

Factors that Affect Generation Y Workers' Organizational Commitment

Lim Xtn Yi

A research project submitted in partial fulfillment of the
requirement for the degree of

Master of Business Administration

Universiti Tunku Abdul Rahman

Faculty of Accountancy and Management

September 2014

Factors that Affect Generation Y Workers' Organizational Commitment

By

Lim Xtn Yi

This research project is supervised by:

Kalaivani a/p Jayaraman

Lecturer

Department of International Business

Faculty of Accountancy and Management

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- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
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Name of Student : Lim Xtn Yi
Student ID : 11UKM06204
Signature : _____
Date : _____

ACKNOWLEDGEMENT

To start with, I would like to express my sincere gratitude and appreciation to my research supervisor, Ms Kalaivani a/p Jayaraman for her assistance, guidance and advise throughout the completion of this research study. Without her guidance, I would not have been able to complete this research study.

Thanks should also be bestowed upon my parents, family, and friends, for their constant support throughout this challenging period. I would also like to take this opportunity to express my heartfelt appreciation to all of the respondents who had spent their precious time to fill up my questionnaire. Their cooperation made my work easier in form of collecting and analyzing the data.

Once again, I would like to express my gratitude to all of the people who had assisted and supported me to complete this research study. Without the abovementioned people, this research will not be a great success.

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ABSTRACT

Committed workforce has now become the greatest asset that drives the organization to success and failure as in today's business world; sustained competitive advantage is no longer dependent on natural resources, technology or economies of scale since they are increasingly easy to be imitated. However, as suggested by various sources, Generation Y workers, who are described as the next generation workers, are said to be least committed to stay with the same company as compared to those preceding generations. High employee turnover rate has become a major issue that needs to be addressed. This study aims to identify the determinants of Generation Y employees' organizational commitment in Malaysian FMCG industry. Specifically, the study assessed the impact of independent variables (distributive justice, procedural justice, job satisfaction and work- life balance) on dependent variable (organizational commitment). In this study also, the relationship of gender and education level to organizational commitment of Generation Y workforce have been examined.

A questionnaire was developed using Lee, Allen and Meyer (2001) revised 15- item organizational commitment questionnaire, Colquitt (2001) distributive justice scale and procedural justice scale, Paul Spector (1985) Job Satisfaction Survey and Hayman (2005) work- life balance scale. A total of 180 respondents who worked in FMCG companies located within Klang Valley were selected conveniently. The findings revealed that distributive, procedural justice, job satisfaction and work- life balance do have a significant impact on organizational commitment. In addition, present study provides empirical support that there are significant differences between gender, and education level on organizational commitment.

CHAPTER 1

INTRODUCTION

1.0 Introduction

This is an introductory chapter that presents the overview of this study. It is made up of eight sections. Section 1.1 highlights the research background. Section 1.2 outlines the problems statements and Section 1.3 depicts the research objectives to be achieved. Section 1.4 mentions the research questions of the study followed by Section 1.5 which presents the hypotheses of the study. Section 1.6 explains the significance of the study and followed by Section 1.7 which clearly presents the definition of important terms in this study. Section 1.8 shows the overall structure of the study. Finally, Section 1.8 concludes the chapter.

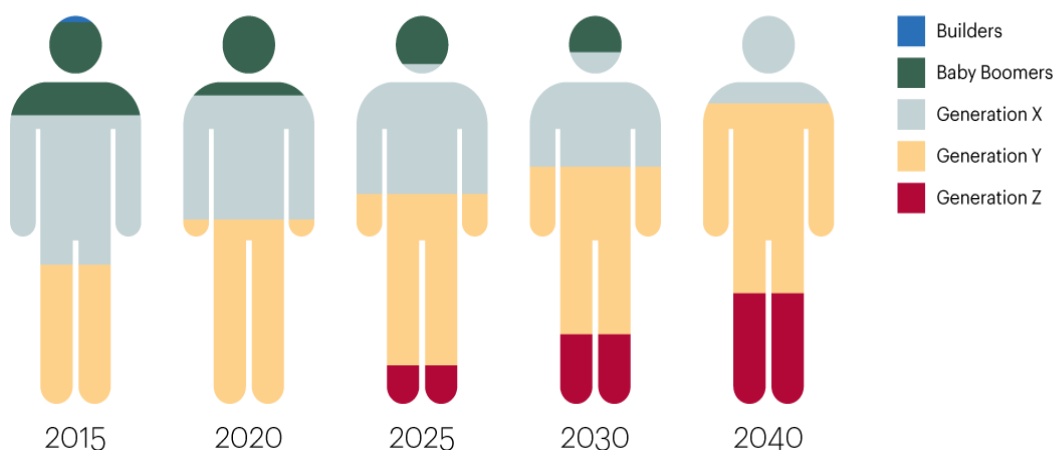
1.1 Research Background

Human capital is the greatest asset that drives the organization to success and failure as it plays a significant role in enhancing firm's competitiveness. Undoubtedly, in today business world, sustained competitive advantage is no longer dependent on natural resources, technology or economies of scale since they are increasingly easy to be imitated. Rather, sustainable competitive

advantage is, according to resource based view of firm, dependent on valuable, rare, unique and imperfectly imitable resources such as human capital.

Nowadays, due to the worldwide demographic shift operating within companies' labor force, the composition of workforce is changing rapidly and is predominantly composed by three different generations, namely, Baby Boomers, Generation X and Generation Y. The above mentioned generational shift occurred as the Generation Y workers, who are also known as the Millennials, entered the corporate world when the Baby Boomers were just starting to retire. As illustrated in Figure 1, according to the estimates made by the U.S. Census Bureau, by year 2025, Generation Y and its successors will comprise more than half of the global population and 75% of the workforce (Bovis, Cardoso, Wright & Gott, n.d.). In addition to this, Dr Karie Willyerd, the co-author of *The 2020 Workforce – How Innovative Companies Attract, Develop and Keep Tomorrow's Employees Today*, shares that by 2015, over 50% of the workforce in Malaysia will be Generation Y workers ("Meet the needs," 2012).

Figure 1: Generation Y will Comprise the Majority of the Workforce by 2025



Note. From Bovis, B., Cardoso, L., Wright, R., & Gott, J. (n.d.). *Gender matters for generation Y*. Retrieved June 20, 2013, from http://www.atkearney.com/gbpc/issue-papers-and-perspectives/article/-/asset_publisher/3iSOIX7wDpJG/content/gender-matters-for-generationy/10192

It is a known fact that Generation Y has become the fastest growing segment of the workforce (Glass, 2007). However, as suggested by various sources, Generation Y workers are said to be least committed to stay with the same company relative to other generations (Islam, Teh, Yusuf & Desa, 2011; Goh, 2012). As cited in Goh (2012), the Kelly Services marketing director for both Singapore and Malaysia, Jeannie Khoo, states that such job hopping has become a trend among workforce in Malaysia, especially among Generation Y workers who are described as the next generation of workers. In other words, getting commitment and retaining young workers, especially Generation Y workers, has become one of the most difficult challenges faced by today's business organization and is something that organizations cannot afford to overlook.

Undoubtedly, this turnover trend is worrying trend as high turnover rate spurs many negative consequences to the organizations. Turnover is expensive and costly in term of both direct and indirect costs of an organization. Direct costs include the recruitment and selections cost, cost of hiring temporary staff, and costs associated with training of new staff whereas indirect costs include loss of organizational memory, tarnished image, decreased morale and increased pressure among remaining staffs (Shaw, Gupta & Delery, 2005). As cited in Lee (2012), Malaysian Employer Federation (MEF) Executive Director, Shamsuddin Bardan, states that the cost of replacing an employee can be substantial in which employers had to spend an average of RM 25, 000 to RM 30, 000 to replace each employee who quit.

In addition, Ghore and York- Barr (2007) found that there are three types of costs inherent in staff turnover. Firstly, in order to fill a vacancy, direct replacement expenses associated with advertising, recruiting, interviewing and training new employee will incur. Secondly, there are program costs during the time a vacancy remains. These costs include increased stress and workload, and decreased morale and productivity of the remaining workers. Last but not least, there will also be costs of lost opportunities. In other words, the time and energy spent on advertising the job vacancy, choosing the right candidates for interview, make the offer to the best candidate and training a new staff result in lost opportunity cost as the time and energy invested may have provided more benefits had it been available for other tasks.

As a matter of fact, surveys to learn specifically on what Generation Y employees concerned have been conducted by various research companies such as SuccessFactors, Yahoo Hotjobs and Robert Half International as well as Johnson Controls Global WorkPlace Solutions. Results indicate that factors contributing to the above phenomenon may be due to the growing trend of generational diversity in the present working scenario (Collins, Hair & Rocco, 2009), which include differences that exist in the work values between different generations at the workplace, and work environments that fail to meet Generation Y workers' specific needs (Shaw & Fairhurst, 2008; Cennamo & Gardner, 2008).

In a nutshell, the dynamic interaction between Generation Y workers' work values and Human Resource Management (HRM) practices implemented by the employing organization will influence Generation Y workers' work attitudes, and in turn, the behaviours that Generation Y workers engage in the work. Ultimately, this will have an impact of various organizational outcomes such as profitability, turnover, market share, customer retention, reputation as an employer and competitive advantage. Therefore, in order to attract, recruit and retain Generation Y workers, organizations have to understand the way how they think about works and what kind of work environment they would prefer.

1.2 Problem Statement

High employee turnover rate among Generation Y workforce has become a major issue that need to be addressed. With the retirement of Baby Boomer workforce, Generation Y workers currently making up a large proportion of Malaysian workforce and will become increasingly larger as more of them enter the workforce, but they were found job hopping. In the present era, the world economy is experiencing the paradigm shift towards knowledge- based, service-focused economy due to globalization (Muhammad, Char, Yasoa & Hassan, 2010). Apparently, the HRM practices that had worked very well during the industrial

economy are now less rendered less effective in today's knowledge based, service focused economy. In that sense, in order to retain this cohort of workforce, organizations should prepare themselves to understand Generation Y employees' work values and rethink their HRM practices in the workplace.

In Malaysia, the services sector, particularly in the areas of business and professional services, distributive trade (wholesale, retail, hotels and catering), construction, education and training, healthcare, tourism, logistics and ICT and telecommunication, continues to contribute to the nation's GDP, at 54.8% in 2013 (Department of Statistics Malaysia, 2013) and, is expected to contribute 70% of the nation's GDP by 2015 (Pandey, 2013). As one of the biggest revenue contributors to Malaysian service sector ("The world of," 2013), the fast moving consumer goods (FMCG) industry, which has been growing consistently in the range of 5 to 7 percent per annum in the last few years ("Did you know," 2013) in Malaysia, has been facing challenges brought about by the emergence of new shopping trends. This has created the need for FMCG employers to find young, energetic executives who can connect with the shoppers on a personal level ("The world of," 2013).

This study focuses on the FMCG industry, due to the fact that the sector employs significant number of Generation Y workforce and relies heavily on them for growth and success. FMCG companies are renowned for high staff retention levels through attractive remuneration, institutionalised leadership training, global assignments and rotations, and flexible working arrangements ("The world of," 2013). Hence, the study on organizational commitment of current Generation Y employees in Malaysian FMCG industry is deemed appropriate. This study attempts to investigate whether organizational justice (distributive justice and procedural justice), job satisfaction, and work- life balance will have an impact on Generation Y workforce's commitment to their current FMCG employers. In addition, this study aims to determine whether there is a significance difference between selected personal characteristics (education level and gender) on organizational commitment of Generation Y employees in FMCG industry.

1.3 Research Objectives

The present study extends the existing research on organizational commitment by examining the relationship between various variables and organizational commitment. Generally, the main purpose of this study is to determine if distributive justice, procedural justice, overall job satisfaction and work- life balance significantly explained variance in the organizational commitment of Generation Y employees in Malaysian FMCG industry.

Specifically, this study aims to examine the interaction that may exist between each of the two dimensions of organizational justice (distributive justice and procedural justice) and organizational commitment. Beside, this study seek identify the roles played by overall job satisfaction on organizational commitment. Next, the study investigates the relationship between work- life balance and Generation Y employees' organizational commitment. In addition, the purpose of this study is to determine whether there is a significance difference between selected personal characteristics (education level and gender) on organizational commitment of Generation Y employees in Malaysian FMCG industry.

1.4 Research Questions

The following research questions were constructed to address the researching issues:

1. Will distributive and procedural dimensions of organizational justice positively explaining organizational commitment of Generation Y employees?

-
2. Will overall job satisfaction positively explaining organizational commitment of Generation Y employees?
 3. Is work- life balance positively explaining organizational commitment of Generation Y employees?
 4. Is there a significance difference between selected personal characteristics (education level and gender) on organizational commitment of Generation Y employees in Malaysia?
 5. Are the four independent variables (distributive justice, procedural justice, overall job satisfaction and work- life balance) significantly explaining variance in the organizational commitment of Generation Y employees in Malaysia?

1.5 Summary of Hypotheses

- H₁ : There is a positive relationship between distributive justice and organizational commitment.
- H₂ : There is a positive relationship between procedural justice and organizational commitment
- H₃ : There is a positive relationship between overall job satisfaction and organizational commitment.
- H₄ : There is a significant difference between education levels on level of organizational commitment.

H₅ : There is significant difference between male and female on level of organizational commitment.

H₆ : There is a positive relationship between work- life balance and organizational commitment.

H₇ : The independent variables (job satisfaction, distributive justice, procedural justice and work life balance) are significant in explaining the variance in Generation Y workers' organizational commitment.

1.6 Significance of Study

Generational shift in the workplace has become a topic of discussion among the practitioners and researchers in recent years. There have been numerous studies performed on this area globally, but there is only few studies done in Malaysian context (Islam et al., 2011). In Malaysia, Generation Y workers currently form the largest job entrants to the workforce market but they were found job hopping (Goh, 2012). Organizations are now facing a higher level of difficulties in getting commitment and retaining Generation Y workers as they would resign and move to another organization if they received a better offer from another organization. This can be extremely costly to their current employing organizations. Hence, from the practical perspective, the significance of this study hinges upon the fact that it provides business practitioners with valuable insights on how to increase Generation Y employees' organization commitment.

In addition to this, Generation Y employees' work- related characteristics have been claimed to be identifiably different from those of their generation predecessors (Cennamo et al., 2008; Shaw et al., 2008), and thus, Lindquist (2008) asserts that the policies and methods used previously to retain and attract employees from previous generations are likely to be relatively ineffective with Generation Y. Moreover, such differences in work- related value between

generations in the workforce can be a significant source of conflict in the organization (Westerman & Yamamura, 2007), which will lead to lower productivity, lower retention rate, frustrated employee and reduced profit. Therefore, findings from this study are useful for all business leaders and managers of today to gain a greater understanding of the work values of Generation Y employees and then, rethink their management practices for the purpose of figuring out the best ways to recruit, retain and integrate them into the workforce.

1.7 Definition of Terms

The terms listed below are defined as they apply to the thesis:

1. Job Satisfaction

As cited in Nagar (2012), job satisfaction implies the extent to which people like (satisfy) or dislike (dissatisfy) his/ her job and work situations (Wood, Wood & Boyd, 2007).

2. Organizational Justice

Organizational justice, a term coined by Greenberg in 1987, refers to people's perception of and reactions to fairness in the workplace (Usmani & Jamal, 2013). In the extant literature, organizational justice has been conceptualized based on three dimensions, namely (i) distributive justice, (ii) procedural justice, and (iii) interactional justice.

Distributive justice states that people determine whether they have been treated fairly by comparing their own payoff ratio of outcomes to input to the ratio of others in social setting. Procedural justice focuses on the perceived fairness of the process by which outcomes were determined. Lastly, interactional justice refers to

individual's perception of the quality of treatment experienced when organizational procedures are implemented.

3. Organizational Commitment

Organizational commitment, which consists of three components namely affective commitment, continuance commitment and normative commitment, has been defined as a psychological state that illustrates the relationship among employee and organization and the employee has making the decision to remain as a membership in the organization by Allen and Meyer (1990).

As described by Allen et al. (1990), affective commitment refers to individual's emotional or psychological attachment to an organization. Continuance commitment is characterized by a more rational analysis of the costs of staying versus living the organization. Normative commitment is a sense of moral obligation to stay with a particular organization.

4. Personal Characteristic

Personal characteristics are the unique combination of psychological attributes that affects how an individual interacts with others (Lin, Lin & Lin, 2010). Both education level and gender will be discussed in this study.

5. Work- life Balance

The term work- life balance was coined in 1986 in USA (Lockwood, 2003) and is largely regarded as a perceived balance between work and non- work roles (Devi & Rani, 2013).

1.8 Chapter Layout

Overall, this research study consist a total of five chapters. Chapter 1 is where an inclusive overview of this study is presented. This chapter contains background of this study, statement of the problem, objectives of the study, hypotheses of the study, significance of the study.

Chapter 2 is where past literature concerning the subject is reviewed. Also, this chapter provides the foundation for constructing the hypotheses and theoretical framework of the research.

Chapter 3 is where the overview of the study's research methodology is presented. This chapter describes how the research is carried out in term of research design, the data collection methods, sampling design, research instrument, construct measurement, and the methods of data analysis.

Chapter 4 is where the overall research results are illustrated. This chapter includes the descriptive analyses, reliability analysis, and inferential analyses.

Finally, Chapter 5 is where final discussion and conclusions of the study is presented. This chapter includes the summary of the statistical analyses, discussions of major findings, implications of the study, limitations of the study, as well as the recommendations for future research.

1.9 Conclusion

This chapter outlined the foundation of this study. Also, it acts as an introductory chapter that presents the research background, problem statement, research objectives, research questions, hypotheses of the study, and the significance of the study followed by the organization of the research project. All of this is to provide the readers a clear picture of what the study is about. In order to a better

understand on the concept of organizational commitment and its antecedents, a review of literature should be conducted, in which will be revealed in the following chapter.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter discusses the following: (a) explanations of independent variables and independent variables of the study, (b) summaries and discussions of previous studies on the construct, (c) proposed theoretical framework, as well as (d) hypotheses development of the study.

2.1 Review of the Literature

2.1.1 Generation

The concept of generation is not a particularly new concept and thus there are several prevalent definitions of “generation”. According to the studies done by Lyons, Duxbury and Higgins (2005), the concept of generation was first introduced by Karl Mannheim, a German sociologist, in 1928 by defining generation as a group of people who were born and raised within the same historical and social time frame (as cited in Shragay & Tziner,

2011). In other words, different generational groups will expose to different socio-political life events during their formative years, and thus, they normally will have different values, opinions, practices, perspectives and worldviews (Mannheim, 1952; Lyons et al., 2005; Shragay et al., 2011), including their expectations, work attitudes and behaviours in the workplace (Glass, 2007).

In addition to this, in year 1991, American sociologists, William Strauss and Neil Howe, in their book “Generations: The History of America’s Future, 1584 to 2069”, introduced the Strauss-Howe Generational Theory (Comeau & Lai, 2013). As cited in Keeling (2003), Strauss and Howe defined generation as a group of individuals born within the same period of time who collectively possess a generational persona which is recognized and determined by (1) common age location, (2) common beliefs and behaviour, and (3) perceived membership in a common generation (Strauss & Howe, 1991, p.64).

Furthermore, in recent studies, Kupperschmidt (2000) defines generation as an identifiable group of individuals, or cohort, who was born in the same time span and shared key historical or social life experiences at their critical developmental stages. In their studies, Palese, Pantali and Saiani (2006) claim that generation is the grouping of people who were born within the same historical time frame and experienced key historical events and shared the same culture.

All in all, despite numerous definitions given by various researchers, it seems that there are common elements that distinguish a generation: the year of birth and significant life events (Kupperschmidt, 2000; Westerman et al., 2007). Therefore, it can be summarize that each generation shares the same birth years in which the personality of individual within a specific generation is basically shaped and influenced by historical, cultural, social experiences and significant life events.

On the basic of literature, the current labour force is predominantly composed of three generations: (i) Baby Boomers; (ii) Generation X and (iii) Generation Y (also known as Millenials). While there are only some

degree of discrepancy amongst researchers with respect to the timeframes that define each generation, this study utilizes the dates suggested by Gursoy, Chi and Karadag (2013): Baby Boomers (1946 and 1964), Generation X (1965-1980), and Generation Y(1981-2000). This explanation put Generation Y between ages of 15 to 33 in year 2014. In this study, the main focus will be on Generation Y, and thus, a brief profile of Generation Y will be discussed in the following sections.

2.1.1.1 Generation Y

The phrase Generation Y was first used in 1993 by a magazine known as Advertising Age to describe the generation to be born in the twentieth century (Comeau et al., 2013). Born between 1981 and 2000, Generation Y, who are also known as the Net Generation, Echo Boomers, Generation Next, and Millennium Generation, constitute about 40 per cent of Malaysian workforce (Tay, 2011), however, they were found job hop (Islam et al., 2011). Montana and Petit (2008) further explains this phenomenon by claiming that Generation Y are more prone to leave their careers after two or three years of service as many has watched their parents lose their jobs after years of loyal service (as cited in Comeau et al., 2013)

This group of people were born and grew up with technology, computers, mobile phones and the Internet in a fast- paced, technology- dominated society (Gursoy, Maier & Chi, 2008), and thus, they are more comfortable with technology (Cennamo et al., 2008; Shaw et al., 2008). Generation Y employees are known for their technological savvy as they have integrated the use of technology into their daily lives and used technology in company to support their work. With the aids of advanced technology,

Gursoy et al. (2008) claim that they are proficient in gathering and sharing information quickly, and thus, they can focus on many things at once and have higher capability in multitasking.

In addition to this, Generation Y workers insist on greater work-life balance (Broadbridge, Maxwell & Ogden, 2007). Unlike other older generations, Generation Y believe in work is just making a living and hence, they are unwilling to make scarifies for the sake of their jobs. They value various aspects of work flexibility such as fun in the workplace, casual dress code, listening to music while working, flexible working hours and so on.

2.1.2 Organizational Commitment

The concept of organizational commitment is not a particularly new concept; it has been more than 50 years since Howard Becker (1960) side-bet theory of commitment. It has emerged as an important variable in organizational research due to its strong connections with various work-related outcomes such as better job performance, enhanced productivity, lower absenteeism rate, diminishing turnover, and greater loyalty to organization (Dude, 2012).

As cited in Powell and Meyer (2004) and Zheng, Sharan and Wei (2010), the first contemporary theory of organizational commitment was introduced by Howard Becker who defined organizational commitment as the side- bet theory in 1960. According to Becker's side- bet theory, employees are committed to their respective organizations because of "side- bets". The term "side- bets", according to Becker (1960), refer to the accumulation of investments valued by a particular individual and such investments will make it more difficult for the person to leave an organization.

While Becker's theory focused on tangible side- bets, Mowday, Steers and Porter (1979) affective dependence theory focused on psychological attachment one had to the organization (Zheng et al., 2010). Accordingly, organizational commitment was defined by Mowday et al. (1979) as the relative strength of individual's identification, involvement and participation in an organization. According to their definition, organizational commitment is characterized by three factors: (i) a strong belief in and acceptance of organizational goals and values; (ii) a willingness to exert effort on behalf of the organization; and (iii) a strong desire to maintain membership in the organization.

Despite the above mentioned main studies of organizational commitment, the most popular view of organizational commitment is developed by Allen and Meyer (1990). This three- component model of commitment was originated from Meyer and Allen (1984) two- dimension model of organizational commitment, namely affective and continuance commitment (Zheng et al., 2010). Later, in 1990, Allen and Meyer added the third dimension, namely normative commitment (Zheng et al., 2010).

Accordingly, organizational commitment was defined by Allen et al. (1990) as a psychological state that illustrates the relationship among employee and organization and the employee has making the decision to remain as a membership in the organization. As illustrated in Figure 2, organizational commitment, as defined by Allen et al. (1990), consists of three components namely affective commitment, continuance commitment and normative commitment.

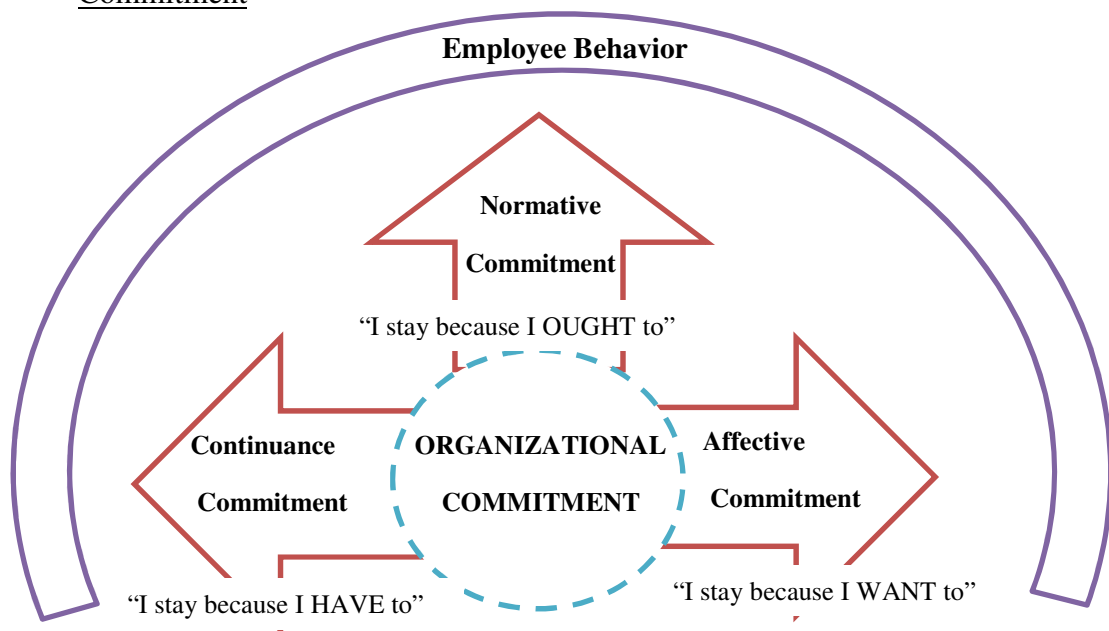
Affective commitment implies an individual's emotional or psychological attachment to an organization. Porter, Steers, Mowday and Boulian (1974) further characterize affective commitment by three factors: (1) a strong belief in and acceptance of the organization's goals and values, (2) a willingness to focus effort on helping the organization achieve its goals, and (3) a strong desire to maintain organizational membership.

Continuance commitment is characterized by a more rational analysis of the costs of staying versus living the organization. It is defined as an

individual's need to remain in his/ her employing organization because he/ she has accumulated too many investments which are “non- transferable” and leaving would therefore be very costly. “Non- transferable” investments include things such as rank, retirement money, relationships with other employees, or things that are special to an organization (Obeng & Ugboro, 2003).

Normative commitment is a sense of moral obligation to stay with a particular organization (Aydin, Sarie & Sengul, 2011). According to Meyer and Allen (1993), normative commitments develops on the basis of a particular kind of investment that organization makes in the employees specifically and difficult for employees to reciprocate. For instance, an employee whose organization paid his/ her tuition while he/ he was improving qualifications might believe that he/ she can reimburse the organization by continuing to work for it.

Figure 2: Meyer & Allen's (1990) Three Components of Organizational Commitment



Note. From Patalano, C. (2008). A study of the relationship between generational group identification and organizational commitment: Generation X vs. Generation Y. *Dissertation Abstracts International Section A: Humanities and Social Sciences*, 69, 671.

2.1.3 Organizational Justice

The term organizational justice, which refers to people's perception of and reactions to fairness in the workplace, is a term coined by Greenberg in 1987 (Usmani et al., 2013). In the extant literature, organizational justice has been conceptualized based on three dimensions, namely (i) distributive justice, (ii) procedural justice, and (iii) interactional justice.

The studies of justice before 1975 gave much attention on distributive justice which refers to the perceived fairness of outcomes that an individual received from organization (Usmani et al., 2013) and most of studies proposed that the concept of distributive justice is based on the Equity Theory proposed by Adams in 1965 (Ghulam, Ikramullah, Khurram, Muhammad & Nadeem, 2011) which state that people determine whether they have been treated fairly by comparing their own payoff ratio of outcomes to input to the ratio of others in social setting. That is, if individual perceives that his/ her rewards are not allocated equally, inequality or perceived distributive injustice will exists and the particular individual will adjust their perceived outcomes and output psychologically or behaviorally to redress these imbalances in order to convert inequitable state to ones that is equitable.

After ten years of Adams (1965) study, a new dimension of organizational justice which focuses on the perceived fairness of the process by which outcomes were determined, namely procedural justice, was introduced by Thibaut and Walker in 1975. Their research suggested that employees will only perceive that a particular outcomes as fair if some control over the process used to reach the outcome is given to them. Although Thibaut and Walker (1975) introduced the concept of procedural justice, their work focused primarily on legal disputes (Colquitt, Wesson, Porter, Conlon & Ng, 2001).

Therefore, in 1980, Leventhal (1980) extended the ideas of procedural justice into organizational settings. In doing so, procedural justice involved

into more than just process control. Accordingly, a procedure can be perceived as fair only if it meets the following six criteria: (a) can be applied consistently across people and time, (b) free from bias, (c) have some mechanism to correct flawed or inaccurate decision, (d) ensure that accurate information is collected and used in decision making process, (e) conform to personal or prevailing standards of ethics or morality, and (f) ensure that the opinions of various groups affected by decision have been taken into account (Colquitt et al., 2001).

Lastly, with a focus on the importance of quality of the interpersonal treatment people received when procedures are implemented, the American researchers, Bies and Moag (1986) introduced the third dimension of organizational justice, which is known as interactional justice. As cited in Colquitt et al. (2001), this dimension of organizational justice, according to Greenberg (1993) consists of two distinct components: one is interpersonal justice which reflects the degree to which people are treated with politeness, dignity, and respect, by authorities or third parties involved in executing procedures or determining outcomes and the other one is informational justice which focuses on the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion.

2.1.4 Job Satisfaction

Job satisfaction has been given a lot of attention in literature (Wood et al., 2007; Nagar, 2012) as this subject is important to the employees as well as organization because it attempts to explain what makes people want to come to work and what makes them happy about the job or decide to leave the organization. According to Rast and Tourani (2012), the roots of employees' job satisfaction can be traced back to Hawthorne Studies conducted by Elton Mayo, researcher from Harvard Business School,

between 1927 and 1932. The studies revealed that the main drivers of job satisfaction and productivity are social relationship and psychological factors of employees.

Later, the term was brought to limelight by Robert Hoppock in 1935 by describing job satisfaction as the combination of psychological, physiological and environmental circumstances that cause a person to say I am satisfied with my job. In other words, job satisfaction is actually under the influence of what employees felt in the working environment and what satisfied the employees both physically and psychologically (Philip, Yen, Huang & Huang, 2007). Nowadays, a great number of definitions on job satisfaction have been formulated in the literature. Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job and job experience. In other words, job satisfaction, according to the Range of Affect Theory proposed by Locke (1976), is determined by a person's evaluation of the discrepancy between what one wants in a job and what one has in a job.

Luthans (1998) states that there are three major dimensions to job satisfaction. Firstly, job satisfaction is an emotional response to a job situation, hence it cannot be seen. Secondly, an individual's job satisfaction is often determined by how well the outcomes meet or exceed his/ her expectations. For instance, when employees perceive that they are denoting more efforts than others in the department but are receiving fewer rewards, they will probably have negative attitudes towards the work, the boss or co-workers, they are likely to reduce their work inputs. Lastly, job satisfaction represents several related attitudes which are most important job characteristic about which people have effective response. Here, the job characteristics according to Luthans (2006) included work itself, pay, promotion opportunities, supervision and relationship with co-workers.

As cited in Nagar (2012), job satisfaction implies the extent to which people like (satisfy) or dislike (dissatisfy) his/ her job and work situations (Wood et al., 2007) and also the positive emotions that result from the experience of job performance (Hulpia, Devos & Rosseel, 2009). An

employee tends to react negatively towards his/ her job like withdrawal of behaviour and feeling de- motivated toward their work function when he/ she dissatisfies in doing his/ her current work. Thus, job satisfaction is simply about an individual's positive and negative feelings and attitudes the people hold about their jobs and different aspects of their job.

2.1.5 Work- Life Balance

The term work- life balance was coined in 1986 in USA (Lockwood, 2003; Ranjan and Prasad, 2013) and was evolved from family- friendly initiatives or measures designed by governments and business organizations (White, Hill, McGovern, Mills & Smeaton, 2003). Nowadays, the concept of work- life balance is receiving increasing attention from policy makers, organizations, management, employees and their representatives globally (McCarthy, Darcy & Grady, 2010) due to its potential impact on important workplace issues such as staff turnover, job satisfaction, employee morale, and productivity (Carlson, Grzywacz & Zivnuska, 2009).

According to Lockwood (2003), there are quite a number of definitions regarding the concept of work- life balance. Broadly speaking, work- life balance is largely regarded as a perceived balance between work and non-work roles (Devi et al., 2013). Guest (2002) regards work- life balance as a perceived balance between work and the rest of life. In addition to this, Virick, Lily and Casper (2007) suggest that individuals who exhibit similar investment of time and commitment to work and personal activities will experience high work- life balance.

Furthermore, in their studies, Greenhaus, Collins and Shaw (2003) define work- life balance as the extent to which individual equally engaged in and satisfied with his/ her work role and family role. In addition to this, they

propose that work- life balance comprised of three components, namely (i) time balance (equal amount of time devoted to work and family roles); (ii) involvement balance (equal level of psychological involvement in work and family roles); and (iii) satisfaction balance (equal level of satisfaction with work and family roles).

However, Naithani (2010) posits that work- life balance is about effective management of the juggling act between paid work and all other activities that are important to people such as family, community activities, voluntary works, personal development, leisure and recreation and other aspects of life. This is further supported by Ranjan et al. (2013) who claim that work- life balance should not be understood as devoting equal time for one's work and non- work domains. In their view, a good definition of work- life balance should be meaningful daily achievement and enjoyment in each of the four quadrants of life, which include work, family, society and self.

Moreover, there are also researchers that view work- life balance as a general term used to describe workplace practices initiated by organizations that aim to facilitate the reconciliation of employees' work and personal lives (McCarthy et al., 2010). Such practices are also known as family friendly policies or work life balance practices and encompass the following practices such as flexible work options such as flexible work hours, telework and compressed work week, family or personal leave programs, onsite childcare facilities and so on (Naithani, 2010).

Lastly, some researchers, when defining work- life balance, touch about the concept of role conflict which happens when the role pressures from work and family domains are mutually incompatible (Greenblatt, 2002; Asiedu- Appiah, Dufie- Marfo & Frempong, 2013). For instance, according to Clark (2000), work- life balance refers to the satisfaction and good functioning at work and at home with a minimum of role conflict. Additionally, Grzywacz and Carlson (2007) state that work- life balance can be experienced by employees when there is absence of work- family conflict.

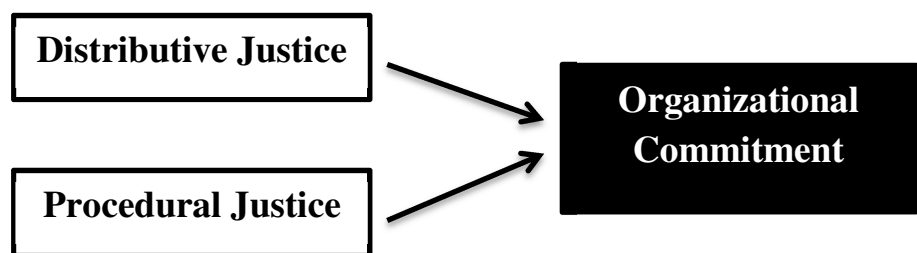
2.1.6 Personal Characteristics

Personal characteristics are largely beyond the organization's control. According to Lin et al. (2010), personal characteristics are the unique combination of psychological attributes that affects how an individual interacts with others. It consists of those variables which define individual.

2.2 Review of Relevant Theoretical Models

2.2.1 Ghulam, Ikramullah, Khurram, Muhammad and Nadeem (2011)

Figure 3: Organizational Justice and Organizational Commitment

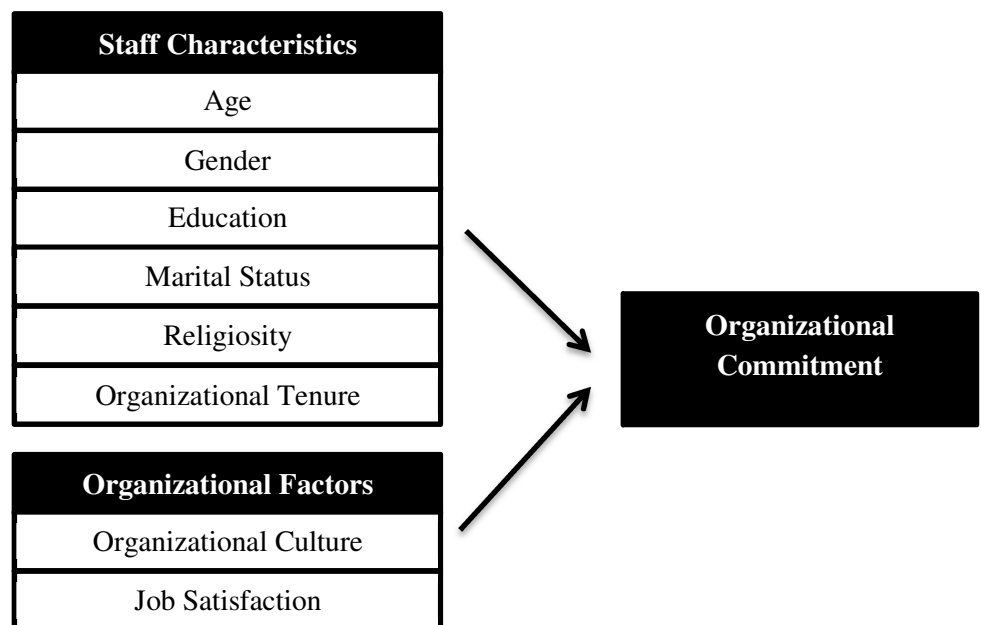


Note. From Ghulam, M., Ikramullah, S., Khurram, S., Muhammad, K. S., & Nadeem, A. K. (2011). Impact of distributive and procedural justice on employees' commitment: A case of public sector organization of Pakistan. *European Journal of Economics, Finance and Administrative Sciences*, 29, 73 – 80.

This model is developed by Ghulam, Ikramullah, Khurram, Muhammad and Nadeem (2011) and the purpose of this study is to examine the effects of perceptions of distributive and procedural justice on organizational commitment. The two variables which consist of distributive justice and procedural justice are categorized as independent variables whereas the dependent variable is organizational commitment. The results indicate that both procedural and distributive justice have positive and significant effect on employees' commitment, with procedural justice having stronger effect. This study however, emphasizes too much on the two dimension of organizational justice at the expenses of other important factors that potentially influence organizational commitment such as demographic factors.

2.2.2 Elzbieta (2005)

Figure 4: Predictors of Organizational Commitment



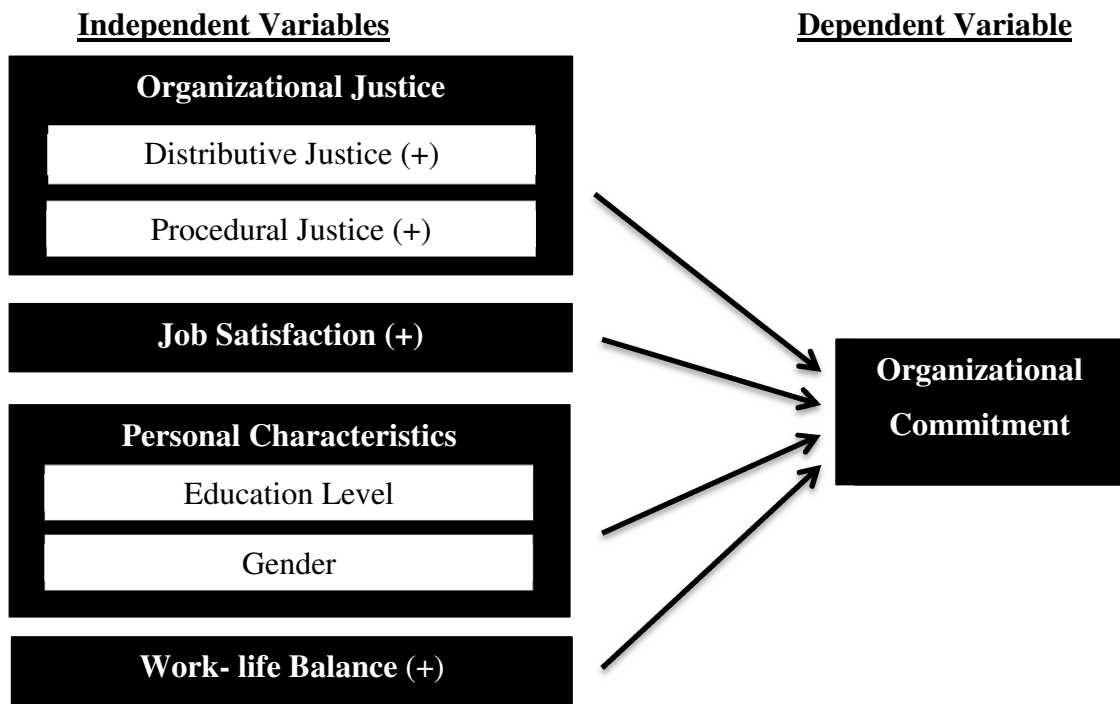
Note. From Elzbieta, S. (2005). Predictors of organizational commitment among staff in assisted living. *The Gerontologist*, 45(2), 196–205.

The core objective of Elzbieta's (2005) study is to identify the predictors of organizational commitment. Elzbieta (2005) further highlighted the importance of examining organizational commitment because of its close links to staff turnover. This study consists of eight independent variables, namely age, gender, education, marital status, religiosity, organizational tenure, organizational culture and job satisfaction, however, findings indicate that only organization culture, job satisfaction and education were accounted for a strong predictors of organizational commitment, together explaining 58% of the total variance in dependent variable.

2.3 Proposed Conceptual Framework

Figure 5 shows the proposed conceptual framework of the study, as a result of adaptation and modification of several relevant theoretical models and constructs. The proposed conceptual framework of this research illustrates the relationship among various variables of the study. The framework suggests an interrelationship among four group of independent variables, namely, organizational justice (i.e. distributive justice and procedural justice), work- life balance, job satisfaction and personal characteristics (i.e. education level and gender) with the dependent variable, namely, organizational commitment of Generation Y workforces.

Figure 5: Proposed Conceptual Framework



Note. Developed for research purpose

2.4 Hypotheses Development

2.4.1 Hypothesized Relationship between Organizational Justice and Organizational Commitment

Relationship between organizational justice and organizational commitment has been well studied by past researchers and results indicate that both distributive justice and procedural justice are related to organizational commitment (Choong, Wong & Tioh, 2010; Bakhshi, Kumar, & Rani, 2009).

Xu (2009) in his article entitled “The study of the relationship between organizational justice and job satisfaction on Y- generation in Chinese IT Industry” found that the three dimension of organizational justice which include distributive justice, procedural justice and interactional justice were significantly correlated with Y- generation employees’ job satisfaction, which have been shown to be positively related to organizational commitment. In addition to this, in their studies, Choong et al. (2010) revealed that in Malaysia, employees’ organizational commitment will increase if they perceived that the allocation decision (distributive justice) and the process of allocation decision (procedural justice) are fair.

Hence, the following hypotheses are presented:

- H₁ : There is positive relationship between distributive justice and organizational commitment.
- H₂ : There is positive relationship between procedural justice and organizational commitment.

2.4.2 Hypothesized Relationship between Job Satisfaction and Organizational Commitment

Strong positive relationship has been observed between job satisfaction and organizational commitment (Cohen & Golan, 2007; Lumley, Coetzee, Tladinyane & Ferreira, 2011). Various researches indicate that satisfied employees tend to be more committed to their employing organization. For instance, Cohen et al. (2007), Morrison (2008) and Spector (2008) found that low level of job satisfaction will deter the employee’s work commitment and hence increase his/ her intention to leave the organization.

Hence, the following hypotheses are presented:

H₃ : There is a positive relationship between overall job satisfaction and organizational commitment.

2.4.3 Hypothesized Relationship between Personal Characteristics and Organizational Commitment

Employees' personal characteristics such as age, gender, and job tenure have been well studied by various researchers and findings indicate that such demographic variables can have significant effect on organizational commitment (Bakan, Buyukbese & Ersahan, 2011). Based on the findings done by Millard (2003), personal factors were ranked higher than economic factors in predicting the employees' retention within the organization. Therefore, in this study, both education level and gender will be discussed.

2.4.3.1 Education Level

Various researches (Mowday, Porter & Steers, 1982; Mathieu & Zajac, 1990; Kipkebut, 2010) have shown that there is a negative correlation between higher education level and organizational commitment. Duangthong (2010) in his study "Organizational commitment of generation Y agents in a call center outsourcing company in Bangkok", observed that unlike Generation Y employees who had a graduate degree, those without a graduate degree were more committed to the organization and found it difficult to leave due to they may have fewer alternative job

opportunities. Moreover, consistent with the findings of past researches, Bakan et al. (2011) found that there is inverse relationship between education level and organizational commitment by stating that “by the increase in their education levels, employees’ commitment to their organizations becomes more and more strong”.

One possible explanation for this relationship is that the employees with higher levels of education may have higher expectation and a greater number of work opportunities, and, thus, they might be more committed to their professions than to any one organization. Indeed, as cited in Kipkebut (2010), Mowday et al. (1982) claims that “... this inverse relationship may result from the fact that more educated individuals have higher expectations that the organisation may be unable to meet”.

Hence, the following hypothesis is presented:

H₄: There is a significance difference between education levels on level of organizational commitment.

2.4.3.2 Gender

The inconsistency in the findings on the effect of gender on organizational commitment has been reported by various studies. One set of studies found that there is a significant difference between males and females towards organizational commitment while another set of studies reveal that there is no significant difference between genders toward organizational commitment.

Results from past studies (Mowday et al., 1982; Mathieu et al., 1990; Kipkebut, 2010; Aydin et al., 2011) reveal that women are

more committed to their organization. The explanations for this finding are the extra effort invested by women has strengthened their organizational commitment. Furthermore, Colbert and Kwon (2000) suggested this related to the idea that female employees felt that the jobs are more difficult to find and there are fewer career opportunities due to the obstacles relating to marriage and family. However, there are also studies (Callister, 2006; Tabbodi, 2009) that found men have higher organizational commitment than women. Lastly, Salami (2008), and Ahmad, Yunus, Norwani and Musa (2012) found that gender is not a predictor of organizational commitment as there is no significant difference between genders towards organizational commitment.

Hence, the following hypothesis is presented:

H₅: There is significance difference between male and female on level of organizational commitment.

2.4.4 Hypothesized Relationship between Work- life Balance and Organizational Commitment

The relationship between work- life balance and organizational commitment has been frequently investigated in previous studies (Huang, Lawler & Lei, 2007; Vijaya & Hemamalini, 2012) and findings indicate that there is a positive relationship between work- life balance and organizational commitment. This indicates that employees who are experiencing a good work- life balance will be more committed to their employing companies as compared to those who are not. In addition to this, study done by Deery and Jago (2009) show that work- life balance had a vital role to alleviate high level of intention to leave.

Hence, the following hypothesis is presented:

H₆: There is a positive relationship between work- life balance and organizational commitment.

2.5 Conclusion

This chapter presented a review of literature reviews that focused on the relationship between organizational justice, job satisfaction, work- life balance and organizational commitment and to discover whether the personal characteristics like gender and education level have significance difference to organizational commitment. Several hypotheses based on the literature review were formulated to be tested. A theoretical framework was also presented in this chapter. The following chapter will describe the research design and methodology used in this study.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

As mentioned in the previous chapters, this study aims to investigate the effects of distributive justice, procedural justice, job satisfaction, and work- life balance on organizational commitment and to discover whether personal characteristics like gender and education level have significance difference to organizational commitment. Thus, this chapter will elaborate on how the research is carried out in term of research design, data collection methods, sampling design, research instruments, construct measurements, data processing procedures and the method of data analysis.

3.1 Research Design

Based on the nature of study where the purpose of this research study is to gather a representative data from the samples being studied, quantitative research methodology is adopted in this research study. The type of investigation to be used in this research is causal research as this study aims to understand which variables are the antecedents (independent variables) and which variables are the

effects (dependent variable) of a phenomenon. This study focuses on investigating the factors (job satisfaction, distributive justice, procedural justice, and work- life balance) that influence organizational commitment of Generation Y employees.

3.2 Data Collection Methods

3.2.1 Primary Data

In this study, primary data is collected through electronic questionnaire distributed through online survey software, namely SurveyGizmo. Self-administrated questionnaire survey was constructed by adopting the questionnaire of several past research studies in order to ensure higher validity of the questions used to ask the targeted respondents. The reason of using questionnaire is to ensure completeness and consistency of information gathered. It is also the only feasible way to reach a large number of respondents.

3.2.2 Secondary Data

Secondary data are the information gathered from sources already exists such as websites, books, journals, online databases and others (Sekaran & Bougie, 2010). In this study, secondary data was collected from online journals and articles through several electronic databases provided by Universiti Tunku Abdul Rahman's Main Library such as ProQuest Online

Resources, ScienceDirect and etc. Also, reference books and Internet are being used to collect the secondary data.

3.3 Sampling Design

3.3.1 Target Population

According to Sekaran et al. (2010), population refers to the entire group of people, events, or things of interest that can be a focus for the researcher to investigate. In this study, the target population is Generation Y employees (born between 1980 and 2000) who are currently working in FMCG industry in Malaysia as the study focused on the impact of various independent variables (job satisfaction, distributive justice, procedural justice, and work- life balance) to organizational commitment of Generation Y workforce in FMCG industry in Malaysia.

3.3.2 Sampling Frame and Sampling Location

In this research paper, sampling frame, list of elements from which the sample may be drawn from the appropriate population (Sekaran et al., 2010), is irrelevant; as non- probability sampling technique was used in selecting the sample. The selected area was in Klang Valley as most of the FMCG companies (i.e. Nestlé Malaysia, Procter & Gamble, Reckitt Benckiser, Unilever) were located within this area.

3.3.3 Sampling Elements

As mentioned above, the targeted population for this study was Generation Y employees who are currently working in Malaysian FMCG industry. The sampling location for this study is Klang Valley. Therefore, Generation Y workers who are currently working in FMCG industry within Klang Valley, Malaysia, are identified as the prospective respondents for this research study.

3.3.4 Sampling Technique

Non- probability sampling technique was used in this research study as elements of population do not have a known or predetermined chance of being selected as subject for the purpose of survey (Sekaran et al., 2010). Out of the four types of non-probability sampling techniques, both convenience sampling and snowball sampling were adopted. The reason for utilizing convenience sampling is because it enables researcher to collect information from group of people who are conveniently available to provide it quickly and efficiently. Snowball sampling is included in this study as respondents may introduce others to participate in this survey.

3.3.5 Sampling Size

It is essential to determine the appropriate sample size that represents the population of Generation Y workforce in Malaysian FMCG industry as an adequate sample size helps to provide reliable estimates of population

parameters. Generally, the larger the samples size the more likely the generalisations are an accurate reflection of the population, however, a sample size that is too large, even when there are only weak relationships between variables, it will still lead to significant level despite actually is not (Sekaran et al., 2010).

Some years ago, Roscoe (1975) proposed a set of rules of thumb that can be used to select an appropriate sample size for research study. The first rule of thumb is that sample size larger than 30 and less than 500 are appropriate for most research studied as samples larger than 30 ensure the researcher the benefits of central limit theorem while a sample of 500 assures that sample error will not exceed 10% of standard deviation, about 98% of the time. The second rule of thumb is that when samples are to be separated into sub- samples, it is necessary for each of the sub-samples categories to have the minimum sample size of 30. This study aims to compare the traits of different categories of respondents (i.e. male, female, secondary school, college diploma, bachelor degree and postgraduate degree); hence, a sample size of 180 is required for this study.

The third rule of thumb proposed by Roscoe (1975) is that in a multivariate research, sample size should be at least several times larger than the number of variables in the study. Applying the formula recommended by Tabachnick and Fidell (2007) where $N \geq 50 + 8m$ (N = sample size, m = number of independent variables), the sample size for this study should be more than 98. Following shows the calculation for the required sample size:

$$N \geq 50 + 8m$$

$$\geq 50 + 8(6)$$

$$\geq 98$$

Along with the rule of thumb proposed by Roscoe (1975), the sample size for this study was decided to be 180.

3.4 Research Instrument

The research instrument used in this study is the self- administrated questionnaire, a data collection method in which the respondent reads the questions and completes the survey on his or her own answers without the presence of interviewer (Zikmund, Babin, Carr & Griffin 2010). The questionnaires have been distributed through an online survey. This data collection seems appropriate as it allows the collection of primary data from a large number of respondents in an inexpensive way within a short period of time.

3.4.1 Questionnaire Design

The questionnaire of this research was sequenced accordingly into six sections namely Section A, B, C, D, E and F. Section A consists of questions on respondents' demographic data which consists of elements such as gender, age, and education level whereas the subsequent sections measure the respondents' degree of agreement or disagreement with the questions used to measure the independent variables (procedural justice, distributive justice, job satisfaction, and work- life balance) and the dependent variable (organizational commitment). In this research study, all questions used to measure the variables are adopted from past research studies in order to ensure higher validity of the questions used to ask the targeted respondents.

3.4.2 Pilot Test

Pilot test was conducted on a small group of respondents before formal questionnaires were distributed to the targeted respondents in order to determine the clarity, readability, and reliability of the questions being asked in the questionnaire. Upon the collection of the questionnaire, in order to ensure the reliability of the questionnaire, data is used to conduct the reliability test by using the Statistical Package for Social Sciences (SPSS) software. The levels of reliability according to Sekaran et al. (2010) are stated in Table 1.

Table 1: Rule of Thumb of Cronbach's Alpha

Cronbach's Alpha	Strength of Association
0.80- 0.95	Very Good Reliability
0.70 - 0.80	Good Reliability
0.60 - 0.70	Fair Reliability
Less than 0.60	Poor Reliability

Note. Adapted from Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill buildings approach* (5th ed.). Chichester, West Sussex: John Wiley & Sons, Inc.

In this study, a total of 10 sets of questionnaires have been distributed and recollected for the purpose of pilot testing. Table 2 depicts the result of reliability test. Referring to Table 2, all items of measurements used in this research were found to be reliable. Among the four independent variables, procedural justice scored the highest value of Cronbach's alpha which is 0.888, representing a very good reliability. Work- life balance obtained a Cronbach's alpha of 0.880, followed by distributive justice (0.857), and job satisfaction (0.845). Furthermore, the dependent variable, the

dependent variable, organizational commitment, scored a Cronbach's alpha of 0.873, indicating a very good reliability.

Table 2: Reliability Test

Variables	No of Items	Items Dropped	Cronbach's Alpha before Items Dropped	Cronbach's Alpha
Organizational Commitment	9	Q2, Q3, Q4, Q7, Q11, Q13	0.664	0.873
Distributive Justice	4	-	0.857	0.857
Procedural Justice	7	-	0.888	0.888
Job Satisfaction	18	Q3, Q6, Q9, Q10, Q12, Q14, Q16, Q18, Q19, Q21, Q24, Q26, Q29, Q30, Q31, Q32, Q34, Q36	0.575	0.845
Work- life Balance	11	Q7, Q12, Q13, Q15	0.731	0.880

Note. Developed for research purpose

3.5 Construct Measurement

3.5.1 Origin of Constructs

Table 3: The Origin of Constructs

Constructs	Adopted from
Organizational Commitment	Lee, Allen & Meyer (2001)
Distributive Justice	Leventhal (1980) in Colquitt (2001)
Procedural Justice	Thibaut & Walker (1975) and Leventhal (1980) in Colquitt (2001)
Job Satisfaction	Spector (1985)
Work- Life Balance	Hayman (2005)

Note. Developed for research purpose

3.5.1.1 Organizational Commitment

Organizational commitment was measured using Lee, Allen and Meyer (2001) revised 15- item organizational commitment questionnaire that measures the three components of commitment, namely, affective commitment, continuance commitment and normative commitment. Each component was assessed using five questions in which the first five items measured affective commitment, the six to ten items measured continuance commitment and the last five items measured normative commitment. A 7-point Likert Scale ranging from 1 (strongly

disagree) to 7 (strongly agree) is used to rate the respondents' responses. Items 2, 3, 4, 11, 13 are reverse scored.

This questionnaire was chosen as it could be generalized to a non-western culture. The results, as reported by Lee et al. (2001), showed Cronbach's alphas of 0.86 for affective commitment, 0.76 for continuance commitment and 0.83 for normative commitment, indicating a good reliability.

3.5.1.2 Organizational Justice

Distributive justice scale and procedural justice scale were measured using the scale generated and validated by Colquitt (2001). Distributive justice scale was measured using four items that dealt with respondents' perceptions of the distribution of various rewards (i.e. pay raises, promotions, performance ratings and general reward distribution). This four-item scale assessed adherence to the equity rule, a single normative rule which dictates that rewards and resources are distributed in accordance with recipients' contributions (Adams, 1965; Leventhal, 1976).

For procedural justice, seven-item scale that address the fairness of various procedures used in assessing and communicating feedback, solving work-related problems and promotion procedures was used. These seven items assessed adherence to the rules outlined in Thibaut et al. (1975) and Leventhal (1980). Items 1 and 2 reflect Thibaut et al.'s (1975) concepts while items 3 to 7 reflect Leventhal's (1980) procedural justice concept.

In the study done by Colquitt (2001), two independent studies were used, one in a university setting, one in a field setting. The results of both of the studies indicate that those scales possess good

internal consistency reliability. The Cronbach's alpha values for distributive justice and procedural justice reported is 0.92 and 0.78 respectively in university setting while for field setting, Cronbach's alpha values for distributive justice and procedural justice reported at 0.93 for both scale. All the items were measured on seven points Likert Scale ranging from 1 (strongly disagree) to 7 (strongly agree).

3.5.1.3 Job Satisfaction

Job satisfaction was measured using the Job Satisfaction Survey (JSS) developed by Paul Spector in 1985 as it provides sufficient reliability and validity. The instrument contains of 36 items that measure nine subscales of job satisfaction, namely, 1) pay, 2) promotion, 3) supervision, 4) fringe benefits, 5) contingent rewards, 6) operating conditions, 7) coworkers, 8) nature of work and 9) communication.

Each of the subscales consists of four items that were measured on a seven- point Likert Scale where a value of one corresponded to "strongly disagree" and a value of seven corresponded to "strongly agree". Some of the items (Item 2, 4, 6, 8, 10, 12, 14, 16, 18, 19, 21, 23, 24, 26, 29, 31, 32, 34, 36) are worded negatively, meaning reverse scoring is required. The overall job satisfaction score is computed by summing all 36 items. This instrument has a Cronbach alpha of 0.91 for overall job satisfaction score (Spector (1985).

The items and the Cronbach alpha for each subscale of JSS are described as follows:

Table 4: Items and Cronbach's Alpha for Each Subscale of Job Satisfaction Survey (JSS)

Subscale	Cronbach's Alpha	Item Numbers
Pay	0.75	1, 10, 19, 28
Promotion	0.73	2, 11, 20, 33
Supervision	0.82	3, 12, 21, 30
Fringe Benefits	0.73	4, 13, 22, 29
Contingent Rewards	0.76	5, 14, 23, 32
Operating Procedures	0.62	6, 15, 24, 31
Co- workers	0.60	7, 16, 25, 34
Nature of Work	0.78	8, 17, 27, 35
Communication	0.71	9, 18, 26, 36
Total Job Satisfaction	0.91	1 - 36

Note. Adapted from Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the job satisfaction survey. *American Journal of Community Psychology*, 13(6), 693-713.

3.5.1.4 Work- life balance

The work- life balance scale was adapted from the article "Psychometric Assessment of an Instrument Designed to Measure Work Life Balance" of Hayman (2005). The updated scale consists of 15 items adapted from the original 19 item scale designed by Fisher- McAuley, Stanton, Jolton and Gavin in 2003. The first seven items measured work interference with personal life (WIPL), while the next four items measured personal life interference with work (PLIW) and lastly, the final four items measured work/personal life enhancement (WPLE). Items were rated on a 7-

point Likert Scale ranging from 1 (strongly disagree) to 7 (strongly agree) and item number seven was reversed scored. After reverse coding for item number seven, the total score will be calculated to represent the variable of organizational commitment. The Cronbach alpha values for the three factors include 0.93 for WIPL, 0.85 for PLIW and 0.69 for WPLE.

3.5.1.5 Personal Characteristics

The biographical data information sheet was used to collect personal information on the participants' gender (male or female), age and educational qualification. Age was used to determine in which generational cohort the respondent was placed. In addition, this analysis also examined the effects of gender and educational qualification on organizational commitment of Generation Y workforce.

3.5.2 Measurement Scale

In this research, this research, nominal scale, ordinal scale, and interval scale were used.

3.5.2.1 Nominal Scale

Nominal scale assigns a value or number that has no quantitative meaning beyond indicating the presence or absence of the attribute or characteristic as a way to label or identify subjects or objects (Zikmund et al., 2010). For example, with respect to variable in gender, respondents are grouped into two categories- male and female.

3.5.2.2 Ordinal Scale

Ordinal scale is a ranking scale in which it allows things to be arranged in order based on how much of some concept they possess (Zikmund et al, 2010). In this research, in this study, ordinal scale was employed in the question measuring the respondents' level of education (secondary school, college diploma, bachelor degree and postgraduate degree), and age (18-25 years, 26-33 years old, 34-41 years old and, 41 years old and above).

3.5.3.3 Interval Scale

The interval scale, which is also known as the Likert scale (Zikmund et al., 2010), is used to measure the level of agreement or disagreement toward the questions being asked. In this study, a seven- point Likert scale ranging from (1) Strongly Disagree, (2) Disagree, (3) Moderately Disagree, (4) Neutral, (5) Moderately

Agree, (6) Agree and (7) Strongly Agree has been applied for all questions in Section B which covering the four independent variables (procedural justice, distributive justice, job satisfaction, and work- life balance) and the dependent variable (organizational commitment).

3.6 Data Processing

After receiving the questionnaires from the respondents, the next step is to process the data obtained from the survey questionnaires. There are several steps involved in this process like checking, editing, coding, transcribing as well as specifying any special or unusual treatments of data (Hair, Money, Page & Samuouel, 2007). In this study, data obtained through questionnaire are coded, keyed in, edited, and transformed to make sure it reliability and acceptability.

3.6.1 Data Checking

Pilot test was conducted to determine the clarity and readability of the questionnaire and to ensure that the questions being asked in the questionnaire are reliable and appropriate. Through pilot test, problems like questions and instructions that appeared to be redundant and misleading, errors in sentence, content or layout, and etc. can be detected and corrective action can be taken before the real survey was being conducted.

3.6.2 Data Editing

In this step, the questionnaires received from respondents are checked and reviewed in order to ensure that there are no unreadable, incomplete, inconsistent and ambiguous responses (Zikmund et al., 2010). The incomplete questionnaire will be eliminated from further processing in order to obtain more accurate research findings.

3.6.3 Data Coding

As mentioned, the study conducted is a quantitative research. Thus, the participants' responses were being coded into numerical forms to simplify the data entry process.

For instance, in Section A, gender of respondents, male was coded as "1" while female was coded as "2". For question 2, 18-25 years old was coded as "1", 26-33 years old was coded as "2", 34-41 years old was coded as "3", and, 41 years old and above was coded as "4". As for question 3, secondary school was coded as "1", college diploma was coded as "2", bachelor degree was coded as "3", and postgraduate degree was coded as "4".

Also, in Section B, all the answers of the questions used to measure the four independent variables (procedural justice, distributive justice, job satisfaction, and work- life balance) and dependent variable (organizational commitment) were coded "1" for Strongly Disagree, "2" for Disagree, "3" for Moderately Disagree, "4" for Neutral, "5" for Moderately Agree, "6" for Agree and "7" for Strongly Agree.

3.6.4 Data Transcribing

In this step, the coded data will be transcribed into the Statistic Package for Social Sciences (SPSS) software for data analysis. Also, in this step, new variables were created by combining the scores on the original questions into a single score. For instance, the scores for the fifteen items used to measure the variable – organizational commitment were combined and divided by 15 to obtain a new score for variable – organizational commitment.

3.7 Data Analysis

The data collected through the questionnaires was analysed statistically using the Statistical Package for Social Sciences (SPSS).

3.7.1 Descriptive Analysis

Descriptive analysis is undertaken in order to ascertain and describe the characteristic of the variables of interest in a situation (Sekaran et al., 2010). In other words, through certain measures used in descriptive analysis such as mean, mean, median, mode, variance, range, and standard deviation, researchers are able to describe the characteristics of respondents and to reveal the general patterns of responses. In this study, descriptive analysis is performed to carry out the frequency distribution of

demographic information such as gender and education level, and they will be displayed in visual forms like histogram and pie chart.

3.7.2 Reliability Analysis

Reliability analysis is used to determine which measures are free from ambiguity and error and that to ensure consistent measurement across time and variable items in the instruments (Sekaran et al., 2010). The levels of reliability according to Sekaran et al. (2010) are stated in Table 5.

As illustrated, the Cronbach's Alpha, a reliability coefficient that indicates how well the items in a set are positively correlated to one another, was used to assess the consistency and reliability of both independent and dependent variables. The weakest value of Cronbach's Alpha in a reliability analysis is less than 0.6. Meanwhile, if the value was at par or more than 0.6, the instrument is acceptable but considered weak. Value of more than 0.7 considered good and more than 0.8 indicates a very good reliability. Once data has considered being reliable, then they would be useful for any statistical analysis.

Table 5: Rule of Thumb of Cronbach's Alpha

Cronbach's Alpha	Strength of Association
0.80- 0.95	Very Good Reliability
0.70 - 0.80	Good Reliability
0.60 - 0.70	Fair Reliability
Less than 0.60	Poor Reliability

Note. From Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill buildings approach* (5th ed.). Chichester, West Sussex: John Wiley & Sons, Inc.

3.7.3 Inferential Analyses

A number of statistical tools like factor analysis, Pearson's correlation analysis, independent T- test, one way analysis of variance (ANOVA) and multiple regression analysis are being selected to test the eight hypotheses in this research study.

3.7.3.1 Factor Analysis

According to Zikmund et al. (2010), factor analysis is a multivariate technique used to recognize the underlying dimensions or regularity in phenomena. It is an interdependence technique used to define the underlying structure among the variables in the analysis (Hair et al., 2007).

Factor analysis was performed using the sixty items that measure the four independent variables (procedural justice, distributive justice, job satisfaction, and work- life balance) and the fifteen items that measure the dependent variable (organizational commitment).

3.7.3.2 Pearson's Correlation Analysis

In Pearson's correlation analysis, correlation indicates the strength and direction of linear association between two random variables. It ranges from -1.00 to +1.00, with 0 representing absolutely no

association between two variables while -1.00 or +1.00 is possible and represents a perfect association between two variables (Hair et al., 2007). The larger the correlation coefficient means the stronger the linkage or the level of association. Besides, correlation coefficient can be either positive or negative, depends on the direction of the relationship between variables. Hair et al. (2007) proposed rules of thumb about coefficient range and strength of association as table below.

Table 6: Rules of Thumb about Correlation Coefficient Size

Coefficient Range	Strength of Association
±0.91 to ±1.00	Very strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	Small but definite relationship
±0.01 to ±0.20	Slight, almost negligible

Note. Adapted from Hair, Jr., Money, A. H., Samouel, P., & Page, M. (2007). *Research methods for business*. West Sussex: John Wiley Sons.

In this research, it used to measure the co-variation or association between the variables like the four independent variables (procedural justice, distributive justice, job satisfaction, and work-life balance) and dependent variable (organizational commitment).

3.7.3.3 Independent T- test

Independent T- test is used to tests the differences taken from two independent samples or groups (Zikmund et al., 2010). In this study, Independent T- test is used to tests the differences between male and female on their level of organizational commitment.

3.7.3.4 One – Way ANOVA

According to Zikmund et al. (2010), analysis of variance (ANOVA) is an analysis involving the investigation of the effects of one treatment variable on an interval scaled dependent variable. It is a hypothesis testing technique to determine whether statistically significant differences in means occur between two or more group. One way ANOVA is employed in this study to test the differences between the education levels of respondents on their level of organizational commitment.

3.7.3.5 Multiple Regression Analysis

According to the Zikmund et al. (2010), multiple regression analysis allows for the simultaneous investigation of the effect of two or more independent variables. Besides, multiple regression model allow researcher to have a clearer view and better understanding on which construct will have higher impact on dependent variable. The decision rule for this test is that accept the

H_1 if P- value is lesser than 0.05 (or 0.01), and reject the H_1 if P- value is more than 0.05 (or 0.01).

Therefore, it is appropriate to use multiple regression analysis in this study in order to evaluate the relative impact of the four independent variables (procedural justice, distributive justice, job satisfaction, and work- life balance) on the dependent variable (organizational commitment) and the degree to which the variance in level of organizational commitment can be explained by the four independent variables (procedural justice, distributive justice, job satisfaction, and work- life balance).

3.8 Conclusion

This chapter highlighted the research methodologies used in collecting, analysing and interpreting data. A well- designed research methodology is important for the future development of the study as the degree of accuracy and usefulness of a research is directly influenced by the research methodology. In the next chapter, various analyse such as descriptive analysis, reliability analysis and inferential analysis will be performed to reveal the patterns and analyses of the research result.

CHAPTER 4

RESEARCH RESULTS

4.0 Introduction

The previous chapter described how the research was being carried out. This chapter presents the results generated using Statistical Package Social Science (SPSS) software, major findings along with their analysis. This chapter focuses mainly on descriptive analysis that focus on respondents' demographic profile and central tendencies measurement of constructs, reliability analysis, and lastly inferential analyses that include factor analysis, Pearson's correlation analysis, independent t- test, one- way ANOVA and multiple regression analysis.

4.1 Descriptive Analysis

4.1.1 Respondent Demographic Profile

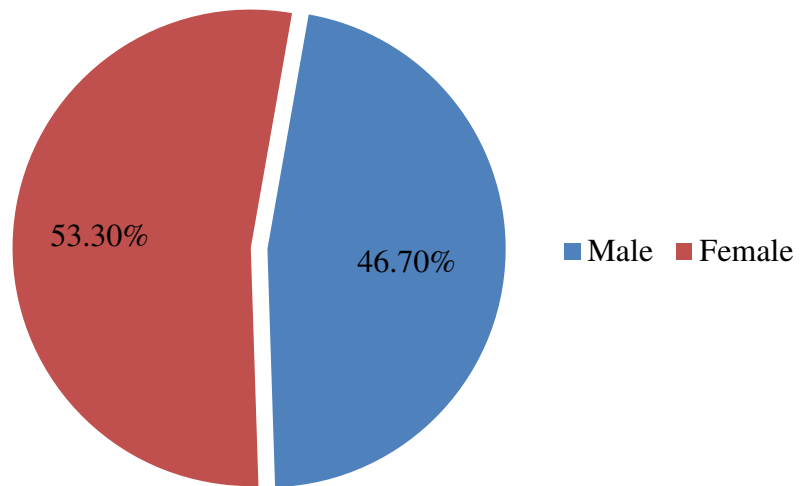
Table 7 illustrates the summary of respondent characteristics such as gender and education level.

Table 7: Respondent Demographic Profile

Variable	Category	Frequency	Percentage (%)
Gender	Male	84	46.7
	Female	96	53.3
Education Level	Secondary School	18	10.0
	College Diploma	53	29.4
	Bachelor Degree	91	50.6
	Postgraduate Degree	18	10.0

Note. Developed for the Research

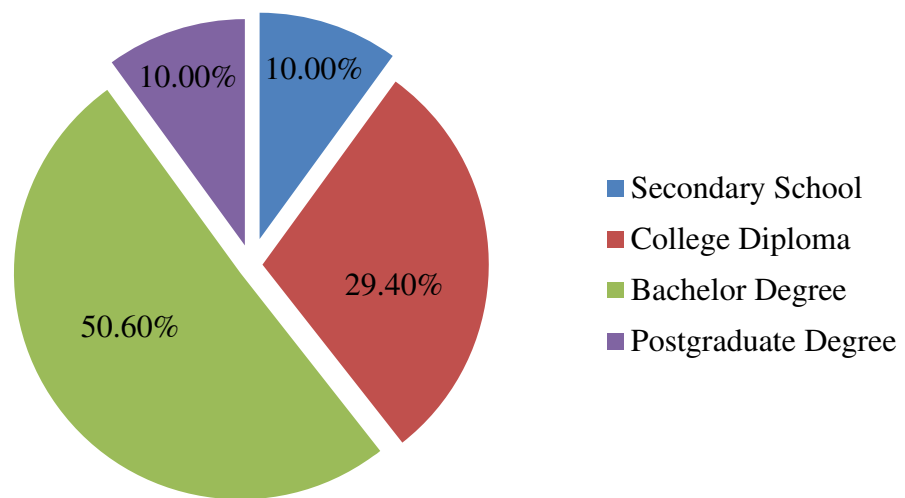
Figure 6: Gender of the Respondents



Note. Developed for the Research

Table 7 shows the frequency and statistic of gender differences of respondents. As on the result, there are total 180 respondents involved in the questionnaire survey. Majority of the respondents are female (53.3%) while 46.7% of them are male. In other words, from the 180 respondents, 96 of them are female while 84 of them are male.

Figure 7: Education Level of the Respondents



Note. Developed for the Research

Education level of the respondents has been tested in this questionnaire survey. Table 7 shows that the highest proportion of respondents graduated with bachelor degree (91 respondents or 50.6%), followed by college diploma (53 respondents or 29.4%) and, secondary school and postgraduate degree (18 respondents or 10.0% each).

4.2 Scale Measurement

4.2.1 Internal Reliability Test

The instruments utilized in the questionnaire were tested for reliability using pilot test in order to ensure its high reliability and validity (Zikmund et al., 2010). To conduct pilot test, ten set of questionnaires were distributed to the targeted respondents. Feedback was gathered on the clarity of the information and statement on how the questionnaires can be improved. Then, reliability test was used to analyze the result of pilot test. In this reliability test, Cronbach's Alpha was employed to test the internal consistencies and stability of the multi- items scales that were used for this study. Lastly, the full scale of the research will be implemented once each of the constructs meets the minimum agreed Cronbach's Alpha of 0.70 (Hair et al., 2007).

Table 8: Rule of Thumb of Cronbach's Alpha

Cronbach's Alpha	Strength of Association
0.80- 0.95	Very Good Reliability
0.70 - 0.80	Good Reliability
0.60 - 0.70	Fair Reliability
Less than 0.60	Poor Reliability

Note. Adapted from Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill buildings approach* (5th ed.). Chichester, West Sussex: John Wiley & Sons, Inc.

Table 9: Reliability Test

Variables	No of Items	Items Dropped	Cronbach's Alpha before Items Dropped	Cronbach's Alpha
Organizational Commitment	9	Q2, Q3, Q4, Q7, Q11, Q13	0.664	0.873
Distributive Justice	4	-	0.857	0.857
Procedural Justice	7	-	0.888	0.888
Job Satisfaction	18	Q3, Q6, Q9, Q10, Q12, Q14, Q16, Q18, Q19, Q21, Q24, Q26, Q29, Q30, Q31, Q32, Q34, Q36	0.575	0.844
Work- life Balance	11	Q7, Q12, Q13, Q15	0.731	0.880

Note. Developed for the Research

Referring to Table 9, reliability test was applied to observe the 49 items used to measure the five constructs in the questionnaire. Referring to Table 4.2, all items of measurements used in this research were found to be reliable. Among the four independent variables, procedural justice scored the highest value of Cronbach's alpha which is 0.888, representing a very good reliability. Work- life balance obtained a Cronbach's alpha of 0.880, followed by distributive justice (0.857), and job satisfaction (0.845). Furthermore, the dependent variable, the dependent variable, organizational commitment, scored a Cronbach's alpha of 0.873, indicating a very good reliability.

Overall, all the constructs show a Cronbach's alpha value of more than 0.8, it can be concluded that the overall reliability of questionnaire used in this study is considered good thereby allows proceeding to distribute it out to the 180 targeted respondents.

4.3 Inferential Analyses

4.3.1 Factor Analysis

An exploratory factor analysis, which used principal component method with varimax rotation, was employed to examine the underlying structure and identify the multicollinearity between variables. In order to empirically demonstrate the construct validity of the instruments, all the 49 items that were used to measure 4 independent variables (distributive justice, procedural justice, job satisfaction and work- life balance) and dependent variable (organizational commitment) were factor analyzed using the principal component method.

4.3.1.1 Factor Analysis on Independent Variables

Table 10: Factor Analysis on Organizational Factors (Independent Variables)

Independent Variables	Factor Loading				
	1	2	3	4	5

Distributive Justice

The following items refer to your (outcome).

To what extent:

1. Does your (outcome) reflect the effort you have put into work?	.544	.379	-.185	-.031	-.223
2. Is your (outcome) appropriate for the work you have completed?	.707	.317	-.228	-.002	-.082
3. Does your (outcome) reflect what you have contributed to the organization?	.678	.417	-.204	-.057	.125
4. Is your (outcome) justified, given your performance?	.668	.458	-.235	-.001	-.132

Procedural Justice

The following items refer to the procedures used to arrive at your (outcome). To what extent:

1. Have you been able to express your views and feelings during those procedures?	.637	.394	-.238	.025	-.113
2. Have you had influence over the (outcome) arrived at by those procedures?	.676	.359	-.263	-.008	-.034
3. Have those procedures been applied consistently?	.710	.310	-.249	-.059	.034
4. Have those procedures been free of bias?	.539	.381	-.360	-.018	.049
5. Have those procedures been based on	.633	.397	-.228	.025	.007

accurate information?					
6. Have you been able to appeal the (outcome) arrived at by those procedures?	<u>.607</u>	.340	-.128	.105	-.129
7. Have those procedures upheld ethical and moral standards?	<u>.640</u>	.278	-.322	.130	.014

Job Satisfaction

1. I feel I am being paid a fair amount for the work I do.	<u>.838</u>	-.239	-.107	.142	-.053
2. There is really too little chance for promotion on my job.	<u>-.560</u>	.540	.029	-.016	.282
3. I am not satisfied with the benefits I receive.	<u>-.609</u>	.497	.111	.176	.128
4. When I do a good job, I receive the recognition for it that I should receive.	<u>.780</u>	-.218	-.019	-.047	-.037
5. I like the people I work with.	<u>.793</u>	-.145	-.032	-.164	.048
6. I sometimes feel my job is meaningless.	<u>-.528</u>	.561	.131	.159	.210
7. Those who do well on the job stand a fair chance of being promoted.	<u>.786</u>	-.275	-.056	.034	-.150
8. The benefits we receive are as good as most other organizations offer.	<u>.774</u>	-.185	.027	.144	-.067
9. My efforts to do a good job are seldom blocked by red tape.	<u>.688</u>	-.259	.096	-.243	.162
10. I like doing the things I do at work.	<u>.755</u>	-.283	.016	-.041	.113
11. People get ahead as fast here as they do in other places.	<u>.759</u>	-.240	.019	-.135	.009
12. The benefit package we have is equitable.	<u>.779</u>	-.257	.064	.025	.028
13. There are few rewards for those who work here.	<u>-.637</u>	.505	.029	-.083	.149
14. I enjoy my co- workers.	<u>.766</u>	-.221	-.012	-.275	.023

15. I feel a sense of pride in doing my job.	<u>.765</u>	-.342	-.008	-.027	.225
16. I feel satisfied with my chances for salary increases.	<u>.781</u>	-.238	-.022	.197	.192
17. I am satisfied with my chances for promotion.	<u>.719</u>	-.283	-.037	.245	.206
18. My job is enjoyable.	<u>.746</u>	-.242	.010	.135	.218

Work- life Balance

1. Personal life suffers because of work.	<u>.599</u>	.239	.377	-.067	-.070
2. Job makes personal life difficult.	<u>.605</u>	.104	.361	-.169	-.124
3. Neglect personal needs because of work.	<u>.509</u>	.184	.486	.190	-.232
4. Put personal life on hold for work.	<u>.614</u>	.201	.371	.097	-.084
5. Miss personal activities because of work.	<u>.581</u>	.181	.430	.111	-.168
6. Struggle to juggle work and non- work.	<u>.474</u>	.322	.390	.191	-.284
7. Personal life drains me of energy for work.	<u>.518</u>	.208	.258	-.082	.144
8. Too tired to be effective at work.	<u>.374</u>	.303	.271	-.579	.071
9. My work suffers because of my personal life.	<u>.634</u>	.108	.142	.211	.308
10. Hard to work because of personal matters.	<u>.553</u>	.193	.276	.237	.359
11. Better mood at work because of personal life.	<u>.440</u>	.440	.201	-.266	.196

Eigenvalues	<u>17.376</u>	4.135	1.996	1.085	1.016
Total Variance (64.021%)	<u>43.440</u>	<u>10.338</u>	<u>4.989</u>	<u>2.713</u>	<u>2.540</u>
KMO	0.952				
Approximate Chi-square	5169.321*				

*sig. 0.0000, p value < 0.01

The results of running factor analysis on the four independent variables (distributive justice, procedural justice, job satisfaction and work- life balance) are presented in Table 10. Five factors with Eigenvalues exceeding 1 were selected and the items with absolute factor loading greater than 0.4 were extracted and respectively named to construct the dimension of distributive justice, procedural justice, job satisfaction and work- life balance. In total, these four factors accounted for around 64% of the variance in the questionnaire data. Specifically, the first factor explains the greatest proportion of variance (43.440%), followed by the second factor (10.338%), then the third factor (4.989%), the fourth factor (2.713%), and lastly the fifth factor (2.540%). The KMO measure of the sampling adequacy was 0.952. A value of close to 1 indicates that the patterns of correlations are relatively compact and so factor analysis could yield distinct and reliable factors. Hence, KMO of 0.952 represent great value and sufficient correlations. The Barlett's Test of Sphericity was significant (Chi-square = 5169.321, $p < 0.01$). This indicates that there are some relationships between items.

4.3.1.2 Factor Analysis on Dependent Variable

Table 11: Factor Analysis on Organizational Commitment

Dependent Variable	Factor Loading
<u>Organizational Commitment</u>	
1. I really feel as if this organization's problems are my own.	0.710
2. This organization has a great deal of personal meaning for me.	0.795
3. I feel that I have too few options to consider leaving this organization.	0.729
4. For me personally, the costs of leaving this organization would be far greater than the benefit.	0.702
5. I would not leave this organization because of what I would stand to lose.	0.766
6. If I decided to leave this organization, too much of my life would be disrupted.	0.740
7. Even if it were to my advantage, I do not feel it would be right to leave my organization now.	0.761
8. If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.	0.759
9. I would violate a trust if I quit my job with this organization now.	0.741
Eigenvalues	4.998
Total Variance	55.532%
KMO	0.929
Approximate Chi-square	730.403*

*sig 0.000, p value < 0.01

Table 11 shows a total of nine items that were used to measure the dependent variable (organizational commitment) in this study. A visual inspection of Table 4.5 shows that all the nine items were loaded on a single discrete factor with Eigenvalues of 4.998. The nine items collectively explained around 55% of the variance in the organizational commitment scale. The KMO measure of the sampling adequacy was 0.929, indicating sufficient intercorrelations. The Bartlett's Test of Sphericity was significant. (Chi-square = 730.403, $p < 0.01$) This indicates that there are some relationships between items.

4.3.2 Pearson's Correlation Analysis

Table 12: Pearson's Correlation Analysis

	DJ	PJ	JS	WLB	OC
Distributive Justice (DJ)	1				
Procedural Justice (PJ)	0.848	1			
Job Satisfaction (JS)	0.632	0.652	1		
Work- life Balance (WLB)	0.649	0.641	0.682	1	
Organizational Commitment (OC)	0.706	0.707	0.681	0.694	1

* p-value < 0.01

Note. Developed for the Research

The correlation matrix in Table 4.6 displays that all independent variables were positively correlated with dependent variable (organizational commitment): distributive justice, $r = 0.706$, $p < 0.01$; procedural justice, $r = 0.707$, $p < 0.01$; job satisfaction, $r = 0.681$, $p < 0.01$; work- life balance, $r = 0.694$, $p < 0.01$. These results indicate that there is a moderate relationship between each of the four independent variables with organizational commitment. Hence, the data collected supported the hypotheses that have been formulated.

4.3.3 Independent T- test

4.3.3.1 Gender and Organizational Commitment

Table 13: Independent T- test

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Organizational Commitment	Male	84	4.4325	1.19484	.13037
	Female	96	4.7616	.98646	.10068

		Organizational Commitment	
		Equal Variances Assumed	Equal Variances Not Assumed
Levene's Test for Equality of Variances	F	4.187	
	Sig.	0.042	
t – test for Equality of Means	t	- 2.023	- 1.998
	df	178	161.376
	Sig. (2- tailed)	0.045	0.047
	Mean Difference	- 0.32903	- 0.32903
	Std. Error Differences	0.16264	0.16472
	95% Confidence Interval of the Difference		
		Upper	- 0.64999
		Lower	- 0.65432
			- 0.00808
			- 0.00375

An independent samples t- test was employed to identify whether male and female workforce tend to have different organizational commitment. Because the P- value (Sig.) of Levene's Test for Equality of Variances is less than 0.05 (0.042), the "equal variances not assumed" test will be used. The t- statistic is – 1.988 with 161.376 degrees of freedom. The corresponding two tailed p- value is 0.047, which is less than 0.05. Thus, the results indicate that there is a statistically significant difference between the mean score of organizational commitment for males and females. A visual inspection of Table 4.7 shows that organizational commitment of female employees was slightly higher than that of male employees, with a mean score of 4.7616 and 4.4325 respectively.

4.3.4 One- way ANOVA

4.3.4.1 Education Level and Organizational Commitment

Table 14: One- way ANOVA

Descriptive

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Secondary	18	2.77	0.568	0.134	2.49	3.05	1.78	4.11
College	53	5.17	0.739	0.102	4.97	5.38	2.67	6.78
Bachelor	91	4.54	0.957	0.100	4.34	4.74	2.00	5.78
Postgraduate	18	5.13	0.987	0.233	4.64	5.62	2.67	6.22
Total	180	4.61	1.098	0.082	4.45	4.77	1.78	6.78

Test of Homogeneity of Variances

Levene Statistic	df1	df2	Sig.
2.967	3	176	0.033

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	82.878	3	27.626	36.583	0.000
Within Groups	132.910	176	0.755		
Total	215.788	179			

Multiple Comparisons

Turkey HSD

(I) Education Level	(J) Education Level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Secondary	College	-2.400*	0.237	.000	-3.015	-1.785
	Bachelor	-1.768*	0.224	.000	-2.349	-1.187
	Postgraduate	-2.358*	0.290	.000	-3.109	-1.607
College	Secondary	2.400*	0.237	.000	1.785	3.015
	Bachelor	0.632*	0.150	.000	0.243	1.022
	Postgraduate	0.0423	0.237	.998	-.573	0.657
Bachelor	Secondary	1.768*	0.224	.000	1.187	2.349
	College	-0.632*	0.150	.000	-1.022	-0.243
	Postgraduate	-0.590*	0.224	.045	-1.171	-0.008
Postgraduate	Secondary	2.358*	0.290	.000	1.607	3.109
	College	-0.042	0.237	.998	-0.657	0.573
	Bachelor	0.590*	0.224	.045	0.008	1.171

*The mean difference is significant at 0.05 level.

One- way ANOVA analysis was used to investigate the impact of education level towards Generation Y employees' level of organizational commitment. Referring to the mean score presented in the descriptive table, Generation Y workforce with college diploma has the highest level of organizational commitment (mean = 5.17). This is followed by postgraduate degree holders (mean = 5.13), bachelor degree holders (mean = 4.54), and secondary school leavers (mean = 2.77).

As shown in Table 14, Levene statistic was significant, $F(3, 176) = 2.967$, $p = 0.033$, and thus the assumption of homogeneity of variance was violated. In other words, there is a significant difference between education level and organizational commitment.

In addition, from the ANOVA table, the significance level is 0.000, which is below 0.05, and therefore, there is a statistically difference in the mean score on organizational commitment between groups.

4.3.5 Multiple Regression Analysis

Table 15: Multiple Regression Analysis

Independent Variables	Unstandardized Coefficients	Standardized Coefficients	t-value	Sig.
	B	Beta		
Constant	- 0.683		-2.099	0.037
Distributive Justice	0.222	0.214	2.404	0.017
Procedural Justice	0.227	0.205	2.272	0.024
Job Satisfaction	0.342	0.229	3.385	0.001
Work- life Balance	0.331	0.268	3.946	0.000
R	0.799			
R ²	0.638			
Adjusted R ²	0.629			
F	77.028*			

*Significant at 0.000 level

Table 15 above shows that the correlation coefficient, R= 0.799, means that there is a positive correlation between the four independent variables and dependent variable. The value of R Square is 0.638 which indicates that 63.8% of the variance in the dependent variable (organizational

commitment) is explained by the four independent variables (distributive justice, procedural justice, job satisfaction and work- life balance). However, it is still leaves 36.2% unexplained in this study. In other words, there are other additional variables that are important in predicting Generation Y workforce's organizational commitment that have not been considered in this study.

Furthermore, according to table above, p- value (Sig. 0.000) is less than alpha value 0.05, thus, the F- statistic which equals to 77.028 is significant. We can say that this model is a good descriptor for the relation between the dependent variable and predictors. Therefore, the independent variables (distributive justice, procedural justice, job satisfaction and work- life balance) are significantly explaining the variance in Generation Y employees' organizational commitment. Since the p- value is less than 0.05 and is in the reject region, there H_0 is rejected.

In addition, the four independent variables (distributive justice, procedural justice, job satisfaction and work- life balance) are significant to predict the dependent variable (organizational commitment) in this study because their p- values (Sig.) are less than alpha value 0.05. Therefore, a multiple linear regression is formed by using the data from the column headed "B" shown in the table above. The regression equation is as below:

Organizational Commitment

$$= - 0.683 + 0.222 \text{ distributive justice} + 0.227 \text{ procedural justice} + 0.342 \text{ job satisfaction} + 0.331 \text{ work- life balance}$$

From the table above, work- life balance is the predictor variables that contribute the highest to the variation of the dependent variable (organizational commitment) because it has the highest Beta coefficient which is 0.268 if compared to other predictor variables.

Table 16: Multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
1 Distributive Justice	0.260	3.841
Procedural Justice	0.255	3.916
Job Satisfaction	0.452	2.212
Work- life Balance	0.450	2.223

From the table, work- life balance has a highest tolerance value of 0.450, followed by job satisfaction (0.452), distributive justice (0.260) and procedural justice (0.255). This low tolerance value indicates a good collinearity. Besides, the highest variance inflation factor (VIF) value is procedural justice (3.916), followed by distributive justice (3.841), work- life balance (2.223), and job satisfaction (2.212). The VIF value of < 10 indicates good multicollinearity. Overall, the results indicates that there every independent variable is highly independent and not affected by other variables.

4.4 Conclusion

In this chapter, data collected from questionnaire survey was analyzed using SPSS software and results were interpreted. The discussion on findings, conclusion, implications and limitations of this study and recommendations for the further research will be carried out in the next chapter.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.0 Introduction

The previous chapter presents the research results. This chapter contains an in-depth discussion on the overall findings of this research study, implications and limitations of this research study and recommendations for future studies.

5.1 Discussion of Major Findings

This study sought to identify the predictors of organizational commitment among Generation Y workforce in Malaysian FMCG industry. The result summary is presented in Table 17. The findings and analysis related of each of the hypothesis will be discussed in the following subsections.

Table 17: Result Summary of Hypotheses Testing

Hypotheses	Results
H ₁ : There is positive relationship between distributive justice and organizational commitment.	Accepted

H ₂	:	There is positive relationship between procedural justice and organizational commitment.	Accepted
H ₃	:	There is a positive relationship between overall job satisfaction and organizational commitment.	Accepted
H ₄	:	There is a significance difference between education levels on level of organizational commitment.	Accepted
H ₅	:	There is significance difference between male and female on level of organizational commitment.	Accepted
H ₆	:	There is a positive relationship between work- life balance and organizational commitment.	Accepted
H ₇	:	The independent variables (job satisfaction, distributive justice, procedural justice and work life balance) are significantly explaining the variance in Generation Y workers' organizational commitment.	Accepted

5.1.1 Findings on Hypotheses

H1: There is positive relationship between distributive justice and organizational commitment.

H2: There is positive relationship between procedural justice and organizational commitment.

Based on the results of regression analysis done to analyse the factors that affect Generation Y workforce organizational commitment, the factors of distributive justice and procedural justice were found to have significant positive relationship with organizational commitment (p- value = 0.017, which is lesser than 0.05; p- value = 0.024, which is lesser than 0.05). This study outcome is aligned with the research done by Hooi, Mohamed Sulaiman and Azura Omar (2012), Chong, Wong and Tioh (2010), and Bakhshi et al. (2009), which stated that employees tend to be more committed to their present employer if they perceive that distributive justice and procedural justice present in their workplace.

Furthermore, based on the multiple regression equation also, it can be concluded that procedural justice is more influential than distributive justice in influencing Generation Y employees' commitment to their organizations. This is because procedural justice accounted for about 23% of the variance while distributive justice accounted for only 22% of the variance in organizational commitment. This finding is consistent with the outcome published in earlier study by Sweeney and McFarlin (1993) in their two- factor model by mentioning fair procedures let employees feel they will "get a fair shake" from the company and its representatives should they perform well in future, even if current rewards were unfair. The finding is also compatible with the findings of Amna Niazi and Muhammad Ali (2014), Murtaza, Shad, Shahzad, Shah and Khan (2011), and Ponnu and Chuah (2010), which states that the fairness of means that are used to define the outcome of decisions, is more important than the fairness of the actual amount of compensation received by an individual. One possible explanation to this outcome, according to Sweeney et al. (1993), is that a fair system and procedure (procedural justice) reflect the capacity of the organization in treating its employees in a fair manner.

H3: There is a positive relationship between overall job satisfaction and organizational commitment.

The results of the study provide a strong indication that job satisfaction positively contribute to organizational commitment of Generation Y workforce in Malaysian FMCG industry (p- value = 0.001, which is blow 0.05). These outcomes suggest that the greater the job satisfaction, the more committed Generation Y employees will be to their employers. These findings tend to support many past studies (Cohen et al., 2007; Morrison, 2008; Spector, 2008; Suma & Lesha, 2013) that have found job satisfaction as a key antecedent of organizational commitment.

H4: There is a significance difference between education levels on level of organizational commitment.

One- way ANOVA analysis is utilized to find out the relationship between education level and organizational commitment. From the findings, Generation Y workforce who has a college diploma had higher organizational commitment than those who has bachelor degree or postgraduate degree, while secondary school leavers had the lowest organizational commitment. The results also show that there was a statistically difference of overall organizational commitment of Generation Y workforce when comparing their educational background (p- value = 0.000, which is below 0.05).

The study outcome is aligned with the researches done by Lee and Leu (2014), Kaifi, Nafei, Khanfar and Kaifi (2012), Bakan et al. (2011), Duangthong (2010) and Tsai, Cheng and Chang (2010) which indicated that the higher education level of workers, the less committed they are to their organizations. One possible explanation for this relationship is that

the employees with higher levels of education may have higher expectation and a greater number of work opportunities, and thus, they might be more committed to their professions than to any one organization. As cited in Kipkebut (2010), Mowday et al. (1982) claims that "... this inverse relationship may result from the fact that highly educated individuals are more likely to feel unsatisfied and leave their job when the employers unable to meet or fulfil their high expectation and needs". Moreover, it's relatively easier for those Generation Y employees with higher education qualifications to receive more attractive compensation packages and terms of employment (Lee et al., 2014). In contrast, secondary school leavers tend to receive less attractive compensation packages, as such; this had encouraged them to hop for other jobs that can offer them better compensation packages and terms of employment.

H5: There is significance difference between male and female on level of organizational commitment.

Independent T- test is employed to investigate whether male or female employees tend to have different organizational commitment. Findings show that there is a statistically difference between gender and organizational commitment as the corresponding two- tailed p- value is 0.047, which is lesser than 0.05. Referring to the mean score in Table 4.7, female employees are more committed to their organizations as compared to male employees.

This finding is being supported by Lee et al. (2014), Kaifi et al. (2012), Aydin et al. (2011), and Kipkebut (2010), for which the findings show that females have higher organizational commitment levels than their male counterparts. The explanations for this finding are the extra effort invested by women has strengthened their organizational commitment. Furthermore, Colbert et al. (2000) suggested this related to the idea that female

employees felt that the jobs are more difficult to find and there are fewer career opportunities due to the obstacles relating to marriage and family.

H6: There is a positive relationship between work- life balance and organizational commitment.

As predicted, this study found that work- life balance has a significant positive relationship with organizational commitment of Generation Y workforce in Malaysian FMCG industry. It further confirmed that work- life balance has the most contribution to organizational commitment in the perspective of Generation Y employees in Malaysian FMCG industry ($\beta = 0.291$, p value = 0.000). The findings supported the hypothesis that Generation Y workers who perceive they have a balanced life tend to feel more committed to their organizations. This is consistent with Williams's (2009) description of work- life balance for Generation Y that states that work life balance must address the issues of both achievement and enjoyment and that the four quadrants of work- life balance (work, family, friends, and self) must be included.

In Malaysia, studies done by Munusamy (2012) and Noor (2011) found that work- life balance has an important impact on Generation Y workforce's turnover intention, in other words, Generation Y workers who perceive they have a balanced life tend to feel more committed to their organizations. One possible explanation to this is that unlike other generations, Generation Y believe that work is just making a living and hence, they are unwilling to make scarifies for the sake of their jobs. Indeed, Asthana (2008) reported that Generation Y place less importance on making money, and more about flexible working, time to travel and a better work- life balance.

5.2 Implications of the Study

Highly committed workforce has become one of the most important assets and key source of competitive advantage in most organization. Hence, it is necessary for organizations to understand the antecedents of organizational commitment. Findings from this study therefore, have great implications on organizations as they could devise and develop appropriate strategies, compensation programs, management styles and human resource practices that fit the mind-set of Generation Y employees in order to increase their organizational commitment level. Overall, the findings have highlighted the importance of distributive justice, procedural justice, job satisfaction and work- life balance in influencing organizational commitment of Generation Y workforce in Malaysian FMCG industry. Also, the findings of this study revealed that demographic variables (gender and education level) of Generation Y workforce significantly correlated to organizational commitment in which female and more educated workers tend to have higher level of organizational commitment than male and less educated workers.

Specifically, the findings of this study highlighted the importance of distributive and procedural aspects of justice in the development of organizational commitment among Generation Y employees in Malaysian FMCG industry. Moreover, results also show that procedural justice plays a more important role than distributive justice in influencing Generation Y employees' organizational commitment. These findings suggest that in order to enhance level of Generation Y employees' organizational commitment, manager should improve the transparency of the policies and procedures used in allocating rewards as this is much more important than the fairness of the allocation of reward. They should apply rules fairly and consistently to all employees, and distributing organizational rewards such as pay and promotion opportunities based on performance and merit without personal bias.

Second, current study found that employees' job satisfaction is an important factor affecting Generation Y employees' commitment towards their employers. This finding suggests that managers today have to attach importance on the issues of

job satisfaction of their employees as employees who are dissatisfied are more likely to be least committed to their organizations. Therefore, in order to enhance the job satisfaction of Generation Y workforce, organizations should take care of their needs by making sure that they are satisfied with their jobs, and various aspects of their jobs such as pay, promotion, operating procedures and et al. Indeed, Locke (1976), based on Discrepancy Theory, mentioned that job dissatisfaction occurs when people have unfulfilled desires results from comparing the experienced level of a job facet with the desired level of the same job facet.

Third, as discussed earlier, work- life balance emerged as the strongest predictor of Generation Y employees' organizational commitment in Malaysian FMCG industry. Hence, in order to enhance their commitment toward the organizations, organizations should consider offering a variety of work- life practices (i.e. flexible work arrangements, family leave programs) that will allow them to find the right balance between work and private life as Generation Y employees consider work- life balance as a basic consideration which must be present in the job (Choa, 2005).

Apart from the aforementioned managerial implications, another contribution of this study is that this study could spring forth further studies on Generation Y in Malaysian context. In Malaysia, Generation Y workers currently form the largest job entrants to the workforce market. However, their work- related characteristics have been claimed to be identifiably different from those of their generation predecessors (Cennamo et al., 2008; Shaw et al., 2008). This suggests a need to investigate the work- related characteristics of Generation Y workforce in Malaysia. Locally, there are limited studies that have examined how the independent variables in this study (distributive justice, procedural justice, job satisfaction and work- life balance) are related to Generation Y's commitment with organization. As such, this study attempts to fill in the gap by investigating the relationship between the four independent variables and organizational commitment of Generation Y employees' in Malaysian FMCG industry.

5.3 Limitations and Directions for Future Research

Despite the above mentioned implications, several limitations of this study have been identified. The most prominent limitation is that the scope for this study is limited to only 180 Generation Y workers who work in FMCG companies in Klang Valley, Malaysia due to time and cost constraints. This raises the issue of generalizability of findings as the sample cannot represent the employees in other industries in Malaysia as a whole. In future study, researcher may expand the target respondents to Generation Y who are working in other industries in Malaysia. This would provide employers with a full picture on the work values of Generation Y employees and this would enable them to come out with human resource practices that fit the mindset of Generation Y employees.

Second, based on the Multiple Regression Analysis, there are 36.2% of the dependent variable (organizational commitment) remains unexplained, suggesting that there are still some other vital independent variables that were not included in this study. Thereby, future study should incorporate additional variables that are important in influencing organizational commitment of Generation Y employees in Malaysian FMCG industry. In addition, other than education level and gender, other personal characteristics such as marital status and organizational tenure should be examined in future study.

Third, facet- specific of job satisfaction were not measured in this study. As cited in Suma et al. (2013), Cherrington (1994) reported that there are two aspects to understanding the concept of job satisfaction, namely, facet satisfaction and overall satisfaction. Fields (2002) in a review of job satisfaction measures in the public domain, identified three major approaches in measuring job satisfaction, that are global measures, facet measures and a combination of both global measures. In this study, job satisfaction was measured using the Job Satisfaction Survey (JSS), a facet measure of job satisfaction that measures 9 subscales of job satisfaction. However, in this study, facet measures are averaged together for an overall measure of job satisfaction. Future research may include a combination of both global measures and facet- specific measure of job satisfaction as these allow for measurement of job satisfaction in both context- specific and context- free

environment (Witt & Nye, 1992) where facet- specific measure allows for more accurate measures of each sub dimension of the construct while global measure allows for comparison between individuals rather than responses to specific items.

5.4 Conclusion

Overall, this study examined the effects of distributive justice, procedural justice, job satisfaction and work- life balance on organizational commitment of Generation Y workforce in Malaysian FMCG industry. In sum, the findings reveal that distributive justice, procedural justice, job satisfaction and work- life balance do have a significant impact on organizational commitment. In addition, present study provides empirical support that there are significant differences between gender, and education level on organizational commitment.

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APPENDIX A: Questionnaire Survey



Dear Respondent,

I am a postgraduate student from Universiti Tunku Abdul Rahman and currently conducting a research study for my MBA Degree programme. I would like to invite you to participate in this survey, which aimed to find out the factors that affects Generation Y workforce's level of organizational commitment. You are kindly requested to respond to the all of the statements in the following questionnaire. On the following pages, you will find several kinds of questions. It should not take you more than 30 minutes to complete the entire questionnaire. Please read the instructions at the beginning of each section carefully and ensure that you response to every questions as accurately as possible.

All of your responses will be kept confidential and will only be used for academic purposes. I greatly appreciate your kind assistance. Thank you for your precious time and cooperation in this survey.

Section A: Respondent Profile

INSTRUCTION: Please specify the following information about yourself by placing a (√) on the relevant answers provided. Your answers will be kept strictly confidential and will be only used for statistical purposes.

1. Gender

₁ Male

₂ Female

2. Age

₁ 18-25 years old

₂ 26-33 years old

₃ 34-41 years old

₄ 41 years old and above

3. Education Level

₁ Secondary School

₂ College Diploma

₃ Bachelor Degree

₄ Postgraduate Degree

Section B: Organizational Commitment Scale

The following statements concern how you feel about the company where you work. With respect to your own feelings about the particular organization for which you are now working, indicate the degree of your agreement or disagreement with the statement by circling a number from 1 to 7.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Moderately Disagree	Neutral	Moderately Agree	Agree	Strongly Agree

4. I really feel as if this organization's problems are my own. 1 2 3 4 5 6 7
5. This organization has a great deal of personal meaning for me. 1 2 3 4 5 6 7
6. I feel that I have too few options to consider leaving this organization. 1 2 3 4 5 6 7
7. For me personally, the costs of leaving this organization would be far greater than the benefit. 1 2 3 4 5 6 7
8. I would not leave this organization because of what I would stand to lose. 1 2 3 4 5 6 7
9. If I decided to leave this organization, too much of my life would be disrupted. 1 2 3 4 5 6 7
10. Even if it were to my advantage, I do not feel it would be right to leave my organization now. 1 2 3 4 5 6 7
11. If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization. 1 2 3 4 5 6 7

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12. I would violate a trust if I quit my job with this organization now. 1 2 3 4 5 6 7

Section C: Distributive Justice Scale

The following items refer to the appropriateness of the actual outcome (e.g. pay raises, promotions, and opportunities for training) you received on your job, given your contributions. Please indicate the degree of your agreement or disagreement with the statement by circling a number from 1 to 7.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Moderately Disagree	Neutral	Moderately Agree	Agree	Strongly Agree

The following items refer to your (outcome). To what extent:

13. Does your (outcome) reflect the effort you have put into work? 1 2 3 4 5 6 7
14. Is your (outcome) appropriate for the work you have completed? 1 2 3 4 5 6 7
15. Does your (outcome) reflect what you have contributed to the organization? 1 2 3 4 5 6 7
16. Is your (outcome) justified, given your performance? 1 2 3 4 5 6 7

Section D: Procedural Justice Scale

The following items refer to the procedures used to arrive at your outcome (e.g. pay raises, promotions, and opportunities for training). Please indicate the degree of your agreement or disagreement with the statement by circling a number from 1 to 7.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Moderately Disagree	Neutral	Moderately Agree	Agree	Strongly Agree

The following items refer to the procedures used to arrive at your (outcome). To what extent:

17. Have you been able to express your views and feelings during those procedures? 1 2 3 4 5 6 7
18. Have you had influence over the (outcome) arrived at by those procedures? 1 2 3 4 5 6 7
19. Have those procedures been applied consistently? 1 2 3 4 5 6 7
20. Have those procedures been free of bias? 1 2 3 4 5 6 7
21. Have those procedures been based on accurate information? 1 2 3 4 5 6 7
22. Have you been able to appeal the (outcome) arrived at by those procedures? 1 2 3 4 5 6 7
23. Have those procedures upheld ethical and moral standards? 1 2 3 4 5 6 7

Section E: Job Satisfaction Scale

Please ask yourself, how satisfied I am with the following aspects of my job. Please indicate the degree of your agreement or disagreement with the statement by circling a number from 1 to 7.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Moderately Disagree	Neutral	Moderately Agree	Agree	Strongly Agree

24. I feel I am being paid a fair amount for the work I do. 1 2 3 4 5 6 7
25. There is really too little chance for promotion on my job. 1 2 3 4 5 6 7
26. I am not satisfied with the benefits I receive. 1 2 3 4 5 6 7
27. When I do a good job, I receive the recognition for it that I should receive. 1 2 3 4 5 6 7
28. I like the people I work with. 1 2 3 4 5 6 7
29. I sometimes feel my job is meaningless. 1 2 3 4 5 6 7
30. Those who do well on the job stand a fair chance of being promoted. 1 2 3 4 5 6 7
31. The benefits we receive are as good as most other organizations offer. 1 2 3 4 5 6 7
32. My efforts to do a good job are seldom blocked by red tape. 1 2 3 4 5 6 7

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33. I like doing the things I do at work. 1 2 3 4 5 6 7
34. People get ahead as fast here as they do in other places. 1 2 3 4 5 6 7
35. The benefit package we have is equitable. 1 2 3 4 5 6 7
36. There are few rewards for those who work here. 1 2 3 4 5 6 7
37. I enjoy my coworkers. 1 2 3 4 5 6 7
38. I feel a sense of pride in doing my job. 1 2 3 4 5 6 7
39. I feel satisfied with my chances for salary increases. 1 2 3 4 5 6 7
40. I am satisfied with my chances for promotion. 1 2 3 4 5 6 7
41. My job is enjoyable. 1 2 3 4 5 6 7

Section F: Work- life Balance Scales

The following statements concern with your own feelings about the relationship between your personal life and your work life. Please indicate the degree of your agreement or disagreement with the statement by circling a number from 1 to 7.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Moderately Disagree	Neutral	Moderately Agree	Agree	Strongly Agree

42. Personal life suffers because of work. 1 2 3 4 5 6 7
43. Job makes personal life difficult. 1 2 3 4 5 6 7
44. Neglect personal needs because of work. 1 2 3 4 5 6 7
45. Put personal life on hold for work. 1 2 3 4 5 6 7
46. Miss personal activities because of work. 1 2 3 4 5 6 7
47. Struggle to juggle work and non- work. 1 2 3 4 5 6 7
48. Personal life drains me of energy for work. 1 2 3 4 5 6 7
49. Too tired to be effective at work. 1 2 3 4 5 6 7
50. My work suffers because of my personal life. 1 2 3 4 5 6 7
51. Hard to work because of personal matters. 1 2 3 4 5 6 7

52. Better mood at work because of personal life.

1 2 3 4 5 6 7

Thank you for your kind co-operation!!

APPENDIX B: Descriptive Analysis

Statistics

	Gender	Education Level
N Valid	180	180
Missing	0	0
Mean	1.5333	2.6056
Median	2.0000	3.0000
Mode	2.00	3.00
Std. Deviation	.50028	.80152
Minimum	1.00	1.00
Maximum	2.00	4.00

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	84	46.7	46.7	46.7
Female	96	53.3	53.3	100.0
Total	180	100.0	100.0	

Education Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Secondary School	18	10.0	10.0	10.0
College Diploma	53	29.4	29.4	39.4
Bachelor Degree	91	50.6	50.6	90.0
Postgraduate Degree	18	10.0	10.0	100.0
Total	180	100.0	100.0	

APPENDIX C: Internal Reliability Test

Independent Variable 1: Distributive Justice

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.857	.868	4

Independent Variable 2: Procedural Justice

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.888	.893	7

Independent Variable 3: Job Satisfaction

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.845	.861	18

Independent Variable 4: Work- life Balance

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.880	.864	11

Dependent Variable: Organizational Commitment

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.873	.883	9

APPENDIX D: Factor Analysis

Independent Variables

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.952
Bartlett's Test of Sphericity	Approx. Chi-Square	5169.321
	df	780
	Sig.	.000

Communalities

	Initial	Extraction
Does your (outcome) reflect the effort you have put into work?	1.000	.524
Is your (outcome) appropriate for the work you have completed?	1.000	.658
Does your (outcome) reflect what you have contributed to the organization?	1.000	.694
Is your (outcome) justified, given your performance?	1.000	.729
Have you been able to express your views and feelings during those procedures?	1.000	.630
Have you had influence over the (outcome) arrived at by those procedures?	1.000	.655
Have those procedures been applied consistently?	1.000	.667
Have those procedures been free of bias?	1.000	.567
Have those procedures been based on accurate information?	1.000	.610
Have you been able to appeal the (outcome) arrived at by those procedures?	1.000	.529
Have those procedures upheld ethical and moral standards?	1.000	.608
I feel I am being paid a fair amount for the work I do.	1.000	.793
There is really too little chance for promotion on my job.	1.000	.686
I am not satisfied with the benefits I receive.	1.000	.678
When I do a good job, I receive the recognition for it that I should receive.	1.000	.659
I like the people I work with.	1.000	.679
I sometimes feel my job is meaningless.	1.000	.681
Those who do well on the job stand a fair chance of being promoted.	1.000	.720

The benefits we receive are as good as most other organizations offer.	1.000	.660
My efforts to do a good job are seldom blocked by red tape.	1.000	.636
I like doing the things I do at work.	1.000	.665
People get ahead as fast here as they do in other places.	1.000	.653
The benefit package we have is equitable.	1.000	.677
There are few rewards for those who work here.	1.000	.691
I enjoy my coworkers.	1.000	.712
I feel a sense of pride in doing my job.	1.000	.754
I feel satisfied with my chances for salary increases.	1.000	.742
I am satisfied with my chances for promotion.	1.000	.701
My job is enjoyable.	1.000	.682
Personal life suffers because of work.	1.000	.567
Job makes personal life difficult.	1.000	.551
Neglect personal needs because of work.	1.000	.619
Put personal life on hold for work.	1.000	.571
Miss personal activities because of work.	1.000	.595
Struggle to juggle work and non- work.	1.000	.598
Personal life drains me of energy for work.	1.000	.406
Too tired to be effective at work.	1.000	.646
My work suffers because of my personal life.	1.000	.573
Hard to work because of personal matters.	1.000	.604
Better mood at work because of personal life.	1.000	.536

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	17.376	43.440	43.440	17.376	43.440	43.440	10.236	25.589	25.589
2	4.135	10.338	53.779	4.135	10.338	53.779	7.448	18.621	44.210
3	1.996	4.989	58.768	1.996	4.989	58.768	3.996	9.989	54.199
4	1.085	2.713	61.481	1.085	2.713	61.481	2.051	5.127	59.326
5	1.016	2.540	64.021	1.016	2.540	64.021	1.878	4.695	64.021
6	.880	2.199	66.220						
7	.836	2.089	68.309						
8	.787	1.968	70.277						
9	.774	1.935	72.213						
10	.705	1.762	73.975						
11	.696	1.740	75.715						
12	.650	1.625	77.340						
13	.631	1.577	78.917						
14	.600	1.499	80.416						
15	.537	1.343	81.759						
16	.530	1.324	83.083						
17	.477	1.193	84.275						
18	.453	1.132	85.407						
19	.425	1.064	86.471						

20	.419	1.047	87.518					
21	.410	1.024	88.542					
22	.387	.967	89.509					
23	.372	.930	90.439					
24	.357	.894	91.333					
25	.327	.817	92.149					
26	.302	.756	92.905					
27	.294	.735	93.640					
28	.286	.715	94.355					
29	.250	.626	94.982					
30	.248	.621	95.602					
31	.227	.567	96.169					
32	.211	.529	96.697					
33	.205	.512	97.209					
34	.199	.498	97.707					
35	.187	.467	98.174					
36	.171	.427	98.602					
37	.156	.391	98.993					
38	.141	.352	99.345					
39	.136	.340	99.685					
40	.126	.315	100.000					

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component				
	1	2	3	4	5
Does your (outcome) reflect the effort you have put into work?	.544	.379	-.185	-.031	-.223
Is your (outcome) appropriate for the work you have completed?	.707	.317	-.228	-.002	-.082
Does your (outcome) reflect what you have contributed to the organization?	.678	.417	-.204	-.057	.125
Is your (outcome) justified, given your performance?	.668	.458	-.235	-.001	-.132
Have you been able to express your views and feelings during those procedures?	.637	.394	-.238	.025	-.113
Have you had influence over the (outcome) arrived at by those procedures?	.676	.359	-.263	-.008	-.034
Have those procedures been applied consistently?	.710	.310	-.249	-.059	.034
Have those procedures been free of bias?	.539	.381	-.360	-.018	.049
Have those procedures been based on accurate information?	.633	.397	-.228	.025	.007
Have you been able to appeal the (outcome) arrived at by those procedures?	.607	.340	-.128	.105	-.129
Have those procedures upheld ethical and moral standards?	.640	.278	-.322	.130	.014
I feel I am being paid a fair amount for the work I do.	.838	-.239	-.107	.142	-.053
There is really too little chance for promotion on my job.	-.560	.540	.029	-.016	.282
I am not satisfied with the benefits I receive.	-.609	.497	.111	.176	.128
When I do a good job, I receive the recognition for it that I should receive.	.780	-.218	-.019	-.047	-.037
I like the people I work with.	.793	-.145	-.032	-.164	.048
I sometimes feel my job is meaningless.	-.528	.561	.131	.159	.210
Those who do well on the job stand a fair chance of being promoted.	.786	-.275	-.056	.034	-.150
The benefits we receive are as good as most other organizations offer.	.774	-.185	.027	.144	-.067
My efforts to do a good job are seldom blocked by red tape.	.688	-.259	.096	-.243	.162
I like doing the things I do at work.	.755	-.283	.016	-.041	.113
People get ahead as fast here as they do in other places.	.759	-.240	.019	-.135	.009

The benefit package we have is equitable.	.779	-.257	.064	.025	.028
There are few rewards for those who work here.	-.637	.505	.029	-.083	.149
I enjoy my coworkers.	.766	-.221	-.012	-.275	.023
I feel a sense of pride in doing my job.	.765	-.342	-.008	-.027	.225
I feel satisfied with my chances for salary increases.	.781	-.238	-.022	.197	.192
I am satisfied with my chances for promotion.	.719	-.283	-.037	.245	.206
My job is enjoyable.	.746	-.242	.010	.135	.218
Personal life suffers because of work.	.599	.239	.377	-.067	-.070
Job makes personal life difficult.	.605	.104	.361	-.169	-.124
Neglect personal needs because of work.	.509	.184	.486	.190	-.232
Put personal life on hold for work.	.614	.201	.371	.097	-.084
Miss personal activities because of work.	.581	.181	.430	.111	-.168
Struggle to juggle work and non- work.	.474	.322	.390	.191	-.284
Personal life drains me of energy for work.	.518	.208	.258	-.082	.144
Too tired to be effective at work.	.374	.303	.271	-.579	.071
My work suffers because of my personal life.	.634	.108	.142	.211	.308
Hard to work because of personal matters.	.553	.193	.276	.237	.359
Better mood at work because of personal life.	.440	.440	.201	-.266	.196

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

Dependent Variable

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.929
Bartlett's Test of Sphericity	Approx. Chi-Square	730.403
	df	36
	Sig.	.000

Communalities

	Initial	Extraction
I really feel as if this organization's problems are my own.	1.000	.504
This organization has a great deal of personal meaning for me.	1.000	.631
I feel that I have too few options to consider leaving this organization.	1.000	.532
For me personally, the costs of leaving this organization would be far greater than the benefit.	1.000	.493
I would not leave this organization because of what I would stand to lose.	1.000	.587
If I decided to leave this organization, too much of my life would be disrupted.	1.000	.547
Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1.000	.579
If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.	1.000	.576
I would violate a trust if I quit my job with this organization now.	1.000	.549

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
2	.717	7.971	63.503			
3	.644	7.161	70.664			
4	.561	6.235	76.899			
5	.495	5.497	82.396			
6	.459	5.095	87.491			
7	.399	4.431	91.922			
8	.383	4.259	96.181			
9	.344	3.819	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
I really feel as if this organization's problems are my own.	.710
This organization has a great deal of personal meaning for me.	.795
I feel that I have too few options to consider leaving this organization.	.729
For me personally, the costs of leaving this organization would be far greater than the benefit.	.702
I would not leave this organization because of what I would stand to lose.	.766
If I decided to leave this organization, too much of my life would be disrupted.	.740
Even if it were to my advantage, I do not feel it would be right to leave my organization now.	.761
If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.	.759
I would violate a trust if I quit my job with this organization now.	.741

Extraction Method: Principal Component Analysis.

APPENDIX E: Pearson's Correlation Analysis

Correlations

		dj	pj	js	wlb	oc
dj	Pearson Correlation	1	.848**	.632**	.649**	.706**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	180	180	180	180	180
pj	Pearson Correlation	.848**	1	.652**	.641**	.707**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	180	180	180	180	180
js	Pearson Correlation	.632**	.652**	1	.682**	.681**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	180	180	180	180	180
wlb	Pearson Correlation	.649**	.641**	.682**	1	.694**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	180	180	180	180	180
oc	Pearson Correlation	.706**	.707**	.681**	.694**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	180	180	180	180	180

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

APPENDIX F: Independent T- test

Group Statistics

Gender	N	Mean	Std. Deviation	Std. Error Mean
oc Male	84	4.4325	1.19484	.13037
Female	96	4.7616	.98646	.10068

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
oc	Equal variances assumed	4.187	.042	-2.023	178	.045	-.32903	.16264	-.64999	-.00808
	Equal variances not assumed			-1.998	161.376	.047	-.32903	.16472	-.65432	-.00375

APPENDIX G: One- way ANOVA

Descriptives

OC

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Secondary School	18	2.7716	.56844	.13398	2.4889	3.0543	1.78	4.11
College Diploma	53	5.1719	.73946	.10157	4.9681	5.3757	2.67	6.78
Bachelor Degree	91	4.5397	.95704	.10033	4.3404	4.7390	2.00	5.78
Postgraduate Degree	18	5.1296	.98666	.23256	4.6390	5.6203	2.67	6.22
Total	180	4.6080	1.09796	.08184	4.4465	4.7695	1.78	6.78

Test of Homogeneity of Variances

oc

Levene Statistic	df1	df2	Sig.
2.967	3	176	.033

ANOVA

oc

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	82.878	3	27.626	36.583	.000
Within Groups	132.910	176	.755		
Total	215.788	179			

Multiple Comparisons

oc

Tukey HSD

(I) Education Level	(J) Education Level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Secondary School	College Diploma	-2.40030*	.23707	.000	-3.0152	-1.7854
	Bachelor Degree	-1.76808*	.22417	.000	-2.3495	-1.1866
	Postgraduate Degree	-2.35802*	.28967	.000	-3.1094	-1.6067
College Diploma	Secondary School	2.40030*	.23707	.000	1.7854	3.0152
	Bachelor Degree	.63223*	.15016	.000	.2428	1.0217
	Postgraduate Degree	.04228	.23707	.998	-.5726	.6572
Bachelor Degree	Secondary School	1.76808*	.22417	.000	1.1866	2.3495
	College Diploma	-.63223*	.15016	.000	-1.0217	-.2428
	Postgraduate Degree	-.58995*	.22417	.045	-1.1714	-.0085
Postgraduate Degree	Secondary School	2.35802*	.28967	.000	1.6067	3.1094
	College Diploma	-.04228	.23707	.998	-.6572	.5726
	Bachelor Degree	.58995*	.22417	.045	.0085	1.1714

*. The mean difference is significant at the 0.05 level.

APPENDIX H: Multiple Regression Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799 ^a	.638	.629	.66833

a. Predictors: (Constant), wlb, pj, js, dj

b. Dependent Variable: oc

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	137.622	4	34.406	77.028	.000 ^a
	Residual	78.166	175	.447		
	Total	215.788	179			

a. Predictors: (Constant), wlb, pj, js, dj

b. Dependent Variable: oc

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics		
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	-.683	.325		-2.099	.037					
	dj	.222	.092	.214	2.404	.017	.706	.179	.109	.260	3.841
	pj	.227	.100	.205	2.272	.024	.707	.169	.103	.255	3.916
	js	.342	.101	.229	3.385	.001	.681	.248	.154	.452	2.212
	wlb	.331	.084	.268	3.946	.000	.694	.286	.180	.450	2.223

a. Dependent Variable: oc