultimately achieving a competitive advantage in the ever-changing business environment. By understanding and aligning with the values and expectations of this generation, organizations can create a work environment that promotes job satisfaction, employee engagement, and retention.

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APPENDIX: LITERATURE ON GENERATIONAL DIFFERENCES AND VALUE ALIGNMENT IN THE WORKPLACE

Year	Author	Title	Literature Themes	Key Contributions
1928	Mannheim	The problem of generations	Generational Differences	Provided vital contributions to the dissertation with the generation theory; identified that individuals of similar ages and experiences share similar traits and values
1998	Drucker	Peter Drucker on the profession of management	Importance of Millennial Value Alignment	Postulated that utilizing traditional organizational strategies to manage contemporary employees will increase turnover; ascertained that to decrease turnover intention, organizations must align values to retain employees
1999	Corsten	The time of generations: Time and society	Generational Differences, Millennial Value Alignment, Millennial Generational Impact	Identified that shared perspectives and viewpoints can be a direct reflection of not only sociological events and shared experiences, but of domestic and biographical upbringing
2002	Howe & Strauss	Coming soon to a graduate school near you: The millennial generation	Generational Differences, Millennial Generational Impact	Identified the importance of understanding Millennials so that values can be aligned; emphasized the importance of the Millennial generation and how impactful retention of this generation can be in the workplace
2004	Rescher	Value matters: Studies in axiology	Valuation and Axiology	Identified that value alignment can increase the retention of Millennials in the workplace
2016	Simmons	Exploring millennial retention strategies and methods in the workplace	Generational Differences, Importance of Millennial Value Alignment, Millennial Alignment to Decrease Turnover Intention	Indicated, there is still much to learn about understanding generations. This research examined Millennials' behaviors and characteristics through business managers, and postulated organizations can benefit from understanding behaviors, characteristics, and tendencies to align Millennials' values to increase organizational retention.
2016	Viega	Science as art: Axiology as a central component in methodology and evaluation of arts-based research (ABR).	Valuation and Axiology	Provided a crucial contribution to research identifying that the alignment of values affects moods, decisions, and desires; value alignment can be an incredibly impactful motivational factor that can be leveraged to increase Millennials' retention

		Music Therapy Perspectives		
2017	Coppola	Key to advisor firm success? Retaining employees	Importance of Millennial Value Alignment, Millennial Alignment to Increase Satisfaction, Millennial Alignment to Decrease Turnover Intention	Coppola emphasized the significance of considering and addressing the needs and values of employees in the workplace, particularly for Millennials. By aligning organizational values with those of Millennials, organizations can increase retention rates among this generation.
2017	Fontana	Some companies want you to take a mental-health day	Importance of Millennial Value Alignment, Millennial Alignment to Decrease Turnover Intention	Fontana discovered that if the values of Millennials are aligned with those of the organization, they tend to be more engaged, which leads to decreased turnover.
2017	Gee	In a job market this good, who needs to work in the gig economy?	Generational Differences, Importance of Millennial Value Alignment	Gee recognized that certain industries have already implemented organizational strategies that align with Millennial values to improve attraction and retention rates.
2017	Morris	New Jersey has a millennial problem	Generational Differences, Importance of Millennial Value Alignment, Millennial Alignment to Decrease Turnover Intention	Morris made a significant contribution by highlighting the issue of Millennial retention caused by misalignment between their values