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**RELATIONSHIP BETWEEN WORK VALUES, ATTITUDE & BEHAVIOUR
AND INTERPERSONAL SKILL TOWARDS ORGANIZATIONAL
COMMITMENT AMONG GENERATION X AND Y**



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ABSTRACT

This research analysis was led to recognize the attributes and effect of two different generations, mainly X and Y work values, attitude and behaviour and interpersonal skills on the organizational commitment in work force that as of now involve the Malaysian manufacturing industry. As demonstrated by different dependable sources, Generation X and Generation Y employees, who are portrayed as current generation employees, are said to have recognize obligation to remain with a similar organization. High employee turnover rate has become a significant issue that should be tended to. This analysis plans to distinguish the determinants and elements of Generation X and Generation Y employees 'organizational commitment in Malaysian manufacturing industry. In particular, the analysis surveyed the effect of independent factors (Generational cohort, work values, attitude and behaviour and interpersonal skills) on dependent variable (organizational commitment). In this analysis additionally, the relationship of gender and educational level to organizational commitment of Generation X and Generation Y workforce have been inspected.

Keywords: Generational cohort, work values, attitude and behaviour and interpersonal skills and organizational commitment.



ABSTRAK

Analisis penyelidikan ini bertujuan untuk mengenali atribut dan kesan dua generasi yang berbeza, terutamanya nilai kerja, sikap dan tingkah laku X dan Y dan kemahiran interpersonal terhadap komitmen organisasi dalam tenaga kerja yang sekarang melibatkan industri pembuatan Malaysia. Seperti yang ditunjukkan oleh sumber yang boleh dipercayai yang berbeza, pekerja Generasi X dan Generasi Y, yang digambarkan sebagai pekerja generasi sekarang, dikatakan mengakui kewajiban untuk tetap bersama organisasi yang serupa. Kadar perolehan pekerja yang tinggi telah menjadi isu penting yang harus ditangani. Analisis ini merancang untuk membezakan penentu dan elemen komitmen organisasi pekerja Generasi X dan Generasi Y dalam industri pembuatan Malaysia. Secara khusus, analisis meninjau pengaruh faktor bebas (Generasi kohort, nilai kerja, sikap dan tingkah laku dan kemahiran interpersonal) terhadap pemboleh ubah bersandar (komitmen organisasi). Dalam analisis ini juga, hubungan jantina dan tahap pendidikan dengan komitmen organisasi Generasi X dan tenaga kerja Generasi Y telah diperiksa.

Kata kunci: Kohort generasi, nilai kerja, sikap dan tingkah laku dan kemahiran interpersonal dan komitmen organisas



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CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

In ongoing many years, a significant number of the organizations in Malaysia have at any rate three distinct age group of employees. They are Baby Boomers, Generation X and Y (Angeline, 2011). As indicated by Kupperschmidt (2000), a generation is viewed as people conceived roughly inside similar time of twenty years each. He expressed that generation is a group of individuals that offers birth, a long time, generation, area, and huge life occasions at basic evolving stages. Other than that, (Zemke et al., 2000) clarifies "individuals from generations who grow up in lean occasions or war years will in general think and act uniquely in contrast to those brought into the world in harmony and bounty". Subsequently, the main beneficial experiences of people having a place with each generational group will in general shape their exceptional qualities, desires, and assumptions (Cennamo and Gardner, 2008).

According to (Smola and Sutton,2002) people from a similar generation will share the comparable verifiable, financial, and social experiences, they would likewise have comparable work values, attitudes, and practices. (Repel and Urwin,2011) stress that the inclusion of organization to oversee collaboration between various generations will establish positive workplace. There are many benefits of a multigenerational workforce. Each generation can have varied strengths and concerns, and differences in styles and expectations can sometimes create tension. Studying the work habits of each generation and proactively anticipating their needs can help companies devise

effective human capital management strategies(Gene Marks,2019). A remarkable four generations are presently working one next to the other, inciting organizations to perceive that different generation of employees influence the working environment as far as turnover, profit and skill, and employee confidence.

Recognizing and understanding these distinctions furnishes business pioneers with a system in which to deliberately adjust human resource capacities like staffing, preparing and remuneration (Carla, 2008) The overall segment variety working inside organizations' human resources. The structure of Malaysian workforce is evolving quickly. The Malaysian workforce is formed by three generations that were Baby Boomers, Generation X and Generation Y. This generation Y are available to become marketable employee when the Baby Boomers were started to leave the employment.(Annelise Green, Caroline McClelland, 2019).

Table 1.1
Working Group, Year of Birth and Generation Gap in Malaysia.

Generations	Birth years	Generation Ranges
Baby Boomers	1949 to 1964	54 and above
Generation X	1965 - 1980	38 to 53
Generation Y	1981 to 2001	17 to 37

Sources: R. Zemke, C. Raines, and B. Filipczak, 2000, New York: AMACOM.

(Zemke,2000) clarified that Baby Boomers (1949 - 1960, different researchers propose 1943-1960) are characterized by occasions, like Vietnam War, the Civil Rights development, and few political deaths. The Baby Boomer's in Malaysia can likewise be addressed as 'Merdeka infants'. They have seen pre-independence and

experienced freedom with the advancement of the country. Their introduction to the world is during difficulty and battle. In current working generation, they are the littlest cohort. While Generation X that was born in-between 1965-1980 had experienced Malaysia's technological advancement as they grew up. They grew in a country that changed from agribusiness to manufacturing industry.

As indicated by the (Zemke et al 2000), those born in-between 1981-2001 addresses the generation Y whom are likewise alluded as recent college grads. Malaysian Millennials were brought into the world after country's extreme financial turn of events. They experienced childhood in a flourishing economy and had a lot better quality of living contrasted with past generations. Organizational commitment identified with person's behaviour towards their working environment; it is identified with an attention to organizational vision and their contribution in endeavor their work. As (Anthony,2007) clarifies that submitted employees will be bound to run after accomplishing an organizational upper hand by showing higher efficiency, better client relations and lower employee's turnover (higher maintenance). As per Wijayanti, organizational commitment is identified with progress in efficiency and lower workforce turnover (Wijayanti,2010).

Other researcher, affirms that an ideal and rousing workplace may influence employee commitment (Armstrong, 2011). Individuals ascribes of every generation sway on their commitment level. Their individual credits are work value, attitude and behaviour, interpersonal skill. This will get to the generational cohort's commitment level one principal trademark that the two employees and organizations share is "values" Dese (1997). One can without much of a stretch produce guides to show that

people would likely be more agreeable in a climate that is predictable with their qualities.(Dose,1997).

Additionally, a person who values organization and circumspection is probably going to recoil in a climate that energizes experimentation and innovativeness (Dose, 1997). (Murphy,1991) and (Enz,1989) found that people with various worth frameworks regularly experience difficulty cooperating and seeing each other's intentions. Coordinating with administrative qualities with shared measurement of the organization may likewise be a critical component in effective human resource management. Moreover, he pointed out that decisions in enlisting, advancement, assessment, determination, remuneration and impetuses could be impacted by administrative worth frameworks and examples (Enz,1989). Consequently, measurement of employees is said to add to the accomplishment of the organization. Employees would likewise be more dedicated if their qualities fit to the organizational qualities.

1.1 Problem Statement

Most of the organization in the vicinity of Malaysia is represented by two distinct age group that were Generation X and Generation Y of employees that working together. Bandar Puchong Jaya is one of the areas that set numerous private organizations that give proficient answer for corporate substances with the skill. Fundamentally, private companies in Bandar Puchong Jaya are mainly dealing with various kind of manufacturing services. Private companies essentially have a wide data on the topic since they had practical experience in that specific zone. For the objective of behind this analysis, Generation X and Generation Y workforce are concentrated. Each of

these generational groups has its own arrangement and view of commitment towards the organization.

Every single employee's commitment can altogether influence the performance and benefit of an organization (Hussain, 2012). Swati and (Nikam, 2019) repeated the explanation by demanding generation hole can hurt an organization's performance. The elements which lead to organizational commitment in the Generation X, and Generation Y, are probably going to be very unique. In any case, there is an absence of analysis here, especially according to the private companies.

The present serious world as it is generally realized that employee commitment towards the organization is lesser. According to (Cheah,2016) vanquished future research should be completed observationally to research further explicit sort of industry to improve comprehension of Generation X. An analysis concentrate on similar angles between two different age group of employees may ready to additionally distinguish their attitudes and practices designs. They deduced in their analysis by underscoring " a correlation concentrate on similar perspectives between generation X Generation Y employees might have the option to additionally recognize their attitudes and practices designs." Generation X and Y employees presently making up an enormous extent of Malaysian workforce. In the coming years they will turn out to be progressively bigger as a greater amount of them enter the workforce yet they are discovered to be "work bouncing". Work jumping has become a pattern among workforce in Malaysia, particularly among more youthful generations who depicted as Generation Y employees (Goh, 2012).

Job hoppers are known as individuals who changing positions like evolving garments. For them reliability to organizations isn't so significant as previously (Aswathappa, 2005). Since this group never sustain enough in the organizations, they called as individuals who don't added to the organization (Mtungwa, 2009). The other way around, businesses likewise have comparable negative discernments towards employees. This analysis is led to decide contrasts on the commitment level of two generation of employee's by estimating their own credits, for example, work values, attitude and behaviour and interpersonal skill. It is inside this setting that the accompanying analysis issue is explored in this research:

1.2 Questions

The study intends to identify the correlations in-between positive working values such as work ethics, attitude & behaviour and other personal skill towards organizational commitment among employees in private companies in Bandar Puchong Jaya. In order to answer the research question, following research questions are developed by the author.

- i) How work values related to organizational commitment?
- ii) How attitude and behaviour related to organizational commitment?
- iii) How interpersonal skills related to organizational commitment?

These studies will be useful for the private companies related to this study. It will also help researchers find out more about generation diversity and organizational commitments.

1.3 Research Objectives

The objectives of this study is:

- i) To evaluate the relationship between work values and organizational commitment among 2 generation X and Y.
- ii) To evaluate the relationship between attitude and behaviour and organizational commitment among 2 generations X and Y.
- iii) To evaluate the relationship between interpersonal skills and organizational commitment among 2 generations X and Y?

1.4 Scope the Study

The goal of this analysis is to comprehend two generations of employee's viewpoints on organizational commitment and how unique workforce generations are impacted by the distinctive individual who form as workforce. The outcomes from this research over fifteen private companies in Bandar Puchong Jaya can't be dependably applied to different settings.

1.5 Significance of study

The individuals who had capability extended to significant pay and each time they employment opportunity jumping they were paid increasingly more which makes them less steadfast. Personal satisfaction for the sake of work/life balance became need. Generation Y were very much educated with upgrade Digital Revolution. That makes the Generation Y's discernment towards business changed totally. Their instructive capability, better day to day environment and naturally unpredictable job market had completely altered employee's perspective set towards work. The absence of commitment and reliability among Generation Y was the evidence of this

advancement. For Generation X, work is endurance, it is their need since it permits them to carry on with a nice life. For them business is in every case right along these lines, they stay respectful all through their work. They have a concern that they can't endure on the off chance that they were isolated from work for whatever reasons. There are less open positions accessible in the market when Generation X enter work. Technological Revolution yet to set in Malaysia.

1.6 Definition of terms

1.6.1 Organizational Commitment

According to Mawday, organisational commitment is psychological attachment or involvement of an employee to the organization. (Mawday et al., 1982). This psychological attachment stated here is the influence in regard to an employee decision whether or not to stay with an employer. Organizational commitment defined by (Steers, 1997) willingness to give full effort on behalf of the organization.

1.6.2 Commitment

Individual employees positive emotional or physiological attachment towards the organisation (Allen & Meyer, 1990).

1.6.3 Continuance Commitment

The employee's awareness on the benefits given by their organisations and also the high cost of living. It is also defined as the fear of loss makes the employee need to remain her employing organisation (Meyer and Allen, 1991).

1.6.4 Normative Commitment

The workforce moral to remain employed with their organisation based on their loyalty (Allen & Meyer, 1990). According to Choong, an employee will remain in an organisation because they feel should be loyal to their employer (Choong, et al., 2011)

1.6.5 Generation X

According to department of statistics Malaysia, Generation X are consist of individuals who were born between the years 1965 and 1980.

1.6.6 Generation Y

The statistics from department of statistics Malaysia shows Generation Y are represented by individuals who were born in-between 1981 to 2001.

1.6.7 Work Values

The definition of work values are beliefs and standards when an individual evaluates their job and work environment either internally or externally.

1.6.8 Attitude & Behaviour

Attitude and behaviour are defined as a hypothetically constructed character that represents base on experience and temperament.

1.6.9 Interpersonal Skill

Interpersonal skill is willingness to work as a team and accept everyone around us without any discrimination (Berko et al., 1998). People have good interpersonal skills

are willing to exchange thoughts and data to everyone. Other than that (Avkiran, 2000) explains interpersonal skill is skill to response people with positively.

1.7 Organization of the Thesis

The followings are the thesis outline:

i) Chapter 1 (Introduction)

This Chapter briefly explained the introduction of the concepts related to the generational diversity in today's work environment as well as the concept of organizational commitment and its related components. Chapter 1 also includes study's research problem. It then outlines the research questions, objectives, followed by the scope and limitation of the research and finally the structure of this research.

ii) Chapter 2 (Literature Review)

Presents the details review of past studies which are related to this research. The review which be presented in this section also will discuss on the Organizational commitment. In addition, this chapter also discusses all the factors that affect the commitment level among employees towards their organization. Finally, the chapter discusses the selected independent variables and also identifies existing gaps in the current literature in relation to the topics discussed.

iii) Chapter 3 (Methodology)

Explains the research method that used in this paper which includes design of the analysis, population numbers and sampling of the study. The measurement of the variables used and also the data analysis.

iv) Results & Discussion

This chapter consists of data analysis and results. It includes a broad description of all research results and informative data. Tables and figures are usually included in this section. Even though the write up includes a details of the results, the tables and figures should be self-explanatory with suitable labelling.

v) Conclusion & Recommendation

This final chapter summarised the research results and make a conclusion. It captures the limitations to the research and the challenges. After concluding the outcome this chapter covers the recommendation that could be become base for future reference and studies.



CHAPTER TWO LITERATURE REVIEW

2.0 Introduction

Defines Dependent Variable (DV) and Independent Variables (IV)

2.1 Theory of Planned Behaviour

The theory of planned behaviour is an expansion of the theory of reasoned action made fundamental by the first model constraints in managing practices over which individuals have fragmented volitional control. Figure 2.1 depicts the theory as a primary outline. As in the first theory of contemplated activity, the main factor in the theory of planned behaviour is the individuals' goal to display a given behaviour. Objectives are accepted to highlight the persuasive factors that impact a behaviour. They indicate the efforts of individuals will take and the amount of effort they are intending to apply to display the behaviour. It has to be understood that a behaviour expectation can discover articulation in action just if the behaviour being referred to is under volitional process.

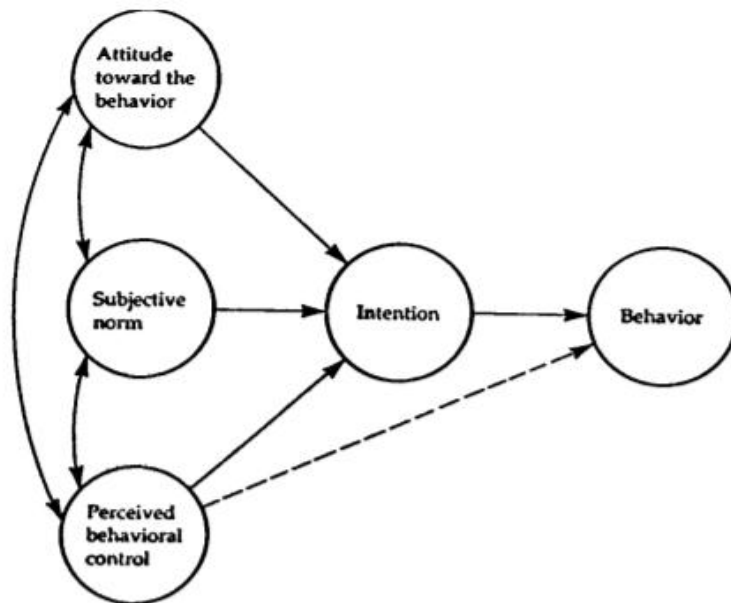


Figure 2.1
Theory of planned behavior

It is an opportunity that the individual can choose independently to perform or not to perform the behaviour. Nevertheless, few behaviours may reveal this necessity very well. The performance of most depending on events, somewhat no motivational factors as accessibility of basic freedoms and resources such as time, cash, skills, participation of others. (Ajzen,1985). In summary, these variables address people real command over the behaviour.

2.2 Theory on Individual Values

The theory of essential human qualities has two centre segments (Schwartz, 1992). To begin with, it determines 10 motivational kind of qualities that are hypothesized to be perceived by individuals from most social set up and to encompass the various types of qualities that controls them. Secondly, the theory indicates how these 10 qualities relate progressively to each other. It determines which values are viable and commonly strong and which are contradicting and prone to collide each other.

The significant substances among values is the sort of persuasive objectives they express. The various substance of qualities are determined utilizing the accompanying thinking:

- i) To adapt to the difficulties innate in human life, groups and people interpret the requirements and requests they experience into ideas which they can share.
- ii) Communicating them in the language of qualities.
- iii) Necessities of people as natural living beings requires facilitating of social cooperation for smooth working and endurance.

Ten unmistakable qualities were gotten from these three all-inclusive necessities (Schwartz, 1992).

2.3 Organizational Commitment

Commitment known as a power that translate an individual into a strategy (Meyer and Stanley Herscovitch, 2001). Organizational commitment related directly and indirectly with numerous angles in organizational research. This is on the fundamental that organizational commitment has solid relationship with different workplace and group of employees. In 1997, Steers expressed that organizational commitment is an employee's behaviour, inclusion of employee in the organization to satisfy their requirements and eagerness of an employee to forfeit to the organization (Steers, 1997).

- i) Confidence of employees by tolerating the organization's objective and worth as their own.
- ii) The unwaveringness of an employee to stay in the organization.
- iii) Willingness to invest solid energy for the organization.

They inferred that the employee's level of acknowledgment to the organizational objectives and want called organizational commitment (Mathis and Robert, 2004). An analysis done by Boles and companion in 2007 expressed that, organizational commitment is person's solidarity of distinguish the organization's objectives and furthermore certain contribution in accomplishing the objectives for the organization (Boles et. al., 2007). Aside from all the previously mentioned fundamental analyses of organizational commitment, (Malik,2010) additionally built up an analysis on organizational commitment. He concur that organizational commitment is the employee's relationship with the workplace and this makes him a faithful and committed employee in his organization. Emotional, consistent and regularizing are the three pillar model of organizational commitment which is vastly discussed by researchers.

(Meyer and Allen,1984) presented these three-part models of commitment. Zheng in his analysis expressed just two-measurement model of organizational commitment was presented, to be specific emotional and continuation commitment. The principal segment or organizational commitment dependent on Allen and Meyer, is classified "emotional commitment" Affective commitment shows as a person's passionate or mental correlation to an organization (Nawab, 2011). As indicated by (Viet,2015) an employee who has a solid emotional commitment will be employed with certain organization since they have the correlation towards organization.

In 1982, Mowday, Porter and Steers recognized solid faith in the organization's vision and qualities, energy to contribute extensive exertion and a solid relationship in the organization is known as emotional commitment. Many research results show

that emotional commitment is chiefly identified with the employee's work experiences. Emotional commitment affected by close to home experiences, work attributes and actual qualities alongside work experiences (Mowday et al., 1991). Other than that, Affective commitment additionally consistently identified with numerous positive results with different level of accomplishment (Mackenzie,1998). It likewise been identified with performance and participation in spite of the fact that reviews will in general be conflicting (Meyer and Allen, 1997).

The subsequent part or organizational commitment dependent on Allen and Meyer, is designated "duration commitment". The possibility of this part alludes to "the employee's attention to the advantages of the generations that keep on leftover in their organization versus the expenses of leaving their organization" (Allen and Meyer, 1990). Obeng and Ugboro additionally characterized duration commitment. They define continuation commitment as an employee who need to remain employed in the organization since he has an obligations like their position, retirement benefit, organizations with different employees. On the off chance that they leaving this it would be exorbitant (Obeng and Ugboro, 2003).

For example, an employee that has effectively added to an organization for a long time developing employee benefits (like annuity), long periods of leave and generations. The employee may lose the time contributed, just as benefits and status misfortune, in the event that the person in question were to leave the organization. Along these lines, not on the grounds that he needs to remain faithful to the organization, the employee will remain in the organization since it would not be gainful for his leaving (Redmond, 2016). The third segment or organizational

commitment dependent on Allen and Meyer, is classified "Regularizing commitment. Regularizing commitment can be alluded as the feeling of good commitment to be employed with a specific organization. It explains rather than craving for a need to be employed, the employee feels that the person ought to stay inside the organization because the organization had made the venture on them.

2.4 Generational Cohort

Term of generation characterized as a group of individuals shares same birth years, generation group, and same beneficial experiences (Kupperschmidt, 2000). A group of generation normally alluded as a cohort. They are the individuals who shares verifiable or public activity experiences. Kupperschmidt additionally expressed that cohort builds up the person's emotions towards their organization. In twentieth century, we have named each generational companion into its specific name. The naming depends on the generation's introduction to the world year. There are two distinct generations in the present working generation. They are Generation X and generation Y. The Generation X refers to individuals born in the years between 1965 and 1980, whereas, the Generation Y are in-between 1981 to 2001 (Johnston, 2010). Contrasts between these generations are their introduction to the world year. In literature survey we will talk about every generation momentarily.

2.5 Generation

2.5.1 Generation X

The measurement of this generation is development and imagination in critical thinking with unit issues (Sherman, 2006). They will in general longing self-sufficiency in their work, have innovation skills, problem solvers and oppose

micromanagement (Blythe et al., 2008 and Broom 2010). Statistics uncover that the Generation Xers are more averse to remain faithful to an organization and have changed bosses more oftentimes than some other generational group (Terjesen et al., 2007). As Terjesen pointed, Generation X is the most turbulence group to hold inside a same work environment since they have a typical behaviour of continually moving and searching for significant possibilities that push them to different positions.

(Mann,2008) observed that people in Generation X will in common stand for the uprightness of independence, something that calls for comprehension in random group of environment including a working environment. (Terjesen et al. 2007) additionally viewed at Generation X and depicted them as being as self-guided and independent. Hence, it necessitates, any given work setting pioneers apply an initiative style that doesn't put orders yet tunes in to individuals from the Generation X. (Mann, 2008). Generation X has a more extensive vision of progressing in their work. (Wong et al. 2008) noticed that Generation X consistently has the enthusiasm of tackling bigger issues, affecting the norm, and cooperatively getting ready for their future. Thus, this generation requests regard and inclusion (Dries et al., 2008).

(Broadbridge et al. 2007) likewise found that Generation X is viewed as generation that prefers collaborations than past generations that seem to do things the manner in which they are requested. Generation X wandering into business and in the wake of experiencing the impacts of organizational rebuilding, scaling back, and work place re-designing (Wong et al., 2008). Generation Xers know that effective foundations can't promise them professional upskill (McCrindle and Hooper, 2008). The individuals from this generational don't anticipate putting together their vocation

foundation with respect to long haul work in an organization (Alsop, 2008). Individuals from Generation X are rarely perpetual specifically jobs since they generally have a few reactions over what they have and they are regularly watching out for more (Broadbridge et al., 2007).

As referenced above, Generation X is viewed as those people, born in somewhere in-between 1965 to 1980. This generation born after the Baby Boom generation. Unlike the Baby Boomers, Generation X employees will be analysed basing on experiences, commitment, education level and qualities followed by its individuals' perspectives on the workforce.

There are some discussions with respect to whether Generation X is really not the same as past generations or whether the attributions are simply the qualities of youth (Barnard et al., 1998; Tulgan, 2000). Most analysts believe Generation X to be one of a kind comparing against past generations. They seem to have their own qualities and assumptions in view of a limitlessly extraordinary youth and workforce experiences. (Charrier et al., 2000). Despite the fact, (Bova and Kroth 2001) underlined that contrasts between the generations are not express, the social climate in which Generation X was raised was stupendously unique in relation to the previous generations were raised.

2.5.2 Generation Y

Those from Generation Y may incorporate people brought into the world somewhere in the range of 1980 to 1999 (Campton and Hodge, 2006). There are various names given to this generation. Current names incorporate Millennials or Nexters,

This generation has been formed by parental overabundances, (Niemiec, 2000) with sensational technological advances. The most regularly revealed qualities of this generation is their engagement with innovation (Kersten, 2002). Generation Y is good in adapt skill (Martin, 2005) independent and always wanted a healthier lifestyle (Crampton and Hodge, 2006).

2.6 Relationship Between Generational Cohort and Organizational Commitment

The literature with respect to generations is considerably less than that of organizational commitment. According to (Mangi,2011) is viewed as the first to have combined hypotheses on generations and later analyses frequently utilize his paper as a premise. There is minimal experimental analysis that has been carried out. A significant part of the literature in this topic depends on popular assessment or is found in professionals' diaries. Those dependent on popular assessment are regularly one-sided toward the generation of the researcher (Randeree, 2012) while those in experts' diaries will in general present answers for the "issues of generations" instead of deciding if a "issue" really exists (Bertholf and Loveless, 2001).

The experimental analysis endeavours to stay fair-minded and centres on the actual generations however most no organization with organizational issues has. Those experimentally based articles that do inspect organizational issues will in general focus in one generation instead of looking at two. Also, those articles that do focus in on one generation, will in general make suggestions with respect to the next generation. For instance, Burke (1994a and 1994b) saw late alumni and contrasted across sexes and the ramifications that he was contrasting Generation X with the Baby Boomers despite the fact that he doesn't have any analysis given on Baby Boomers.

Presumably the main issue in investigation of the literature is that there is an irregularity in the definition of generation. There are two methods to deal with recognizing generation. The principal, called the cohort approach, utilizes generations to recognize distinctive generation groups. Hence, as indicated by Laufer and Bengston has "exhausted the idea of generation of its dynamic political significance and looked to regard generational area as a social classification like sex, race, or religion" (Laufer and Bengston, 1974).

Henceforth, the companion approach may correlate more to the existence phase of people of a specific generation than to a real friendly power as proposed by (Mannheim,1952). The social powers approach is all the more intently attached to Mannheim's unique meaning of generations. As per Mannheim's definition, generation unit arranges itself to change the political, social, financial or social framework that is already in existence. The generation group acts toward these objectives and the remainder of the generation is cleared along into the change with this generational unit (Laufer and Bengston, 1974).

2.7 Work Values

A guideline or standard which regarded as high value as defined by Rokeach; the pioneer in qualities research as referred by (Ho, 2006). Qualities are or ought to be grown so people can address their issues in socially satisfactory manners. When people think about their qualities the better they will be at determining which workplace best accommodates their expertise requirements and the skills they need to utilize. The most notable characterization of work values is portrayed by Super in 1970. It recommends that to comprehend the measurement of understudies, clients or

employees it is useful to recognize their objectives and build up an assortment of preparing frameworks.

Then again, organizational commitment continues as an essential variable of interest in analyses of work, organizations, and cohorted fields. Commitment has been concentrated by numerous on the grounds that it is trusted 1MBA. All through the work environment, employees should be given various freedoms to feel focused on the organization. People would presumably be more agreeable in a climate that is reliable with their qualities. This shows that work values assume a particularly significant part in the meaning of commitment, it additionally remains as a justification the individual whose individual qualities match the working measurement of the organization would be more dedicated to the organization than an individual whose individual qualities varied from the organization.

A superior comprehension of the work measurement of Chinese employees is significant for Western organizations to forestall these issues (Chimanikar, 2007). In a progression of a few analyses showed how work measurement of Chinese chiefs contrasted from those of Americans. Ralston and cohorts likewise presumed that measurement of Chinese supervisors part of the way combined to American qualities and yet remained their unmistakable highlights, for example, bunch direction, which (HR) chiefs should consider when planning HR rehearses for their auxiliaries in China.

Three principle areas have been focussed from the vast majority of the analysis on work values. They are meaning of the segments of the work value space and sampling

of the construction of that area (Neumann and Neumann, 1983). The assessment of the correlation between work values and other individual, social and organizational factors (Ladkin, 1999; Lee et al., 2000). What's more, the effect of culture on work values (Chu, 2007; White, 2006). Since employees from a similar generation are probably going to have comparative standards, their work value and their attitudes toward work are probably going to be impacted by the generation they are in, which proposes that changes are probably going to happen in the construction of work value space from one generation to another. Generational classes researchers and social researchers, who study the impacts of populace on society, utilize the term "generation" to allude to individuals brought into the world in a similar general stretch of time who offer key chronicled or public activity experiences (Kupperschmidt, 2000; Smola and Sutton, 2002).

The impacts of those key educational experiences will in general be moderately steady throughout their lives (Smola and Sutton, 2002). Thus, of these particular key educational experiences that every generation builds up one of a kind character that decides its sentiments toward power and organization (Kupperschmidt, 2000; Smola and Sutton, 2002). For instance, individuals from generations who grow up in lean occasions or war years will in general think and act uniquely in contrast to those brought up in harmony and plenitude. Because of generational contrasts, these needs and wants will in general fluctuate from one generation to another. In this circumstance, employees from various generations may have issues understanding others' preferences of the work, which can be upsetting, befuddling, and baffling in a expected working environment like the neighbourliness business (Zvikaite-Rotting, 2007).

2.8 Relationship Between Work Value and Organizational commitment

(White,2006) recommends that qualities have intellectual, emotional and behaviour measurements that are firmly connected to inspiration and satisfaction. A few analyses detailed that qualities are probably going to have huge impact over an assortment of attitudes and practices (Brown, 2002; Chu, 2007). In this analysis, we research the effect of a few work values on work satisfaction and organizational commitment. A broad literature survey was directed in multifaceted research and HR management (HRM), to distinguish significant work values that can impact employee work satisfaction and organizational commitment.

Independence and cooperation are without a doubt the most examined social conditions (Triandis, 1995). The independence and community measurement portrays the correlation between the individual and collectively reflected in the manner individuals live respectively. The fundamental contrast among independence and cooperation is regarding the idea of self. Individuals with independence characteristics will in general take care basically of themselves. Carry out whatever they might want to do and accept that they can stand or fall on their own. Collectivists underscore a social structure and organization and decipher themselves as an individual from a group (Robertson, 2000). In Western societies, the term of independence is considered as something typical, with individual flexibility and self-freedom being featured.

Employees with high level of independence would attempt to oppose the cooperation that place people in the social networks. An organization can likewise be perceived as an aggregate local area. In this manner self-autonomy individuals would consider

the organizational power and organizational practices that expect to control them as requirements and pressing factors. Similarly, they would neither feel solid character or steadfastness with their organization. Different organizations, secretly or openly oversaw, attack social design that licenses mankind to perform and accomplish their ideal results. Absolutely, the organization doesn't exist without its kin or human resource segment. They are definitely coordinated and figured out how to meet a prerequisite or to pursuit shared goals. Subsequently, human resource, essentially employees, has a basic job towards the accomplishment of organizational goals. They are normal towards organizational performance and efficiency which are both reflected from how they express and show work values and organizational commitment. Throughout the long term, there are a ton of measurement and investigates on employees work values and organizational commitment.

2.9 Attitude and Behaviour

Attitude is perhaps the most unmistakable components that cause individuals to contrast from each other and permits individuals to be interesting in their own specific manner. Every individual may have many contradicting perspectives which may recount an alternate story of the individual's behaviour at a specific time. There is part of theory, history and intriguing realities concerning attitude as a solitary idea as well as corresponding to behaviour also. Attitudes will in general continue except if something is done to transform them. Attitudes are coordinated towards some article about which an individual has sentiments (influence) and convictions. The attitude and behaviour of the employees assume a huge part during the time spent turn of events. Employee's work-related perspectives make a successful effect on organization's behaviour.

The serious situation needs employees who can decidedly respond to the sound presentation for the organization. Attitude is an incredible resource which influences the behaviour of a person. The data on employee attitudes can be useful to chiefs in endeavouring to anticipate the employee behaviour. An easier meaning of attitude is to act with a certain objective in mind because of both a person's experience and personality are differ. How individuals carry on grinding away frequently relies upon how it feels about being there. Consequently, sorting out how individuals act relies upon understanding their work perspectives.

Employee's attitudes and practices are additionally normally related between each other. Employee behaviour and attitude are of specific importance as for consumer loyalty. In the literature is all in all frequently expressed that, the most joyful employee is a gainful researcher. (Paauwe and Richardson,1997) perceived that employee attitude and behaviour assume a critical part in clarifying the correlation between organizational performance and employee attitude and behaviour. Notwithstanding, individuals who love their work, they will glad to doing it accurately. An individual can have a great many perspectives, yet organizational behaviour centres around an extremely set number of business-related attitudes.

These business-related scope drive into either positive or negative assessments that employees believe and practice in their workplace. Almost all research about organization talks about three perspectives: work satisfaction, work contribution, and organizational commitment. These days, organizations would prefer not to lose gifted profoundly talented researchers. Moreover, most chiefs care about their employees and basically need those to have a positive outlook on their work and nearly

everybody lean towards being around individuals who have motivational attitudes. Other than that, an exact research by (Harjeet Kaur,2011) tended to that employee attitude and behaviour are identified with the performance of an EMS/ISO14001 that is right now need. The analysis broadened a past research by proposing and sampling an integrative research model which connects a few HR elements to employee perspectives'.

The HR factors recognized incorporate administration commitment, strengthening, criticism and survey, and rewards. In this analysis employee perspectives allude to work satisfaction and organizational commitment. (Shah.N and Irani.Z,2010) broke down on employee work environment and segment indicators to know the employee perspectives and practices in regards to organizational change. 556 surveys out of 1000 were gotten back from full time scholastics working in open area colleges of Pakistan. The findings show critical correlations between preparation for change and working environment and segment factors. Results show that positive and critical correlations between readiness's' for change and administrator and friend relations. The analysis contributes the literature on change management especially for agricultural nations for example Pakistan and help the administration and professionals of HR management (HRM), organizational turn of events (OD) and change researchers in surveying, planning and assessing new or existing projects for organizational change.

(Rosenthal,1997) additionally has tracked down a beneficial outcome between a attitude related develop, called an emotional client direction of salesmen, and sales reps' client planned behaviour. They consequently drew a differentiation between

three kinds of client direction dependent on two key measurements. They are internationalization of client assistance which alludes to the degree to which an employee appreciates managing clients and discovers client care exercises inherently fulfilling, and the subsequent one is client situated practices. In any case, they didn't give proof to discriminant legitimacy between these measurements. (Tornow and Wiley,1991) examined the correlation among employee and consumer loyalty and organizational performance for a PC administrations organization having 30 areas. Surveys of 667 employees and 633 clients of these locale were acquired and contrasted and region performance records.

2.10 Relationship Between Attitude/ Behaviour and Organizational Commitment

(Sharma and Bajpai, 2010) pointed out workplace commitment is broadly depicted as a vital factor in the correlation among people and organizations. It is a person's relationship with a specific organization and its objectives to keep up participation to accomplish these objectives. Three elements of organizational commitment are strong fundamentals in an organization's objectives and qualities. Skill to apply full efforts for the organization and an urge to keep up participation in the organization (Porter et al., 1974).

Commitment is an emotional reaction which moves past inactive devotion. It is a character reflecting the nature between an employee and an organization. A person's relationship with a specific organization and its objectives to keep up enrolment to accomplish these objectives (Mowday et al., 1979; 1982). It likewise alludes to an employee's skill to apply additional exertion inside the organization. Organizational responsibilities are an inclination of commitment, eagerness to go the additional mile

and an aim to remain with the organization for a significant stretch of time. It is an idea that gives an extensive understanding into the correlation among employees and business related behaviour. Likewise the factor that advances the correlation of the person to the organization.

High levels of performance and adequacy at both the individual and the organizational will be the result of the extreme effort applied by employees with significant organizational commitment. It implies reliability and expectation to remain with the organization (Brewer, 1996). It is how much an employee feels faithful to a specific organization. Basic comprehension and clarifying the business related advantageous for the organization as it decreases the non-attendance rate and turns over proportion. Not to mention improving the organization's efficiency.

The three segments conceptualization of organizational commitment demonstrated by (Meyer and Allen, 1991) are emotional, continuation and regulating commitment. Emotional commitment derives to the feeling of friendship and sensations of correlation to the organization and has been related with work experiences, singular attributes and organizational constructions. Employees with raised degree of duration commitment stay with the organization as they know about the need, dangers, forfeits, and low decisions related with leaving. Standardizing commitment alludes to a feeling of necessity to proceed with business.

Employees with high commitment accept that they need to stay in the organization as they feel it is wise. Reevaluate commitment is the approach to an individual who is mentally connected with the organization through disguise of its objectives,

destinations, standards, qualities and missions. The mental states mirroring the three segments of organizational commitment will create as the capacity of very various forerunners. They will likewise have various ramifications for work behaviour. Other than that, there is additionally a positive correlation between attitude towards work and, organizational commitment. Researches likewise shows a positive correlation between work satisfaction and employee's work performance.

As captured earlier, there are some values affecting the attitude towards works, in particular character, work qualities, mental agreement, organizational equity, work relationship and stress. Contentions attitude towards employment cause performance allude to the elements of perspectives as rules and facilitators of behaviour or allude to the elements of attitudes.

There were two studies that has correlation between organizational commitment and job satisfaction. Work fulfilment is a mass indicator of organizational commitment and the subsequent assessment, organizational commitment is a huge indicator of job satisfaction. uncovered that numerous analyses utilize various aspects of satisfaction to foresee employee credits like performance, organizational commitment and administration quality.

Refer to factors affecting work satisfaction, numerous analysts have done different analyses to look at the correlation between organizational commitment and employee's work performance. As indicated by Benkhoff in 1997, this variety in outcomes is because of the manner in which commitment has been conceptualized (Qaisar, et al, 2012).

Job satisfaction is assessed from the degree of satisfaction of a worker working in the organization and the shortfall of the urge of the employees to leave the organization. There was correlation between work satisfaction and performance. In 1930's a few researchers were accentuated on their relationship and they were concentrated intensely at the thought that the researcher is a profitable employee. Around then it showed a frail and by one way or another a negative correlation between them which were demonstrated that there was a relationship between work performance and job satisfaction.

As indicated by research by (Wiyadi,2010), there were some component to quantify employee's work performance, i.e: ready to accomplish focus of creation as set by the organization, ready to deliver great item agreement with the organization's norm, ready to accomplish focus of creation under time imperative, ready to show high efficiency, consistently go to the workplace as per the time determined, consistently adhere to the guidance that give by the administrator, and attempt to consistently precise in finishing the work.

2.11 Interpersonal Skill

Every single organization for the most part relies upon employee's commitment. The employee's commitment is a principle part of creating generally organizational performance effectively. As indicated by (Grusky 1966), the commitment clarifies as "the idea of the relationship of the part to the framework overall". Likewise, (Kanter,1968) characterizes commitment as: "The skill of social entertainers to give their energy and reliability to social frameworks, the correlation of character frameworks to social relations, which are viewed as self-expressive". Consequently,

the employee's commitment keeps up undeniable degree of participation and gives lively performance in unique organizational climate. (Barrett,2006) portrays that interpersonal communication is alluded to "a bunch of skills, data about communication, and self-assessment".

The analysis uncovers that the competency of Interpersonal Skills comprises of "self-exposure, possessed sentiments and considerations, and elucidation and backing".(Bambacas and Patrickson,2008) contend that Interpersonal Skills incorporate number of skills that can be brought into three classifications: "initiative, the interaction of communication and inspiration". Interpersonal skills of initiative can be alluded to the skills of "dealing with clashes, running groups, group manufacturing and advancing change". Further, "sending messages, tuning in and giving criticism falls inside communication measure. In like manner, spurring is separated as "objective setting, explaining assumptions, convincing and enabling".

Nonetheless, the analysis essentially centers around Interpersonal Skills as a viable human resource capacity to decide generally speaking performance in the powerful organization. There are contemplates that investigate the linkage between interpersonal skills and organizational communication (Ahmad and Zaman, 2010). Accordingly, (Thornhill et al.,1996) portray the communication cycle has a significant component to advance organizational methodology and employees' inclusion. (Van sanctum Hoff and de Ridder,2004) recognize the impact of communication environment on data sharing and this analysis discovers communication environment emphatically cohort with data giving, data aggregate and emotional commitment.

(Van Vuuren et al.,2007) contends that effect of boss' interpersonal skills on organizational commitment in this way there critical impact between interpersonal skills and organizational commitment. As employees are most significant resource to add to accomplish organization's objectives, they need to give higher commitment in each errand they perform for organizational achievement. There are quantities of insurance agencies that give protection administrations to countries. Each insurance agency faces higher rivalry all around the world. They deliberately capacity to beat rivalry and accomplish their objectives, along these lines acquainting new assorted protection approaches with draw in individuals. In this circumstances, the interpersonal communication of administrators is essential in making the organizational commitment of employees to complete their objectives during their field work. Capacity of insurance agencies to have an enormous piece of the pie relies upon the performance of field officials. All insurance agencies need to fabricate significant employee commitment and the chiefs of the Insurance Firms should assume an indispensable part as their obligation regarding something similar. Chiefs can utilize their Interpersonal Skills with their initiative characteristics to keep up great data dividing among employees. This can bring about great relationship and trust among directors and employees, consequently making organizational commitment of the employees (Okpara, 2004).

2.12 Relationship Between Interpersonal Skill and Organizational Commitment

Chiefs discuss every day with their dependents normally giving input on performance, executing performance evaluations and giving data. Emotional commitment is conceptualized as recognizable proof or correlation, standardizing commitment is conceptualized as obligation to reimburse an obligation or obligation to standards and

duration commitment is conceptualized as penance and venture that expands a person's expense of leaving. Organizational commitment is subsequently comprised of these three separate segments and literature has thought about how the disentangling of organizational messages impact various parts of organizational commitment.

Correlation and good commitment have been improved by messages that have been decoded as certain experiences. In opposition to this it was found that steadiness didn't add to sensations of it being exorbitant to leave the organization. Further, the manner in which the message is decoded is subject to how data is ordered and deciphered. Presumed that it was the nature of the criticism employees got that had a positive relationship to their degree of correlation or emotional obligation to the organization.

The cycle of communication and inspiration literature is restricted according to these skills and their correlation to various parts of commitment and advance transparency. (Schindler and Thomas 1993) express that three of the key measurements basic trust are receptiveness, uprightness (trustworthiness), and consistency in dealing with circumstances.

Despite the fact that between some initiative skills like trust, transparency and emotional commitment have been set up, regardless of whether other authority skills, group building or struggle taking care of are connected to commitment is still cloudy. These interpersonal skills are additionally significant as they encourage co-activity, decrease struggle which increments emotional commitment. (Morgan and Hunt, 1994)

Dynamic as opposed to latent listening skills and the manner in which input is given impacts the viskill of the message. Listening skills are valued as these reflect and redirect build up verbal messages. An audit of the literature on necessities for collaboration repeats the significance of tuning in for singular colleagues (Stevens and Campion, 1994). Besides, (Guzley,1992) analysis connected mindfulness and insight (listening procedures) to emotional commitment.

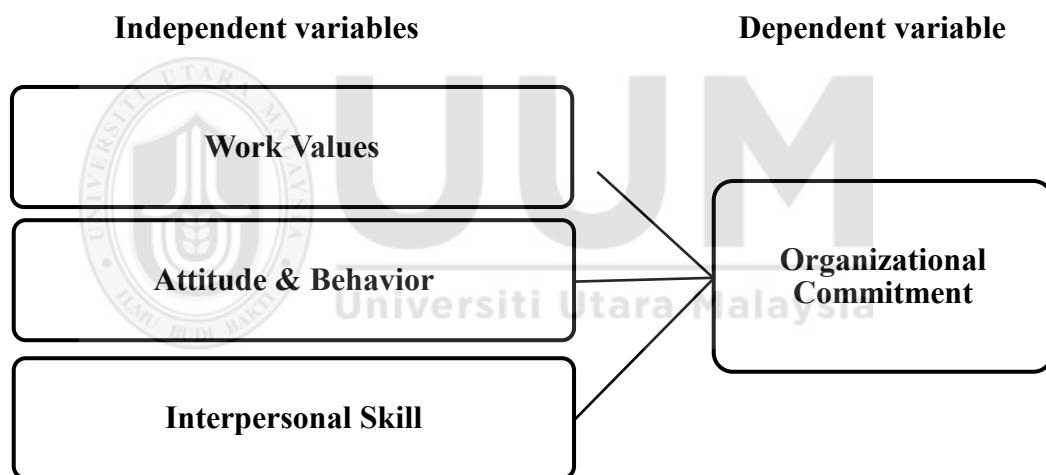
Rousing employees, a significant component in overseeing employees to induce positive organizational results (Linstead et al., 2004) likewise considers skills in objective setting, explaining assumptions, convincing, engaging individuals and giving input (Robbins and Hunsaker, 2003). Viewpoints on methods to evaluate the direction to obtain accomplishment, commitment from employees, explain assumptions, convince (validity or legitimate thinking) and the skills to upgrade employee obligation to the organization are disregarded.

Connecting interpersonal communication with the advancement of regularizing commitment has not been the focal point of much earlier analysis. In general, prior analyses in administration literature have accepted that standardizing and emotional commitment is firmly cohort. Literature on continuation commitment, has shown that the manner in which the collector unravels messages may have a negative impact on commitment. For instance, (Allen and Meyer,1990) delineated that strong practices like administration responsiveness and input were contrarily connected to continuation commitment, whereas, (Eisenberger et al.,1990) and (Smith,1995) exhibited that apparent help was likewise connected to calculative variables and

duration commitment individually. This paper ignored region of interpersonal skills that connect to employee obligation to the organization.

2.13 Conceptual Framework

In this study work values, attitude and behaviour and interpersonal skills will be the independent variables(IV) and organizational commitment will be the dependent variable(DV) of the study. Theory of planned behaviour and theory of basic individual values supports the self-proposed conceptual framework of the study.



Source: self-proposed

Figure 2.2
Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the researcher discusses the process used to collect data and data to carry out this study. It is beginning with the research framework together with hypothesis developed from the literature review from previous chapter. This chapter mainly elaborate the research design, operational definition of variables, population and sampling method implemented, data collection procedures, measurement development and questionnaire administration, measurements of research variables, pilot test results as well as discusses the data analysis techniques.

3.1 Research Framework

The foundation of this research framework is the grounded theories which are chosen to support the conceptual framework of study, theory of planned behaviour, theory of reasoned action, theory of basic individual values and theories of interpersonal skills are the bases from which researcher proposed the current research framework of the study.

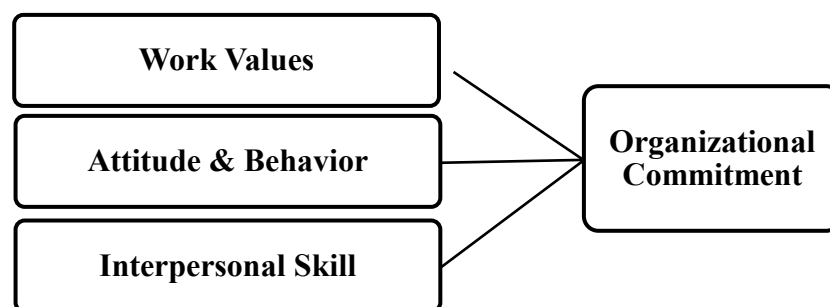


Figure 3.1
Research Framework

3.2 Hypotheses / Propositions Development

This study is intended to examine the impact of generational diversity on the factors that influence organizational Commitment among employees in private companies in Bandar Puchong Jaya. Statistical Package for Social Science (SPSS) version 21.0 was used to analyse the relationship. Therefore, the hypotheses suggested in this study are listed below:

H1 = There is a significant relationship between generational cohort and organizational commitment

H2 = There is a significant relationship in the work value among Generation X and Generation Y on organizational commitment.

H3 = There is a significant relationship in the attitude & behavior among Generation X and Generation Y on organizational commitment.

H4 = There is a significant relationship in the interpersonal skill among Generation X and Generation Y on organizational commitment.

3.3 Research Design

(Boland,1998) characterize that research design is the plans and strategies used to lead the analysis to test the reliability of theories. There are two methodologies in leading the research. They are quantitative and qualitative research draws near (Boland,1998). The current research adopted a descriptive quantitative research to conduct the current study. Consequently, quantitative methodology is used in the current analysis, to test the hypothesis that are the distinctions exist between independent factors like generational cohort, work values, attitude and behaviour and interpersonal skill among three diverse generation of employees of private companies in Bandar Puchong Jaya.

The researcher needs to analyse independent factors (generational cohort, work values, attitude and behaviour, and interpersonal skill) have huge contrasts with the dependent variable (organizational commitment like emotional, regulating and continuation). For this reason, data should be gathered from every individual staff part from the chosen private companies in Bandar Puchong Jaya and the unit of analysis is the person. In this analysis, the independent factors are generational cohort, work values, attitude and behaviour and interpersonal skill, which every one of these components must be analyzed to decide their correlation between organizational commitment of the employees from private companies in Bandar Puchong Jaya.

3.4 Measurement of Variables/Instrumentation

Through the analysis, the data will be gathered and the survey questionnaires appropriated among employees of private companies in Bandar Puchong Jaya. The questionnaire comprises of seven areas. Segment A deliberate demographic profile of the respondents. The segment B, C and D focused in on estimating the dependent variable which is Organizational Commitment. Area E measure work value, segment F measure the attitude and behaviour and the segment G estimates interpersonal skill. Every one of the inquiries in each Section were estimated by utilizing a 5 point Likert Scale. These actions were adjusted from the past researchers as follows:

Table 3.1
Selection of Measures.

Variables	No of Items	Source of Scale	Reliability
Organisational Commitment i) Affective Commitment ii) Continuance Commitment iii) Normative Commitment	8 8 8	Allen and Meyer (1990)	0.826 0.852 0.865
Work Value	4	Mowday, Steers and Porter, (1979).	0.920
Attitude & Behavior	6	Mowday, Steers and Porter, (1979).	0.922
Interpersonal Skill	6	Lindsey Long (2011)	0.916

3.4.1 Population

Populace alludes to the researcher goal to look at the complete number of individuals, things or occasion (Sekaran, 2003). (Zikmund, 2000) characterized the analyst necessitate that this populace for the most part share a typical trademark. Likewise, it is additionally the all out class of a matter which is the emphasis of consideration on a specific research subject. The name of private companies is undisclosed. All the generational cohort employee working in the chose 15 organizations will be considered as the number of inhabitants in analysis.

3.4.2 Sampling

In this analysis analyst embraced the convenience sampling method to pick the sample size of the analysis. Analyst picked 436 respondents in 15 chose organizations in Bandar Puchong jaya while really the respondent who reacted and addressed the survey are 241 and that will be considered as the sample size of the

analysis in fact that the reaction rate is over 55% and as indicated by (Singh,2005) if the reaction rate is over 10% will be considered as sufficient to lead the flow research.

3.4.3 Data Collection and Procedures

Quantitative methodology is utilized to gather the data in this analysis. This is on the grounds that the quantitative methodology is the most suitable data assortment strategy to use because of time and financial requirements. To gather data for this analysis, a bunch of questionnaire was created and dispersed to all populace from 15 private companies in Bandar Puchong Jaya. This is on the grounds that the investigates pick populace registration technique to gather data. (Malhotra, 2004). 436 questionnaires were circulated to every one of the 15 corporate consultancies as recorded in table 3.2 on tenth February 2020 for multi week. This survey comprises of six segments.

The primary area for example area A contains inquiries to evoke the respondent's segment profile. segment B contains of emotional commitment questions, area C contains inquiries on duration commitment, segment C contains Normative commitment questions. This segment B, C and D getting to the Dependent variable which is organizational commitment. Segment E contains work value questions, area F contains attitude and behaviour questions and furthermore segment G contains the interpersonal skill Questions. An example of questionnaire on this analysis is joined at the Appendix A.

3.4.4 Pilot Test

To direct the pilot test, the researcher dispersed 30 questionnaires to the respondents to get the early data. The reactions got from the 30 respondents can assist the analyst with improving the errors, format and design of the questionnaire (Schade,2015). The analyst utilized SPSS form 21 to investigate the reliability of this analysis. The data required was examined utilizing Cronbach's Alpha Test in SPSS. Cronbach alpha clarifies the coefficient of the reliability which showed the flawlessness and the consistency of the things in the questionnaire (Sekaran and Bougie, 1992). The base alpha worth acknowledged to gauge the factors is 0.7.

Among 30 respondents 26.67% (8 respondents) are Male and 22 of them are females (73.33%). Respondents from generation classification 17 – 37 (generation Y-ers) are the most elevated number of respondents. They are comprising of 25 (83.33%) respondents. Followed by 5 (16.66%) respondents from generation class 38 – 53 years of (generation X-ers).

Table 3.2
The Cronbach Coefficient Alpha Value Pilot Test.

Section	Measurement tool	Cronbach coefficient alpha value
B	Affective Commitment (8 items)	0.826
C	Continuance commitment (8 items)	0.852
D	Normative Commitment (8 items)	0.865
E	Work Values (4 items)	0.920
F	Attitudes & Behavior (6 items)	0.922
G	Interpersonal Skill (6 items)	0.916
B,C,D,E,F and G	All items of questionnaire using Likert scale (40 items)	0.958

Table 3.2 shows the Cronbach alpha worth get in the pilot test. The table shows that alpha incentive for all factors are above 0.7 worth. Consequently, every one of the variable shows the great reliability value. For emotional commitment the alpha worth is 0.826, duration commitment is 0.852 and for regulating commitment is 0.865. The strength of reliability for this factors are generally excellent. Different factors work values (0.922), attitude and behaviour (0.922), interpersonal skill (0.916). This worth demonstrates that the strength of alpha worth is in brilliant level.

3.5 Techniques of Data Analysis

3.5.1 Data Coding

Data coding is one of the principle cycle in data analysis. Sekaran and Bougie clarify that the data coding is a cycle changing data over to simple and justifiable variant (Sekaran and Bougie, 2009). The 241 returned questionnaire were entered with code in SPSS. The analyst relegate code to each questions. For instance, the gender question Male coded as 1, and Female coded as 2. Other model is for the identity, Malay coded as 1, trailed by Chinese is 2, Indian is 3 and others is 4. Other than that conjugal status coded as 'Wedded' (1), 'single' (2), 'others' (3). For the functioning experience part, the researcher coded 0-5 years (1), 6-10 years (2), 11-15 years (3), 16-20 years (4) and 20 years or more (5).

3.5.2 Cleaning of Data

The surveys are appropriated among private companies in Bandar Puchong Jaya. 436 questionnaires were circulated. The cleaning cycle of data was completed following the surveys returned by the respondents. The researcher checked the missing qualities and exceptions. There is no missing worth in the brought questionnaire back.

3.5.3 Reliability Analysis

Reliability analysis is a test to distinguish the consistency and reliability of a variable (Sekaran and Bougie, 2010). Hair, Money, Samouel and Pgeneration additionally characterize reliability as a level of consistency or the example of the variable (Hair, Money, Samouel and Pgeneration, 2007). The most realize test to quantify the reliability is Cronbach's alpha test. The test shows the relationship coefficient of the

factors (Sekaran and Bougie, 2010). The measurement of coefficient alpha reaches from 0 to 1. The base alpha worth acknowledged to gauge the factors is 0.7.

3.5.4 Inferential Analysis

Inferential analysis comprises of three independent factors which are work values, attitude and behaviour and interpersonal skill and the dependent variable is organizational commitment which comprise of emotional commitment, duration commitment and regularizing commitment. There are not many factual devices being utilized in this analysis, for example, Pearson Correlation Coefficient and One-way ANOVA. This is to test the huge contrast between dependent variable and independent factors.

3.5.4.1 Pearson Correlation Coefficient

As indicated by Hauke and Kossowski the worth reach the correlation coefficient is from - 1.00 to +1.00. They demonstrate that if the r value is +1.00, there is "wonderful positive direct relationship" while if the r value is - 1.00 it shows there is "amazing negative straight relationship" between the factors. In the event that the r value is 0 it shows there is "no correlation between dependent variable and independent factors" (Hauke and Kossowski, 2011).

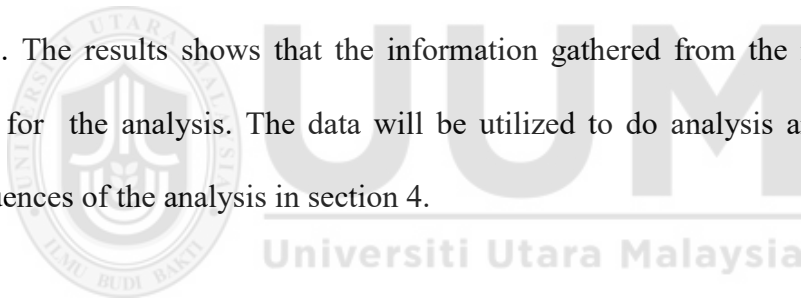
3.5.4.2 One-way ANOVA.

As indicated by Laerd Statistics bunch, the one-way ANOVA analysis is utilized to decide if there are any measurably huge contrasts between the methods for one proceeds with dependent variable with at least three groups of independent factors. (Chua, 2013) additionally demonstrate that the ANOVA analysis is to test the

distinctions for in excess of two mean. The p value in the test ought to be lesser than 0.05. In this analysis, One-Way ANOVA permits the sampling on generational contrasts on organizational commitment, distinction of work value, attitude and behaviour and interpersonal skill among three generations towards organizational commitment.

3.6 Summary of the chapter

In conclusion, data were gathered to for comparison and to correlate with the analysis. The populace for this analysis was census technique and the inquiries are dispersed to all employees of 15 private companies in Bandar Puchong Jaya. The test led to disclose the reliability of the 3 independent variable and one dependent variable. The results shows that the information gathered from the respondents are eligible for the analysis. The data will be utilized to do analysis and discover the consequences of the analysis in section 4.



CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Introduction

This part talks about the consequences of the analysis. The data gathered from employees of 15 private companies in Bandar Puchong Jaya are investigated utilizing International Business Management (IBM) Statistical Package for Social Sciences (SPSS) variant 21.0. The initial step of this part begins with the data cleaning and readiness of the data to do the clear analysis and reliability measurement. In conclusion, the research model will be tried utilizing relapse analysis and furthermore approving the calculated model of the research.

4.1 Data Cleaning and Preparation

The data assortment helped out through study strategy. The questionnaires were disseminated among the employees of private companies in Bandar Puchong Jaya. 436 questionnaires are conveyed to the respondents from the chose 15 private companies in Bandar Puchong Jaya. The cleaning and planning of the data gathered began once the respondents returned the questionnaire.

4.1.1 Reaction Rate and Screening

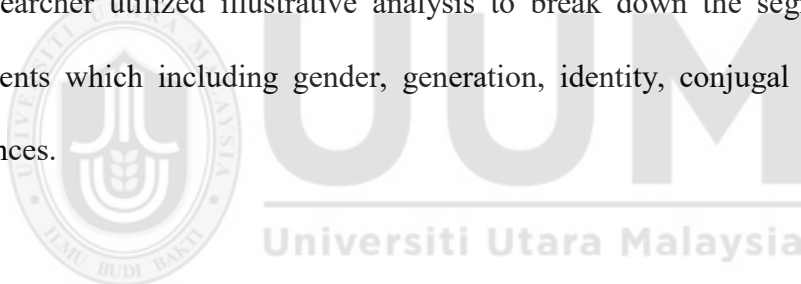
The survey was done appropriately without inclination among the 241 employees of the 15 private companies in Bandar Puchong Jaya . Table 4.1 shows that solitary 241 surveys out of the 436 appropriated questionnaires to the respondents were returned. In rundown, the reaction rate was around 55%.

Table 4.1
Response Rate and Frequency

Descriptions	Frequency	Percentage
Number of distributed questionnaires	436	
Completed questionnaires	241	
Completed and eligible questionnaires	241	
No respond	195	
Response rate		55.27%
Usable response rate		100%

4.2 Demographic Profile of the Respondents

The researcher utilized illustrative analysis to break down the segment profile of respondents which including gender, generation, identity, conjugal status, working experiences.



4.2.1 Gender

Table 4.2 and Figure 4.1 underneath shows the gender of respondents took an interest in this study survey. The expressive analysis for gender in this analysis shows that 96 of 241 respondents are male which is 39.8%, while 145 (60.2%) are females.

Table 4.2
Descriptive Analysis for Respondents' Gender

Gender	Frequency	Percentgeneration(%)
Male	96	39.8
Female	145	60.2
Total	241	100.0

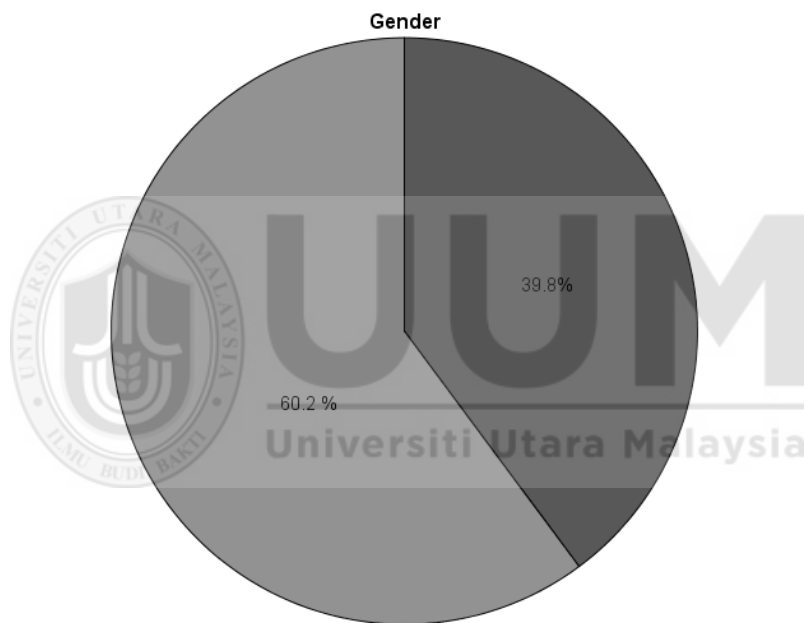


Figure 4.1
Respondents' Gender

4.2.2 Generation Group of Respondents by Generation

There are two generation groups are participated in this survey. Table 4.3 and Figure 4.2 below shows the descriptive analysis for generation group of respondents by generation.

Table 4.3
Descriptive Analysis for Respondents' Generation

Generation group by Generation	Frequency	Percentage (%)
	63	26.14
	178	73.9
	241	100.0

From 241 respondents, finding of generation distribution by generation shows that 178 (73.9%) of the respondents are in the generation Y. Furthermore, 63 (26.14%) of the respondents are from generation X.

4.2.3 Respondents Ethnicity

In light of table 4.4 and figure 4.3 underneath, there are 104 of the respondents (43.2%) are Malay. The greater part 50.2% of the respondents are Indians which are 121 respondents. The Chinese respondents are including 5.8% which 14 respondents. At last, different races are just comprising of 2 respondents with 0.8% out of 100%.

Table 4.4
Descriptive Analysis for Respondents' Ethnicity

Ethnicity	Frequency	Percentage (%)
Malay	104	43.2
Chinese	14	5.8
Indian	121	50.2
Other	2	.8
Total	241	100.0

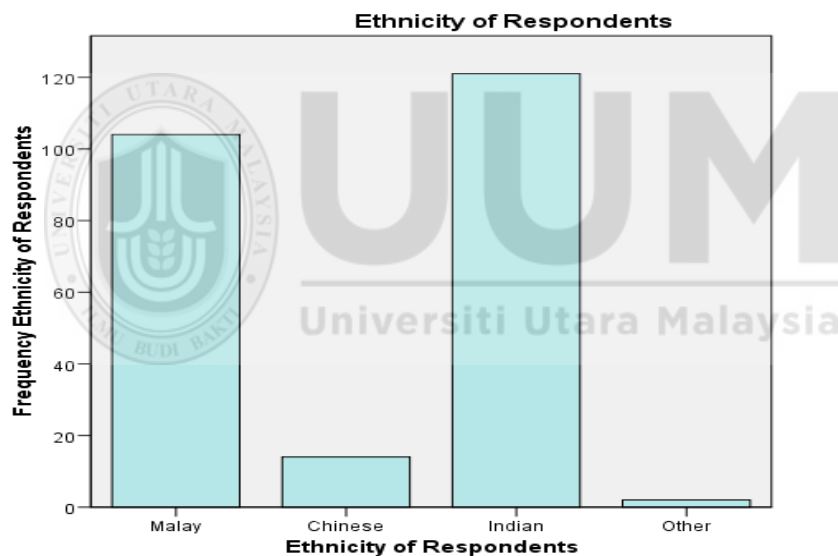


Figure 4.2
Respondents' Ethnicity

4.2.4 Respondents Total Working Experience

Table 4.5 and Figure 4.2 beneath shows the functioning experience of the respondents in the review. 38.2% of respondents are with working experience 0-5 years. This shows the most elevated number of respondents are with the functioning experience

0-5 years. 56 respondents out of 241 are have 6-10 years of working experience. 40 of respondents (16.6%) have 11-15 years working experience,22 of respondents (9.1%) have 16-20 years working experience while 31 respondents (12.9%) have over 20 years working experience.

Table 4.5
Descriptive Analysis for Respondents' Working experience.

No of years	Frequency	Percentage (%)
0-5 years	92	38.2
6-10 years	56	23.2
11-15 years	40	16.6
16-20 years	22	9.1
20 years or more	31	12.9
Total	241	100.0

4.2.5 Measurement

The results attained from the reliability analysis for the data showed a reliability which made it credible to go on with the analysis

4.3 Reliability Analysis on Dependent and Independent Variables

The reliability test for this analysis done on the inquiries referenced in section B, C, D, E, F and G. This sectionss are comprising of reliant and independent factors. Oppenheim (2000) show that the significance of reliability is precondition of the legitimacy. The most famous test to quantify the things reliability is Cronbach's alpha test (Sekaran, 2000). The base alpha worth acknowledged to gauge the factors is 0.7.

Table 4.6
Cronbach's Alpha Coefficient Size

Alpha Coefficient Range	Strength Organization
<0.6	Poor
0.6 to <0.7	Moderate
0.7 to <0.8	Good
0.8 to <0.9	Very good
≥ 0.9	Excellent

Table 4.7
The Cronbach coefficient alpha value

Section	Measurement tool	Cronbach coefficient alpha value
B	Affective Commitment (8 items)	0.883
C	Continuance commitment (8 items)	0.908
D	Normative Commitment (8 items)	0.884
E	Work Values (4 items)	0.922
F	Attitudes & Behavior (6 items)	0.916
G	Interpersonal Skill (6 items)	0.919
B,C,D,E,F and G	All items of questionnaire using Likert scale (40 items)	0.966

An analysis by (Sekaran and Bougie,2010), recognized that the coefficient reliability is considered as normal if Cronbach's Alpha worth is 0.70 and underneath. On the off chance that the worth is 0.70 or above is considered as the reliability score is acceptable. As indicated by the table 4.7, Cronbach's Alpha for the reliant factors and

the independent factors are above 0.70. This outcome shows that all factors are awesome and superb as indicated by (Hair and et.al, 2007).

4.4 Descriptive Statistics

After the reliability interaction spellbinding analysis was completed by the researcher to distinguish the average scores with IV and DV factors. Base one 241 respondent's answers are investigated for every one of the factors. The aftereffects of the analysis will be appeared in the table 4.8 beneath.

Table 4.8
Descriptive Statistics

Construct	Dimension	Generation	Mean	Standard Deviation
Independent variables	Work value	38-53	3.8021	.73107
		17-37	3.4424	.91356
	Attitude & Behavior	38-53	3.8333	.68417
		17-37	3.3727	.85261
	Interpersonal skill	38-53	4.0486	.50290
		17-37	4.0440	.81386
Dependent Variables	Organisational Commitment Affective Commitment	38-53	3.5781	.60726
		17-37	3.3848	.80872
	Continuance Commitment	38-53	3.4219	.64496
		17-37	3.1650	.79284
	Normative Commitment	38-53	3.4401	.56551
		17-37	3.3511	.75420

Mean score for every one of the reliant and independent factors shows over 3. Which implies every one of the factors shows moderate outcomes. The most noteworthy mean score is 3.5781, for Dependent variable (emotional commitment). It implicates that the majority of Generation X employees are have more passion towards the organization. Generation Y respondents are having moderate commitment level towards organization. From two distinct responsibilities generation X shows a significant degree of commitment with mean score of 3.4219 (duration commitment) and 3.4401 (Normative commitment).

Mean score for independent factor work values shows 3.8021 methods score. Which is most noteworthy among all the generation? It shows generation X have more work value contrasted with generation Y which shows moderate mean score. For the independent variable attitude and behaviour likewise generation X shows the most noteworthy mean score (3.8333). Then, for independent variable Interpersonal skill generation X-ers (38-53 years) shows the most elevated mean score value. Which is 4.0486 while the second most noteworthy is generation Y-ers (17-37 years) with mean score 4.0440. The standard deviation for the factors are somewhere in the range of 0.04398 and 0.91356. This score demonstrates that the presence of satisfactory inconstancy in the data. Also, it shows that all answers were unique or changed from every one of the respondents. This worth shows that there is a decent fluctuation in reactions.

4.5 Correlation Analysis

Table 4.9 beneath shows the relationship coefficient size and the strength of the affiliation.

Table 4.9
Correlation Coefficient Size

Coefficient range	Strength of Organization
0.91 - 1.00	Very Strong
0.71 - 0.90	High
0.41 – 0.70	Moderate
0.21 – 0.40	Small But Definite Relationship
0.00 – 0.20	Slight, Almost Negligible

Sources: Hair, F. J., Money, A. H., Samouel, P., & Pgeneration, M. (2007). Research

The coefficient scope of this test is from - 1.00 to +1.00. On the off chance that the r value is +1.00 it implies, there is a "positive direct relationship". In the interim if the r value is - 1.00 shows "negative direct relationship". At times the r worth will show 0, that implies there is no correlation among dependent and independent variable.

Generational cohort and organizational commitment was examined utilizing relationship analysis. Table 4.10 beneath shows that correlation coefficient measurement of generational cohort is - 0.324. The relationship range for the variable falls at the reach 0 to - 1.00. The negative worth likewise shows that generational cohort and organizational commitment are not interrelated.

Table 4.10

Pearson Correlations of Generational cohort and organizational commitment (N = 241)

		Organisational Commitment	Generational cohort
Organisational Commitment	Pearson Correlation	1	-.324**
	Sig. (2-tailed)		.000
	N	241	241
Generational cohort	Pearson Correlation	-.324**	1
	Sig. (2-tailed)	.000	
	N	241	241

Table 4.11

Pearson Correlations of work values and organizational commitment (N = 241)

		Organisational Commitment	Work Values
Organisational Commitment	Pearson Correlation	1	.752**
	Sig. (2-tailed)		.000
	N	241	241
Work Values	Pearson Correlation	.752**	1
	Sig. (2-tailed)	.000	
	N	241	241

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient value of generational cohort is $r = 0.752$ and $p = 0.000$.

This table 4.11 clearly shows that there is positive linear relationship between work value and organizational commitment. The researcher can conclude that there is a significant relationship between work values and organizational commitment.

Table 4.12

Pearson Correlations of Attitude & Behavior and Organizational Commitment (N = 241)

		Organisational Commitment	Attitude & Behavior
Organisational Commitment	Pearson Correlation	1	.693**
	Sig. (2-tailed)		.000
	N	241	241
Attitude & Behavior	Pearson Correlation	.693**	1
	Sig. (2-tailed)	.000	
	N	241	241

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.12 shows the Pearson correlations of attitude and behaviour and organisational commitment. The relationship coefficient measurement of attitude and behaviour is 0.693. The reach falls between 0.41 – 0.70. It is thinking about as moderate strength of relationship coefficients. With the goal that the correlation between attitude and behaviour and organisational commitment is moderate. In any case, the positive measurement of correlation coefficient shows that the correlation between the two factors are interrelated. The p-measurement of the variable is 0.000. This worth is not exactly the alpha worth 0.06.

In any case, we can reason that there is huge positive correlation between attitude and behaviour and organisational commitment. As per Table 4.13, there was a positive relationship between interpersonal skill and organisational commitment. The worth or $r = 0.605$ and $p = 0.000$. As a determination, there is a correlation between the interpersonal skill and organisational commitment.

Table 4.13

Pearson Correlations of Interpersonal Skill and organizational commitment (n = 241)

		Organisational Commitment	Interpersonal Skill
Organisational Commitment	Pearson Correlation Sig. (2-tailed) N	1 241	.605** .000 241
Interpersonal Skill	Pearson Correlation Sig. (2-tailed) N	.605** .000 241	1 241

** . Correlation is significant at the 0.01 level (2-tailed)

4.6 One-way ANOVA Analysis

In this section the researcher used One way Anova and regressions analysis to answer the thesis questions.

Research question 1:

What is the relationship in organizational commitment among generational cohorts?

The one-way ANOVA test led to investigate whether distinctive generational companions of respondents have diverse worth variables concerning organizational commitment. The generational cohort was partitioned into two groups. Which is generation X-ers and generation Y-ers

Table 4.14
Anova for generational cohort and organizational commitment

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Mean score_AC	Between Groups	14.084	2	7.042	12.522	.000
	Within Groups	133.846	238	.562		
	Total	147.930	240			
Mean score_CC	Between Groups	20.735	2	10.367	18.858	.000
	Within Groups	130.840	238	.550		
	Total	151.574	240			
Mean score_NC	Between Groups	7.967	2	3.983	8.187	.000
	Within Groups	115.800	238	.487		
	Total	123.767	240			

A one-way ANOVA test was led on the informational index of 241 respondents for kinds of organizational commitment. This is to decide the critical contrast between the mean score of emotional, duration and standardizing commitment upon generational companion of respondents. The ANOVA result shows that there was measurably huge contrast among all organizational commitment types and generational cohort. The aftereffects of emotional commitment show ($F_{2,241} = 12.52$; $p=0.00$, $p<0.05$), while continuation commitment ($F_{2,241} = 18.86$; $p=0.00$, $p<0.05$) and for regulating commitment ($F_{2,241} = 8.19$; $p=0.00$, $p<0.05$) this outcome demonstrate that the hypothesis 1 is acknowledged. There are huge contrasts between Generation X-ers and Generation Y-ers) on organizational commitment (emotional commitment, duration commitment and regulating commitment). Table 4.14 shows the ANOVA findings incorporate levels of opportunity between the groups and inside the groups, the F value, and the p value. Complete anova table will be shown in supplement.

Table 4.15

Anova for generational cohort and organizational commitment

Organisational Commitment	Df	F	p
Affective commitment	2	12.52	0.00
Continuance commitment	2	18.86	0.00
Normative commitment	2	8.19	0.00

Computed using alpha = .05

*p < .05.

Table 4.16

Means and Standard Deviation for Generations and Organizational Commitment

Dependent Variable	Generation	N	Mean	Standard Deviation
Affective Commitment	38-53	63	3.5781	.60726
	17-37	178	3.3848	.80872
Continuance Commitment	38-53	63	3.4219	.64496
	17-37	178	3.1650	.79284
Normative Commitment	38-53	63	3.4401	.56551
	17-37	178	3.3511	.75420

Research question 2:

How does the work values among generation X and Generation Y related to organizational commitment?

ANCOVA was led to analyze the distinctions of work value among two generations on organizational commitment. Before run the analysis the researcher was synopsis the organizational commitment level among generation X and Generation Y. Table

4.17 show the rundown statistics of organizational commitment among two generations.

Table 4.17
Summary Statistics

		Gen X (38-53)	Gen y (17-37)
organisational commitment	Mean	3.4800	3.3971
	Standard deviation	0.5021	0.6774

From the table 4.17 we can see that generation X have preferred organizational commitment over generation Y. The mean score of generation X is 3.4800 which shows the most elevated commitment level. The standard deviation for all generations are similarly fanned out. Which is gen X (0.5021) and for gen Y (0.6774).

Be that as it may, the work measurement of every generation added impact in the level of organizational commitment. To analyze the work measurement of every generation an 'analysis of covariance' ANCOVA was led.

Table 4.18

Tests of Between-Subjects Effect

Dependent Variable: mean score OC

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	65.373 ^a	3	21.791	124.598	.000	.612
Intercept	27.982	1	27.982	159.998	.000	.403
Mean score_workvalue	51.669	1	51.669	295.433	.000	.555
Generation	4.899	2	2.449	14.005	.000	.106
Error	41.449	237	.175			
Total	2888.082	241				
Corrected Total	106.823	240				

a. R Squared = .612 (Adjusted R Squared = .607)

Table 4.18 shows there was a significant relationship in organizational commitment $F(2,237)=14.005, p=0.000$ between generations when influence by the work values. The partial Eta Squared value indicates the effect size of work value among generations. The value for generations is 0.11 which indicates small effect.

Table 4.19

Levene's Test of Equality of Error Variances^a work value

Dependent Variable: meanscoreOC

F	df1	df2	Sig.
7.241	2	238	.001

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + meanscore_workvalue + Generation

Research question 3:

How does the attitude & behavior among generation X and Generation Y related to organizational commitment?

ANCOVA was behaviourised to compare the relationships of attitude & behavior among Generation X and Generation Y on organisational commitment. The attitude & behavior of each generation added influence in the degree of organizational commitment. To examine the attitude & behavior of each generation an ‘analysis of covariance’ ANCOVA was behaviourised.

Table 4.20

Tests of Between-Subjects Effect

Tests of Between-Subjects Effects

Dependent Variable: meanscoreOC

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	57.287 ^a	3	19.096	91.362	.000	.536
Intercept	27.141	1	27.141	129.856	.000	.354
meanscore_AB	43.583	1	43.583	208.517	.000	.468
Generation	5.944	2	2.972	14.219	.000	.107
Error	49.536	237	.209			
Total	2888.082	241				
Corrected Total	106.823	240				

a. R Squared = .536 (Adjusted R Squared = .530)

Table 4.20 shows there was a significant relationship in organizational commitment $F(2,237)=14.219, p=0.000$ between generations when influence by attitude & behavior. The partial Eta Squared value for generations is 0.107 which indicates small effect.

Table 4.21

Levene's Test of Equality of Error Variances^a attitude & behavior

Levene's Test of Equality of Error Variances^a

Dependent Variable: meanscoreOC

F	df1	df2	Sig.
11.592	2	238	.000

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + meanscore_AB + Generation

ANCOVA analysis was led to look at the distinctions attitude and behaviour among generation X and Generation Y. Levene's test and ordinairness looks at were conveyed and the presumptions met. Table 4.21 shows there was a critical distinction in mean attitude and behaviour [$F(2,238)=11.592, p=0.000$] between the generations.

Research question 4:

What is the relationship in the interpersonal skill among generation X and Generation Y on organizational commitment?

ANCOVA was directed to think about the relationship of interpersonal skill among generation X and Generation Y on organizational commitment. The interpersonal skill of every generation added impact in the level of organizational commitment. To

analyze the interpersonal skill of every generation an 'analysis of covariance' ANCOVA was directed.

Table 4.22

Tests of Between-Subjects Effect

Tests of Between-Subjects Effects

Dependent Variable: meanscoreOC

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	53.761 ^a	3	17.920	80.042	.000	.503
Intercept	15.503	1	15.503	69.245	.000	.226
meanscore_IS	40.057	1	40.057	178.914	.000	.430
Generation	14.674	2	7.337	32.771	.000	.217
Error	53.062	237	.224			
Total	2888.082	241				
Corrected Total	106.823	240				

a. R Squared = .503 (Adjusted R Squared = .497)

Table 4.22 shows there was a significant relationship in organizational commitment $F(2,237)=14.674, p=0.000$ between generations when influence by interpersonal skill. The partial Eta Squared value for generations is 0.217 which indicates moderate effect.

Table 4.23

Levene's Test of Equality of Error Variances^a interpersonal skill

Levene's Test of Equality of Error Variances^a

Dependent Variable: meanscoreOC

F	df1	df2	Sig.
10.613	2	238	.000

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + meanscore_IS + Generation

ANCOVA analysis was led to think about the correlations interpersonal skill among generation X and Generation Y generations. Levene's test and ordinarieness looks at were conveyed and the presumptions met. Table 4.23 shows there was a critical relationship in mean interpersonal skill [F(2,238)=10.613, p=0.000] between the generations.

4.7 Summary

Table 4.24 *Summary of the Result*

No	Hypothesis	Result
1	There is a significant relationship in the work value among Generation X and Generation Y on organizational commitment.	accepted
2	There is a significant relationship in the attitude & behavior among Generation X and Generation Y on organizational commitment.	accepted
3	There is a significant relationship in the interpersonal skill among Generation X and Generation Y on organizational commitment.	accepted

Table above shows the rundown of the analysis on outcome. The outcome likewise shows there is critical correlation between generation X and generation Y on organizational commitment. Table 4.24 clarifies the aftereffect of the analysis.

4.7.1 Finding Summary

In end, section four examine about the finding of this analysis. The theory were tried utilizing One Way ANOVA and ANCOVA to see the correlation between independent factors and ward factors and the outcome shows that there is a critical correlation between the factors. The outcome additionally shows there is critical correlation between generation X and generation Y on organizational commitment.

4.7.2 Discussion

(Schatz and Schatz,2008) say that commitment is the most principal thing in each individual in their calling. Without commitment the undertakings given are hard to complete consummately, in light of the fact that commitment causes somebody to accomplish something admirably and loaded with genuineness. Interpersonal skills are applicable to employee and it recognize in the middle of every employee. Normally, looking at on gender, nationality and working experience it shifts all the more so with regards to generation.

As of now, practically all parts of work include communication. Regardless of whether you have an exceptionally specialized work, like an IT job, you should connect with cohorts or customers consistently, frequently conferring convoluted data or listening cautiously to necessities. Specialized capacities that guarantee by Generation X doesn't get the job done to work and dominate in current organization.

Negate to Generation X, with respect to Generation Y who has truth be told all the paper capability that fill the 'continue' will not really be sufficient to take care of business.

During a new employee screening, scouts will assess how the applicant's interpersonal skills fit in to the current work space. The questioner's decision to select the competitor base on right interpersonal skills to prevail inside their organization. With tremendous working experience, Generation X has more sure about themselves and the work. The long help in an organization clear path for them to comprehend the hard working attitudes and work environment decorum normally. Not at all like Generation Y, Generation X are generally responsive to criticism and willing to team up with the organization during any contentions.

Every one of those interpersonal skill that own by Generation X win them to have more grounded holding with organization that lead to commitment. (Anam,2017), research work affirms interpersonal communication has a positive and critical impact on Organizational Behavior Emotional commitment is the enthusiastic correlation of an employee to organizational qualities. (Meyer and Allen,1991) characterized it as "the employee's enthusiastic correlation to, recognizable proof with and contribution in the organization". Maintenance plans are a cheap method of upgrading work environment profitskill and connecting with employees sincerely as featured by (Goswami,2012).

Passionate commitment is by all accounts another critical factor in emotional commitment towards organizational correlation that presence among Generation X.

It impacts individual attributes, underlying qualities, and work experiences. As the analysis demonstrated these characteristics are predominantly ascribed from Generation X. Duration commitment is a proportion of the skill of an employee to keep working for a similar organization. Employee maintenance is the sign to Continuance Commitment. Generation X will confront any misfortune to stay faithful to the business. There are different pulling factors that make them to adhere to same organization all through their vocation.

Generation X employees stay faithful to the organization because of three variables clarified previously. There is compelling impulse to keep them in work with a similar business. The sensation of vulnerabilities by joining new work and the absence of reskill or upskill among this generation could be different elements for their unshaken reliability. With respect to Generation Y it has been their character of being brave and job jumping to discover better compensation for not being stay in same manager. Their case of undeniable degrees of stress and absence of Work-Life as brought up by (Goswami, 2012) ought to be alluded here. The significance given to balance of fun and serious activities by the Generation Y is another contributing perspective for their precariousness in business.

The most major qualities anticipated from an employee towards his organization are, trustworthiness, honesty, trust, collaboration, viable communication, receive to changes, great administration and produce quality outcomes. These qualities unsuspectingly get from submitted employees addressing Generation X. Since the entire accomplishment of an organization depend on human resources, the organization's definitive achievement relying upon employees who has all or if

nothing else a portion of these characteristics. Despite the fact that as indicated by (Goswani, 2012) cash is the demon Generation X been beneficial and having positive view about the business. They work truly with right attitude in any circumstance. Their work commitment not consequently of compensation rather steadfastness and uprightness. Generation X foundation of studies and the developing climate was unique in relation to Generation Y. The difficulty and living climate in the time of Industrial Revolution that they had gone through had made them really dedicated and submitted.

Instruction foundation affects the behaviour of these generations. Because of financial requirements the greater part of Generation X had scarcely finished up tertiary instruction contrast with Generation Y. The financial and everyday environment improves during Generation Y adolescence. Generally ready to finish first degree and attractive in business market. This benefit makes them unstable with regards to searching for work. Generation X motivational attitude and behaviour towards bosses credited by their preparing. The learning cycle of carrying on with straightforward existence with less profit and hold tight to whatever accessible are the deciding elements that make them steadfast.

CHAPTER FIVE

RECOMMENDATIONS AND CONCLUSION

5.0 Conclusion

For Generation X, work is resistance, it is their need, because it enables them to live a comfortable life. For them, the leader is right in all cases, so they remain submissive in their work. They fear they will not be able to stand if for some reason isolated from work. There are fewer open positions in the market when Gen X enters the company. The modern revolution has not yet settled in Malaysia. Unlike Gen Y, when they entered the job market, the data revolution took off, with calls and communication increasing at different levels.

This time, also known as information technology (IT), it offers a lot of open work doors. People who had the ability received significant compensation, and every time they missed the job opportunity, they got paid more and more, making them less stable. Personal satisfaction of reconciling work and family became a necessity. Generation Y was raised to improve the digital revolution. This completely changes the perception of Generation Y work. His training skills, a better day-to-day environment and an unstable job market in the field had completely changed the business opportunities of the employees. The lack of effort and dedication among Generation Y confirmed this progress.

5.1 Recommendation

In synopsis, the findings from this analysis have incredible solutions for organizations and employees. It is high time for the organization to devise a more

attractive compensation package to suit the generations. With more demanding generations replacing the more reliable generation of employees the management and HR need to upgrade themselves to meet the challenges post by Generation Y . The management styles and human resource rehearses that fit the attitude of Generation X and Generation Y employees. Aside from the previously mentioned administrative ramifications, another commitment of this analysis is that it could unveil forward additional analyses to Generation X and Generation Y in Malaysian setting. In Malaysia, Generation Y employees presently structure the biggest job participants to the workforce market after Generation X. Notwithstanding, their business related attributes have been professed to be recognizably not the same as those of their Generation X which is their archetypes (Cennamo et al., 2008; Shaw et al., 2008).

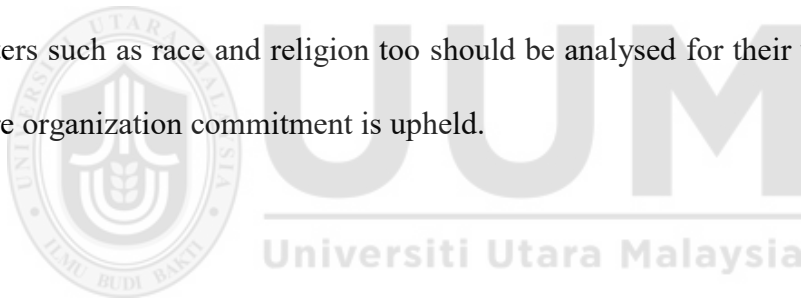
This evolution also need to explore the business related attributes of Generation Y workforce in Malaysia. In Malaysia especially in manufacturing industry, there are restricted analyses that have inspected how the independent factors in this analysis are identified with various type of generation of employees. In that capacity, this analysis endeavors to fill in the gap by exploring the correlation between the three independent factors and organizational commitment of both X and Y generations in Malaysian manufacturing industry.

5.2 Limitations and directions for future research

In spite of the previously mentioned ramifications, a few constraints of this analysis have been recognized. The most unmistakable limit is that the extension for this analysis is restricted to just 436 Generation X and Generation Y employees who work in manufacturing organizations in Bandar Puchong Jaya, Selangor, Malaysia because

of time and cost limitations. This raises the issue of generalizability of findings as the example can't address the employees in different businesses in Malaysia all in all.

In future analysis, analyst may extend the objective respondents to Generation Y and the millennials who are working in different ventures in Malaysia too since Generation X would be gradually depleted due to age factor. This would give HR managers especially a full picture on the work matters of Generation Y and recently graduated employees and this would empower them to come out with human resource rehearses that fit the requirement of both generation of employees. Future analysis should likewise endorse extra factors that are significant in affecting organizational commitment of more current and future employees in Malaysia. Notwithstanding, in a country like Malaysia where besides education and genre, other parameters such as race and religion too should be analysed for their unique qualities to ensure organization commitment is upheld.



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