

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

**BY
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**Thesis Submitted to Othman Yeop Abdullah Graduate School of Business,
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(Management)**

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ABSTRACT

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

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

ABSTRAK

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

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

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

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

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

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

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