

The Relationship of Reward System, Working Environment and Organization Commitment to Job Satisfaction: Generational Difference

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The purpose of this research is to investigate the relationship of hygiene factors towards job satisfaction and whether there are differences between generations. This research aims to investigate whether there are differences between Generation X and Generation Y regarding the relationship of reward system, working environment and organization commitment towards job satisfaction. Data were collected from two hundred and one respondents from different industries in Malaysia. The respondents are working in engineering, logistics, banking and IT industries. A quantitative experimental design has been conducted to analyze the differences in the relationship between independent and dependent variables among Generation X and Generation Y. Non-probability sampling designs using convenient sampling were administered. Pearson correlation and independent samples T-Test were conducted using Statistical Package for the Social Science (SPSS). Based on the analysis, only one hypothesis is accepted. Only organization commitment towards job satisfaction relationship is found to have significant difference in a comparison between Generation X and Generation Y. Thus, this research is useful for the future researcher to have a better understanding of the different perception towards job satisfaction between each generation. This will allow employers to facilitate the difference based on employee needs and motivation accordingly.

Key words: *Generation X, Generation Y, Job Satisfaction, Reward System, Working Environment and Organization Commitment.*

Introduction

Research Background

Generational difference is a common subject for researchers. It represents sets of values carried by people who fall in the same age group. These age groups tend to develop collective personalities, ideas, and feelings about authority, organization and behaviour. The current labour force is dominated by baby boomers, Generation X and Generation Y where Generation X and Generation Y make up 90% of Malaysian total workforce distribution. (Lau, 2014; Mujtaba, Jamal & Shaikh 2018)

With the diversity in generation, comes different perceptions on an organization's job satisfaction, which could potentially lead to employees leaving their jobs. Organizations will lose effectiveness due to bearing new recruitment costs, training costs, low productivity and more when there is a disruption operationally due to high turnover rate (Soulez, 2011; Aziz et al., 2019). Therefore, in order to make sure the employees are satisfied, every organization needs to attract well qualified potential employees regardless of which generation they belong to. According to Akmal et al. (2011), retaining Generation Y has become more challenging in today's workplace.

This study will investigate the relationship of independent variables identified as reward system, working environment and organization commitment towards job satisfaction as the dependent variable job satisfaction, comparing between Generation X and Generation Y.

Research Problem

According to the report "Getting the Best Out of a Multi-generation Workforce" published by Employee Provident Fund Malaysia in year 2014, 45% of the workers are above age 45 and approaching retirement. Organizations will be unable to replace the skills and expertise of these retirees. This is mainly caused by high turnover rate due to talent mismanagement and employee disengagement. Talent retainment is the key challenge for organizations. According to New Straits Times, talent retainment is increasingly challenging, as for the first time in history, organizations are required to manage multi-generational teams which consist of Baby Boomer, Generation X and Generation Y, all required to work together with maximal job satisfaction.

As the baby boomer generation slowly enters the retiring stage and with the amount of new Generation Y entering the workforce, difference in needs and perception between the new and old generations should be accepted and addressed. Gen X, on the other hand, is the next dominant power as the boomers retire. Today, there are over one-third of individuals in the workforce who are Generation Y (Birkman, 2016; Mungwari, 2018) and Forbes Magazine

speculates that 75% of global workforce will be Gen Y by year 2025. Generation Y has always been stereotyped and perceived to be thought to think differently from other generations. Consequently, it is important to have baby boomers' transfer their knowledge to Generation X and Y. Younger generations X and Y shall be available to accept the knowledge transfer in order to be able to adapt tomorrow's business operation challenges. Failure in maximizing job satisfaction in younger generations would lead to the breakdown on the passage of knowledge transfer. In order to address this problem, the difference in relationships between reward systems, working environment and organization towards job satisfaction in Generation X and Generation Y have been studied.

Research Objectives

This study aims to accomplish three main objectives as follows:

- To investigate the difference in relationship between reward system and job satisfaction among Generation X and Generation Y.
- To investigate the difference in relationship between working environment and job satisfaction among Generation X and Generation Y.
- To investigate the difference in relationship between organization commitment and job satisfaction among Generation X and Generation Y.

Literature Review

Underpinning Theory

Frederick Herzberg's Two Factor Theory

Herzberg et al. (1959) developed a model of motivation related to job satisfaction. In this research, it is concluded that motivational factors can be segregated into hygiene and motivational factors. According to Herzberg, Hygiene factors cannot cause satisfaction but they are required to avoid dissatisfaction, whereas motivational factors have sustainable effect compared to Hygiene factors by the conversion of dissatisfaction into satisfaction.

Hygiene factors include working environment, leadership, supervisor quality and level, company's policy and administration, salary, interpersonal relations and job security. In the absence of hygiene factors, the employee's chances of being dissatisfied increase. The increase in hygiene factors to some extent has an impact on motivator factors. (Gordon, 1990; Hassard et al., 2015; Afthanorhan et al., 2018). In this research, hygiene factors of working environment and reward system are the significant key measurements to testify their relationships to job satisfaction.

Motivator factors, on the other hand, involve discussions on job nature and how it assists employees to have their higher order needs fulfilled, thus resulting in job satisfaction.

Motivating factors include recognition, autonomy, responsibilities, empowerment and achievements. Motivating factors inspire employees to work harder in order to perform better and thus resulting in job satisfaction. (Gordon, 1990; Hassard et al., 2015). In this research, organizational commitment is the key measurement to testify its relation to job satisfaction.

Concepts mentioned above, for instance: interpersonal relations and supervisor quality and level, autonomy, empowerment fall into the category of social and psychological aspects of work environment that have been mentioned earlier. This can also be extracted from different previous research studies, and hence is not considered in this research. Only physical aspects of working environment will be taking into consideration in this study.

Numerous researchers have performed studies on motivational factor differences between Generation X and Generation Y. In his study, Smith (2015) concluded that Generation Y's top 3 motivational factors, arranged in ranked order, are as follows: (1) Leadership, (2) Advancement & Growth, (3) Salary. As for Generation X, the top 3 motivational factors, arranged in ranked order, are as follows: (1) Salary, (2) Leadership, (3) Job characteristic. As mentioned above, leadership and salary shall be categorized as hygiene factors according to Herzberg's theory; whereas job characteristic, advancement and growth are categorized as motivating factors. From Smith's (2015) discussion, hygiene factors shall always be fulfilled first, only then, should motivating factors come into the picture. The different generations would be expected to rank each factor differently, but Smith (2015) emphasized that management shall always focus on giving full attention in fulfilling employee's hygiene factors first in order to improve employee's job satisfaction.

RELATIONSHIPS BETWEEN REWARD SYSTEM, WORKING ENVIRONMENT AND ORGANIZATION COMMITMENT TOWARDS JOB SATISFACTION

Reward System

Reward system includes policies and strategies implemented by qualified Human Resources in a fair and consistent manner to align with organization's directions and values. The process includes reward system formulation, implementation, communication and feedback development to the workforce (Chepkwony, 2014; Mušić, 2017). Reward system is classified as financial or monetary rewards such as salary and fringe benefits, retirement benefit, bonuses, promotions and company's share. For this study, salary only is used to represent reward system, as it is easy to calibrate compared to the other elements. Salary consists of cash compensations which are directly provided by employers for the work performed by the employees as agreeable between employer and employee. It is also chosen because it is the most effective element within the employee reward package (Green, 2010).

Several scholars have emphasized that reward system is the core element related to job satisfaction. Shoaib, Noor, Tirmizi and Bashir (2009) believed that employee rewards is essential and substantial towards employee's satisfaction. They further suggest that judgement of employees on the quality of their work is based on the intrinsic satisfaction and reward they have earned upon work completion. Rewards utilization to increase satisfaction is practiced in all organizations. Factors such as pay and employer benefit have also been found to have a relationship with job satisfaction (Opkara, 2002).

Shoaib et al. (2009) believe that it is crucial for employers to formulate a fair system and good strategies in rewarding their employees. When appropriate reward strategies are formulated, good employees can be retained (Shechtman, 2008). A good reward system embedded with well-organized salary structure could stimulate excellent workplace synergy. As part of reward system, salary structure shall always be related to desire work result and communicated down to the workforce by the organization. This establishes a connection between the management and the employee. Fair and equal chance available to the entire workplace to have opportunities to influence their salary structure will drives huge motivation and hence job satisfaction (Shechtman, 2008).

Working Environment

Work environment covers aspects such as ventilation, facilities, equipment, tools, safety, hygiene, space, etc. (Herzberg et al. 1996 & Prabhakar 2016). Moreover, Herzberg (1966) and Pitaloka Sofia (2014) further add that working environment also covers aspects of communication protocol, procedure, fair administrative treatment and culture. Work environment has also been defined by Salunke (2015) as a physical aspect that could be influential towards employee productivity, concentration, health and job satisfaction. Salunke (2015) has further classified work environment into two categories: physical and psychological aspects. Physical environment includes building design, workplace layout, noise, infrastructure, temperature, ventilation and amenities. Psychological aspects refer to relationships among peers or between employer and the employees, communication among co-workers, and the monotonous or challenging job nature and etc.

This study only focuses on the physical environment itself, a conducive workplace that is free from harm and threat, could help to develop employees and allow them to perform their job satisfactorily. Non-physical environment, for instance: mental environment, fair treatment and culture would not be discussed here as these areas have shared some common ground with organizational commitment. According to Razak, Ma'amor, and Hassan (2016), a healthy work environment should be provided to employees in order to improve job satisfaction, hence resulting in better work quality. Moreover, employee's job satisfaction level can be improved by working in a safe working environment based on Raziq and Maulabakhsh, (2015). Leblebici

(2012) also mentioned in his study that employee work performance will increase if the employee is satisfied with their workplace quality.

Research has also been conducted by Kabir (2011) & Parvin (2011) in order to seek the factors influencing employee satisfaction level in the field of pharmaceuticals. He concluded in his research that working environment is one of the main factors influencing employees' job satisfaction. Aziri (2011) also mentioned in his research that job satisfaction is affected by internal and external factors. Internal factor includes how employees feel about their job; external factor on the other hand, refer to work environment.

Organizational commitment

Martin (2007) defines organizational commitment as the relative strength of an individual's identification with, and involvement in an organization. Organizational commitment is described by Mowday (1979), as the tendency of an employee towards the goal of organization that he or she identifies with, which motivates him or her to make an effort for the effectiveness of the organization as a valuable member. Porter et al. (1974) considers organization commitment in three dimensions: (1) to be able to accept the goal and values of the organization, (2) to be able to put on extra effort to complete job given by the organization without being asked, (3) to have strong desire to remain in the organization.

A reciprocal kind of relationship between the employer and the employee is defined as organizational commitment. For instance, if the organization is not committed to its employees and the employees realize that their company is not committed to them, it will affect the commitment relationship negatively. Mutual commitment is the key to drive organizations to achieve greater success (Martin, 2007).

Referring to Singh & Jain (2013), employees with high job satisfaction tend to have high organizational commitment, are present at work, timely and exhibit lower absenteeism. Dirani and Kuchinke (2011) summarised that employees with higher organization commitment will have overall lower level of work-home conflicts, work induced stress and higher job satisfaction. Eslami and Gharakhani (2012) concluded in their research that job satisfaction has a positive and significant relationship with organization commitment. Ekvaniyan (2012) discovered that when organization commitment, in the dimension of affective and normative commitment, increases, job satisfaction would increase too. This shows that organization commitment is positively influencing job satisfaction in his study.

Job Satisfaction

Robbin & Judge (2011) defined job satisfaction as a collection of positive and/or negative feelings that an individual holds toward his or her job. Armstrong (2010) has suggested that job satisfaction reflects on working attitudes and feelings towards their job. Positive and favourable attitude lead to indication of job satisfaction. On the contrary, negative and unfavourable lead to indication of job dissatisfaction.

Salunke (2015), further defined job satisfaction as personal attitude and internal state of mind of employee. In his research, he categorized job satisfaction into 5 major elements, including individual, social, cultural, organizational and environmental element. Individual element, for instance; age, education background, family background and etc., play a vital role in impacting job satisfaction. Social element refers to engagement and communication with peers at the workplace. Cultural element includes individual religious belief, values, self-belief and mindset. Organizational element includes organization hierarchy, salary structure, leadership styles, influencing power and management authority. Last but not least, the greatest among these would be environmental element, which comprises the biggest picture compared to the previous four elements, mainly based on social-economical, geopolitical factors.

DIFFERENCES AMONG GENERATION X AND GENERATION Y ON THE RELATIONSHIP BETWEEN REWARD SYSTEM, WORKING ENVIRONMENT AND ORGANIZATION COMMITMENT TOWARDS JOB SATISFACTION

Generational Differences

According to Vuokko (2014), different generations have experienced life in different manners due to the events that shape their perspectives and worldview. As a result of today technological advancement and globalisation, every generation will have different personal values, beliefs and perceptions. Lord and Farrington (2006), have discovered differences between younger and older generations: the older generation have higher job satisfaction with their current jobs compared to younger generation.

In the current workforce, population has been divided into four generations, namely: traditionalist, baby boomers, Generation X and Generation Y (Rood, 2010). The current workforce is dominated by Generation X and Generation Y. Since each generation has different sets of values, beliefs and perceptions, the styles of managing this diverse workforce should also be different. Any organization will benefit from finding ways to motivate these two major generation workforces to achieve and maximum job satisfaction for both.

Generation X

Generation X refers to group of people born between 1965 and 1980. They have been described as independent and self-reliant rather than respectful of authority (Kappor & Solomon, 2011). As kin of the baby boomer, Generation X see their parents devote their lives fully to work, in contrast, they believe in work-life balance. They witnessed their parents encounter economic downtimes, job instability and high unemployment, which leads them to pursue career advancement over career loyalty as did their parents. (Twenge, Campbell, Hoffman & Lance, 2010).

Generation Y

Generation Y refers to group of people born between 1981 and 1996, it is youngest cohort replacing Generation X in the current workforce. This generation are impacted by the events of globalization and technology and data advancement (Buckley et al. 2015). Gibson & Greenwood (2010) have concluded that Generation Y is curious, ambitious with great adaptability with the goal to secure a comfortable life. For that, they are willing to learn new skills and knowledge through experience in order to capture future career advancement opportunities.

Generational difference towards reward system and job satisfaction

In terms of reward system, Generation Y expects to be rewarded instantly once they have made some achievements by meeting organization goals and achieving reward shortly thereafter, Generation Y will arrive achieve a high level of job satisfaction and will be willing to accept another challenge (Ng et al. 2010). Reward systems which are based on loyalty and seniority wouldn't be perceived as a priority by Generation Y.

Generation X would also expect to be rewarded the same way as Generation Y, but on top of that, retirement option would be another crucial element. Generation X would desire to have employee benefits from the organization. Generation X has the task of taking care of two generations with their baby boomer parents and their own children in Generation Y (NAS, 2006). Due to these added responsibilities, reward system is more vital to Generation X. According to Twente et al. (2010), Gen X is significantly more interested in rewards than Baby boomers but are less interested than Gen Y.

Generational difference towards working environment and job satisfaction

Meister & Willyerd's 2010 research specifies that the younger generation appreciate flexible hour and remote workplace much more than the older generation. Keepnews et. al. (2010) also mentioned in his research that Gen X and Gen Y have equal preference to accept 10-12 hour work shifts. In the study of "Generational Diversity and Work Values" by Eletter et. al (2017),

the author mentioned that there is no difference between Gen X and Gen Y in the aspect of working environment in the academic field. Employees from all generation desire to have work hour freedom in order to get work accomplished. (Randstad Work Solution, 2007)

Based on Puybaraud, Russel, McEwan, Luessink & Beck (2010) research findings, Generation Y perceived workplace as their secondary home and expect to have facilities such as a coffee shop, breakout space and gym. Gen Y prefer to have personal desk to establish their own private work space and sharing a desk would be a challenge to them. In the study, 79% of Gen Y employees would prefer to work on a mobile basis. The results of the research also indicate that Gen Y perceived that creativity and productivity can be facilitated through a working environment which provides the right ambience and crucial technical support. In order to attract and retain Gen Y in an organization, these unique preferences of the workplace shall be addressed (Haynes & Nunnington, 2010).

Generational difference towards organization commitment and job satisfaction

Lieber (2010) noted that Generation Y preferably feel more loyalty towards their peers versus the management, though they require fair treatment for all from the organization. Lipkin and Perrymore (2009) further elaborated that the deep-rooted loyalty to an organization was developed by the Traditionalist and gradually passed down to Baby Boomer, but now Generation X and Generation Y refuse to accept this mindset. Moreover, researchers have highlighted that Generation Y has a lower organization commitment to their employer and would choose to leave the organization when they are not satisfied with the organization.

Busch et al. (2008) believed that younger generations like Gen Y are less committed whereas older generations like Baby Boomer and Gen X are more committed to their current organization. In that case, theoretically, older generation could assist younger generations in escalating the importance of organization commitment in the current workplace. Mahoney (2015) have developed a summary of his study mentioning the hyperconsciousness of Generation Y who perceive themselves as having the ability to accomplish anything and having the perception of high self-worth is the main reason why Generation Y is less committed to their organization than Generation X.

Based on the literature, the following research framework and hypotheses are developed for this research:

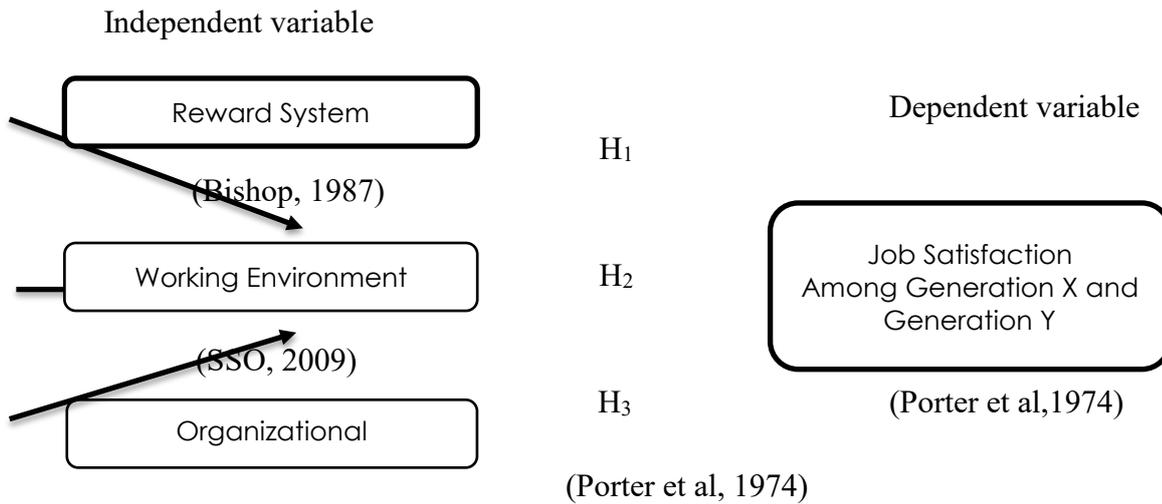
H₁: There is a significant difference in the relationship between reward system and job satisfaction among Generation X and Generation Y.

H₂: There is a significant difference in the relationship between working environment and job satisfaction among Generation X and Generation Y.

H₃: There is a significant difference in relationship between organizational commitment and job satisfaction in Generation X and Generation Y.

Research Framework

Figure 1.0. Job Satisfaction Research Framework



Research Methodology

Research Design

This study has adopted a deductive approach in order to test the hypothesis and framework in seeking the relationship between dependent and independent variable (Saunders, Lewis, & Thornhill, 2009). Deductive approach has been adopted as a scientific method in analysing quantitative data being collected in order to reveal the level of significance of relationship between variables.

Quantitative data is a method of data presentation in numerical form (Saunders, Lewis, & Thornhill, 2009). In analysing the variables of reward system, working environment, organization commitment and job satisfaction, numerical output will be used in examining the relationships between variables. Quantitative method is also used to ascertain the difference in generations towards job satisfaction, as is this research emphasis.

Targeted population in this survey consists of working adults from different industries in Malaysia, the majority are from the field of engineering, logistics, banking and IT industries. The sampling method adopted is convenience sampling. Convenience sampling method is sampling performed in such way that respondents who participated are mainly the most accessible and closest in the social circle of the researcher. For this study, a comparison between Generation X and Y must be studied and yet Baby Boomers exists within the sampling

population due to this sampling method. Convenience sampling is one of the sampling methods which is easy to administer and has a quicker response time, usually resulting in a good amount of responses enabling meaningful further analysis.

Questionnaires were distributed to a circle of friends at the current workplace, to suppliers and contractors from different industries in Malaysia, the majority of whom work in the engineering, logistics, banking and IT industries. A total of 201 questionnaires were collected. The questionnaire was adapted from previous studies and arranged into three separate sections, Section A, Section B and Section C. There is a total of 35 questions in the questionnaire.

Section A consists of a total 8 items aimed to capture demographic information. Respondents of the questionnaires are required to provide their personal information on current work position, tenure, gender, age, marital status, race, education background and salary. This information is collected to enable the researcher to correlate the outcome of the analysis with respect to generational differences and respondent background.

Section B and C, investigate mainly dependent variables. Both section B and C are designed using a five-point Likert Scale with the option ranging from “Strongly Disagree” (1) to “Strongly Agree” (5). The respondents are required to select the most appropriate and suitable option with respect to their own feelings.

Reliability Analysis

The use of quantitative method as the method of data collection should always involve a pilot study, performed prior the distribution of the questionnaire to the population. Thirty respondents participated in the pilot study. The objectives of the pilot study are to ensure that the items are unbiased, not misleading and most importantly, reliable. Ultimately, pilot study is used to maximize the effectiveness of the questionnaire, and by all means, reduce the time required to complete the questionnaire (Jonck, 2014).

Below the output of reliability test in the pilot study is presented. In reliability test, Cronbach Alpha value of more than 0.7 is considered reliable (Nunnaly, 1978).

Table 1.0: Reliability Statistics

VARIABLES	CRONBACH'S ALPHA
Reward System	0.791
Working Environment	0.760
Organization Commitment	0.882
Job Satisfaction	0.815

Findings and Discussion
Correlation Analysis

In this study, Pearson Product-Moment Correlation analysis has been adopted to investigate the existence of relationship between reward system (RS), working environment (WE) and organization commitment (OC) with job satisfaction (JS). This analysis allows us to examine the intensity, direction and magnitude of the relationship.

Table 3.0: Correlation Analysis

		RS	WE	OC	JS
RS	Pearson Correlation	1	.452**	.648**	.535**
	Sig. (2-tailed)		.000	.000	.000
	N	201	201	201	201
WE	Pearson Correlation	.452**	1	.507**	.462**
	Sig. (2-tailed)	.000		.000	.000
	N	201	201	201	201
OC	Pearson Correlation	.648**	.507**	1	.575**
	Sig. (2-tailed)	.000	.000		.000
	N	201	201	201	201
JS	Pearson Correlation	.535**	.462**	.575**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	201	201	201	201

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

The result revealed that all three independent variables are significantly positively correlated to dependent variable.

Independent samples T-Test

In this research, T-Test is used to examine the existence of the difference in perception in Generation X and Generation Y towards job satisfaction. Based on Levene's Test (Table 18) for Equality of Variances, both Generation X and Generation Y indicated that there are slight differences in perception towards job satisfaction ($p=0.52$). This is mainly due to Generation X and Generation Y perceive organization commitment ($p=0.016$) differently. However, there are no difference between Generation X and Generation Y towards reward system ($p=1.25$) and working environment ($p=1.27$).

Table 4.0: Independent Samples T-Test

Independent Samples Test			
		Levene's Test for Equality of Variances	t-test for Equality of Means

		F	Sig.	t	df	Sig. (2-tailed)
Job Satisfaction	Equal variances assumed	5.894	.016	-1.951	196	.052*
	Equal variances not assumed			-1.775	70.969	.080
Reward System	Equal variances assumed	.578	.448	-1.539	196	.125
	Equal variances not assumed			-1.472	76.234	.145
Working Environment	Equal variances assumed	1.185	.278	-1.532	196	.127
	Equal variances not assumed			-1.455	75.409	.150
Organization Commitment	Equal variances assumed	1.632	.203	-2.435	196	.016*
	Equal variances not assumed			-2.281	73.896	.025*

*. Significant at the 0.05 level (2-tailed).

H₁: There is a significant difference in the relationship between reward system and job satisfaction among Generation X and Generation Y.

There appears to be a significant and positive relation between reward system and job satisfaction in correlation test ($r = 0.535$, $n = 201$, and $p = .000$). Yet, there is no difference in relationship of reward system towards job satisfaction between Generation X and Generation Y ($p = .125$). Previous findings made by Afzal et al. (2015) support the finding, which states that monetary reward satisfaction is positively related to job satisfaction ($b = 0.576$, $p < .01$). Result shows that this is still true regardless of which generation, X or Y, the respondents belong to. There is no detectable difference between Generation X and Generation Y in their perception of the importance of reward system to their job satisfaction.

H₂: There is a significant difference in the relationship between working environment and job satisfaction among Generation X and Generation Y.

As for working environment, the results show that there is a significant and positive relation between work environment and job satisfaction in correlation test ($r= 0.462$, $n=201$, and $p=.000$). Yet, there is no difference in relationship of work environment system towards job satisfaction between Generation X and Generation Y ($p=.127$). According to Bakotic & Babic (2013), working condition is an important factor for job satisfaction. This result is also supported by previous research done by Randstad Work Solution (2007), which states that all generations want to have a good working environment including working hours and indicated that it is not a preference for one generation group only.

H₃: There is a significant difference in relationship between organizational commitment and job satisfaction in Generation X and Generation Y.

The results of this study showed that there is a positive significant relationship between organization commitment and job satisfaction ($p=0.575$). There is also a difference in Generation X and Generation Y with regards to organization commitment ($p = 0.016$, which is below 0.05). This indicates that Generation X and Generation Y see organization commitment differently. The higher the level of organization commitment, the greater the job satisfaction is. The findings of this study support the findings of Cohen et.al, (2007) and Morrison (2008).

The main findings of the study are summarized in Table 5.0

Table 5.0: Summary of Main Findings

Hypothesis	Findings
H ₁ : There is a significant difference in the relationship between reward system and job satisfaction among Generation X and Generation Y.	Rejected
H ₂ : There is a significant difference in the relationship between working environment and job satisfaction among Generation X and Generation Y.	Rejected
H ₃ : There is a significant difference in relationship between organizational commitment and job satisfaction in Generation X and Generation Y.	Accepted

Conclusion

Organizations strive for employee satisfaction, but not all are able to attain this goal. Having employees that are satisfied lowers turnover rate and leads to higher productivity. However, with the changing landscape in the labor workforce, organizations have to be more vigilant in identifying the employee needs. Organizations must minimize dissatisfaction or even totally

avoid dissatisfaction among employees. This study investigated the changing landscape among working adults, where currently Generation X and Generation Y are dominating the workforce and aimed to determine whether there are differences on the hygiene factors i.e. reward system, work environment and organizational commitment among these two generations. The finding is that the only significant difference is organizational commitment. Generation Y's perception of organization commitment might not be strong because they enjoy the freedom of leaving one company for another until finding one that affords substantial levels of job satisfaction.

The data collected from 201 respondents indicated that they agree that current reward system, work environment and organization commitment were at the satisfactory level yet there was still room for improvement and that organizations needed to consider measures to improve these variables in order to retain and sustain their productive employees.

Research findings for a multi-generational workforce are at a preliminary stage. There is great potential in a much more diverse, multi-generational workforce for every organization as Generation Z join the workforce group. It is essential to establish further studies in deducing the differences between each generation. Future studies should emphasize the investigation of the different perceptions towards job satisfaction between each generation. This in turn will allow employers to facilitate the difference based on their needs and motivation accordingly. The interaction between each generation should also be further studied.

The major limitation of this empirical study is the sample size and sampling representation of the work industries, position, salary and generation types. Although sample size was adequate, with a larger sample size, the distribution of the result would achieve greater normality level and the results would be more accurate. As convenience sampling method was adopted here, work industries studied in this research consisted mainly of the field of engineering, IT, logistics and banking. The result of this study have been constrained to these few industries and other industries like education, finance, service sector etc. have not been considered in this study. Distribution of position, salary and generation types of the respondents does not reflect that as published by the Department of Statistics Malaysia. With the absence of coverage of other industries mentioned above, results yielded in this study are not representative of the whole working population.

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