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College of Law, Government and International Studies (COLGIS)
Ghazali Shafie Graduate School of Government
University Utara Malaysia
06010 Sintok
Kedah Darul Aman
ACKNOWLEDGEMENT

I would like to express my thanks to all those people who have helped me in making this dissertation possible.

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Thanks a million to all of you. Without your all participations, this study would not have been completed. Together we have earned this degree. Thank you.
ABSTRACT

Generational conflicts in values, perspectives, attitudes and behaviors are nothing new, but they can be difficult to reconcile in the workplace. Lack of attention to generational differences will make any company less efficient. So, this study used quantitative measures to investigate the generational differences in workplace values and qualitative measures to identify the strategies to minimize the conflict in Gano Excel Industries. Questionnaires were sent to local and oversea employees who come from Italy, Spain, Portugal, Cyprus, Netherland, France, Germany, Austria, United Kingdom, Romania and Turkey and 120 respondents participated in this survey. Interviews with 10 managers from the company were also done. There are R1, R2, R3 and R4 who are based in local office, while R5 from Italy, R6 from UK, R7 from Cyprus, R8 from Turkey, R9 from Romania and R10 from Netherland. Rokeach Values Surveys (RVS) by ranking scale had been used in this study to investigate the different work values of the employees from different generation. It is hope that the outcome of this study can be a benchmark for the management to improve Human Resources Management (HRM) and will be beneficial to the management employees, decision makers, researchers, academician, and also particular society in order to plan the effective ways to achieve work values of the employees in a company.
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<th>KEY TERMS</th>
<th>DEFINITIONS</th>
</tr>
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<td>1</td>
<td>Baby Boomers</td>
<td>Born between the years 1945 and 1964, they were born during or after World War II and raised in the era of extreme optimism, opportunity, and progress.</td>
</tr>
<tr>
<td>2</td>
<td>Generation X</td>
<td>The generation X, born between 1965 and 1979 was the first generation raised on “to do lists” and grew up with high rate of blended families.</td>
</tr>
<tr>
<td>3</td>
<td>Generation Y</td>
<td>The newest generation to join the workforce born between 1980 and 1999, which their lives have been shaped by events such as school violence, the digital age, reality TV, 9/11, the War on Terror, and Web-based social networking.</td>
</tr>
<tr>
<td>4</td>
<td>GE</td>
<td>Gano Excel</td>
</tr>
<tr>
<td>5</td>
<td>HRM</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>6</td>
<td>HR</td>
<td>Human Resource</td>
</tr>
<tr>
<td>7</td>
<td>HQ</td>
<td>Headquarter</td>
</tr>
<tr>
<td>8</td>
<td>MLM</td>
<td>Multi-Level Marketing</td>
</tr>
<tr>
<td>9</td>
<td>IB</td>
<td>International Business</td>
</tr>
<tr>
<td>10</td>
<td>Millennial</td>
<td>Nickname for Generation Y, for more details refer Generation Y</td>
</tr>
</tbody>
</table>
CHAPTER 1: INTRODUCTION

1.0 CHAPTER INTRODUCTION

This study is conducted with the purpose of investigating the generational differences in workplace values and strategies to minimize the conflict at a Multi-Level Marketing (MLM) company. This chapter begins with the background of the research which discussed about the generation gap in the company and why MLM Company had been chosen to be study in this research. The chapter will continue to determine the problem statement which link to create the research questions. Following section is to describe the research objectives and the significant of the study. Lastly, a summary of organization chapter will be brief by the author in this chapter.

1.1 BACKGROUND OF STUDY

In today business world, there is a difficulty of views, interests, attitudes, social norms and values in the workplace (Murphy, Gibson & Greenwood, 2010). The latter, work values among different generations are discussed in this study.

Today’s workforce is comprised of employees separated by three and even four distinct generational perspectives. According to Smith (2010), there is always different of views, values, attitudes, motivations and life experiences among the 20-somethings, 40-somethings and 60-somethings workers in a company. We called them Generation Y, Generation X and Baby Boomers. Generation Y were
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REFERENCES


APPENDIX 1:

ELECTRONIC MAIL

MASSAGE TO REQUEST GANO EXCEL WORKERS FOR
QUESTIONNAIRE SURVEY

10\textsuperscript{TH} NOVEMBER 2013
Dear colleague,

Good day to you.
As a staff of Gano Excel Company, I know how busy we are, but I’m asking you to complete a survey.

In the next few days, you will receive a survey from me and it take around 10-15 minutes to complete. It is designed to identify work values among different generation at Gano Excel Company.

Best wishes and many thanks for your time.

Sincerely,

_____________________
Jackie Chan SY
International Business Training Executive
Gano Excel Industries
Email: sy.chan@ganoexcel.com
APPENDIX 2:

ELECTRONIC LETTER

LETTER TO INVITE GANO EXCEL WORKERS FOR QUESTIONNAIRE SURVEY

15TH NOVEMBER 2013

UNIVERSITY UTARA MALAYSIA
COLLEGE OF LAW, GOVERNMENT & INTERNATIONAL STUDIES (COLGIS)
Dear Sir/Madam/Ms:

My name is Chan Shu Yi and I am a student of University Utara Malaysia. As part of the course requirement for Master Science of International Business from University Utara Malaysia (UUM), I am conducting a study to investigate the **GENERATION DIFFERENCES IN WORKPLACE VALUES**. This letter is an invitation to you to participate in the research needed for completion of my dissertation entitled: Different work values between Baby Boomers (those born in 1940 to 1964), Generation X (those born in 1965 to 1979) and Generation Y (those born in 1980 to 1999) in Gano Excel.

Enclosed is a survey form. Please return the completed survey to me by 30th November 2013. There are two sections of the questionnaire. Section A is regarding respondent demographic details while Section B is regarding the work values of the respondent, which separate into terminal values-describe ultimate end-goals of existence and instrumental values-describe the behavior to achieve end-goals.

You participation on this evaluation is voluntary and all information is confidential. All responses to this survey are anonymous; there is no way for your responses to be linked to you. I know that your time is valuable and hope that you will take the time (an estimated 10-15 minutes) to complete the survey. Please note completion of the survey implies consent to participate.

Thank you very much for you time and assistance.

Prepared By,

_______________________
CHAN SHU YI (JACKIE)
Master of International Business, UUM
International Business Training Executive, GE
APPENDIX 3:

ELECTRONIC QUESTIONNAIRE

SAMPLE OF QUESTIONNAIRE SURVEY

15\textsuperscript{TH} NOVEMBER 2013

UNIVERSITY UTARA MALAYSIA

COLLEGE OF LAW, GOVERNMENT & INTERNATIONAL STUDIES

(COLGIS)
ROKEACH VALUES SURVEY

Instruction: Please take a few moments to complete this Rokeach Values Survey (RVS). Your responses will be used for research purposes only. Please return this Survey no later than SATURDAY, 30th November 2013. Thank you for your time!

Section A: Demographic Information
The questions in this section are asked for statistical purposes only and are strictly confidential. Please tick (/) one response for each of the questions below.)

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Single</td>
<td>Married</td>
</tr>
<tr>
<td>Nationality</td>
<td>Malaysian</td>
<td>Non-Malaysian</td>
</tr>
<tr>
<td>Age</td>
<td>(     ) Born between year 1940-1964</td>
<td>(     ) Born between year 1965-1979</td>
</tr>
<tr>
<td>Level of Education</td>
<td>(     ) High school or less</td>
<td>(     ) Diploma or Vocational Training</td>
</tr>
<tr>
<td>Monthly Income</td>
<td>(     ) &lt; RM2500</td>
<td>(     ) RM 2500-RM4000</td>
</tr>
</tbody>
</table>

Section B: Work Values
Please rank the following aspects according to ultimate end-goals of existence with one (1) as your top most priority and eighteen (18) as your least priority.

<table>
<thead>
<tr>
<th>TERMINAL VALUES</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>True Friendship (close companionship)</td>
<td></td>
</tr>
<tr>
<td>Mature Love (sexual and spiritual intimacy)</td>
<td></td>
</tr>
<tr>
<td>Self-Respect (self-esteem)</td>
<td></td>
</tr>
<tr>
<td>Happiness (contentedness)</td>
<td></td>
</tr>
<tr>
<td>Inner Harmony (freedom from Inner conflict)</td>
<td></td>
</tr>
<tr>
<td>Equality (brotherhood, equal opportunity for all)</td>
<td></td>
</tr>
<tr>
<td>Freedom (independence, free choice)</td>
<td></td>
</tr>
<tr>
<td>Pleasure (an enjoyable leisurely life)</td>
<td></td>
</tr>
<tr>
<td>Social Recognition (respect, admiration)</td>
<td></td>
</tr>
<tr>
<td>Wisdom (a mature understanding of life)</td>
<td></td>
</tr>
</tbody>
</table>
Please rank the following aspects according to behavior for achieving such end-goals of existence with one (1) as your top most priority and eighteen (18) as your least priority.

<table>
<thead>
<tr>
<th>Instrumental Values</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheerful (lighthearted, joyful)</td>
<td></td>
</tr>
<tr>
<td>Ambition (hard-working, aspiring)</td>
<td></td>
</tr>
<tr>
<td>Love (affectionate, tender)</td>
<td></td>
</tr>
<tr>
<td>Clean (neat, tidy)</td>
<td></td>
</tr>
<tr>
<td>Self-Control (restrained, self-discipline)</td>
<td></td>
</tr>
<tr>
<td>Capability (Competent, effective)</td>
<td></td>
</tr>
<tr>
<td>Courage (standing up for your beliefs)</td>
<td></td>
</tr>
<tr>
<td>Politeness (courteous, well-mannered)</td>
<td></td>
</tr>
<tr>
<td>Honesty (sincere, truthful)</td>
<td></td>
</tr>
<tr>
<td>Imagination (daring, creative)</td>
<td></td>
</tr>
<tr>
<td>Independence (self-reliant, self-sufficient)</td>
<td></td>
</tr>
<tr>
<td>Intellect (intelligent, reflective)</td>
<td></td>
</tr>
<tr>
<td>Broad-Mindedness (open-minded)</td>
<td></td>
</tr>
<tr>
<td>Logic (consistent, rational)</td>
<td></td>
</tr>
<tr>
<td>Obedience (dutiful, respectful)</td>
<td></td>
</tr>
<tr>
<td>Helpfulness (working for the welfare of others)</td>
<td></td>
</tr>
<tr>
<td>Responsibility (dependable, reliable)</td>
<td></td>
</tr>
<tr>
<td>Forgiveness (willing to pardon other)</td>
<td></td>
</tr>
</tbody>
</table>

Thank you for completing the questionnaire.
I’m really appreciated your co-operations. Have a great day ahead!
APPENDIX 4:

ELECTRONIC MAIL MESSAGE

TO FOLLOW UP GANO EXCEL WORKERS PARTICIPATE IN THE SURVEY

30TH NOVEMBER 2013

UNIVERSITY UTARA MALAYSIA
COLLEGE OF LAW, GOVERNMENT & INTERNATIONAL STUDIES (COLGIS)
Dear colleague,

Greetings!
Do you remember the joys/tribulations of collecting data during yourschooling? I am sure that you do! Anyway, a check of my records indicates that I havestill not received a response yet from you to my survey request. I am still tryingto increase my response rate. Knowing that it is possible that you maynever receive the survey questionnaire, I am here sending you another complete survey questionnaire for answer.

The survey takes 10 - 15 minutes to complete. Being one of the staff of Gano Excel Company, I know that your schedule is very busy (particularly at the end of theyear). My hope is that you would be willing to assist me by allocating a fewminutes of your time to complete the brief survey. Your confidentiality is guaranteed. I will be the only person to see and report these data.

Enclosed is a survey form. If at allpossible, please mail your completed survey back to me as soon as you are able. Your participation will contribute greatly to the success of this research.

Thank you for your help in increasing my survey response rate. I really appreciate your assistance.

With warmest regards,

_______________________
Jackie Chan SY
International Business Training Executive
Gano Excel Industries
Email: sy.chan@ganoexcel.com
APPENDIX 5:

ELECTRONIC LETTER

TO INVITE GANO EXCEL MANAGER TO
PARTICIPATE IN INTERVIEW
16\textsuperscript{TH} DECEMBER 2013

UNIVERSITY UTARA MALAYSIA

COLLEGE OF LAW, GOVERNMENT & INTERNATIONAL STUDIES
(COLGIS)
Dear Sir/Madam,

Goodday to you!

My name is Jackie, and I am a master candidate at University Utara Malaysia. I am pursuing a Master in International Business. This letter is an invitation to you to participate in the research needed for completion of my dissertation entitled: **GENERATION DIFFERENCES IN WORKPLACE VALUES AND STRATEGIES TO MINIMIZE THE CONFLICT: A CASE STUDY OF GANO EXCEL INDUSTRIES**

This survey is requesting your opinions about a generation gap in the workplace between Baby Boomers (those born in 1940 to 1964), Generation X (those born in 1965 to 1979) and Generation Y (those born in 1980 to 1999). Lack of attention to generational differences will make any company less efficient. This research will identify the effective strategies in decreasing the generation gap at the same time the information can be used as a guide when dealing with those who are from different generation.

The interview section should take 10-15 minutes to complete. Enclosed here is the interview questions will be ask. Your individual response are very important to be study and all the information will be kept completely confidential.

As the manager of Gano Excel, I know how very busy life you can get and I also know how many special requests you received. But, I am here inviting you to participate in the interview. If you agree to participate in this project, please contact me directly at sy.chan@ganoexcel.com / csy2788@outlook.com or call (+6017) 4084249 for questions and scheduling. Appointment for individual can be schedule anytime at your convenience (no later than 15th February 2014) and can be done via SKYPE/ phone call.

Sincerely,

_______________________
Jackie Chan SY
Master Student of IB, UUM
International Business Training Executive Gano Excel Industries
Email: sy.chan@ganoexcel.com / csy2788@outlook.com
Tel: 60174084249
APPENDIX 6:

ELECTRONIC SAMPLE OF INTERVIEW QUESTIONS

TO THE MANAGER IN GANO EXCEL

16TH DECEMBER 2013
Instruction: The question will only answer by the managers of Gano Excel only. It takes around 10-15 minutes to complete.

1. Do you have any Generation Y working within your department, or have you supervised any in the past?
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………

2. What characteristics of Generation Y are you familiar with that are perhaps different from former generations?
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   ……………………………………………………………………………
   ……………………………………………………………………………

3. Have you experienced any generational conflict between Generation Y and former generations, such as Generation X or Baby Boomers?
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………

4. If so, what contributing factors do you think have caused the most conflict within your department?
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………

5. Has your department developed a strategy to address generational conflict? If so, what strategy was the most effective, and why is that?
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………

Prepared By,

_______________________
CHAN SHU YI (JACKIE)
Master of International Business, UUM
International Business Training Executive, GE

Thank you for completing the interview.
I’m really appreciated your co-operations. Have a great day ahead!