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CHANGES IN THE VALUE ORIENTATION OF THE WORKFORCE FROM THE PERSPECTIVE OF INTERGENERATIONAL DISPARITIES IN THE CONTEXT OF WORK ATTITUDES AND LOYALTY*

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Abstract. The presented study examines labour market changes caused by generational shifts, specifically focusing on employees' value orientation toward work and changes in loyalty. Due to generational transitions, the labour market is experiencing shifts leading to workforce shortages. Understanding generational value differences is crucial for attracting and retaining the necessary workforce. The study aims to analyze survey data to determine generational attitudes toward employer loyalty and identify differences in perspectives on work activity across generational cohorts. The survey involved 405 respondents active in the Slovak labour market. The representation of generational cohorts in the sample aligns proportionally with their approximate labour market presence. The research focuses on testing several hypotheses aimed at identifying intergenerational differences in: (1) Willingness to work and remain in the labour market, (2) Loyalty to employers, (3) Perceptions of job stability. The primary method used to examine intergenerational differences and test hypotheses is the Kruskal-Wallis test. Results show a clear intergenerational decline in loyalty, with each successive generation spending shorter periods with a single employer. Additionally, the hypotheses reveal generational differences in: (1) Current willingness to change employers, (2) Perceptions of staying with one employer long-term, (3) Attitudes toward early retirement, (4) Views on work itself. These findings support long-term trends indicating that younger generations prioritize flexibility and work-life balance over job stability. As the results highlight emerging generational differences, it is crucial to adapt job designs to the specific values each generation brings.

Keywords: generational disparities; value orientation; loyalty; workforce mobility

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1. Introduction

Labour market changes caused by generational transitions represent a complex research topic integrating demographic, economic, and social factors. A generational shift involves the entry of new generations and the exit of older ones, bringing differences in values, skills, preferences, and expectations among cohorts. This

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transition is particularly intense due to the convergence of up to four generational cohorts in the labour market alongside technological progress, innovations, and adverse demographic trends. These demographic shifts will exacerbate labour shortages, making it even more critical to understand generational disparities.

The term "generational cohort" refers to dividing a population based on birth periods, a concept first proposed by Inglehart (1977) to segment populations by generation. A generational cohort typically spans 15–25 years, depending on the average time from birth to parenthood (Lissitsa et al., 2022). The literature identifies key generational cohorts, including the Silent Generation, Boomers, X, Y, Z, and Alpha, with some authors also recognizing intermediary cohorts like Xennials and Zillennials (Kempf Taylor, 2023; Gentry, 2023). Each cohort has unique needs, preferences, and abilities that employers must understand to manage and retain the workforce effectively. The labour market comprises Boomers, X, Y, and Z.

Generational disparities lead to demographic changes characterized by population ageing and labour shortages. Employers face the challenge of attracting and retaining essential workers. Evidence of this generational issue is provided by demographic indicators, which vary depending on the selected generational timeframe. Xiang et al. (2023) studied intergenerational fertility shifts, linking workforce shortages to population ageing driven by declining birth rates and increasing life expectancy. This demographic trend is not confined to developed nations but is becoming a global issue requiring complex solutions (Nagarajan et al., 2021).

Fluctuations in birth rates, mortality, and changes in societal norms and behaviours typically drive demographic transformations caused by generational transitions. Understanding these shifts can help businesses develop strategies to address fluctuating consumer demands, reduce employee turnover, and cultivate talent pools (Redmond, 2024).

Despite forecasts predicting a decline in total population and, consequently, the workforce (Rouzet, 2020; Dougherty et al., 2022), generational replacements bring about conflicts as different generations exhibit diverse characteristics shaped by their unique historical contexts (Egerova et al., 2021; Mahmoud et al., 2021).

Given these generational differences in values, attitudes, skills, and expectations, it is reasonable to assume changes in perceptions of loyalty toward employers. Employee loyalty is critical to team stability, productivity, and organizational efficiency. Generational differences in loyalty perceptions pose challenges for employers, necessitating tailored strategies to attract and retain employees.

2. Theoretical background

The value orientation of different generations significantly influences their workplace behaviour and approach to work. Variations in values among generational cohorts result from socioeconomic and cultural shifts shaping each generation (Balon, 2024; Šesteková, 2023). This analysis focuses exclusively on the four generations present in the labour market—Boomers, Generation X, Millennials (Y), and Generation Z. Understanding intergenerational disparities is significant in a declining workforce. This decline is primarily attributed to changes in attitudes and values related to the labour market and career, as well as transformations in family policies, equality, and the high participation of women in the labour market (Golovina et al., 2024). Generational cohorts respond to various external changes, such as political shifts, economic conditions, labour market dynamics, technological advancements, and internal factors, like the intrinsic beliefs of cohort members. Recognizing and understanding these generational and contextual differences is essential for organizations to maintain a sufficient and motivated workforce (Alaql et al., 2023).

Demographic shifts caused by generational turnover often stem from factors like fluctuations in birth and mortality rates and changes in social norms and behaviours. Understanding these shifts is valuable for businesses in developing strategies to adapt to changing consumer demands, reduce employee turnover, and foster talent development within organizations (Redmond, 2024). Beyond the outlined demographic trends, other factors also impact the labour market, as noted by Andabayeva et al. (2024) and Textor (2024). According to these authors, generative artificial intelligence is increasingly utilized, with its effects primarily concentrated in developed countries due to the structure of their labour markets. These trends and the skills required for

implementing smart industries are particularly associated with Generation Z and, to a lesser extent, Millennials. Giupponi and Machin (2024) highlight that technological advancements and shifts in skill demand primarily drive inequality and changes in the labour market. However, challenges arise from the relatively low representation of Generation Z in the labour market, their anticipated reduced willingness to work, and issues related to loyalty.

Alferjany and Alias (2020) identified generational differences in work values, including work ethic, respect for authority, work-life balance (WLB), and career development. Baby Boomers prioritize individual values and support from supervisors, while Millennials prefer collaboration and teamwork. Global changes, such as technological advancements and the climate crisis, have shifted younger generations' value orientation, particularly towards achieving a balanced WLB.

Several challenges are associated with Generation Z, including NEET, the Great Resignation, and quiet quitting. NEET (Not in Education, Employment, or Training) has become a critical indicator in discussions about the vulnerability of young people in the labour market. Addressing youth unemployment is increasingly linked to digital technologies and economic digitization, which can offer new opportunities to mitigate this issue (Başol et al., 2023). Another challenge, the Great Resignation, refers to a significant number of young people planning to change employers or leave the workforce altogether. This trend emerged as the global economy began recovering from the pandemic, prompting employees to reassess their work priorities and values. Key factors contributing to the Great Resignation include Changes in work preferences, The need for greater flexibility and work-life balance, Burnout due to working conditions, and A reevaluation of the purpose and meaning of work. For businesses and organizations, this trend presents a challenge. They must adapt to employees' new expectations, provide flexible working options, and improve corporate culture to remain competitive and appealing.

Simultaneously with the Great Resignation, the phenomenon of "Quiet Quitting" is emerging. This term refers to a situation where an employee gradually reduces their work engagement without formally informing their employer. It represents one of the ways employees express dissatisfaction with their work. This process may involve reduced participation in work tasks, limited communication within the team, and diminished work performance. This phenomenon affects all generations but is particularly pronounced among Generations Y and Z (Liu-Lastres, 2023; Lee et al., 2023; Marks, 2023; Formica & Sfodera, 2022).

Generational changes are also analyzed by Deloitte, which conducts regular surveys to identify differences in values and perceptions of the labour market and societal issues. Their research findings indicate that Generations Z and Y are deeply concerned about the state of the world and fear for their future. Due to ongoing crises, younger generations are reassessing their priorities and striving to balance the challenges of their daily lives with their desire to drive societal change. According to Deloitte (2023), the main attitudes and key factors influencing Generations Z and Y include: (1) Concerns about the future; (2) Rising costs of living and housing; (3) The Great Resignation; (4) Flexible work arrangements and an increasing interest in work-life balance (WLB); (5) Climate change; (6) Stress and burnout.

In line with Deloitte's findings and several studies (Harsono & Abdullah, 2023; Nieżurawska-Zajac et al., 2023; Alaql et al., 2023), a shift in perceptions and attitudes towards employers frequently arises from a value-based perspective, along with associated loyalty to one's job and organization. Employee loyalty is influenced by various factors that employers can partially control, although external influences also play a role. Commonly cited factors impacting loyalty include job satisfaction, which is tied to the perception that the organization meets employees' needs. Additional factors include satisfaction with management and supervisors, strong workplace relationships, trust, and effective communication (Azzam & Harsono, 2021).

As evident from these studies, the current trends associated with declining loyalty are particularly pronounced in the context of Generation Z. This generation has become the focus of a substantial number of studies. The present study aims to identify generational disparities within Slovakia, specifically within the V4 region. Fuchs-Schündeln and Schündeln (2020) found significant differences between generational cohorts in Western countries and Eastern European nations, stemming from historical and political factors, particularly the

influence of socialism. As a result, findings from Western studies cannot be directly applied to the Eastern European region, a conclusion supported by Hu et al. (2023). These authors emphasize that generational disparities vary geographically, necessitating region-specific research. Within Slovakia, Yen et al. (2023) demonstrated that the societal evolution in Eastern Europe, shaped by cultural, economic, and social factors, has significant implications for understanding the decision-making processes of different generations. Their research confirmed that regional disparities persist and continue to influence the behaviour of generational cohorts based on region-specific factors.

Given the differences between generations, especially in light of demographic trends, it is essential to shape an appropriate entrepreneurial environment that acknowledges generational nuances in the business ecosystem. This need becomes particularly important in the future, as Gosztonyi (2023) highlights.

4. Research objective and methodology

Employee loyalty is one of the key factors directly influencing the stability and performance of enterprises. In the context of generational disparities and workforce reductions, acquiring and retaining employees in the labour process becomes increasingly critical. Literature analysis has long suggested that newer generations entering the labour market tend to be less loyal compared to older ones. Recent discussions even highlight that the youngest generation in the labour market (Generation Z) is losing interest in work. This intergenerational transformation poses a challenge for employers who aim to meet differing expectations and retain employees across generations.

The primary objective of this study is to analyze the results of a questionnaire survey to assess the attitudes of different generations in the labour market toward employer loyalty and identify generational differences in their attitudes toward work activities.

The study is based on interim findings from a self-designed questionnaire survey focusing on the attitudes of labour market participants in Slovakia, segmented by generational cohorts. The survey was conducted in 2024 using the Survio platform. The target group consisted of employees in the Slovak labour market. The questionnaire covered several areas, each addressing specific aspects of generational disparities. Questions designed to identify attitudes toward work were structured using a 5-point Likert scale (strongly agree, agree, neutral, disagree, strongly disagree). A specific question regarding loyalty or willingness to change employers ("How many employers have you worked for?"), required respondents to provide a numerical response.

A total of 405 respondents participated in the survey. The distribution of generational cohorts was as follows: (1) Baby Boomers (25.20%), (2) Generation X (26.90%), (3) Generation Y (28.40%), and (4) Generation Z (19.50%). This distribution roughly corresponds to the actual representation of these generations in the labour market.

To address the research objective, the following hypotheses were formulated:

H1: Statistically significant differences exist between generations concerning the current labour market situation in the context of willingness to change employers or resign.

H2: Statistically significant differences exist between generations regarding the willingness to remain with a single employer for as long as possible.

H3: Statistically significant differences exist between generations in attitudes toward the use of early retirement options.

H4: Statistically significant differences exist between generations in their views on work activities and job performance.

The formulated hypotheses were tested using the Kruskal-Wallis test, an alternative to analysis of variance (ANOVA). This non-parametric method evaluates whether the medians of groups differ significantly based on the rank order of values. In this study, the Kruskal-Wallis test was employed to examine generational differences across various areas of the questionnaire survey. Only Likert-scale questions were analyzed using this method.

The test allows the identification of statistically significant differences, with the evaluation and interpretation following Tupá (2024), in line with Hendl (2023).

Hypothesis verification and interpretation of findings utilize the Asymp. Sig. value, ensuring it is at or below the significance level of 0.05. This indicates statistically significant differences between generations. Additionally, the test results for each generation indicate the degree of association with the respective question: the lower the value for a particular group, the stronger the association. This interpretation is consistent with Tupá (2024).

Furthermore, descriptive statistical analyses will be employed to evaluate questions requiring direct numerical responses from respondents. These methods summarize and assess data using basic statistical measures, such as mean, median, and mode.

The chosen methodological approach enables a thorough examination of diverse areas related to loyalty and willingness to work. The results of this study contribute to a deeper understanding of generational disparities in Slovakia, and due to historical and cultural similarities, the findings may also be relevant to the broader V4 region.

5. Results and discussion

The generational shift in the labour market signifies the entry of a new cohort of workers into the workforce. Since each generation is shaped by specific conditions during their formative years, these differences manifest in their behaviour and preferences within the labour market. This divergence is evident in areas such as loyalty to employers, which directly impacts workforce retention and turnover rates.

Table 1. Intergenerational Differences in Loyalty

Gen	n	Min	Max	Mod	Avg.	Total	Avg. number of years on the labour market	Number of years to change employer
Boomers	102	0	13	4	5,40	551	40	7,40
X	109	1	20	3	4,33	483	30	6,92
Y	115	0	10	3	3,35	390	20	5,96
Z	79	0	9	2	2,96	209	10	3,37

Source: own processing

Table 1 presents the results of a survey question, "How many employers have you worked for?" Based on the responses, the average frequency of employer changes across generations was calculated, reflecting generational differences in workplace loyalty. The findings suggest significant variations in the duration of employees remaining with a single employer across different generations.

This trend can be partially attributed to fewer total years in the workforce among younger generations and their initial search for an optimal job. However, in a broader context, younger generations demonstrate lower employer loyalty, reflecting shifts in values and preferences within the labour market. For employers, this presents a challenge in adapting strategies to retain younger employees. Key factors include offering career development opportunities, workplace flexibility, attractive benefits, and proximity to the workplace.

In addition to shifts in attitudes, behaviour, and skills, generational differences have also contributed to demographic changes, leading to an ageing workforce and labour shortages. Older generations (Boomers and Generation X), characterized by higher stability and loyalty, are gradually retiring from the labour market. They

are being replaced by younger, less stable generations. It will be critical for employers to understand how to attract and retain such a workforce (see Table 2).

Table 2. H1 - Kruskal-Wallis Test for the Question – "Do you plan to resign in the near future?"

Validation Tests		Chi-Square =32,669; df=3; Asymp. Sig. = .000			
Question/Validation Tests	Generácia	N	Median	Avg.	Mean Rank
I plan to give resignation in the near future	Z	79	3	4	145,06
	Y	115	5	4	211,03
	X	109	5	4	208,90
	Boomers	102	5	5	232,52
	Total	405	-	-	-

Source: own processing

Significant generational differences (Asymp. Sig. = 0.000) reveal that Generation Z is the least inclined to stay in their current job (Mean Rank = 145.06). This trend underscores the lower loyalty of younger generations and highlights the necessity for employers to implement measures to retain talent, such as offering career development opportunities. In contrast, Baby Boomers exhibit the highest level of loyalty.

Based on the results of the Kruskal-Wallis test, H1 can be accepted, indicating statistically significant differences between generations concerning turnover intentions and workplace departures.

Generation Z is identified as the least loyal cohort, with the highest likelihood of resigning in the near future, while Baby Boomers are the most loyal. Generations X and Y fall within a moderate range of loyalty. The results indicating the lowest loyalty among Generation Z align with findings from studies conducted in other countries and represent a challenge not only for Slovakia but potentially for the V4 region and Europe as a whole (Lindblad, 2024; Rahmani & Groot, 2023; Zudina, 2022).

Table 3. H2 - Kruskal-Wallis Test for the Question – I Consider It Appropriate to Stay with One Employer for as Long as Possible

Validation Tests		Chi-Square =18,889; df=3; Asymp. Sig. = .000			
Question/Validation Tests	Generation	N	Median	Avg.	Mean Rank
I Consider It Appropriate to Stay with One Employer for as Long as Possible	Z	79	3	3	249,29
	Y	115	2	2	193,41
	X	109	2	2	201,95
	Boomers	102	2	2	179,08
	Total	405			

Source: own processing

Generation Boomers exhibits the highest mean rank (179.08), which underscores their traditional approach to loyalty and job stability. Conversely, Generation Z, with a mean rank of 249.29, assigns less importance to this value, reflecting their preference for flexibility and career advancement (see Table 3 above). In comparison with other studies, such as those conducted in the United States, Akota (2021) reports that generational differences in employee turnover are less pronounced. However, this finding is not supported by the present results for Slovakia and the V4 region. Moon et al. (2024) conducted a study on intergenerational turnover in South Korea,

concluding that turnover rates are increasing, thereby threatening the long-term sustainability of the workforce. This turnover is attributed to the divergent professional values brought about by generational shifts. These findings align with previous research.

Table 4. H3 – Kruskal-Wallis test for the question: If possible, I plan to take early retirement

Validation Tests		Chi-Square =81,853; df=3; Asymp. Sig. = .000			
Question/Validation Tests	Generation	N	Median	Avg.	Mean Rank
If possible, I plan to take early retirement	Z	79	3	3	167,91
	Y	115	3	3	167,19
	X	109	3	3	184,56
	Boomers	102	5	4	290,26
	Total	405			

Source: own processing

The findings indicate that younger generations, particularly Generations Y and Z, are more inclined to take advantage of early retirement, whereas generations approaching retirement age are less likely to do so (see Table 4). These results may be linked to perceptions of work-life balance (WLB) and financial considerations. Older generations recognize the necessity of remaining in the labour market, while younger generations may have greater confidence in their ability to accumulate sufficient financial resources for early retirement.

Table 5. H4 – Kruskal-Wallis test for the question: If I had sufficient financial resources (personal savings or conditional income), I would not work

Validation Tests		Chi-Square =22,865; df=3; Asymp. Sig. = .000			
Question/Validation Tests	Generation	N	Median	Avg.	Mean Rank
If I had sufficient financial resources (personal savings or conditional income), I would not work	Z	79	4	3,13	178,63
	Y	115	4	3,33	192,11
	X	109	4	3,30	189,75
	Boomers	102	4	3,96	248,31
	Total	405			

Source: own processing

Generational differences in response to this question are statistically significant (Chi-Square = 22.865; $p = 0.000$), supporting hypothesis H4. The Boomer generation exhibits the highest median (4 – "rather disagree") and mean rank (248.31), indicating a lower willingness to leave the labour market even with adequate financial security. Conversely, younger generations, particularly Generations Z and X, display the lowest mean ranks, suggesting a higher propensity to consider a life without employment if financially feasible (see Table 5 above). This result, in conjunction with the preceding question, highlights a generational shift in values, with younger workers placing greater emphasis on personal time, flexibility, and non-work-related activities.

The findings of this study indicate that intergenerational differences exist in values related to loyalty and work itself. Based on these results, it can be inferred that with each successive generation entering the labour market, workforce loyalty declines. Younger generations, such as Generation Y and Generation Z, exhibit higher

turnover rates and a shorter average tenure with a single employer, reflecting their evolving values, shifting work preferences, and increasing emphasis on flexibility and career opportunities.

Intergenerational disparities present a challenge for the labour market, particularly for employers. To remain competitive, employers must adapt to the trends introduced by each generation while simultaneously considering the expectations of previous generations. This creates a complex situation in which employers must find a combination of generational factors that are attractive to all generational cohorts while ensuring that no cohort perceives any of these factors negatively. Similar findings have been reported by Climek et al. (2024), who emphasize that while common factors exist across generations, each generational cohort also has distinct characteristics. This differentiation suggests that organizations can benefit from implementing retention strategies tailored to the specific needs and values of each generation. Parrish (2024) also explores how generational differences impact job satisfaction, retention, and workplace motivation, highlighting the necessity of tailored retention strategies.

As previously mentioned, the results clearly demonstrate a decline in loyalty across generations. This is reflected in the average number of years that each generational cohort remains with an employer before switching jobs. Some may argue that the varying duration of each generation's presence in the labour market could influence these findings. For younger generations, particularly Generations Y and Z, this period may extend slightly over time. However, from an overall perspective, the intergenerational trend of declining loyalty appears unmistakably clear. The fact that younger generations exhibit lower loyalty levels has also been confirmed by Rueff-Lopes et al. (2024), who investigated turnover rates among Generation Y. These authors concluded that Generation Y experiences the highest turnover rates at the beginning of their careers compared to older generations. Based on this and our findings, it can be assumed that this issue will likely intensify with subsequent generations, including the current Generation Z. Consequently, significant research efforts have been dedicated to younger generations, as Generation Z is often associated with high workforce turnover. According to Marks (2023) and Formicu and Sfoderu (2022), this phenomenon is characterized by mass resignations—whether due to the pursuit of better job opportunities, a general lack of interest in work, or early burnout resulting from the psychological stress that this generation experiences more acutely.

Additionally, Generation Z faces the issue of NEET status (not in employment, education, or training), meaning they neither work, study, nor actively seek employment (Başol et al., 2023). This reluctance to work or prolonged job-seeking behaviour in search of an "ideal" employer is also reflected in our findings concerning the Slovak labour market. Questions related to job resignation, early retirement, and willingness to work reveal similar patterns observed in previous studies of Generation Z.

Regarding potential solutions for employers, adapting to emerging workforce trends—whether through benefits, wages, or other tangible and intangible incentives—appears to be crucial. One particularly important approach could involve intergenerational job personalization. Jäckel and Garai-Fodor (2024) have explored employer selection factors in Hungary and China, highlighting Hungary as a particularly relevant case for regional comparison and policy recommendations. These authors emphasize the importance of a comprehensive employer branding strategy that accounts for the job selection preferences of younger generations. For Generation Z, the employer's stance on socially significant issues, such as environmental sustainability, war, migration, and human rights, plays a critical role. These findings and recommendations align with those of Silva et al. (2023), who examined loyalty in the employer-employee relationship through a generational lens. According to these authors, organizational commitment and the intention to remain with an employer are key determinants of workforce retention. Moreover, factors such as work-life balance (WLB) and organizational culture play a crucial role in shaping employee loyalty. Based on the findings of Silva et al. (2023), implementing these measures could not only help attract and retain employees from specific generational cohorts but also enhance their sense of belonging and engagement within the organization. Similar conclusions have been drawn by Suprayitno et al. (2024), who conducted a literature review on the phenomenon of the "Great Resignation" and found that organizations must respond to the evolving needs and expectations of the workforce. In the context of our research, this means that organizations must identify and adapt to the needs of the generational cohorts entering the labour market.

5. Conclusions

The present study examined the impact of generational shifts on the labour market, focusing on changes in value orientation in the context of work attitudes and loyalty. Based on a survey conducted in 2024 among 405 respondents active in the labour market, the study explored employees' value orientation concerning work attitudes and loyalty. The identified differences between generations, particularly between Generation Z and older generations (Boomers and Generation X), indicate that the youngest generation demonstrates a greater willingness to change employers and exhibits less interest in long-term career commitment with a single employer. This contrasts with older generations, who display stronger loyalty and a greater preference for employment stability. These generational differences have significant implications for employment practices and pose challenges for employers, who must adapt to differing expectations regarding work flexibility and career progression.

The hypotheses formulated in the study confirmed statistically significant differences between generations, suggesting that generational disparities in attitudes toward work and loyalty are evident in the Slovak labour market. The Kruskal-Wallis test revealed significant differences in attitudes toward loyalty, willingness to change employers, early retirement, and perceptions of work itself. These findings align with long-term trends indicating that younger generations prioritize flexibility and work-life balance over job stability.

From the perspective of the hypotheses, the study confirms that statistically significant differences exist between generations in their approaches to work and its associated benefits. Older generations (Boomers) exhibit a higher willingness to remain in the labour market even when financially secure, whereas younger generations (Z and Y) demonstrate a greater propensity to exit the workforce. This phenomenon highlights a shift in values, where younger employees place greater emphasis on flexibility, work-life balance, and personal time, as well as career opportunities.

Intergenerational disparities present a substantial challenge for employers, who must adapt to the evolving trends and needs introduced by each generation in the labour market. It is crucial for employers to recognize that each generation holds distinct values that influence their decision-making regarding employer selection, career choices, and working conditions. These findings underscore the necessity of intergenerational work personalization, where employers can develop targeted strategies that accommodate the needs and expectations of different generational cohorts.

Additionally, other factors must be considered, such as the increasing job turnover among younger generations (Y and Z), driven by elements such as stress, burnout, and unwillingness to remain in unsatisfactory working conditions. These challenges are particularly relevant for Generation Z, which faces the NEET (Not in Education, Employment, or Training) phenomenon and frequent job resignations. For these reasons, it is evident that employers must adapt their strategies not only to attract new employees but also to retain them within the organization, taking into account the values that are crucial to each generation.

In conclusion, the changing work values and preferences across generations necessitate flexibility and employers' ability to adjust to the evolving demands of the labour market. Retaining employee loyalty amid rising turnover, especially among younger generations, will depend on organizations' capacity to respond flexibly to these shifting needs and implement effective strategies that appeal to all generational cohorts in the labour market.

However, it is important to note that the findings may vary slightly due to the sample size and the regional distribution of respondents. Therefore, for future research, it would be beneficial to examine a larger sample with improved opportunities for regional differentiation. Furthermore, subsequent research could focus on identifying the specific underlying reasons for lower loyalty among younger generations.

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