THE RELATIONSHIP BETWEEN MALAYSIAN SMES HUMAN RESOURCE PRACTICES AND GENERATION Y'S JOB MOTIVATION

BY

PUGANISWARI A/P MAGESPRAN

Thesis Submitted to Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia, in Partial Fulfillment of the Requirement for the Master of Sciences (Management)

PERMISSION TO USE

In presenting this thesis in fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my thesis. It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my thesis.

Request for permission to copy or to make other use of materials in this thesis in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

ABSTRACT

The contemporary way of living and the economic effects has had its consequence on the way business activities today handle the motivation of employees. Hence, organizations need to determine the best way to motivate their employees.This study was conducted to examine the HR Antecedents that influence Gen Ys' job motivation in Malaysian SMEs. Quantitative approach with self-administered questionnaire method has been employed for data collection of this study. A total number of 125 respondents based on Convenience sampling was participated in this research.The response rate is 78%. The frequency, mean and standard deviation is computed to measure the average and the variations of the results to determine the differences. A Pearson correlation test is carried out for the HR antecedents and the level of motivation of the respondents to see if there is a significant relationship between the two. Overall, this study found that Gen Ys' in Malaysian SMEs regard Retaining practices, Training and Development initiatives and Rewards and Recognition as influential HR factors for their job motivation. There appears to be a big gap between the expectations of the Gen Ys' and the HR antecedents inherent in Malaysian SMEs today. Based on the findings of this study, further research is needed to determine SMEs HR practices which effectively motivate Gen Ys'. These studies recommend to modify HR practices so that SMEs can produce a highly motivated workforce and achieve enhanced organization performance through the strategic management of their Gen Y employees.

Keywords : Human Resource Practices, Generation Y, Motivation, Small and Medium Enterprises (SMEs).

ABSTRAK

Cara kehidupan kontemporari dan kesan ekonomi menganggu perjalanan aktiviti perniagaan hari ini dalam pengendalian motivasi pekerja. Oleh itu, organisasi perlu menentukan cara terbaik untuk memberi motivasi kepada kakitangan mereka dan kajian telah dijalankan untuk mengkaji faktor sumber manusia yang mempengaruhi motivasi pekerja Gen Y 'dalam perusahaan kecil dan sederhana (PKS) Malaysia. Pendekatan kuantitatif dengan kaedah soal selidik yang ditadbir sendiri telah digunakan untuk pengumpulan data kajian ini. Seramai 125 responden berdasarkan pensampelan mudah telah mengambil bahagian dalam kajian ini. Kadar tindak balas adalah 78%. Frekuensi, min dan sisihan piawai dikira untuk mengukur purata dan variasi keputusan untuk menentukan perbezaan. Ujian korelasi Pearson dijalankan untuk amalan Sumber Manusia dan tahap motivasi daripada responden untuk melihat sama ada terdapat hubungan yang signifikasi antara kedua-duanya. Secara keseluruhannya, kajian ini mendapati bahawa Gen Y 'dalam PKS Malaysia mendapati amalan Sumber Manusia yang mempengaruhi motivasi kerja mereka adalah Amalan Pengekalan, Latihan dan Pembangunan kerja, Ganjaran dan Pengiktirafan. Terdapat jurang yang besar antara jangkaan Gen Y 'dan amalan Sumber Manusia yang wujud dalam PKS Malaysia hari ini. Berdasarkan keputusan kajian ini, kajian lanjut diperlukan untuk menentukan amalan Sumber Manusia PKS yang berkesan mendorong Gen Ys tahap motivasi. Kajian ini mencadangkan untuk mengubah suai amalan Sumber Manusia supaya PKS boleh menghasilkan tenaga kerja yang bermotivasi tinggi dan mencapai prestasi organisasi dipertingkatkan melalui pengurusan strategik pekerja Gen Y mereka.

Keywords: Amalan Sumber Manusia, Generasi Y, Motivasi, Perusahaan Kecil dan Sederhana (PKS).

ACKNOWLEDGEMENTS

This learning experience has been a very challenging yet fulfilling one indeed. There were times I feared that I may not be able to succeed but with the unconditional support of many special individuals, I have managed to pull through and accomplish my goals. Hence, I would like to take this opportunity to express my sincerest appreciation to those who has earnestly helped through my MSc journey.

First and foremost, I would like to thank my dearest husband, Mr. Devandran for being nothing but caring and understanding all these years. You have always believed in me and never given up on me no matter how tough things get. I would not have been able to get this far without your love and support.

Next, I would like to thank my supervisor, Pn. Nor Pujawati Binti Md Said for her patience and guidance along the course of my MSc Management project. I am truly blessed for having such a passionate and dedicated supervisor to guide me in the course of this study. The Universiti Utara Malaysia, its professors/lecturers, the administrative personnel and my fellow classmates played a very important part in all of this as well.

Last but not least, I would like to thank all my other family members, friends and colleagues who kept me going until the very end. You all mean the world to me. Thank you very much.

August 2014,

Puganiswari Magespran

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

APPENDICES

CHAPTER 1
INTRODUCTION

1.1 Background of the Study

Today's workforce is more diverse than it has ever been in history as it comprises of three primary cohort groups; the Baby Boomers, the Generation X (Gen Xs') and the most recent entrant to the labor market; the Generation Y (hereafter referred to as Gen Ys') (Eisner, 2005; Glass, 2007). Born between 1980 and 2000, Gen Ys' are said to be the next largest cohort group after the Baby Boomers (Zemke, *et al*., 2000). For that reason, their power of influence on the society and the workplace is considerably large (Allen, 2004; Howe and Strauss, 2000). Gen Ys' are the children of the overprotective Baby Boomers that were brought up in times of economic growth, globalization and violence (Eisner, 2005; Glass, 2007; Martin and Tulgan, 2006). Due to their exposure to globalization, they have become the most ethnically diverse generation to date (Eisner, 2005; Zemke, *et al*., 2000).

Chester (2002) believes that Internet and Communications Technology (ICT) is the primary differentiating factor that sets the Gen Ys' apart from the rest. They are indeed the most tech- savvy generation since they grew up in the ICT era where computers were as common as a television (Gorman, *et al*., 2004; Martin and Tulgan, 2001; Zemke, *et al*., 2000). Statistics from a New York-based market-research company named IDC/Link Resources Corporation showed that 60% of all households with children aged 7 years and below owns computers (Zemke, *et al*., 2000). Another survey conducted by PricewaterhouseCoopers on their Gen Y employees in Malaysia revealed that all their respondents own at least one email account and 90% were registered with at least two or more email accounts (PricewaterhouseCoopers, 2009).

As a result of Gen Ys' upbringing, it is found that they possess very distinct characteristics compared to the generations before them (Caudron, 1997; Eisner, 2005; Glass, 2007; Meier and Crocker, 2010; Weyland 2011). They are alleged to be remarkably talented, creative, optimistic, confident, ambitious and eager to succeed (Eisner, 2005; Glass, 2007; Martin and Tulgan, 2001; Meier and Crocker, 2010; Zemke, *et al*., 2000). Conversely, they can also appear to be rude, impatient, easily bored and

The contents of the thesis is for internal user only

REFERENCES

Ahmed, V., Wahab, M. and Mahmood, H., (2011). *Effectiveness of HRD for developing SMEs in South Asia.* [Online] Available at: http://mpra.ub.uni-muenchen.de/30780/1/MPRA_paper_30780.pdf [Accessed 11 June 2013].

Aliaga, M. and Gunderson, B., (1999). *Interactive Statistics.* New Jersey: Prentice Hall. Allen, P., (2004). Welcoming Y. *Benefits Canada 28(9) 51(3).*

Balnaves, M. and Caputi, P., (2001). *Introduction to Quantitative Research Methods: An Investigative Approach.* London: SAGE.

Barney, J., (1995). Looking inside for Competitive Advantage. *Academy of Management,* 9(4), pp. 49-61.

Baron, R., (2003). Human resource management and entrepreneurship: some reciprocal benefits of closer links. *Human Resource Management Review,* Volume 13, pp. 253-256.

Bernama, (2013). *Najib: SMEs must remember govt assistance.* [Online] Available at: http://www.thestar.com.my/News/Nation/2013/02/09/Najib-SMEs-must- remember-govt-assistance.aspx [Accessed 13 Oct 2013].

Berndt, T., (1979). Developmental Changes in Conformity to Peers and Parents. *Developmental Psychology,* 15(6), pp. 608-616.

Bohlander, G. and Snell, S., (2010). *Managing Human Resource.* 15th ed. Ohio: South- Western Cengage Learning.

Brindley, C. and Ritchie, B., (2000). Undergraduates and small and medium-sized enterprises: opportunities for a symbiotic partnership?. *Education + Training,* 42(9), pp. 509-517.

Buchanan, D. A. and Huczynski, A. A., (2010). *Organizational Behaviour.* 7th ed. Harlow: Pearson Education.

Buckley, M., Beu, D., Novicevic, M. and Sigerstad, T., (2001). Managing Generation NeXt: individual and organizational perspectives. *Review of Business,* 22(1/2), pp. 81-85.

Cantrell, S., (2007). New goal for human resources: Establishing a workforce of one.. *The Wall Street Journal Online,* Volume June.

Carter, N. et al., (2012). A Comparison of a Subjective and Statistical Method for Establishing Score Comparability in an Organizational Culture Survey. *Journal of Business Psychology,* 27(4), pp. 451-466.

Caudron, S., (1997). Can Generation Xers be trained?*Training and Development,* 51(3), pp. 20-24.

Chen, C., Lee, S. and Stevenson, H., (1995). Response style and cross-cultural comparisons of rating scales among East Asian and North American students. *Psychological Science,* 6(3), pp. 170-175.

Chester, E., (2002). *Employing generation Why?*. Lakewood, CO: Chess Press.

Chin, C., (2014). Working with the 'me generation'. *The Star - Focus*, 16 February, p. 19.

Chun, K., Campbell, J. and Yoo, J., (1974). Extreme response style in cross-cultural research. *Journal of Cross-cultural Psychology,* 5(4), pp. 465-480.

CNN Money, (2014). *Fortune 100 Best Companies to Work For.* [Online] Available at: http://money.cnn.com/magazines/fortune/best-companies/2014/snapshots/1.html [Accessed 15 April 2014].

Cohen, J., (1988). *Statistical power analysis for the behavioral sciences.* 2nd ed. New Jersey: Lawrence Erlbaum Associates.

Costanzo, P. and Shaw, M., (1966). Conformity as a Function of Age Level. *Child Development,* 37(4), pp. 967-975.

Daud, N. and Mohamad, P., (2010). Exploring human resource practices in small and medium- sized enterprises in Malaysia: An empirical analysis. *2010 International Conference on Education and Management Technology (ICEMT).*

Deal, J., Altman, D. and Rogelberg, S., (2010). Millennials at work: What we Know and What We Need to Do (If Anything). *Journal of Business and Psychology,* 25(2), pp. 191-199.

DeVellis, R., (2003). *Scale development: Theory and applications.* 2nd ed. Thousand Oaks: Sage Publications, Inc..

Duolingo, (2014). *Duolingo.* [Online] Available at: https://www.duolingo.com/ [Accessed 18 April 2014].

Earle, H., (2003). Building a workplace of choice: using the work environment to attract and retain top talent. *Journal of Facilities Management,* 2(3), pp. 244-257.

Eisner, S., (2005). Managing generation Y. *S.A.M. Advanced Management Journal,* 70(4), pp. 4-15.

Erickson, T., (2009). Gen Y in the workforce: How I learned to love Millennials and stop worrying about what they are doing with their iPhones. *Harvard Business Review,* Volume February 2009.

Excel With Business, (2014). *Excel With Business.* [Online] Available at: http://excelwithbusiness.com/Home.aspx [Accessed 18 April 2014].

Fitzgerald, W., (1992). Training Versus Development. *Training and Development Journal,* Volume 5, pp. 81-84.

Francis-Smith, J., (2004). Surviving and Thriving in the Multigenerational Workplace. *The Journal Record*, 26 Aug, p. 1.

Galyani Moghaddam, G. and Moballeghi, M., (2008). How Do We Measure Use of Scientific Journals? A Note on Research Methodologies. *Scientometrics,* 76(1), pp. 125-133.

Gardner, M. and Steinberg, L., (2005). Peer Influence on Risk Taking, Risk Preference, and Risky Decision Making in Adolescence and Adulthood: An Experimental Study. *Developmental Psychology,* 41(4), pp. 625-635.

Glass, A., (2007). Understanding generational differences for competitive success. *Industrial and Commercial Training,* 39(2), pp. 98-103.

Goh, L., (2013). *Flexibility for working mums.* [Online] Available at: http://www.thestar.com.my/News/Nation/2012/09/30/Flexibility-for-working-mums/ [Accessed 26 April 2014].

Google, (2014). *Google.* [Online] Available at: https://www.google.com Understanding Descriptive Statistics [Accessed 20 April 2014].

Gorman, P., Nelson, T. and Glassman, A., (2004). The Millennial generation: A strategic opportunity. *Organizational Analysis,* 12(3), pp. 255-270.

Greener, S., (2008). *Business Research Methods.* Copenhagen: Ventus Publishing ApS.

Groupon, Inc., (2014). *Groupon.* [Online] Available at: http://www.groupon.my/ [Accessed 18 April 2014].

Gursoy, D., Maier, T. and Chi, C., (2008). Generational differences: An examination of work values and generational gaps in the hospitality workforce. *International Journal of Hospitality Management,* 27(3), pp. 458-488.

Hackman, J. and Oldham, G., (2005). How job characteristics theory happened. *The Oxford handbook of management theory: The process of theory development,* pp. 151-170.

Hamid, A., Baharun, R. and Hashim, N., (2006). Comparative analysis of managerial practices in small medium enterprises in Malaysia. *Jurnal Kemanusian,* Volume 8, pp. 33-44.

Hargrave, S., (2014). *Generation Y and the millennials: a recruiting guide for small businesses.* [Online] Available at: http://www.theguardian.com/small-business-network/2014/feb/27/recruiting-gen-y-millenials-guide-small-business [Accessed 27 April 2014].

Harzing, A., (2006). Response Styles in Cross-national Survey Research: A 26 country Study. *International Journal of Cross-Cultural Management,* 6(2), pp. 243-266.

Hay Group Malaysia, (2010). *Mind the gap - Managing across generations in Malaysia.* s.l.:Hay Group.

Heneman, R., Tansky, J. and Camp, S., (2000). Human resource management practices in small and medium-sized enterprises: Unanswered questions and future research perspectives. *Entrepreneurship Theory and Practice,* 25(1), pp. 11-26.

Herrmann International, (2013). *The Theory Behind The HBDI® and Whole Brain® Technology.* [Online] Available at: www.hbdi.com [Accessed 11 July 2013].

Herzberg, F., Mausner, B. and Snyderman, B. B., (1959). *The Motivation to Work.* 2nd ed. New York: John Wiley.

Hewlett, S., Sherbin, I. and Sumberg, K., (2009). How Gen Y and Boomers Will Reshape Your Agenda. *Harvard Business Review,* 87(7-8), pp. 71-76.

Hill, R., (2002). Managing across generations in the 21st century: Important lessons from the ivory trenches. *Journal of Management Inquiry,* 11(1), pp. 60-66.

Hill, R., Griffiths, W. and Judge, G., (2001). *Undergraduate Econometrics.* 2nd ed. New Jersey: John Wiley and Sons, Inc..

Hise, R. and McGinnis, M., (1976). Evaluating the effects of anonymous respondents on mail survey results. *Journal of the Academy of Marketing Science,* 4(3), pp. 592 - 598.

Hofstede, G., (2001). *Culture's Consequences, Comparing Values, Behaviors, Institutions and Organizations across Nations.* 2nd ed. Thousand Oaks: Sage Publications.

Honoré, S. and Schofield, C., (2012). *Culture Shock: Generation Y and thier managers aroud the world.* Hertfordshire: Ashridge Business School.

Hornsby, J. and Kuratko, D., (2003). Human resource management in US small businesses: A replication and extension. *Journal of Developmental Entrepreneurship,* 8(1), pp. 73-92.

Howe, N. and Strauss, W., (1993). *13th gen: Abort, retry, ignore, fail?* New York: Vintage Books.

Howe, N. and Strauss, W., (2000). *Millennials rising: The next great generation.* New York: Vintage Books.

Huntley, R., (2006). *The world according to Y: Inside the new adult generation.* N.S.W, Australia: Allen and Unwin.

Huselid, M., (1995). The impact of human resource management practices on turnover, productivity and corporate finance performance. *Academy of Management Journal,* 38(3), pp. 635-672.

IMDb.com, Inc., (2014). *IMDb.* [Online] Available at: http://www.imdb.com/ [Accessed 20 April 2014].

Jamrog, J. and Stopper, W., (2002). The coming decade of the employee. *Human Resource Planning,* 25(3), pp. 5-11.

Jobstreet.com, (2012). *Talent Management Wish List Highlighted at JobStreet.com HRNE in Kuching.* Kuching, Jobstreet.com.

Jones, G. R. and George, J. M., (2008). *Contemporary Management.* 5th ed. Boston: McGraw- Hill/Irwin.

Kim, H., Knight, D. K. and Crutsinger, C., (2009). Generation Y employees' retail work experience: The mediating effect of job characteristics. *Journal of Business Research,* 62(5), pp. 548-556.

Kofman, B. and Eckler, K., (2005). They are your future: Attracting and retaining Generation Y. *Canadian HR Reporter*, 25 April, pp. 7-8.

Koontz, H. and Weihrich, H., (2006). *Essentials of Management: An International Perspective.* 7th ed. New Delhi: Tata McGraw-Hill.

Krug, J., (1998). Understanding Generation X. *Journal of Management in Engineering,* 14(6), pp. 18-19.

Kunreuther, F., (2003). The changing of the guard: What generational differences. *Nonprofit and Volunteer Sector Quarterly,* 32(3), pp. 450-457.

Lee, C. and Green, R., (1991). Cross-cultural Examination of the Fishbein Behavioral Intentions Model. *Journal of International Business Studies,* 25(2), pp. 289-305.

Lee, J., (2013). *SME Masterplan set to boost sector's growth.* [Online] Available at: http://www.thestar.com.my/News/Community/2013/01/01/SME-Masterplan-set-to-boost- sectors-growth.aspx [Accessed 13 Oct 2013].

LivingSocial, Inc., (2014). *LivingSocial.* [Online] Available at: https://www.livingsocial.com/my/cities/1964-klang-valley-kuala-lumpur [Accessed 18 April 2014].

Lo, B. and Yap, K., (2011). Are Malaysian Companies Ready for Corporate Social Responsibility? *Labuan e-Journal of Muamalat and Society,* Volume 5, pp. 11-15.

Locke, E. and Latham, G., (1990). *A theory of goal setting and task performance.* New Jersey: Prentice-Hall.

Loughlin, C. and Barling, J., (2001). Young workers' work values, attitudes, and behaviors. *Journal of Occupational and Organizational Psychology,* 74(4), pp. 543-558.

Lowe, D., Levitt, K. and Wilson, T., (2008). Solutions for Retaining Generation Y Employees in the Workplace. *Business Renaissance Quarterly,* 3(3), p. 43.

Lu, J. and Castka, P., (2009). Corporate Social Responsibility in Malaysia – Experts' Views and Perspectives. *Corporate Social Responsibility and Environmental Management,* 16(3), pp. 146-154.

Lunenburg, F., (2011). Expectancy Theory of Motivation: Motivating by Altering Expectations. *International Journal of Management, Business and Administration,* 15(1), pp. 1-6.

Luthans, F., (1998). *Organisational Behaviour.* 8th ed. Boston: Irwin McGraw-Hill.

Marchington, M. and Wilkinson, A., (2008). *Human Resource Management At Work.* 4th ed. London: Chartered Institute of Personnel and Development.

Martin, C., (2005). From high maintenance to high productivity: What managers need to know about Generation Y. *Industrial and Commercial Training,* 37(1), pp. 39-44.

Martin, C. and Tulgan, B., (2001). *Managing Generation Y: Global citizens born in the late seventies and early eighties.* Amherst, MA: HRD Press.

Martin, C. and Tulgan, B., (2006). *Managing the generation mix: From urgency to opportunity.* 2nd ed. Amherst, MA: HRD Press.

Maslow, A., (1943). A theory of human motivation. *Psychological Review,* 50(4), p. 370 – 396.

McGreggor, D., (1960). *The Human Side of Enterprise.* New York: McGraw-Hill.

Meadmore, D. and Symes, C., (1997). Keeping Up Appearances: Uniform Policy for School Diversity?. *British Journal of Educational Studies,* 45(2), p. 174–186.

Meier, J. and Crocker, M., (2010). Generation Y in the Workforce: Managerial Challenges. *The Journal of Human Resource and Adult Learning,* 6(1), pp. 68-78.

MilkADeal Sdn. Bhd., (2014). *MilkADeal.* [Online] Available at: http://www.milkadeal.com/ [Accessed 18 April 2014].

Miller, J., (2006). Catching Generation Y. *CMA Management,* April, 80(2), pp. 13-14.

Mondy, R., (2012). *Human Resource Management.* 12th ed. New Jersey: Pearson Education, Inc..

Morse, J., (2002). Verification Strategies for Establishing Reliability and Validity in Qualitative Research. *International Journal of Qualitative Methods,* 1(2), pp. 13-22.

Moy, J. and Lee, S., (2002). The career choice of business graduates: SMEs or MNC's? *Career Development International,* 7(6), pp. 339-347.

Myers, J., (2007). The how and the Y. *Profit,* 26(4), pp. 43-44.

Myers, K. and Oetzel, J., (2003). Exploring the dimensions of organizational assimilation: Creating and validating a measure. *Communication Quarterly,* Volume 51, pp. 438-457.

Myers, K. and Sadaghiani, K., (2010). Millennials in the Workplace: A Communication Perspective on Millennials' Organizational Relationships and Performance. *Journal of Business and Psychology,* 25(2), pp. 225-238.

National SME Development Council, (2013). *SME Annual Report 2012/13,* s.l.: SME Corp. Malaysia.

Neace, M., (1999). Entrepreneurs in Emerging Economies: Creating Trust, Social Capital, and Civil Society. *The Annals of the American Academy of Political and Social Science,* Volume 565, pp. 148-161.

Niikura, R., (1999). Assertiveness among Japanese, Malaysian, Filipino, and U.S. white-collar workers. The Journal of Social Psychology, 139(6), pp. 690-699.

New Straits Times, (2014). *PM Najib's Remarks at Joint Press Conference with President Obama.* [Online] Available at: http://www.nst.com.my/latest/pm-najib-s-remarks-at-joint-   press-conference-with-president-obama-1.580386   [Accessed 14 April 2014].

Ng, E., Schweitzer, L. and Lyons, S., (2010). New Generation, Great Expectations: A Field Study of the Millennial Generation. *Journal of Business Pyschology,* 25(2), pp. 281-292.

Osman, I., Ho, T. and Galang, M., (2011). Are human resource departments really important? An emprical study on Malaysian small and medium exterprises (SMEs) in the Service Sector. *International Journal of Business and Management,* 6(2), pp. 147-153.

Pallant, J., (2011). *A step by step guide to data analysis using SPSS.* 4th ed. NSW: Allen and Unwin.

Pekala, N., (2001). Conquering the generational divide. *Journal of Property Management,* 66(6), pp. 30-36.

Pfeffer, J., (1995). Producing sustainable competitive advantage through the effective management of people. *Academy of Management Executive,* 9(1), pp. 55-69.

Pfeffer, J., (1998). *The Human Equation: Building Profits by Putting People First.* Boston: Harvard Business Scchool Press.

Phillips, J. and Edwards, L., (2008). *Managing Talent Retention.* San Francisco: Pfeiffer.

Prasad, S., (2009). Task assignments and incentives: generalists versus specialists. *The RAND Journal of Economics,* 40(2), p. 380–403.

PricewaterhouseCoopers, (2009). *Malaysia's Gen Y unplugged.* s.l.:PricewaterhouseCoopers.

Raines, C., (2002). Managing millennials. *Connecting Generations: The Sourcebook.*

Ralston, D., (1999). Doing Business in the 21st Century with the New Generation of Chinese Managers: A Study of Generational Shifts in Work Values in China. *Journal of International Business Studies,* 30(2), pp. 415-427.

Ramakrishnan, S., (2014). *Malaysia's Middle-Income Trap.* [Online] Available at: http://www.themalaysianinsider.com/sideviews/article/malaysias-middle-income trap-s.- ramakrishnan [Accessed 27 April 2014].

Saad, S., Yahya, K. and Pangil, F., (2010). Integrated Business Strategy and Its Constructs: Pilot Study at Hotels in Malaysia. *Journal of Global Management,* 3(1), pp. 34-42.

Saleh, A. S. and Ndubisi, N. O., (2006). An Evaluation of SME Development in Malaysia. *International Review of Business Research Paper,* 2(1), pp. 1-14.

SimVenture, (2013). *Sim Venture - The Ultimate Business Simulation Game.* [Online] Available at: http://www.simventure.co.uk/ [Accessed 18 Apr 2013].

SME Corp. Malaysia, (2013). *Guideline for new SME Definition.* [Online] Available at:http://www.smecorp.gov.my/vn2/sites/default/files/Guideline_for_New_SME_Definition_7J an2014.pdf [Accessed 11 Mar 2014].

Smola, K. and Sutton, C., (2002). Generational differences: Revisiting generational work values for the new millennium. *Journal of Organizational Behavior,* 23(4), pp. 363-382.

Society for Human Resource Management (SHRM), (2009). *The Multigenerational Workforce: Opportunity for Competitive Success.* [Online] Available at: http://www.shrm.org/research/articles/articles/documents/09-0027_rq_march_2009_final_no%20ad.pdf [Accessed 1 Nov 2013].

Southard, G. and Lewis, J., (2004). Building a workplace that recognizes generational diversity. *Public Management 86(3), 8(5).*

Strauss, W. and Howe, N., (1991). *Generations: The history of America's future, 1584 to 2069.* New York: Morrow.

Strauss, W. and Howe, N., (2006). *Millennials and the pop culture: Strategies for a new generation of consumers in music, movies, television, the internet, and video games.* Great Falls, VA: Life Course Associates.

StreetDeal.my, (2013). *StreetDeal.my.* [Online] Available at: http://www.streetdeal.my/ [Accessed 2014 April 18].

Sujansky, J., (2002). The critical care and feeling of generation Y. *Workforce,* 81(5), p. 15.

Szamosi, L. T., (2006). Just what are tomorrow's SME employees looking for? *Education + Training,* 48(8/9), pp. 654-665.

Takahashi, K., Ohara, N., Antonucci, T. and Akiyama, H., (2002). Commonalities and Differences in CLose Relationships among the Americans and Japanese: A Comparison by the Individualism/Collectivism Concept. *International Journal of Behavioral Development,*
26(5), pp. 453-465.

Tapscott, D., (1998). *Growing up digital: The rise of the net generation.* New York: McGraw- Hill

The Malay Mail Online, (2014). *Malaysia doomed to middle-income trap?.* [Online] Available at: http://www.themalaymailonline.com/malaysia/article/malaysia-doomed-to-middle-income-trap [Accessed 27 April 2014].

The Star Online, (2014). *'Selamat Datang' from all Malaysians.* [Online] Available at: http://www.thestar.com.my/News/Nation/2014/04/26/Selamat-Datang-from-all-Malaysians/ [Accessed 27 April 2014].

The World Bank Group, (2014). *Malaysia.* [Online] Available at: http://data.worldbank.org/country/malaysia [Accessed 17 April 2014].

TheExpatGroup.com, (2013). *Languages in Malaysia.* [Online] Available at: http://www.mm2h.com/article-languages-in-malaysia.php [Accessed 26 Jan 2014].

TheStar, (2013). *Take up government perks, SMEs urged.* [Online] Available at: http://www.thestar.com.my/News/Nation/2013/06/17/Take-up-govt-perks-SMEs urged.aspx [Accessed 13 Oct 2013].

Thompson, P. and Zakaria, Z., (2004). Corporate Social Responsibility Reporting in Malaysia. *Journal of Corporate Citizenship,* Issue 13, pp. 125-136.

Throckmorton, R. and Gravett, L., (2007). Attracting the younger generation. *Canadian HR Reporter,* 20(8), pp. 13-18.

Tulgan, B., (2004). Trends point to a dramatic generational shift in the future. *Employment Relations Today,* 30(4), pp. 23-31.

Twenge, J., (2010). A Review of the Empirical Evidence on Generational Differences in Work Attitudes. *Journal of Business and Psychology,* 25(2), pp. 201-210.

United Nations Children's Fund (UNICEF), (2009). *Corporate Social Responsibility Policities in Malaysia - Enhancing the Child Focus.* Kuala Lumpur: United Nations Children's Fund (UNICEF).

United Nations, Department of Economic and Social Affairs, Population Devision, (2011). *World Population Prospects: The 2010 Revision.* New York: s.n.

Van den Bergh, J., (2013). *Millennials and Social Media: The what, where and why [infographic].* [Online] Available at: http://www.insites-consulting.com/infographic-millennials-social-media/[Accessed 26 April 2014].

Van Teijlingen, E. and Hundley, V., (2001). The importance of pilot studies. *Social research update,* Issue 35, pp. 1-4.

Vroom, V., (1964). *Work and motivation.* New York: Wiley.

Wagar, T. and Rondeau, K., (2006). Retaining Employees in Small and Medium-Sized Firms: Examining the Link with Human Resource Management. *Journal of Applied Management and Entrepreneurship,* 11(2).

Wagner, J. and Hollenbeck, J., (2001). *Organizational behavior: Securing a competitive advantage.* Texas: Harcourt College Publishers.

Wells, B., Pfantz, T. and Bryne, J., (2003). Russian women business owners: evidence of entrepreneurship in a transition economy. *Journal of Developmental Entrepreneurship,* 8(1), pp. 59-71.

Weyland, A., (2011). Engagement and talent management of Gen Y. *Industrial and Commercial Training,* 43(7), pp. 439-445.

Yahoo, (2014). *Yahoo.* [Online] Available at: https://www.yahoo.com [Accessed 20 April 2014].

Zakaria, N., Zainal, S. and Nasurdin, A., (2012). Investigating the role of human resource management practices on the performance of SME: A conceptual framework. *Journal of Global Management,* 3(1), pp. 74-92.

Zemke, R., Raines, C. and Filipczak, B., (2000). *Generations at work: Managing the clash of Veterans, Boomers, Xers, and Nexters in your workplace.* New York: AMACOM.