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

PURANI A/P VERASAMY

Universiti Utara Malaysia

MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
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GENERATIONAL DIVERSITY, PERSONAL ATTRIBUTES AND ORGANIZATIONAL COMMITMENT: A STUDY AMONG EMPLOYEES OF CORPORATE CONSULTANCIES.

By

PURANI A/P VERASAMY

Universiti Utara Malaysia

Dissertation Submitted to
School of Business Management,
UUM College of Business, Universiti Utara Malaysia,
in Partial Fulfilment of the Requirement for the Master of Human Resource Management

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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.

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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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Also special thanks to the respondents from fifteen (15) corporate consultancies employees who gave full cooperation filling in the questionnaire with the time constraint.

Special thanks to my family members. They were my role models and the best example for me to follow in my life. They never stopped supporting me through my whole life and without them I would have never been what I am today. Last but not least, special thanks to my friend for patiently helping me and be there whenever I need moral support, who patiently listens to me. Thank you all. May God bless.

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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.

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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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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

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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.					

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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.					

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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.					

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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.					

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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.					

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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.

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