GENERATIONAL DIVERSITY, PERSONAL ATTRIBUTES AND ORGANIZATIONAL COMMITMENT: A STUDY AMONG EMPLOYEES OF CORPORATE CONSULTANCIES.

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ABSTRACT

The main objective of this study is to identify the relationship of generational diversity, work values, attitudes & behavior and interpersonal skills towards organizational commitment among employees from corporate consultancies in Kuala Lumpur. The research framework contained four independent variables, namely generational cohort, work values, attitude & behavior and interpersonal skill. The dependent variable of this study is organisational commitment (affective, continuance and normative). The targeted population for this study is employees from fifteen (15) corporate consultancies in Kuala Lumpur. This research used survey method. 436 questionnaires were distributed and 241 questionnaires were received back. The response rate is 55.27%. Statistical Package software for Social Science (SPSS) Version 21.0 was used to analyse the data. One- Way ANOVA and Pearson correlation coefficient were used to test the hypothesis. One- Way ANOVA shows that there is significant difference among three generational cohort of employees on organizational commitment (affective, continuance and normative). The Pearson correlation coefficient shows there is significant relationship between work values, attitude & behavior and interpersonal skill of three generational cohorts towards organizational commitment (affective, continuance and normative)

Keywords: generational cohort, work values, attitude & behavior, interpersonal skill, affective commitment, continuance commitment, normative commitment, baby boomers, generation X, generation Y.
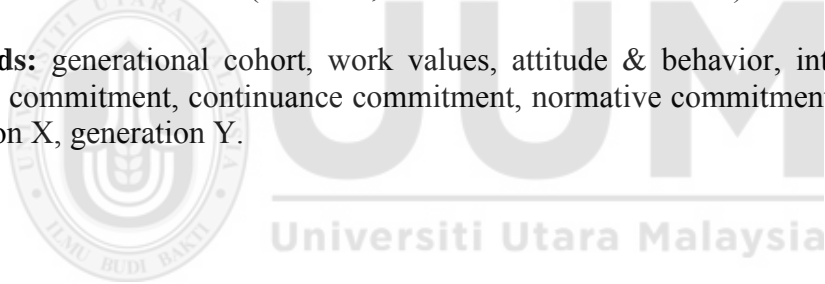
ABSTRAK

Objektif utama penyelidikan ini adalah untuk mengenal pasti hubungan antara kepelbagaian generasi, nilai kerja , sikap & tingkah laku dan kemahiran interpersonal terhadap komitmen organisasi dalam kalangan pekerja dari perundingan korporat di Kuala Lumpur. Rangka kerja penyelidikan ini mengandungi empat pembolehubah bebas iaitu kelompok generasi, nilai kerja, sikap & tingkah laku dan kemahiran interpersonal. Pemboleh ubah bersandar kajian ini adalah komitmen organisasi (afektif, berterusan dan normatif). Kelompok yang disasarkan untuk kajian ini adalah pekerja dari lima belas (15) perunding korporat di Kuala Lumpur. Kajian ini menggunakan kaedah tinjauan. Sebanyak 436 soal selidik diedarkan dan 241 soal selidik telah diterima balik. Kadar tindak balas adalah 55.27%. Perisian pakej statistik untuk Sains Sosial (SPSS) versi 21.0 digunakan untuk menganalisis data kajian. 'One- Way ANOVA' dan 'Pearson correlation coefficient' telah digunakan untuk menguji hipotesis kajian.'One- Way ANOVA' menunjukkan terdapat perbezaan yang ketara di antara tiga kelompok generasi pekerja mengenai komitmen organisasi (afektif, berterusan dan normatif). 'Pearson correlation coefficient' pula menunjukkan terdapat hubungan yang ketara antara nilai kerja, sikap & tingkah laku dan kemahiran interpersonal dalam kalangan tiga kelompok generasi terhadap komitmen organisasi (afektif, penerusan dan normatif).

Kata kunci: kohort generasi, nilai kerja, sikap & tingkah laku, kemahiran interpersonal, komitmen afektif, komitmen berterusan, komitmen normatif, generasi baby boomers, generasi x, generasi y.

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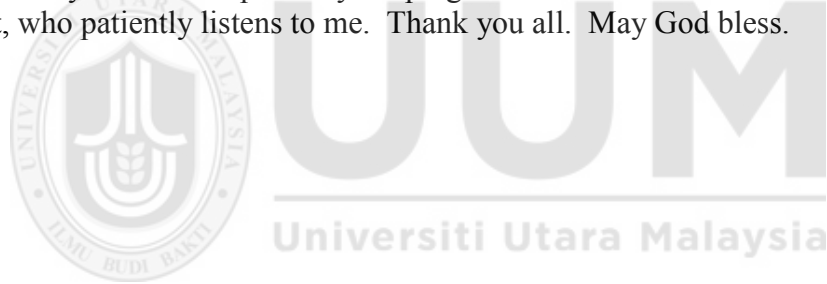
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CHAPTER 1

INTRODUCTION

1.0   Introduction

This chapter covers the entire view of this study. It is explained in six sections. The first section covers the background of study. While section 1.2 outlines the problem statement and section 1.3 states the research question of the study. Meanwhile Section 1.4 describes the research objectives to be achieved at the end of this study. The Section 1.5 which presents the scope and limitation of the study. Section 1.6 shows the overall organization of the dissertation.

1.1   Background of the Study

An organization's success and failure is determined among others by their human capital. The commitment given by every human capital will enhance the organizations overall performance. Current competitive world, organizations are no more reliable on the resources that easily copied such as natural resources, technology or economical influences. The organization is depending on resources that cannot be easily copied such as human capital. The most important asset of the organization is human capital. In recent decades, many of organizations in Malaysia have three different generations of workforce. They are Baby Boomers, Generation X and also Generation Y (Angeline, 2011). According to Kupperschmidt (2000), a generation is considered to be individuals born approximately in the same birth year of two decades.He also

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explained that a generation is an, a group that shares same age, location, and same events in life even though have different life changing stages.. Other than that, Zemke et al., (2000) explains different generation of people tend to think and act differently. For instance, in Malaysia people born before independence think differently compare to those people born after independence.". Therefore, some of generation groups life experiences tend to shape their uniqueness in character, life goals and their expectations. (Cennamo & Gardner, 2008). Furthermore, Smola and Sutton (2002) and Zemke et al., (2000) again stated that individuals from the same generation have the related past experience, financial, and social background. Thus, they also might have the same work values, attitude & behavior and also interpersonal skill.

Parry and Urwin (2011) stress that the involvement of organization to manage the workforce diversity of different group of workforce will generate positive working environment. The positive working environment can be measured by the degree where the organization manage their employee's commitment (Cohen, 2007; Meister & Willyerd, 2010). Therefore, organizations need commitment related issues for generational diversity management (Costanza et al., 2012).

Worldwide demographic diversity operating within companies' human capital. The composition of Malaysian workforce is changing rapidly. The Malaysian working generation is defined by three different generations, namely, Baby Boomers generation, Generation X and Generation Y. The above mentioned generational diversity occurred as the Generation Y workers are entered the corporate world when

the Baby Boomers were just starting to retire. Table 1.1 outlines the Malaysian working generations year of birth and their age ranges.

Table 1.1 Working Generations, Birth Years and Age Ranges.

Generations	Birth years	Age 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: (Zemke, Raines and Filipczak, 2000)

Zemke explained that Baby Boomers are born between 1949 – 1960 (Zemke, 2000). The Baby Boomer's generations can be referred as 'Merdeka Babies'. They lived in Malaysia before independence and also experienced the independence. They also experienced the development of the country. Their birth time is during hardship and struggle. In current working generation they are the smallest cohort. While Generation X was born, between 1965 - 1980. While, Gen X grew up by experiencing Malaysia's industrial changes. They have seen Malaysia transformation of economy from agriculture to manufacturing industry. Finally, according to the Zemke et al., 1981-2001 represents the generation Y. They are also referred as millennials. Malaysian millennials were born after the development of the country. They grew up in a fast changing economy and experience the high standard of living compared to the other two generations.

Employees behavior towards their organization is called as organizational commitment. It is related to an awareness towards organizational goal and their participation in undertaking their job scope. Anthony et al. (2007) explains that, employees who committed to their organization will be working towards achieving the organizational goal by showing their productivity, healthier customer relations and minor employee's turnover (higher retention). According to Wijayanti (2010), organizational commitment is also can be defined as positive changes in the productivity of employee and minimise workforce turnover. Other researcher, confirms that an inspiring working environment will always influence employee's commitment towards organization (Armstrong, 2011). In this present research, the researcher considers personal attributes of each generation impact on their commitment level. Their personal attributes are work value, attitude & behavior and interpersonal skill. These will access the generational cohort's commitment level.

1.2   Problem Statement

Most of the organizations in Malaysia consist of three different generations of workforce who are working together. One of the organizational types in focused, is the corporate consultancies. A corporate consultant is a person who provides professional solution for corporate entities with his or her expertise. Basically corporate consultant serves in the area of management of specialized fields. Normally, Corporate consultancies have a wide knowledge of the subject matter because they are specialized in that particular area. Corporate entities may refer corporate consultancies to guide them to run their business. For the purpose of this study, the

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generational diversity is referred to the Baby Boomers generation, Generation X, and Generation Y workforce. The workforce is from corporate consultancies in Kuala Lumpur. Each of these working groups has their own thought and opinion on organizational commitment.

Each and every employee's commitment can directly contribute to the performance and profitability of an organization (Hussain, 2012). The issues which lead to organizational commitment in the Baby Boomers, Generation X, and Generation Y, are different from each of the generation. However, there is a lack of research in this subject, importantly in relation to the corporate consultancies. Today's competitive world, it is widely known that employee commitment towards the organization is lesser.

Accordance to the retirement of Baby Boomer workforce, Generation X and Y workers currently making up a large proportion of Malaysian workforce. In the coming years they proportion will become large as more of the younger generation enter the workforce. But they are found job hopping. Kelly services director of Malaysia and Singapore, Jeannie Khoo stated that job hopping has become a trend among workforce in Malaysia, especially among younger generations who described as Generation Y workers (Goh, 2012).

Job hoppers are known as people who keep changing jobs. For them loyalty and commitment towards their job and organizations is not very important (Aswathappa,2005). They are the group of people who never stay long enough in the

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companies. So they called as individuals who are not contributed to the organizations success (Mtungwa, 2009). On the other hand, organizations always have negative perceptions on their attitude and job. Furthermore, they seems as groups of people always ready for leave the company. They have low commitment and lack of responsibilities (Trunk, 2008; as cited in Nkomo & Thwala, 2009). In other words, current business organizations facing difficulties in getting committed and retaining young workers. This is the challenges that organizations cannot afford to overlook.

This research is conducted to determine the differences on the organizational commitment among three generation of employees by measuring their personal attributes such as work values, attitude & behaviour and interpersonal skill. It is within this context that the following research problem is investigated in this research: "*What are the differences between the working generations in Corporate Consultancies in Kuala Lumpur and how might these differences related towards the organizational commitment*"

1.3   Research Questions

The study intends to identify the relationship of generational diversity, work values, attitudes & behavior and interpersonal skill towards organizational commitment among employees from corporate consultancies in Kuala Lumpur. The following are research questions are developed by the present study:

i.   What are the differences between generational cohorts and organizational commitment (affective, continuance and normative)?

ii.   What is the relationship between work values and organizational commitment (affective, continuance and normative)?

iii. What is the relationship between attitude & behavior and organizational commitment (affective, continuance and normative)?

iv.   What is the relationship between interpersonal skill and organizational commitment (affective, continuance and normative)?

This study is useful for the corporate consultancies involves. It also helps researchers to find out more about differences of generation diversity, work values, attitudes & behavior and interpersonal skill towards organizational commitment (affective, continuance and normative).

1.4   Research Objectives

The study intends to identify the relationship of generational diversity, work values, attitudes & behavior and interpersonal skill towards organizational commitment among employees from corporate consultancies in Kuala Lumpur. The specific objectives of this study are:

i.   To determine the differences of generational cohort and organizational commitment (affective, continuance and normative).

ii. To examine the relationship between work values and organizational commitment (affective, continuance and normative).

iii. To identify the relationship between attitude & behavior and organizational commitment (affective, continuance and normative).

iv. To determine the relationship between interpersonal skill and organizational commitment (affective, continuance and normative).

1.5   Scope of the Study

The objective of this research is to understand three generations of employee's perspectives on organizational commitment and how different working generations are influenced by the different personal attributes of the workforce. As the scope of this research is limited to corporate consultancies operating in Kuala Lumpur. The corporate consultancies in Kuala Lumpur has been chosen because the working generation more diversify, working environment challenging. Kuala Lumpur is one of the cities has many corporate consultancies. The results from this research which involve fifteen (15) corporate consultancies may not be generalized to include outcomes believed to be true for generational analysis of all corporate consultancies firms in Kuala Lumpur. The results of this research cannot be reliably applied to other contexts.

1.6   Significance of Study

Organizational commitment, the most extensively studied form of commitment, is of interest to both organizations and researchers. In fact, it has been one of the most commonly studied organizational attitudes since the 1960s (Meyer & Allen, 1993). Management often feels that organizational commitment has decreased in recent years due to downsizing and other organizational changes (Meyer & Allen, 1997). This is cause for concern as organizational commitment has been found to be strongly correlated to turnover (Mowday et ah, 1982) which is, in turn, associated with higher costs due to the expenses associated with recruitment, education and training (Meyer & Allen, 1997). Organizational commitment has also been linked to tenure, absenteeism and tardiness (Mowday et al., 1982; May et al., 2002; Meyer & Allen, 1997). There is an additional belief, founded or not, that employees who are committed to the organization are more likely to work hard for the organization (Meyer & Allen, 1997). This research will help organizations better understand the relationship between generations and commitment.

1.7   Limitation of study

Similarly, as the survey target the different workforce generations located in Kuala Lumpur, the results apply only to Malaysians within the corporate consultancies as the primary survey respondents. In addition, the results will be valuable in assessing generational diversity, personal attributes (work values, attitude & behavior and interpersonal skill) towards organizational commitment (affective, continuance and

normative) in corporate consultancies in the manner of an initial study which may suggest ideas for further more comprehensive studies in the future.

1.8   Operational Definitions

The operational definition for the key terms in this study are defined as follows:

Organizational Commitment

Meyer (2002)*,* stated that organisational commitment is the psychological attachment which influence in regard to an employee decision whether or not to stay with an employer. Organizational commitment defined by Steers (1997) as an employee's attitude and as a set of behavioral intentions, maintain in the organization with strong desire, willingness to give full effort on behalf of the organization. For the sake of this present research, the organisational commitment will be measure in three sub dimension. Which are affective, continuance and normative.

Affective Commitment

Affective commitment is individual employees' positive emotional or physiological attachment towards the organization (Allen & Meyer, 1990).

Continuance Commitment

Continuance Commitment is the employee's awareness on the benefits given by their organizations and also the high cost of living. It is also defined as the fear of loss

makes the employee need to remain her employing organization (Meyer & Allen, 1991).

Normative Commitment

Normative commitment is the employee's personal moral to stay with their organization based on their loyalty (Allen & Meyer, 1990). According to Choong, an employee will remain in an organization because they feel should be loyal to their employer (Choong, et al., 2011).

Generational Cohort

Generational cohorts known as a group of people who share same social life experiences. They also relatively have same beliefs, behaviour and personal values (Giancolo, 2006). Jurkiewicz and Brown (1998) define generational cohort as a group of generation who share the same historical and social experiences which suitable for their life. There are three categories of generational cohort will be studied in present research. They are Baby boomers, generation X and generation Y.

Baby Boomers

According to department of statistics Malaysia, the generational cohort of Baby Boomers are individuals who were born between the years 1949 and 1964.

Generation X

According to department of statistics Malaysia, generational cohort of Generation X is consisting of individuals who were born between the years 1965 and 1980.

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Generation Y

The statistics from department of statistics Malaysia shows generational cohort of Generation Y are consisting of individuals who were born between the years 1981 to 2001.

Work Values

Work values are defined as supportable beliefs and standards when an individual evaluates their job and work environment. They may be either internal or external (Smola & Sutton, 2002).

Attitude & Behaviour

Attitude is defined as an individual's mentality to like or to dislike for any kind of behavior (Mowday, Porter, & Steers 1982 in Ahmad et al, 2010). While, behavior defined as the manner of the individual's action towards one incident. It can be seen in the approach in which one individual treats another person (UNESCO, 2000).

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 information to everyone. Other than that (Avkiran, 2000) explains interpersonal skill is ability to response people with positively.

1.9   Organization of the Dissertation

The following is the dissertation outline and flow of writing.

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 the study's research problem. It then outlines the research questions, objectives, followed by the scope and limitation of the research and finally, it presents the structure of this dissertation.

ii.   Chapter 2 (Literature Review)

Chapter 2 presents details review of past studies which are related to this research. The review which be presented in this section also highlights 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. The chapter also identifies existing gaps in the current literature in relation to the topics discussed.

iii.   Chapter 3 (Methodology)

Chapter 3 explains the research method used in this study which includes the research design, population and sampling of the study, the measurement of the variables used and also the data analysis method.

iv. **Chapter 4 (Results)**

This chapter consists of data analysis and results. This chapter discuss descriptions of all research results and data. Objective of the study is discussed as a results of the study. Tables and figures from SPSS are attached in this section with appropriate labelling.

v. **Chapter 5 (Discussion and Conclusion)**

Chapter 5 discusses the finding and conclude the recommendation of the study. The implications of the study are discussed and also finally highlights some suggestions and recommendations for future studies.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter discusses the explanations of dependent variable and independent variables of the study and summaries of previous studies on the construct. Furthermore, this chapter proposed the theoretical framework, as well as develop the hypotheses of the study.

2.1 Dependent Variables

A dependent variable is what it measured and what it affected during the experiment. The dependent variable responds to the independent variables. In this study the dependent variable is Organizational Commitment (affective, continuance and normative).

2.1.1 Organizational Commitment

The concept of organizational commitment is developed by Howard Becker in 1960's as the theory of commitment (Becker, 1960). Commitment known as a force that drags a person into a course of action (Meyer, Stanley & Herscovitch, 2001). Organizational commitment has been related with many important aspects in organizational research. This is because, organizational commitment has strong

relationship with various working environment. For example, organizational commitment can be related with performance, productivity, turnover and many other loyalties related subjects in the organization (Dude, 2012).

In 1997, Steers stated that organizational commitment is an employee's behavior, involvement of employee in the organization to fulfil their needs and willingness of an employee to sacrifice for the organization (Steers, 1997). According to Mathis, Robert and John (2004) idea of organizational commitment can be divided into three factors, which are:

i.   Confidence of an employee by accepting the organization's goal and value as their own.

ii.   The loyalty of an employee to remain in the organization.

iii. Willingness to put strong effort on behalf of the organization.

They concluded that the employee's degree of acceptance to the organizational goals and desire called organizational commitment (Mathis, Robert & John, 2004). A research done by Boles and friends in 2007 stated that, organizational commitment is individual's strength to identify the organizational goals and also positive involvement in achieving the goals on behalf of the organization (Boles et. al., 2007).

Apart from all the above mentioned main studies of organizational commitment, Allen and Meyer (1990) also developed a study on organizational commitment.

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They stated that organizational commitment is the employee's relationship with the organization as a physiological attachment and this creates loyalty towards the organization. Affective, continuous, and normative commitment are the three components of organizational commitment which are generally used by researchers. This three-component model of commitment was introduced by Meyer and Allen (1984). Zheng in his research stated at first only two-dimension model of organizational commitment was introduced. They are affective and continuance commitment.). Later, the third dimension, namely normative commitment is added by Allen and Meyer (Zheng et al., 2010).

The first component or organizational commitment based on Allen and Meyer, is called "affective commitment". Affective commitment indicates as an employee's emotional or emotional attachment to an organization (Allen & Meyer, 1990; Meyer & Allen, 1997). According to Viet (2015), on his research submitted to VNU Journal of Science, an employee who has a strong affection towards organization (affective commitment) will remain with their organization because they have the attachment towards organization. In 1982 Mowday, Porter and Steers identify that a strong faith in accepting the organization's goals and values; eagerness to utilize their effort on behalf of the organization and passion to maintain a strong connection in the organization is known as affective commitment. Many researches shows that affective commitment is mainly related to the employee's working experiences. Affective commitment influenced by personal experiences, job characteristics and physical characteristics along with working experiences (Mowday et al., 1991). Other than that, affective commitment

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also always related to progressive results with numerous level of success (Davey, 1998).

The second component or organizational commitment based on Allen and Meyer, is called "continuation commitment". The idea of this component refers to the employee's awareness of the benefits that allow them to remain in their organization. It is also related to the consequences of leaving their organization (Allen & Meyer, 1990; Meyer & Allen, 1991). Obeng and Ugboro (2003) also defined continuance commitment by stating that continuance commitment as an individual's need to remain in their organization because they have too many responsibilities which are "non- transferable" responsibilities such as their position, retirement money, and relationships with other employees. If they leaving all this it would be very costly (Obeng & Ugboro, 2003). For instance, an employee that has already contributed to an organization for many years building up employee benefits (such as pension), years of leave, and wages. The employee may lose the time invested, as well as pension and seniority loss, if he or she were to leave the organization. Therefore, not because he wants to stay loyal to the organization, the employee will stay in the organization because it would not be beneficial for his leaving (Redmond, 2016).

The third component or organizational commitment based on Allen and Meyer (1993), is called "Normative commitment". Normative commitment can be referred as the sense of moral obligation to stay with a particular organization (Aydin, Sarie & Sengul, 2011). According to Meyer and Allen (1993), instead of

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feeling a desire or a need to continue the employment relationship, the employee feels that he or she should remain within the organization. It is a kind of investment that organization makes in the employees. Khalili and Asmawi (2012) in their study stated that normative commitment can developed when employees start to accept the values of the organization as their own (Khalili & Asmawi, 2012). Normative commitment is also an individual's feelings of moral obligation towards organization. It is also including the employee's internal values and social behavior and the beliefs towards their organization (Hunton & Norman, 2010; Mosadeghrad, Ferlie, & Rosenberg, 2008).

2.2 Independent Variables

Independent variables represent the inputs or causes, and are tested to see if they are the cause. Other variables may also be observed for various reasons. In this study the independent variables are generational cohort, personal attributes such as work value, attitude & behavior and interpersonal skill.

2.2.1 Personal Attributes

An attribute, is a quality which is needed by an employee, for them to work with an organization. Some important attributes are beneficial, when carrying out a specific task in the organization. All employers have their own personal attributes that they value; this helps them to find out about the industry that they are working in. Doing this will make the employers become more aware

of what is going on which will gain them more knowledge and help to improve their skills.

2.2.1.1   Work Values

Value is known as the guideline or standard held in high regard by an individual, and is identified with all parts of one's close to home and work life (Ho, 2006). Other than that, it is additionally something that ought to be produced so people can address their issues in socially adequate ways. At the end of the day, when the people find out about their own particular qualities, the better they will be resolved in picking the workplace that fits best to their, proficient necessities and the abilities they need to utilize and create. The most understood characterization of work value proposes, to comprehend the estimations of understudies, clients, or representatives it is useful that their objectives are recognized and an assortment of preparing frameworks are set up (Super, 1970).

2.2.1.2   Attitude & Behavior

An individual's character is different from one another. The factor that differentiate peoples character is their attitude. Sometimes individual have opposite attitudes which expressions their behavior.   Many

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studies related to attitude define that attitude is related to behavior of an individual. Attitude of a person will continue as same until some action is taken to change it. In the organization context, attitude & behavior of an employee plays an important role to the success of organization. An employee's attitude towards their organization creates positive impact on the organization's development. Moreover, attitude known as a powerful instrument which effects the behavior of an employee. The managers can easily predict the behavior of an employee by looking into their attitude.

2.2.1.3 Interpersonal Skill

Bambacas and Patrickson (2008) describe that interpersonal skill comprises an individual's self-discovery, feelings and support. Bambacas and Patrickson (2008) also identify that interpersonal skills can be divided into three groups. They are leadership, communication and motivation. Meanwhile, interpersonal skill is skills with communicational knowledge and self-development (Barrett ,2006). As described by Bambacas and Patrickson (2008), the three category under interpersonal skill which is leadership, communication and motivation are very important skill that and employee must have. The leadership is reflecting the way employee handle problems, chairing a meeting, team work and transformational thinking. Then the

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communication described as the ability of an employee to listen to other people's opinion, how the pass messages and how they giving feedback for the opinions. Furthermore, the motivation is described as the empowerment of the employees.

2.2.2 Generational Diversity

Generational diversity is a growing phenomenon in contemporary business environments. In fact, "the largest diversity of generations is represented in today's workplace than at any other time in history" says Amy Glass, senior facilitator at Brody Professional Development. In some workplacesas many as four generations are represented, bringing people with distinct life experiences, values and skill sets working side by side. Companies must be prepared to manage conflicts arising from these differences, to capitalize on potential benefits of the conflicts and to reduce negative consequences.

Term of generation defined as a group of people shares same years of birth, age group, and same lifetime experiences (Kupperschmidt, 2000). A group of generation usually referred as a cohort. They are those who shares past or social lifetime experiences. This life experiences tend to differentiate each generation (Jurkiewicz & Brown, 1998). Kupperschmidt also stated that cohort develops the individual's feelings towards their organization. In 20th century, we have labelled each generational cohort into its particular name. The labelling is based on the generation's birth years.

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There are three different generations in current working generation. They are Baby Boomers generation, Generation X and generation Y. The Baby Boomers generation are those people between 1949 to 1964. They currently comprise about 40% of the working generation (McDonald, 2008). The Generation X encompasses with people born between 1965 and 1980, and the Generation Y are those generations born between 1981 to 2001 (Johnston, 2010). Differences between all these generations are their birth year. The literature review below briefly discusses each of those three generations.

Baby Boomers

Baby boomers are identified as people who reject the current cultural values. They also acknowledged as people who are being slow (Connaway et al., 2008). Baby boomers are the generation studied by many researchers (Gillon, 2004). The best part of baby boomers is that they tend to think and speak with confidence. They are also a generation who grow up before the social change starts. In terms of social context, the baby boomer's generation are very social. They don't like loneliness. This character of baby boomers makes them being adapted to teamwork (Dann, 2007). Baby boomers also known as hardworking generation. Connaway et al. (2008) stated that, Baby Boomers have high levels of commitment. This creates self-confidents among them. Furthermore, baby boomers have many positive behaviour such as they are goal oriented and they strive for their success. Therefore, Baby Boomers are loyal toward their

organization and always working on top of their job requirements (Blythe et al., 2008; Broom 2010).

On the other hand, the baby boomers are growing up during the transformation of social change (Connaway et al.,2008). They experience the changes in politics and also economics. That is the time they experience the drastic changes in many aspect of life (Oblinger,2003). Moreover, the baby boomer's generation are don't like to work as an individual. They prefer to work in groups (Dann, 2007). Therefore, they are identified as group of people who able to adapt all situations which needs teamwork. Dann (2007) further explains that, baby boomers are hardworking. Their motivation level is always high. Some other researchers identified that baby boomer's motivation are coming from benefits given by the organization (Littrell et al, 2005). The baby boomers also have high level of self-confidence. They are not reliable on anyone. This is because they grew up in the era of reformation. (Connaway et al.,2008)

Generation X

Generation X classified as generation born in the birth year 1965 to 1980 Chi et al., 2013; Gursoy et al.,2013; Park & Gursoy, 2012). Generation X are group of people gone through economic recession (Gursoy, 2012). Researches shows that generation X-ers are open minded people (Srinivasan, 2012). Apart from that they also group of people who seeks freedom at the working environment (Park & Gursoy, 2012). Generation X always have individualistic characteristics. This

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individualism creates disloyalty towards their organization (Gursoy et al.,2008; Park & Gursoy, 2012), They always give importance to their individual goal because this generation X employees doesn't believe that strong commitment does not help to get rewards. (Kupperschmidt, 2000). This generation employee's will not give full attention towards their organization. They are prefer to make their own decisions because of their personal individualistic character (Gursoy et al., 2013). Generation X-er always give importance to work life balance. They also tend to work in challenging environment, risk taking environment and also competitive environment (Gursoy et al., 2013; Kupperschmidt,2000; Srinivasan, 2012).

Some of the recent researches shows that Generation X are very progressive compared to other generation (Gursoy et al., 2013). For instance, at the workplace the generation X-ers are always wants to learn new things in the flexible environment (Gursoy et al., 2013). Therefore, the generation Xers always wants to work as leaders (Mann, 2008). Most of the social researchers explained that generation X-ers are with unique characteristic compared to the other generation above them (Burke, 1994a; Tulgan, 1997; Tulgan 2000).

Generation Y

Generation Y identified as Millenials. They are born in the year 1981 to 2001 (Zemke, et.al., 2000). Generation Y-ers shared same life experiences in social and environmental context (Chi et al., 2013; Park & Gursoy, 2012). Compared to

other generations, generation Y are more active in creating new ideas, building social networks, higher expectation in organization, high confidence level and technology savvy (Gursoy et al., 2013). They are also always expect more importance in social responsibilities and their own safety (Noble & Schewe, 2003). Besides that, generation Y are always not believe in empowerment, but they believe in themselves and their commitent towards the organization itself (Srinivasan, 2012).

Observations reveals that Generation Y has more freedom than other generations (Cennamo & Gardner, 2008). Moreover, generation Y always looking for chalanging working environment which allow them to be more responsible and act independently to achieve their lifetime goal (Srinivasan, 2012). Generation Y also always looking for recognition from organization as well as from other generations in order to accomplish their responsibilities (Gursoy et al., 2013).

Besides that, Twenge and Campbell (2008) identify that generation Y easily have depression. For instance, this generation employee always has problem with their managers. This is because the generation Y have high expectations, they seeking for praisings, they can't handle criticism. Apart from that they also want have creative working environment and they also have low level commitment towards organization. This generational people are think futuristic (Gursoy et al., 2008). They are more careful then the other generations (Wong et al., 2008). A more recent study by Becton et al. (2014) justify that Generation Y looking for meaningful working environment in order to achieve their desire.

2.3 Relationship Between Work Value and Organizational Commitment (Affective, Continuance and Normative)

Organizational commitment goes about as an essential variable of enthusiasm for investigations of work, associations, and partnered fields. It is additionally fundamental that workers must be given various chances to be felt or be focused on the association. This will in the end be successful if the people are given a more agreeable condition that is reliable with their qualities. This demonstrates work values and organizational commitment are interrelated as they additionally act as an explanation behind a person whose individual qualities coordinate the working estimations of the association and this would make them to be more dedicated to the organization than one whose individual qualities contrasted from the organization.

There are three principle zones that have been focused from the majority of the exploration on work values. They are meaning of the segments of the examination of the connection between work values and other individual, social and organizational values (Lee et al., 2000) and the effect of culture on work values (Chu, 2007). Since representatives from a similar age are probably going to have comparative standards, it is likely that their work value and their dispositions towards work are probably going to be affected by the age they have a place with, which proposes that progressions are probably going to happen in the structure of work values from one generation to other generation.

One of the components that is probably going to fundamentally impact worker's activities is their work values. That is the reason it isn't surprising that enthusiasm for the examination of qualities has gotten impressive consideration for a long time because of its significance in deciding worker practices (Chu, 2007). Chu (2007) stressed that understanding representatives' qualities is the fact that how much representatives values their activity impacts their attitudes towards work. White (2006) recommends that qualities have intellectual, full of feeling and social measurements that are firmly connected to inspiration and fulfilment. A few investigations claimed that work values are probably going to have critical impact over an assortment of states of mind and practices (Chu, 2007).

2.4 Relationship Between Attitude & Behaviour and Organizational Commitment (Affective, Continuance and Normative)

Ahmad (2010), stated attitude as a measurement that predict human's behavior. Besides that, Paauwe and Richardson (1997) in their research stress that attitude & behavior of employee plays an important role in explaining the connection between attitude & behavior and organizational success. Nevertheless, employees who loves their organization tend to do their job with full of happiness. Work attitude is influenced by the behavior of an employee (Paauwe & Richardson,1997). Many recent research in organizational behavior focusses on organizational attitude. They are satisfaction, involvement and organizational commitment.

The factor that influence relationship between organization and employee is known as organizational commitment (Sharma & Bajpai, 2010). Other than that Mawday (1982), also explains the commitment of an employee is shows the relationship between employee and organization. Organizational commitment also known as attachment of the employee towards organization to achieve their goals. Moreover, organizational commitment in the context of attitude & behavior is explained as an employee's identification and participation in the organization (Steer, 1977). It is known as affective commitment. The employee's affection towards their organization creates positive feelings towards organization. Some organizational studies identify that there is a positive relationship between organizational commitment and attitudes & behaviors of an employee. This relationship develops the organizational success.

An individual employee's commitment is important to developing organization (Senge,1993). Apart from that, employee who has high commitment towards the organization will always support their organization to achieve their goals (Freund & Carmeli, 2003). This is revealed by the work attitude shown by the employee towards organization (Silverthorne, 2004). Employee's attitude shows the commitment level of them. Commitment of employee can detect by the attendance, determination to work and the outcome of the particular employee to the organizations success (Joiner & Bakalis, 2006). On the other hand, it is related to the involvement and willingness of an employee to contribute their knowledge to their organization (Jalonen, et al., 2006; Wagner, 2007).

Besides that, employee who have affective, continuance and normative commitment will always have different qualification. Their behavior towards organization also will

be different. Research shows that, very difficult to discover employees with good performance and also with high level of organizational commitment (Meyer & Allen, 1991).

2.5 Relationship Between Interpersonal Skill and Organizational Commitment (Affective, Continuance and Normative)

There are studies revealed the relationship between affective commitment and communication. Hoff and Ridder (2004), explains communication as knowledge sharing and its positively related to the affective commitment. Other than that, supervisor's communication to employee gives an huge impact towards the organizational commitment. The good communication between employee and supervisor will increase the commitment level of an employee towards their organization (Van Vuuren et.al., 2007).

As employees are most important resource to contribute to achieve organization's goals, they have to provide higher commitment in every task they perform for organizational success. This shows, interpersonal communication of supervisors is very important to boost commitment level of employees. This communication skill can easily build during outdoor work. In this case, managers can use their interpersonal skill, which is their leadership qualities to build healthy communication with employees. This can create a good relationship between managers and employees which will boost employee's commitment towards organization (Meyer & Herscovitch, 2001; Tansky & Cohen, 2001).

2.6   Chapter Summary

The current working environment is more diversify with different races, gender, ethnicity and generation. The multigenerational workforce consists of three different generation. Which is Generation Y, Generation X, Baby Boomers (Carver & Candela, 2008). Many research shows that, different generation in working environment have different work values, attitude & behavior and interpersonal skill (Farag et al., 2009). A major premise of this study is that generational diversity among corporate consultancy employees in different levels of organizational commitment.

This chapter included a summary of past literature on fof generational issues in the workplace, work values, attitude & behavior and interpersonal skill toward organizational commitment measured interns affective, normative and continuance commitment. Then Chapter 3 will cover the instrumentation, data collection, and data analysis.
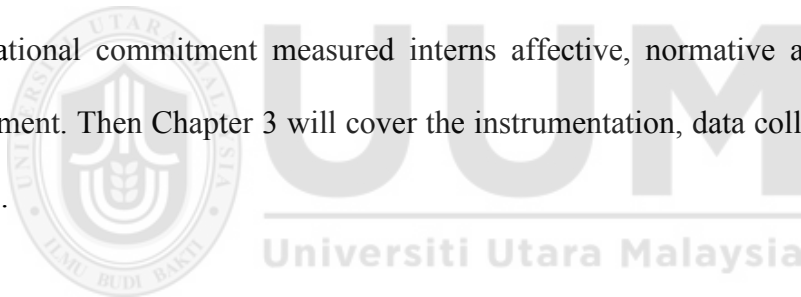
CHAPTER 3

METHODOLOGY

3.0 Introduction

In this chapter, the researcher discusses the process used to collect information and data to carry out this study. It is beginning with the research framework together with hypothesis developed from the literature review in Chapter 2. This chapter mainly elaborate the research design, operational definition of variables, population and sampling method, 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
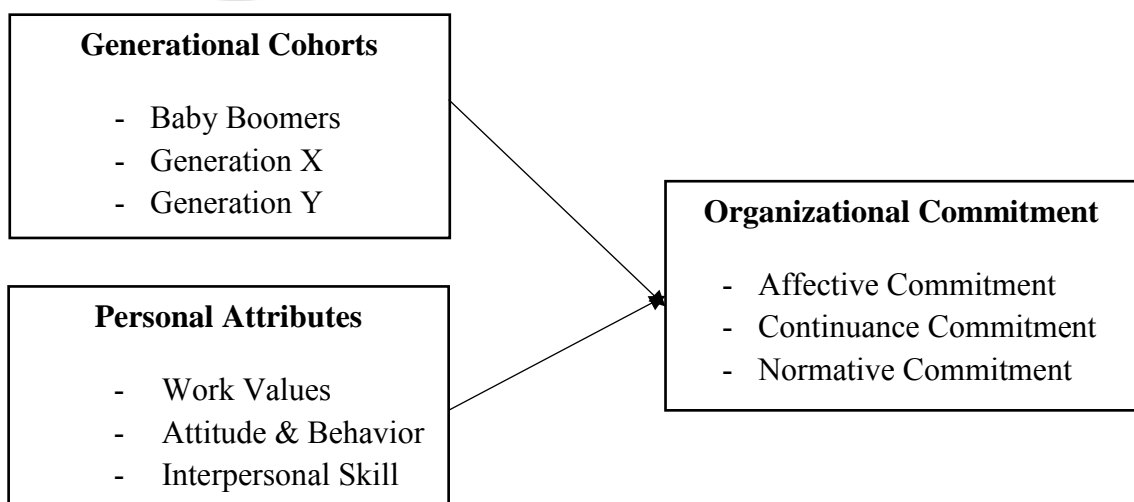
Figure 3.1: Research Framework

Figure 3.1 of the research framework shows the relationship between independent variables (generational cohort, work values, attitude & behavior, interpersonal skills) and the dependent variable (Organizational Commitment- affective, continuance and normative).

3.2   Hypotheses Development

This study is intended to examine the relationship of generational diversity, work values, attitude & behavior and interpersonal skill towards organizational commitment (affective, continuance and normative). among employees from corporate consultancies in Kuala Lumpur. Statistical Package for Social Science (SPSS) version 21.0 was used for analyse the relationship. Therefore, the hypotheses for this study are listed below:

H 1a: There is significant differences between Baby Boomers,Generation X and Generation Y with affective commitment.

H 1b: There is significant differences between Baby boomers, Generation X and generation Y with continuance commitment.

H 1c: There is significant differences between Baby boomers, Generation X and Generation Y with normative commitment.

H 2a: There is a significant relationship between work values and affective commitment

H 2b: There is a significant relationship between work values and continuance commitment

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H 2c: There is a significant relationship between work values and normative commitment.

H 3a: There is a significant relationship between attitude & behavior and affective commitment.

H 3b: There is a significant relationship between attitude & behavior and continuance commitment.

H 3c: There is a significant relationship between attitude & behavior and normative commitment.

H 4a: There is a significant relationship between interpersonal skill and affective commitment.

H 4b: There is a significant relationship between interpersonal skill and continuance commitment.

H 4c: There is a significant relationship between interpersonal skill and normative commitment.

3.3   Research Design

According to Cooper and Schindler (2014), research design is the methods used by researcher to answer the research questions developed by the researcher. Research design also outline the method of data collection and analysis (Babbie, 2010). Hence, quantitative approach is use in the present study, in order to test the hypothesis that are the differences and relationship exist between independent variables such as generational cohort, personal attributes (work values, attitude & behaviour and

interpersonal skill) and dependent variable which is organizational commitment among employees of corporate consultancies in Kuala Lumpur.

The researcher wants to analyses independent variables which is generational cohort, personal attributes (work values, attitude & behavior, and interpersonal skill) have significant differences with the dependent variable (organizational commitment such as affective, normative and continuance). For this purpose, data will have to be collected from each individual staff member from the selected corporate consultancy in Kuala Lumpur and the unit of analysis is the individual.

In this study, the independent variables are generational cohort, personal attributes (work values, attitude & behaviour and interpersonal skill) which all these factors have to be examined in order to determine their relationships with organizational commitment of the employees from corporate consultancies in Kuala Lumpur.

3.4   Measurement of Variables

In this study, the data is collected through the survey questionnaires distributed among employees of corporate consultancies in Kuala Lumpur. The questionnaire consists of seven sections. Section A measured demographic profile of the respondents. The section B (affective commitment), C (continuance commitment) and D (normative commitment). Section E measure work value, section F measure the attitude & behaviour and the section G measures interpersonal skill. All the questions

in each Section B to G were measured using a 5 point Likert Scale. All of these measures were adapted from the previous researchers as follows:

Table 3.1: *Selection of measures.*

Variables	No of Items	Source of Scale	Reliability
Organizational Commitment		Allen and Meyer	
1. Affective Commitment	8	(1990)	0.826
2. Continuance Commitment	8		0.852
3. Normative Commitment	8		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

3.5   Data Collection

3.5.1   Population

Population refers to the researcher intention to examine the total number of people, things or event Sekaran (2003). Zikmud (2000) defined the researcher require that this population usually share a common characteristic. In addition, it is also the total category of a matter which is the focus of attention on a particular research subject. In this study, the total population is 436 consists of Baby boomers, Generation X and generation Y employees from 15 corporate

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consultancy firms in Kuala Lumpur. Refer Table 3.1 for the details of corporate consultancies which got from Companies Commission of Malaysia and number of employees which the details are collected through phone call.

Table 3.2: *List of Corporate Consultancy in Kuala Lumpur.*

No	Company Name	Total Employee
1	Shan & Co	59
2	1 Online Secretarial Services Sdn Bhd	48
3	Straights Corporate Sdn Bhd	15
4	Hakim Arabi & Associates	50
5	Omnisec Sdn Bhd	16
6	Syarikat Ong Sdn Bhd	50
7	Reenglobal Management Services	9
8	Law & Commerce Trust Limited	42
9	Maltics Corporate Consultancy Sdn Bhd	8
10	Mutiara Secretarial Services Sdn Bhd	10
11	Christopher Heng & Co. Chartered Accountants	26
12	Ni Corporate Consultancy	38
13	Sekhar & Tan	26
14	Mansec	20
15	MSIB Corporate Consultancy Sdn Bhd	19
	TOTAL	**436**

Source: Companies Commission of Malaysia, 2018

Census is the process of data collection method which includes the whole Population (Malhotra, 2004). Census also defined as the process of collecting demographic, economic and social data of the selected population. The Australian Bureau of Statistics define census as a study of every unit of population which known as complete count of the population. In this study the researcher selected Population from 15 Corporate consultancies from Kuala Lumpur as show in the Table 3.2. The total population from the corporate consultancies are 436. The total number of employees in each company are very small. Therefore, in this

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study the researcher decides to use population census in order to get the good response rate.

3.5.2   Data Collection Procedures

Quantitative approach is used to collect the data in this study. This is because the quantitative approach is the most appropriate data collection method to use due to time and financial constraints. In order to collect data for this study, a set of questionnaire was developed and distributed to all population from 15 corporate consultancies in Kuala Lumpur. This is because the researches choose population census method to collect data. Census is the process of data collection method which includes the whole population (Malhotra, 2004).

436 questionnaires were distributed to all 15 corporate consultancies as listed in Table 3.2 on 20th June 2018 for one week. This questionnaire consists of six sections. The first which is section A contains questions to elicit the respondent's demographic profile. Section B contains of affective commitment questions, section C contains questions on continuance commitment, and section D contains normative commitment questions. All this section B, C and D accessing the dependent variable which is organizational commitment. Questions for this three sections are extracted from Allen and Meyer (1990), organizational commitment questionnaire. Section E contains work value questions, section F contains attitude & behavior questions and also section G contains the interpersonal skill Questions. A sample of questionnaire on this study is attached at the Appendix A.

The Likert Scale was used to measure the organizational commitment. Responses ranged by 5- Point Likert Scaling which 1 = 'strongly disagree' to 5 = 'strongly agree'

3.5.3   Pilot Test

Pilot test is conducted to measure the reliability and validity of the questionnaire. To conduct the pilot test, the researcher distributed 31 questionnaires to the respondents to get the early information. The responses received from the 31 respondents who are from the similar corporate consultancies nature of work can help the researcher to improve the mistakes, layout and structure of the questionnaire (Schade, 2015). The researcher used SPSS version 21 to analyse the reliability of these items. The information needed was analysed using Cronbach's Alpha Test in SPSS. Cronbach alpha explains the coefficient of the reliability which indicated the perfectness and the consistency of the items in the questionnaire (Sekaran & Bougie, 1992). Cronbach's alpha value is from 0 to 1. The minimum alpha value accepted to measure the variables is 0.7.

Among 31 respondents 29% (9 respondents) are male and 22 of them are females (71%). Respondents from age category 17 – 37 (generation Y-ers) are the highest number of respondents. They are consisting of 26 (83.87%) respondents. Followed by 4 (12.90%) respondents from age category 38 – 53 years old (generation X-ers). Only 1 (3.23%) respondent from age category 54 years and above.

Table 3.3 *The Cronbach coefficient alpha value pilot test.*

Section	Measurement tool	Cronbach 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,F and G	All items of questionnaire using Likert scale(40 items)	0.958

Table 3.3 shows the Cronbach alpha value obtain in the pilot test. The table shows that alpha value for all variables are above 0.7 value. Therefore, all the variable shows the good reliability value. For affective commitment the alpha value is 0.826, continuance commitment is 0.852 and for normative commitment is 0.865. The strength of reliability for this variables are very good. Other variables work values (0.922), attitude & behavior (0.922), interpersonal skill (0.916). This value indicates that the strength of alpha value is in excellent level.

3.6   Techniques of Data Analysis

3.6.1   Data Coding

Data coding is one of the main process in data analysis. Sekaran and Bougie (2009) explain that the data coding is a process converting data to easy and understandable version. The 241 returned questionnaire were entered with code in SPSS. The researcher assign code to each questions. For example, the gender question Male coded as 1, and Female coded as 2. Other example is for the ethnicity, Malay coded as 1, followed by Chinese is 2, Indian is 3 and others is 4. Other than that marital status coded as 'Married' (1), 'single' (2), 'others' (3). For the working 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). Besides that, number of years in present company also coded in the SPSS. Less than 1 year (1), 1-5 years (2), 6-10 years (3), 11-20 years (4) and more than 20 years (5).

3.6.2   Cleaning of Data

The questionnaires are distributed among employees of corporate consultancies in Kuala Lumpur. 436 questionnaires were distributed. The cleaning process of data was carried out immediately after the questionnaires returned by the respondents. The researcher checked the missing values and outliers. There is no missing value in the returned questionnaire.

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3.6.3   Reliability Analysis

Reliability analysis is a test to identify the consistency and reliability of a variable (Sekaran & Bougie, 2010). Hair, Money, Samouel and Page (2007) also define reliability as a degree of consistency or the pattern of the variable (Hair, Money, Samouel & Page, 2007). The most know test to measure the reliability is Cronbach's alpha test. The test shows the correlation coefficient of the variables (Sekaran & Bougie, 2010). The value of coefficient alpha ranges from 0 to 1. The minimum alpha value accepted to measure the variables is 0.7.

3.6.4   Descriptive Analysis

Discriptive analysis One way anova (post Hoc HSD) used to test Hypothesis 1a, 1b and 1c. According to Laerd Statistics group, the one-way ANOVA analysis is used to determine whether there are any statistically significant differences between the means of one continues dependent variable with three or more groups of independent variables. (Chua, 2013) also indicate that the ANOVA analysis is to test the differences for more than two mean. The p value in the test should be lesser than 0.05. Furthermore, descriptive analysis like mean, standard deviation was used to describe the profile of the respondents.

3.6.5   Inferential Analysis

This study consists of four independent variables which is generational cohort, work values, attitude & behaviour and interpersonal skill and the dependent variable is organizational commitment which consist of affective commitment, continuance commitment and also normative commitment. Pearson Correlation Coefficient was used to test the hypothesis 2a.2b. 2c, 3a, 3b, 3c, 4a, 4b and 4c among the three generational cohorts towards organisational commitment (affective, continuance and normative).

The Pearson correlations is conducted to test the strength of the correlation between variables Franzblau (1958). According to Hauke and Kossowski the value range the correlation coefficient is from -1.00 t0 +1.00. They indicate that if the r value is +1.00, there is "perfect positive linear relationship" while if the r value is -1.00 it shows there is "perfect negative linear relationship" between the variables. If the r value is 0 it shows there is "no relationship between dependent variable and independent variables" (Hauke & Kossowski, 2011).

3.7   Chapter Summary

In sum, data were collected to gather the information related to the study. The population for this study used census method and the questions are distributed to all employees of 15 corporate consultancies in Kuala Lumpur. The pilot test was conducted to find out the reliability of the dependent variable and independent

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variable.   The result of the pilot study indicate that the data collected from the respondents are usable for continuing the study. The collected data were tested using one way ANOVA and Pearson correlation and the results of the analysis will be reported in chapter 4.

CHAPTER 4

RESULTS

4.0   Introduction

This chapter discusses the results of the analysis. The data collected from employees of corporate consultancies in Kuala Lumpur are analysed using International Business Management (IBM) Statistical Package for Social Sciences (SPSS) version 21.0. The first step of this chapter starts with the data cleaning and preparation of the data to do the descriptive analysis and reliability measurement. Then the data tested using one-way ANOVA (to test the differences among the three generational cohorts) and Pearson Correlation (to test relationship between independent variables and dependent variable). The results are as follows.

4.1   Response Rate and Screening

The distribution of questionnaires was done properly without bias among the employees of the 15 corporate consultancies in Kuala Lumpur with few unreturned questionnaires as shown in Table 4.1 below. Table 4.1 shows that only 241 questionnaires out of the 436 distributed questionnaires to the respondents were returned.

Table 4.1 *Response Rate and Percentage*

Descriptions	Frequency	Percentage
Number of distributed questionnaires	436	
Returned questionnaires	241	
Returned and usable questionnaires	241	
Unreturned questionnaires	195	
Response rate		55.27%
Usable response rate		100%

Table 4.1 shows that the response rate in this research is 55.27% which is close to 60% response rate which is good for the regression analysis (Shaughnessy & Zechmeister, 1990). The usable response rate questionnaire is found to be 100% and thus acceptable in regression analysis.

4.2 Demographic Profile of the Respondents

In this study the researcher used descriptive analysis to analyse the demographic profile of respondents which including gender, generation, ethnicity, marital status, working experiences.

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Table 4.2: *Profile of respondents*

		Frequency (N)	Percentage (%)
Gender	Male	96	39.8
	Female	145	60.2
Age group by Generation	> 54 years old	15	6.2
	38-53	48	19.9
	17-37	178	73.9
Ethnicity	Malay	104	43.2
	Chinese	14	5.8
	Indian	121	50.2
	Other	2	0.8
No of years	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

4.2.1 Gender

Figure 4.1 below shows the gender of respondents participated in this survey questionnaire. The descriptive analysis for gender in this study shows that 96 of 241 respondents are male which is 39.8%, while 145 (60.2%) are females.
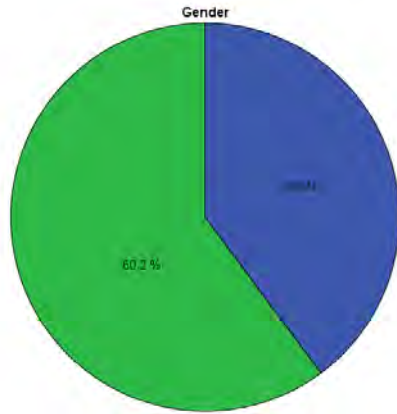
Figure 4.1: *Respondents' Gender*

4.2.2 Age Group of Respondents by Generation

There are three generation groups are participated in this survey. Figure 4.2 below shows the descriptive analysis for age group of respondents by generation.
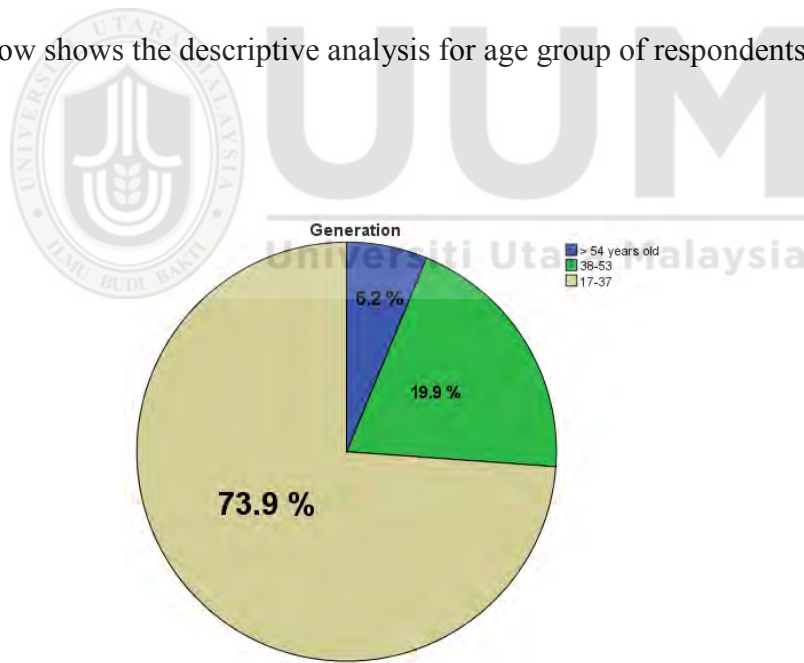
Figure 4.2: *Respondents' Age Group by Generation*

From 241 respondents, finding of age distribution by generation shows that 178 (73.9%) of the respondents are in the generation Y which is in the age range of 17-37 years. Furthermore, 48 (19.9%) of the respondents are from generation X and they are in the age range of 38-53 years. Table 4.3 reveals that the 15 (6.2%) respondents are baby boomers with the age range above 54 years' old.

4.2.3 Respondents Ethnicity

Based on Figure 4.3 below, there are 104 of the respondents (43.2%) are Malay. The majority 50.2% of the respondents are Indians which are 121 respondents. The Chinese respondents are comprising 5.8% which 14 respondents. Finally, other races are only consisting of 2 respondents with 0.8% out of 100%.
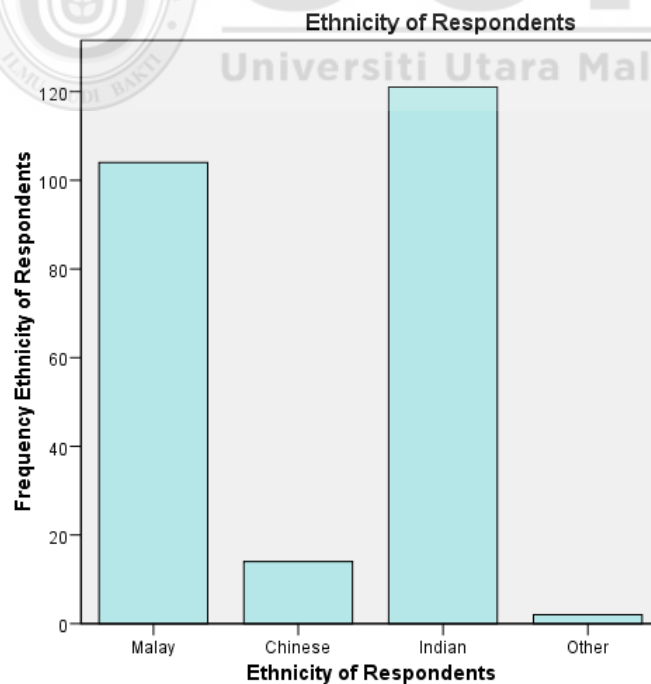
Figure 4.3: *Respondents' Ethnicity*

4.2.4   Respondents Total Working Experience

Table 4.2 above shows the working experience of the respondents in the survey. 38.2% of respondents are with working experience 0-5 years. This shows the highest number of respondents are with the working 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 more than 20 years working experience.

4.3   Goodness of Measures

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

4.3.1   Reliability of measures on Independent Variables and Dependent Variable

The reliability analysis was performed to check the reliability for all variables. The reliability test for this study done on the questions mentioned in section B, section C, Section D, Section E, Section F and Section G. All this sections are consisting of dependent and independent variables. Oppenheim (2000) indicate that the meaning of reliability is precondition of the validity. The most popular test to measure the items reliability is Cronbach's alpha test (Sekaran, 2000).

Cronbach's alpha value is from 0 to 1. The minimum alpha value accepted to measure the variables is 0.7.

Table 4.3 *Cronbach's Alpha Coefficient Size*

Alpha Coefficient Range	Strength of Association
<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

*if alpha >0.95 items should be inspected to ensure they measure different aspects of the concept.   Sources: Sekaran, 2013

Table 4.4 *The Cronbach coefficient alpha value for reliability test for each section of the questionnaire*

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

A study by Sekaran & Bougie (2010), identified that the coefficient reliability is considered as average if Cronbach's Alpha value is 0.70 and below. If the value is 0.70 or above is considered as the reliability score is good. According to the table 4.7, Cronbach's Alpha for the dependent variables and the independent variables are above 0.70. This results shows that all variables are very good and excellent according to (Hair & et.al, 2007).

4.4   Descriptive Statistics

After the reliability process descriptive analysis was done by the researcher to identify the mean scores and standard deviations for the dependent and independent variables. Base one 241 respondent's answers are analysed for all the variables. The results of the analysis will be shown in the table 4.8 below.
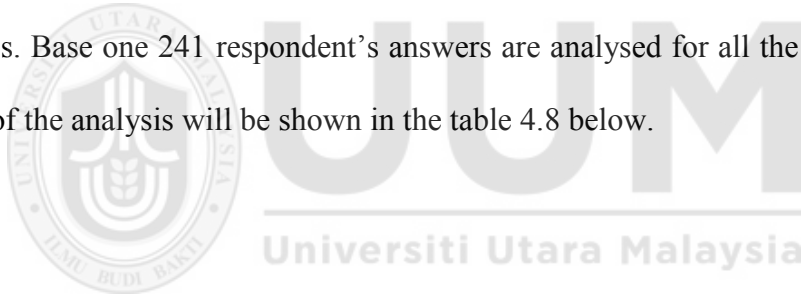
Table 4.5 *Descriptive Statistics of All Variables (N = 241)*

Construct	Dimension	Generation	Mean	Standard Deviation
Independent variables	Work value	> 54 years old (15)	4.1500	.26390
		38-53 (48)	3.8021	.73107
		17-37 (178)	3.4424	.91356
	Attitude & Behavior	> 54 years old (15)	4.0222	.05864
		38-53 (48)	3.8333	.68417
		17-37 (178)	3.3727	.85261
	Interpersonal skill	> 54 years old (15)	3.9778	.15258
		38-53 (48)	4.0486	.50290
		17-37 (178)	4.0440	.81386
Dependent Variables	Affective Commitment	> 54 years old (15)	4.3750	.23146
		38-53 (48)	3.5781	.60726
		17-37 (178)	3.3848	.80872
	Continuance Commitment	> 54 years old (15)	4.3583	.04398
		38-53 (48)	3.4219	.64496
		17-37 (178)	3.1650	.79284
	Normative Commitment	> 54 years old (15)	4.1083	.07999
		38-53 (48)	3.4401	.56551
		17-37 (178)	3.3511	.75420

Table 4.5 shows the mean scores and standard deviation for all variables. Mean score for all the dependent and independent variables shows above 3. Which means all the variables shows moderate results. The highest mean score is 4.3750, for Independent variable (affective commitment). It shows that most of the baby boomers respondents are have more affection towards the organization. Generation X-ers and generation Y-ers are have moderate commitment level towards organization. From all the three different commitments baby boomer's generation shows a high level of commitment with mean score of 4.3583 (continuance commitment) and 4.1083 (Normative commitment).

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Mean score for independent variable work values shows 4.1500 means score. Which is highest among all the generation. It shows baby boomers have more work value compared to other generation which shows moderate mean score. For the independent variable attitude & behavior also shows the highest mean score (4.0222). Meanwhile, for independent variable Interpersonal skill generation X-ers (38-53 years) shows the highest mean score value. Which is 4.0486 while the second highest is generation Y-ers (17-37 years) with mean score 4.0440.

The standard deviation for the variables are between 0.04398 and 0.91356. This score proves that the existence of acceptable variability in the data. Moreover, it shows that all answers were different or varied from all the respondents. This value shows that there is a tolerable variance in responses.

4.4.1 Differences of Generational Cohorts on Organizational Commitment (Affective, Continuance and Normative)

In this section the researcher used One way ANOVA analysis to answer the research questions.

H 1a: There is significant differences between Baby Boomers,Generation X and Generation Y with affective commitment.

H 1b: There is significant differences between Baby boomers, Generation X and generation Y with continuance commitment.

H 1c: There is significant differences between Baby boomers, Generation X and Generation Y with normative commitment.

Based on the three proposed hypothesis the findings as follows:

The one-way ANOVA test conducted to explore whether different generational cohorts of respondents possess different value factors with regards to organizational commitment. The generational cohort was divided into three groups. Which is Baby boomers (54 years old and above), generation X-ers (38 – 53 years old) and generation Y-ers (17 – 37 years old).

Table 4.6 *Anova for generational cohort and organizational commitment*

		Sum of Squares	df	Mean Square	F	Sig.
	ANOVA					
Affective Commitment	Between Groups	14.084	2	7.042	12.522	.000
	Within Groups	133.846	238	.562		
	Total	147.930	240			
Continuance Commitment	Between Groups	20.735	2	10.367	18.858	.000
	Within Groups	130.840	238	.550		
	Total	151.574	240			
Normative Commitment	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 conducted on the data set of 241 respondents for component model of organizational commitment. This is to determine the significant difference between the mean score of affective, continuance and normative commitment upon generational cohort of respondents. The ANOVA result shows that there was statistically significant difference among all organizational commitment types and generational cohort. The results of affective commitment show ($F_{2,241}$ = 12.52; p=0.00, p<0.05), while continuance commitment ($F_{2,241}$ = 18.86; p=0.00, p<0.05) and for normative commitment ($F_{2,241}$ = 8.19; p=0.00, p<0.05). This results indicate that the hypothesis 1 is accepted. There are significant differences between three different generations (Baby boomers, Generation X-ers and Generation Y-ers) on organizational commitment (affective commitment, continuance commitment and normative commitment). Table 4.7 shows the ANOVA findings include degrees of freedom between the groups and within the groups, the F value, and the p value.

Table 4.7 *Anova for generational cohort and organizational commitment*

Organizational 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.

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In this study the generational group is not equal. This is because each company have less baby boomer's employees. Because the generational group sizes are unequal, a harmonic mean sample size was used when the Tukey HSD post hoc test was performed. This post hoc test is performed to evaluate the differences by pair between the means. The results of the Tukey HSD post hoc test are displayed in Table 4.8 below.

Table 4.8 *Post Hoc Results for Generational Cohort and Organizational Commitment*

Multiple Comparisons

Dependent Variable	I Generation	J Generation	Mean difference	std. error	sig.	95 % confidence interval	
						lower bound	Upper Bound
Affective commitment	> 54 yrs old	38 - 53 yrs old	.79688*	.22183	.001	.2737	1.3201
		17 - 37 yrs old	.99017*	.20162	.000	.5146	1.4657
	38 - 53 yrs old	> 54 yrs old	-.79688*	.22183	.001	-1.3201	-.2737
		17 - 37 yrs old	.19329	.12197	.254	-.0944	.4809
	17 - 37 yrs old	> 54 yrs old	-.99017*	.20162	.000	-1.4657	-.5146
		38 - 53 yrs old	-.19329	.12197	.254	-.4809	.0944
Continuance commitment	> 54 yrs old	38 - 53 yrs old	.93646*	.21932	.000	.4192	1.4537
		17 - 37 yrs old	1.19331*	.19934	.000	.7232	1.6635
	38 - 53 yrs old	> 54 yrs old	-.93646*	.21932	.000	-1.4537	-.4192
		17 - 37 yrs old	.25685	.12059	.086	-.0276	.5413
	17 - 37 yrs old	> 54 yrs old	-1.19331*	.19934	.000	-1.6635	-.7232

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		38 - 53 yrs old	-.25685	.12059	.086	-.5413	.0276
Normative commitment	> 54 yrs old	38 - 53 yrs old	.66823*	.20633	.004	.1816	1.1549
		17 - 37 yrs old	.75721*	.18754	.000	.3149	1.1995
	38 - 53 yrs old	> 54 yrs old	-.66823*	.20633	.004	-1.1549	-.1816
		17 - 37 yrs old	.08898	.11345	.713	-.1786	.3565
	17 - 37 yrs old	> 54 yrs old	-.75721*	.18754	.000	-1.1995	-.3149
		38 - 53 yrs old	-.08898	.11345	.713	-.3565	.1786

*. The mean difference is significant at the 0.05 level

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Table 4.9 *Means and Standard Deviation for Generational Cohort and Organizational Commitment*

Dependent Variable	Generation	N	Mean	Standard Diviation
Affective Commitment	> 54 years old 38-53 17-37	15 48 178	4.3750 3.5781 3.3848	.23146 .60726 .80872
Continuance Commitment	> 54 years old 38-53 17-37	15 48 178	4.3583 3.4219 3.1650	.04398 .64496 .79284
Normative Commitment	> 54 years old 38-53 17-37	15 48 178	4.1083 3.4401 3.3511	.07999 .56551 .75420

A one-way analysis of variance (ANOVA) was calculated on generational cohort and organizational commitment level. For the affective commitment baby boomers generation shows (*M=4.37, SD=0.23*), generation X (*M=3.58, SD= 0.61*) and generation Y shows (*M=3.38, SD=0.81*). Affective commitment between baby boomers generation and generation X is significantly difference. This is because the multiple comparison table shows 0.78 mean decrease and the 95 % confidence interval (CI) is between 1.32-0.27, which is statistically significant at p=0.001. other than that, affective commitment level between baby boomers and generation y also significantly difference. Between baby boomers and generation y the mean decrease about 0.98 and the 95% CI (1.46 – 0.51), which statistically significant (p=0.000). meanwhile, the affective commitment level of generation X and generation Y are not significantly difference. From the result shown in table 4.9 the 0.2 mean decrease between generation X and

generation Y, while the 95% CI is 0.48 – (-0.94), which was not significant (p=0.254).

The post hoc Tukey HSD indicated a decrease in the continuance commitment level among baby boomers (M=4.36, SD=0.04) and generation X-ers (M=3.42, SD=0.64), a mean decrease of 0.94, 95% CI (1.45 to 0.42), which was significant (p=0.000). Tukey indicated a decrease in the continuance commitment level for Baby Boomer (M=4.36, SD=0.04)) to Generation Y (M=3.16, SD= 0.79), a mean decrease of 1.2, 95% CI (1.66 to 0.72), which was statistically significant (p = 0.000). Tukey indicated a decrease in the continuance commitment level for Generation X (M=3.42, SD=0.64) to Generation Y (M=3.16, SD= 0.79), a mean decrease of 0.26, 95% CI (0.54 to -0.03, which was not statistically significant (p = 0.086).

The post hoc Tukey HSD indicated a decrease in the normative commitment level among baby boomers (M=4.11, SD=0.80) and generation X (M=3.44, SD=0.57), a mean decrease of 0.67, 95% CI (1.15 to 0.18), which was significant (p=0.004). Tukey indicated a decrease in the normative commitment level for Baby Boomer (M=4.11, SD=0.80) to Generation Y (M=3.35, SD= 0.75), a mean decrease of 0.76, 95% CI (1.19 to 0.31), which was statistically significant (p = 0.000). Tukey indicated a decrease in the normative commitment level for Generation X (M=3.44, SD=0.57) to Generation Y (M=3.35, SD= 0.75), a mean decrease of 0.09, 95% CI (0.35 to -0.18, which was not statistically significant (p = 0.713).

The findings shows that there is significant difference between Baby Boomers and Generation X; Baby Boomers and Generation Y in affective, normative and continuance commitment. Meanwhile, There is no differences between generation X and Y in organizational commitment (affective, continuance, normative).

4.4.2 Relationship between work values and organizational commitment.

The correlation analysis was done to describe the strength of the connection between two or more variables quantitatively. The rules of thumb have been suggested to identify the strength of the relationship between all the variables (Hair, Money, Samouel & Page, 2007). Table 4.10 below shows the correlation coefficient size and the strength of the association.

Table 4.10 *Correlation Coefficient Size*

Coeffcient range	Strength of Association
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

Sourses: Hair, F. J., Money, A. H., Samouel, P., & Page, M. (2007). Research methods for business. England: John Wiley &Sons Ltd.

The coefficient range of this test is from -1.00 to +1.00. If the r value is +1.00 it means, there is a "positive linear relationship". Meanwhile if the r value is -1.00 shows "negative linear relationship". Sometimes the r value will show 0, that means there is no relationship between dependent and independent variable.

H 2a: There is a significant relationship between work values and affective commitment

H 2b: There is a significant relationship between work values and commitment

H 2c: There is a significant relationship between work values and normative commitment.

Based on the three proposed hypothesis the fundings as follows:

Table 4.11 *Pearson Correlations of work values and affective commitment*

   (N = 241)

		Affective Commitment	Work Values
Affective Commitment	Pearson Correlation	1	.792**
	Sig. (2-tailed)		.000
	N	241	241

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

Table 4.12 *Pearson Correlations of work values and continuance commitment*

(N = 241)

		Continuance Commitment	Work Values
Continuance Commitment	Pearson Correlation	1	.515**
	Sig. (2-tailed)		.000
	N	241	241

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

Table 4.13 *Pearson Correlations of work values and normative commitment*

(N = 241)

		Normative Commitment	Work Values
Normative Commitment	Pearson Correlation	1	.662**
	Sig. (2-tailed)		.000
	N	241	241

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

Table 4.11, 4.12 and 4.13 above shows that correlation coefficient value of work values for affective, continuance and normative commitment. Correlation coefficient value for affective commitment is 0.792. while for continuance commitment is 0.515 and for normative commitment is 0.662. The correlation range for affective commitment falls between 0.71 - 0.90. It is considering as high strength of correlation coefficients. So that the relationship between affective commitment and work values is high. Moreover, the positive value of correlation coefficient shows that the relationship between the two variables are

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interrelated. The p-value of the variable is 0.000. This value is less than the alpha value 0.06. However, we can conclude that there is significant positive relationship between work values and affective commitment.

Other than that, the correlation range for continuance and normative commitment falls between 0.41 – 0.70. It is considering as moderate strength of correlation coefficients. So that the relationship between work value and continuance commitment; work values and normative commitment is moderate. But the positive value of correlation coefficient shows that the relationship between the two variables are interrelated. The p-value of the variables are 0.000. Therefore, table 4.15 and 4.16 clearly shows that there is significant positive relationship between work value and continuance commitment; there is significant positive relationship between work value and normative commitment. The researcher can conclude that the there is a significant positive relationship between work values and affective, normative and continuance commitment.

4.4.3 Relationship between attitude & behavior and organizational commitment.

H 3a: There is a significant relationship between attitude & behavior and affective commitment.

H 3b: There is a significant relationship between attitude & behavior and continuance commitment.

H 3c: There is a significant relationship between attitude & behavior and normative commitment.

Based on the three proposed hypothesis the fundings as follows:

Table 4.14 *Pearson Correlations of attitude & behavior and affective commitment (N = 241)*

		Affective Commitment	attitude & behavior
Affective Commitment	Pearson Correlation	1	.738**
	Sig. (2-tailed)		.000
	N	241	241

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

The correlation coefficient value of attitude & behavior is r= 0.738 and p=0.000. This table 4.14 clearly shows that there is positive linear relationship between attitude & behavior and affective commitment. The researcher can conclude that

the there is a significant positive relationship between attitude & behavior and affective commitment.

Table 4.15 *Pearson Correlations of attitude & behavior and continuance commitment (N = 241)*

		Continuance Commitment	attitude & behavior
Continuance Commitment	Pearson Correlation	1	.456**
	Sig. (2-tailed)		.000
	N	241	241

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

Furthermore, table 4.15 shows, the correlation coefficient value of attitude & behavior for continuance commitment is r= 0.456 and p=0.000. The range falls between 0.41 – 0.70. It is considering as moderate strength of correlation coefficients. So that the relationship between attitude & behavior and continuance commitment is moderate. But the positive value of correlation coefficient shows that the relationship between the two variables are interrelated. The p-value of the variable is 0.000. However, we can conclude that there is significant positive relationship between attitude & behavior and continuance commitment.

Table 4.16 *Pearson Correlations of attitude & behavior and normative*

commitment (N = 241)

		Normative Commitment	*attitude & behavior*
Normative Commitment	Pearson Correlation	1	.621**
			.000
	Sig. (2-tailed) N	241	241

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

According to Table 4.16, there was a positive correlation between attitude & behavior and normative commitment. The value or r = 0.621 and p = 0.000. As a conclusion, there is a significant positive relationship between the attitude & behavior and normative commitment.

4.4.4   Relationship between attitude & behavior and organizational commitment.

H 4a: There is a significant relationship between interpersonal skill and affective commitment.

H 4b: There is a significant relationship between interpersonal skill and continuance commitment.

H 4c: There is a significant relationship between interpersonal skill and normative commitment.

Based on the three proposed hypothesis the fundings as follows:

Table 4.17 *Pearson Correlations of interpersonal skill and affective*

commitment (N = 241)

		Affective Commitment	*interpersonal skill*
Affective Commitment	Pearson Correlation	1	.527**
	Sig. (2-tailed)		.000
	N	241	241

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

Table 4.18 *Pearson Correlations of interpersonal skill and continuance*

commitment (N = 241)

		Continuance Commitment	*interpersonal skill*
Continuance Commitment	Pearson Correlation	1	.502**
	Sig. (2-tailed)		.000
	N	241	241

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

Table 4.19 *Pearson Correlations of interpersonal skill and normative*

commitment (N = 241)

		Normative Commitment	*interpersonal skill*
Normative Commitment	Pearson Correlation	1	.554**
	Sig. (2-tailed)		.000
	N	241	241

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

The correlation coefficient value of interpersonal skill and affective commitment is r= 0.527 and p=0.000. This table 4.17 shows that there is positive linear relationship between interpersonal skill and affective commitment.

Furthermore, table 4.18 shows, the correlation coefficient value of interpersonal skill for continuance commitment is r= 0.502 and p=0.000. The range falls between 0.41 – 0.70. It is considering as moderate strength of correlation coefficients. So that the relationship between interpersonal skill and continuance commitment is moderate. However, we can conclude that there is significant positive relationship between interpersonal skill and continuance commitment.

According to Table 4.19 there was a positive correlation between interpersonal skill and normative commitment. The value or r = 0.554 and p = 0.000. As a conclusion, there is a significant positive relationship between the interpersonal skill and normative commitment.

Table 4.20   *Summary of the Result*

No	Hypothesis	Result
H1a	There is significant differences between Baby boomers, Generation X and Generation Y on affective commitment.	Accepted
H1b	There is significant differences between Baby boomers, Generation X and Generation Y on continuance commitment.	Accepted
H1c	There is significant differences between Baby boomers, Generation X and Generation Y on normative commitment.	Accepted
H2a	There is significant positive relationship between work values of Baby boomers, Generation X and generation Y on affective commitment.	Accepted
H2b	There is significant positive relationship between work values of Baby boomers, Generation X and generation Y on continuance commitment.	Accepted
H2c	There is significant positive relationship between work values of Baby boomers, Generation X and generation Y on normative commitment.	Accepted
H3a	There is significant positive relationship between attitude & behavior of Baby boomers, Generation X and generation Y on affective commitment.	Accepted

H3b	There is significant positive relationship between attitude & behavior of Baby boomers, Generation X and generation Y on continuance commitment	Accepted
H3c	There is significant positive relationship between attitude & behavior of Baby boomers, Generation X and generation Y on normative commitment	Accepted
H4a	There is significant positive relationship between interpersonal skill of Baby boomers, Generation X and generation Y on affective commitment	Accepted
H4b	There is significant positive relationship between interpersonal skill of Baby boomers, Generation X and generation Y on continuance commitment	Accepted
H4c	There is significant positive relationship between interpersonal skill of Baby boomers, Generation X and generation Y on normative commitment	Accepted

4.5   Chapter Summary

Table above shows the summary of the analysis on result. The result indicated that there is a significant difference between all variables with baby boomers and generation X, baby boomers with generation Y. Apart from that there is also significant relationship between work values, attitude & behavior and interpersonal skill of baby boomers, generation X and generation Y on organizational commitment (normative, continuance and normative).

In brief, chapter four discuss about the finding of this study. The hypothesis were tested using One Way ANOVA and correlation analysis to see the difference and relationship between independent variables and dependent variables. The correlation analysis result shows that there is a significant relationship between all the variables. Besides that, The one way ANOVA shows there significant difference between all dependent variables with baby boomers and generation X, baby boomers with generation Y.

CHAPTER 5

DISCUSSION & CONCLUSION

5.0   Introduction

This chapter is the final chapter of the study. In the main part of this chapter presents the discussion on the research findings. Furthermore, discusses on the relationship between the independent variables and dependent variable as generated from the SPSS version 21.0. Finally, suggestion for future research and limitation of the study will also be presented.

5.1   Recapitulation of the Study

This chapter will discuss about the findings of the study, the limitations and some recommendations for future research. The main purpose of this research is to determine the relationship of generational diversity, work values, attitude 7 behavior and interpersonal skills on organizational commitment (affective, continuance, normative) among employees from corporate consultancy at Kuala Lumpur. To achieve the objective, the paper investigated four specific research questions which are:

i.   What are the differences between generational cohorts and organizational commitment (affective, continuance and normative)?

ii.   What are the relationship between work values and organizational commitment (affective, continuance and normative)?

iii.   What are the relationship between attitude & behavior and organizational commitment (affective, continuance and normative)?

iv.   What are the relationship between interpersonal skill and organizational commitment (affective, continuance and normative)?

Many researchers examined relationship of generational differences on organizational commitment. (Edwards & Peccei, 2010; Twenge & Campbell, 2008). From their research findings the researchers revealed that, different generations have different needs. The differences of the needs create impact on the employee's commitment towards the organization. Therefore, this quantitative study was to determine if there were significant differences and in affective, continuance, and normative commitment among three generational cohorts, work values, attitude & behavior and interpersonal skill among employees from corporate consultancies in Kuala Lumpur (Generation Y, Generation X and Baby Boomers).

5.2   Discussion of Result

This study is to examine the overall differences and relationship between generational cohort, work values, attitude & behaviour and interpersonal skill as independent variables and organizational commitment (affective, continuance and normative) as dependent variable. This study was examined the differences using SPSS.

5.2.1   Differences Between Generational Cohort and Organizational Commitment (Affective, Continuance and Normative)

Difference of organizational commitment among generational cohort was tested using ANOVA. The one-way ANOVA test done base on the hypothesis. Based on the table 4.23 in the chapter 4, the hypothesis 1 to 3 which is,(there is significant differences between Baby boomers, Generation X and Generation Y on affective commitment; There is significant differences between Baby boomers, Generation X and Generation Y on continuance commitment; There is significant differences between Baby boomers, Generation X and Generation Y on normative commitment) are tested using One-way Anova.

The results shows that, there was a statistically significant difference between baby boomers, generation X and generation Y in all types of organizational commitments (affective, continuance and normative). A post hoc Tukey HSD for generational cohort and organizational commitment shown in the table 4.11 in chapter 4, indicates a statistically significant decrease in the mean score in the affective commitment of baby boomers (M= 4.37), generation X (M=3.58) and generation Y (M=3.38). This results indicate that the affective commitment of baby boomers are higher than other generations. The past hoc Turkey HSD for the continuance commitment also shows statistically significant decrease. For baby boomers (M= 4.36), generation X (M=3.42) and generation Y (M=3.16). Thee results show that continuance commitment of baby boomers is higher than other generations. Other than that, mean score of normative commitment among

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baby boomers (M= 4.10), generation X (M=3.44) and generation Y (M=3.35) also decreasing. The results show, normative commitment of baby boomers are higher than generations X and generation Y. From the analysis of chapter 4, the present researcher found that , affective, continuance and normative commitment of generation X and generation Y is almost similar but still got the difference. Therefore, the hypothesis 1, 2 and 3 of this research is accepted. .

Horvath (2011), in his research found that different generations have different perception about career purpose and work ethics (Horvath,2011). The Generational cohort theory can be used here. The theory describes employment design of different generational cohort of corporate consultancy employees are based on mentality of each generation.

As stated in chapter 2, according to an employee who has a strong organizational commitment will remain with their particular organization because they have the attachment towards organization (Viet, 2015).

5.2.2   Relationship Between Work Values and Organizational Commitment (Affective, Continuance and Normative)

The correlation analysis was conducted to find out the relationship between work values and affective, continuance and normative commitment. The hypothesis 2a (There is a significant positive relationship between work values of baby boomers, generation X and generation Y on affective commitment); hypothesis

2b (There is a significant positive relationship between work values of baby boomers, generation X and generation Y on continuance commitment) and hypothesis 2c (There is a significant positive relationship between work values of baby boomers, generation X and generation Y on normative commitment)) in table 4.14, 4.15 and 4.16 in chapter 4 are tested to find the answer for the research questions.

The Correlation analysis results finds that, coefficient value for affectivecommitment is 0.792. while for continuance commitment is 0.515 and for normative commitment is 0.662. The correlation range for affective commitment is high strength of correlation coefficients. So that the relationship between affective commitment and work values is high and the p value is 0.000. So that we can conclude that there is significant positive relationship between work values and affective commitment.

On the other hand, the correlation range for continuance and normative commitment indicate the moderate strength of correlation coefficients. The results clearly shows that there is significant positive relationship between work value and continuance commitment; there is significant positive relationship between work value and normative commitment. The researcher found that the there is a significant positive relationship between work values and affective, normative and continuance commitment.

5.2.3   Relationship between Interpersonal Skill and Organizational Commitment (Affective, Continuance and Normative)

The correlation analysis was conducted to find out the relationship between attitude & behavior and affective, continuance and normative commitment. The hypothesis 3a (There is a significant positive relationship between attitude & behavior of baby boomers, generation X and generation Y on affective commitment) ; hypothesis 3b (There is a significant positive relationship between attitude & behavior of baby boomers, generation X and generation Y on continuance commitment)   and hypothesis 3c (There is a significant positive relationship between attitude & behavior of baby boomers, generation X and generation Y on normative commitment)) in table 4.17, 4.18 and 4.19 in chapter 4 are tested to find the answer for the research questions.

The correlation coefficient value of attitude & behavior in table 4.17 clearly shows that there is positive linear relationship between attitude & behavior and affective commitment. The researcher can conclude that the there is a significant positive relationship between attitude & behavior and affective commitment. Furthermore, the correlation coefficient value of attitude & behavior for continuance commitment in table 4.18 in chapter 4 shows the relationship between attitude & behavior and continuance commitment is moderate. The p-value of the variable is 0.000. However, researcher conclude that there is significant positive relationship between attitude & behavior and continuance commitment. According to Table 4.19 there was a positive correlation between

attitude & behavior and normative commitment. As a conclusion, there is a significant positive relationship between the attitude & behavior and normative commitment.

5.2.4 Relationship between Interpersonal Skill and Organizational Commitment (Affective, Continuance and Normative)

The correlation analysis was conducted to find out the relationship between interpersonal skill and affective, continuance and normative commitment. The hypothesis 4a (There is a significant positive relationship between interpersonal skill of baby boomers, generation X and generation Y on affective commitment); hypothesis 4b (There is a significant positive relationship between interpersonal skill of baby boomers, generation X and generation Y on continuance commitment) and hypothesis 4c (There is a significant positive relationship between interpersonal skill of baby boomers, generation X and generation Y on normative commitment)) The correlation coefficient value of interpersonal skill and affective commitment is $r= 0.527$ and $p=0.000$. This table 4.20 shows that there is positive linear relationship between interpersonal skill and affective commitment.

Furthermore, table 4.21 in chapter 4 shows, the correlation coefficient value of interpersonal skill for continuance commitment is $r= 0.502$ and $p=0.000$. enventhough the correlation coefficient sice is moderate from the p value we

canconclude that there is significant positive relationship between interpersonal skill and continuance commitment.

In the Table 4.22, researcher conclude that there was a positive correlation between interpersonal skill and normative commitment. So that there is a significant positive relationship between the interpersonal skill and normative commitment.

5.3   Recommendation

Time, cost and resource constraint was limited the study that may become bias. There have a lot of space can be improved for future research. Researchers are recommended to implement the higher representativeness research method for example:

  i.   Increase the population wider and adopt probability sampling method in order to generalize more reliable result.

 ii.   Recruit more organization in order to gather wider information and sources

iii.   Use more variables that are inter-related and get better results.

 iv.   Utilizes or employ more advance and appropriate instruments in future research.

  v.   Future research may be conducted to compare the predictive validity of the model across different jobs and organizations.

5.4   Conclusion

This research examined quantitative study method. The investigation done to determine if there were significant differences in affective, continuance, and normative commitment presented by three generational cohorts of employees in corporate consultancies (Generation Y, Generation X, and Baby Boomers). Furthermore, the study examined whether employees with different personal attributes such as Work values, attitude & behaviour and interpersonal skills are have significant relationship with organizational commitment. The obvious conclusion from this study reveals that, generational cohort status alone did not have a significant impact levels of organizational commitment among corporate consultancies employee. This study shows that generation X and generation Y has no significant impact on organizational commitment as it is measured by the organizational commitment questionnaire developed by Allen and Meyer (1992). The personal attributes such as work values, attitude & behaviour and interpersonal skills are creating difference in each generations commitment level. The data further revealed that generational cohort status and personal attributes (work values, attitude & behaviour and interpersonal skills) interacted to impact levels of organizational commitment among the respondents. The results show that baby boomers have highest level of organizational commitment compared to other generations. Generation X and generation X have similar level of organizational commitment.

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APPENDICES

SURVEY QUESTIONNAIRE

COLLEGE OF BUSINESS
UNIVERSITI UTARA MALAYSIA

Dear Sir/Madam,

I am Purani a/p Verasamy (Matric No: 822022), a Master of Human Resource Management student from Universiti Utara Malaysia. Currently i am conducting a research entitled "Relationship of Generational Diversity on Organizational Commitment". In endeavoring to conduct this research, the data will be collected from secretarial firm's employees in Kuala Lumpur.

I would appreciate very much if you could fill up this questionnaire. It will approximately take no longer than 30 minutes as your cooperation will contribute to improve the organizational commitment at secretarial firms in Kuala Lumpur.

The data collected from this questionnaire will be treated confidential and will be used for the purpose of academic research only. I welcome for your honest feedbacks and it is most appreciated.

Kindly contact me through my email: vpurani88@gmail.com for any enquiries or if you are interested to know the result.

Thank you for your time and effort!

Yours sincerely,
Purani Verasamy (822022)

College of Business,
Universiti Utara Malaysia

Section A: Background Information

Please tick (x) in the appropriate box or fill the space provided.

No	Items	Details
1.	Gender	☐ Male ☐ Female
2.	Ethnicity	☐ Malay ☐ Chinese ☐ Indian ☐ Other (Please specify:………………)
3.	Marital status	☐ Single ☐ Married ☐ Other (Please specify:…………….)
4.	Age	☐ Years (Please state)
5.	Working experience	☐ 0-5 years ☐ 6-10 years ☐ 11-15 years ☐ 16-20 years ☐ 20 years or more
6.	Number of years in the present company	☐ Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ 11-20 years ☐ More than 20 years

Section B: Affective Commitment

Complete this Questionnaire by tick (x) in the appropriate box using the following scale:

1 = *Strongly Disagree*   **2** = *Disagree*   **3** = *moderate*   **4** = *Agree*   **5** = *Strongly Agree*

Item	Statement	1	2	3	4	5
1	I will be very happy to spend the rest of my career in this organization.					
2	I enjoy when discuss about my organization with people outside.					
3	I really feel as if this organization's problems are my own.					
4	I think that I could easily attach to another organization.					
5	I feel like 'part of my family' at this organization.					
6	I feel 'emotionally attached' to this organization.					
7	This organization has a great personal meaning for me.					
8	I feel a strong sense of belonging to this organization.					

Section C: Continuance commitment

Complete this Questionnaire by tick (x) in the appropriate box using the following scale:

1 = *Strongly Disagree*   **2** = *Disagree*   **3** = *moderate*   **4** = *Agree*   **5** = *Strongly Agree*

Item	Statement	1	2	3	4	5
1	I am afraid of what might happen if I quit my job without having another one lined up.					
2	It would be very hard for me to leave my organization right now, even if I wanted to.					
3	Too much in my life would be disrupted if I decided to leave my organization now.					
4	It will be too costly for me to leave my organization now.					
5	Right now, staying with my organization is a matter of necessity as much as desire.					
6	I feel that I have very few options to consider leaving this organization.					
7	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.					
8	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here.					

Section D: Normative Commitment

Complete this Questionnaire by tick (x) in the appropriate box using the following scale:

1 = *Strongly Disagree*   **2** = *Disagree*   **3** = *moderate*   **4** = *Agree*   **5** = *Strongly Agree*

Item	Statement	1	2	3	4	5
1	I think that people these days move from company to company too often.					
2	I believe that a person must always be loyal to his or her organization.					
3	Jumping from organization to organization seem unethical to me.					
4	One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.					
5	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.					
6	I was taught to believe in the value of remaining loyal to one organization.					
7	Things were better in the days when people stayed in one organization for most of their careers.					
8	I do not think that to be a 'company man' or 'company woman' is sensible anymore.					

Section E: Work Values

Complete this Questionnaire by tick (x) in the appropriate box using the following scale:

1 = *Strongly Disagree*   **2** = *Disagree*   **3** = *moderate*   **4** = *Agree*   **5** = *Strongly Agree*

Item	Statement	1	2	3	4	5
1	I talk up this organization to my friends as a great organization to work for.					
2	I find that my values and the organization's values are very similar					
3	I really care about the fate of this organization.					
4	I am proud to tell others that I am part of this organization.					

Section F: Attitudes & Behavior

Complete this Questionnaire by tick (x) in the appropriate box using the following scale:

1 = *Strongly Disagree*   **2** = *Disagree*   **3** = *moderate*   **4** = *Agree*   **5** = *Strongly Agree*

Item	Statement	1	2	3	4	5
1	I feel very loyalty to this organization.					
2	I would accept almost any type of job assignment in order to keep working for this organization.					
3	I won't be working for a different organization even though type of work were similar.					
4	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.					
5	1 am extremely glad that I chose this organization to work for, over others I was considering at the time I joined.					
6	Often, I find it easy to agree with this organization's policies on important matters relating to its employees.					

Section G: Interpersonal Skill

Complete this Questionnaire by tick (x) in the appropriate box using the following scale:

1 = *Strongly Disagree*   **2** = *Disagree*   **3** = *moderate*   **4** = *Agree*   **5** = *Strongly Agree*

Item	Statement	1	2	3	4	5
1	I make friends easily with others.					
2	I cooperate with others in group activities or situations.					
3	I participate in social situations and activities skillfully					
4	I am considerate of the feelings of others					
5	I am generally compliant					
6	I generally follow directions given by superiors					

Thank you for your time and participation.