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## **CHAPTER ONE**

### **INTRODUCTION**

This chapter presents the overview of the research that will be studied, the problem statements of this study, research questions proposed and the research objective to be achieved in this project.

#### **1.1 Background of this study.**

##### **1.1.1 Current Issue in Organizations and Generational Workforce**

Organizations exist because there are people who group together and form its existence. Thus, in most cases, employees are not only the important human assets of an organization, it is also the most important components of an organization. But in the current modern and information age, the flow of human capital is so fast that it can cause an organization to rise or fall in very short time. So, retention has become the current top priority of most organizations. It has generated massive researches in the corporate and academic world. According to Bersin (2013), attraction, retention, and engagement will be in finally be the top priority of organizations in the coming year. Coupled with a current workforce that has around three (3) Generations, organizations will have to depend on more researches to identify the ways to retain these talents with massive gaps between its eldest and youngest.

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Generally speaking, as long an organization can fulfill the needs of the employees, there are no much reasons for the employees to leave an organization and retention is possible. The task would be easier when the demographics of all employees are similar. But we are living in a modern society where various belief systems and characteristics exist in it. Thus, the task of retaining and managing talents grows difficult when the variants of employees grow in an organization in similar to the society. This is becoming a reality in many organizations due to the how our current society make up. Currently, academicians have officially identified at least four different Generation cohorts in the society, namely Baby Boomer, Generation X (Generation X), Generation Y (Generation Y) and Generation Z (GenZ).

It is global phenomena which happens in Malaysia too. Research done by Kelly Service has already highlighted that while Malaysia has considerable awareness on Generational differences. But, it also mentioned that more than half of the workforce experienced inter-Generational conflicts. Work-place conflicts are well-known of influencing talents to resign.

Furthermore, with gradual retirement of Baby Boomer employees due to retirement law and old age, Generation X and Generation Y will gradually a bigger role in the workforce. Thus, it become an obvious fact that organizations will need to understand these groups as part of the efforts to manage and retain talents. Loss of talents is already a major cost where 87% of surveyed companies stated the cost of replacing each Generation Y employee is between \$15,000 and \$25,000 (Driscoll, 2013). Worse, 60% of them resigned within 3 years (Driscoll, 2013). Thus, it is a very valid reason for more researches to be done on managing different Generations at the same time.

### **1.1.2 Organizational Identification and related concerns**

Besides monetary benefits, researchers have been looking into organizational identification and its effect on employee's behavior, including retention. As organizations search for tools to implement the strategies for talent retention,

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organizational identification comes into play. But, proper implementation of organizational identification also requires proper study on how other individual variables will influence it. At the same time, Generation X and Generation Y carry their own distinct identities and characteristics, their identifications may be different and as diverse as their fundamentals are different.

The relationship between an employee and employing organization has been deemed to have an impact on the attitudes, behavior, and well-being of employees for quite some time (Cole & Bruch, 2006). A high degree of positive organizational identification can give psychological advantage during times of threat or challenge to an organization (Boutwell, 2003). While the relationships have been discussed and researched many times from different angles, including from the angle of organizational identification, it has never been extensively researched in Malaysia context.

Organizational Identification has its origins all the way back to 1960s when it started to become a popular term in organizational studies. Yet, the interest in Organizational Identification research only started to gain momentum of interest during the last two decades. Before gaining great interest, Organizational Identification has been one of the least researched study as it has been kept under the shadow of Organizational Commitment. The two concepts became synonyms or differ only in language or words, while the true conceptual and measurement is pretty much similar, ever since Mowday, Steer and Porter (1979) concluded that identification is a part of affective organizational commitment.

Many researches have been conducted on organizational identification since 1990s (Oktug, 2013) and it has since been recognized to be connected to a wide range of workplace behaviors (Cole & Bruch, 2006). These researches have arrived with the conclusions of the positive effects of identification in working environment. Strong organizational identification has been known to lower staff turnover, increase job satisfaction and proactiveness in engaging actions that help the organization. In this

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sense, lowering staff turnover will be particularly helpful to companies in Malaysia as turnover rate has been increasing in current working environment (Rahman, 2012). No long term plan is implemented if the employee does not stay long in an organization.

One of the first user is Phillip Tompkins, who is also a pioneer in the study of organizational communication (Tompkins, 2005). Simon (1947) has also been given credit for establishing organizational identification in theory and scholarship. Notions of organizational identity started with broader thinking about self-identity and identification in general. After a number of years of research into identity and identification in organizations, Cheney and Tompkins (1987) clarified the application of these concepts in organizations.

As one of the heavily studied aspect of organization, Organizational Identification has been linked with many things such as age, time spent in organization/job, Organizational Commitment (OC), Professional Identification, Job Satisfaction, etc. Identity is a particularly researched project. Particularly, Organizational Identification and OC have been recognized as can be linked to many social categories that are relevant to workplace behavior (Cole & Bruch, 2006). The writer believed that identity molds characteristic and quality of a person, which will in turn affect a person and his surroundings. And since a person can hold many identities and can choose to identify themselves to many things, it is interesting to know what kind of identities and personal preferences can be linked to Organizational Identification.

Age will be a particularly major concern as the retirement age of Malaysia workforce has been raised to 60 years old effective year 2013. It effectively means that organizations will have to deal with a more diverse age of employees, further deepening the needs to manage people with more different backgrounds. According to The 2010 Population and Housing Census of Malaysia, Generation X and Generation Y will make up more than 80% of the workforce and Generation Y will gradually eclipse Generation X in number, in the coming five to ten years. Furthermore, with the significant increase of commercial organizations and business in Malaysia (SSM,

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2013), it will be interesting to find a way to ensure the employees are identified with the organization to reap the benefits of such association. In the nut shell, the researcher will want to study on how the proposed independent variables will affect Organizational Identification, among the Generation X and Generation Y.

## **1.2 Problem Statement**

In most literatures, organizational identification has been identified as positively related to many positive traits. But, it has been a great interest on how differing Generations response different to positive traits dues to the inherent difference among the Generations. Due to obvious difference between both Generation X and Generation Y, it has posed a question among managements on how to manage both Generations group effectively. Currently, almost 50% of the workforce in Malaysia belongs to Generation Y (Avantikumar. 2013). It essentially means the employers have to deal with two diverse good with equally number of representatives in the workforce. Any mistake in managing workforce may potentially upset at least half of the workforce in the organization.

But, employers can no longer use the same ways to manage two different workforce. Many employers have been asking what really does a Generation Y wants as expected reactions are not observed when employers treat them in similar ways to other groups. It seems that the characteristics identified with different groups have influenced the outcome of expected organizational behaviors. The same efforts given by the employers will leads to unexpected organizational behaviors which can be observed according to the group's characteristics.

Though Malaysian workers are identified as placing money is the top priority, the ever constants high turnover could suggest that there are other factors that affect attachment of workers other than money benefits. As mentioned by Mahalingam (2013), the workers are in an organisation for five years and feel more comfortable and stable with their jobs, then they less likely to resign.

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Wong (2012) has mentioned that turnover is a particularly trend is mostly seen among Generation Y, and money is not always the reason for resign, according to Kelly Services' study conducted for Singapore and Malaysia. In certain industry, the turnover rate could be as high as 75% (Wong, 2012). They desired things such as meaning in work and work life balance, which are non-monetary (Wong, 2012). Since it is always more favourable to handle a single task than multitasking, it is a great challenge to the talent managements of the organization these days to handle such a diverse workforce. Javitch (2010) has shown that the management will have to focus on different factors to manage Generation X and Generation Y.

### **1.3 Research Questions.**

**Question 1** How does the difference in Generation influence on relationship between Professional Identification and Organizational Identification?

**Question 2** How does the difference in Generation influence on relationship between Relational Identification and Organizational Identification?

**Question 3** How does the difference in Generation influence on relationship between Employer Branding and Organizational Identification?

**Question 4** How does the difference in Generation influence on relationship between values of Employer Branding and Organizational Identification?

### **1.4 Research Objective.**

**Objective 1** To examine the relationship of Professional Identification among Generations towards Organizational Identification.

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**Objective 2** To examine the relationship of Relational Identification among Generations towards Organizational Identification.

**Objective 3** To examine the relationship of Employer Branding among Generations towards Organizational Identification.

**Objective 3** To examine the relationship of Employer Branding values among Generations towards Organizational Identification.

### **1.5 Significance of the study.**

The result of this study will show whether Employer Branding, Professional Identification and Relational Identification will correlate with Organizational Identification, after being moderated by Generations. The success of the study will enhance the understanding of Organizational Identification on its relationship with other elements of working. These understanding will in turn help to better prediction of the turnover an organization. The result of this study will assist the organizations in understanding how the identifications and Employer Branding are aligned to the Organizational Identification and also which are not aligned. By establishing the independent variables that are significant in the first step, the study will also identify the gap between identifications and Employer Branding, with Organizational Identification. If the gap is large between the Generations, the larger the opportunity for making adjustments will be.

The greatest significant of this study will be which variables will be remain significant upon moderation by the Generation. This understanding will assist the organizations to focus on the right independent variables to manage the Generational differences, which has been identified as one of the major disharmonies in the workforce now. As the management requires long term planning and high resources, the findings will reduce wastage and time wasted on wrong implementation.

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## **1.6 Organization of the Research**

This research report consists of five chapters. The first chapter, Chapter One will introduce the topics via background, objectives, questions and significance of this research. Chapter Two will contain the literature review on the past researches on the related topics of this research. Chapter Three explains the methodology used in this study. The report of the results and analysis of this research will be done in Chapter Four. Finally, Chapter Five will cover the discussion of the analysis written in Chapter Four, the implications and overall conclusion of this writing.



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## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Organizational Identification.**

According to Dutton et al. (1994, p. 239) defined organizational identification as “the degree to which a member defines him- or herself by the same attributes that he or she believes define the organization”. In similar way, Mael & Ashforth (1992) have defined Organizational Identification as a perception of a person of his belongingness to an organization and how a person defines himself in terms of the organization where he belong to as a member. Organizations who properly imbuing the employees with identification with organization tends to gain more benefits. Organizations who have employees with highly positive Organizational Identification can serves as psychological barrier during challenging times of an organization. It also has being linked with a number of variables such as work attitudes, behaviors and outcomes which support the organization (Witting, 2006). According to researches done by Riketta (2005) & Ashforth et al. (2008), the positive personnel and organizational phenomenon such as lower intention to quit, organizational citizenship behavior, job satisfaction, employee well-being, and staff performance, are significantly associated with Organizational Identification.

As posited by Ashforth & Mael (1989), a strong employer identification more strongly correlates with a more positive beliefs about their organization. Lee (1971) has concluded two significant conclusions. First, employees displayed more positive reactions to their organization, profession and job when they are having strong

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Organizational Identification, compared to those with a low Organizational Identification (Lee 1971). Second, these scientists with a high Organizational Identification also produced higher job inputs and scientists being better remunerated (Lee, 1971). Thus, we can safely conclude that a higher organizational identification gave benefits to both employees and employers.

Research done by Riketta (2005) showed that Organizational Identification correlates slightly with age. Since Generation X and Generation Y belong to two different group ages, both groups are expected to display different views against Organizational Identification. As the presence of Generation Y grows, it will gradually influence and change the culture or aspects that forms identification with the organizations. For example, Generation Y emphasize the importance of work-life balance (Ng, Schweitzer, and Lyons, 2010). As the number of Generation Y grows, their opinions in this will gradually influence how an organization runs on the values and practices that will promote work-life balance. As posited by Ashforth, Harrison & Corley (2008), not many studies have been conducted on the antecedents of Organizational Identification.

## **2.2 Professional Identification**

Professional Identification is defined in terms to what extent one will defines oneself in regards to the work one does and the prototypical characteristics being associated to person who do that work (Loi, Ngo & Foley, 2004). Bartels, Peters, Jong, Pryun & Molen (2009) defines Professional Identification as the magnitude or degree of employees seeking to identify themselves with the professions being practices and its typical characteristics. In the social identity theory, Professional Identification is a form of social identification and how strong an individual feels belonged to with a profession (e.g. law, engineering) or the degree to which individuals define themselves as profession members.

In some researches in regards to Organizational Identification and Professional Identification, both variables have being identified as one higher identity and another

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as lower identity. Many researches has being conducted on the relationship between Professional Identification and Organizational Identification (Loi et al.,2004) and on the degree of importance of the two identifications (Russo, 1998). Most of the researchers usually produce a result whereby there is a positive connection between Organizational Identification and Professional Identification (He & Brown, 2013; Iyer & Bamber, 2002; Russo, 1998). Professional Identification is concluded that will strengthen Organizational Identification due to function of organizations as a place for professional to work and share their identity (Russo, 1998). These results were produced even though Professional Identification is not organization-specific (He & Brown, 2013). Iyer & Bamber (2002) has concluded that such positive connection is associated with increased job satisfaction and reduced organizational-professional conflict.

Such positive results are advantageous to the organizations. It provide understandings to the organizations to understand professional workers' behaviors (He & Brown, 2013). It also interesting to take note that though Organizational Identification and Professional Identification is positively connected, it will only affect the employee positively when the Organizational Identification is high and Professional Identification is low in certain organizations (Hekman, Steensma & Hereford, 2009). This phenomenon is explained by Kalleberg and Berg (1987) as the zero-sum game where an increase in one area means a loss in the other. So, it means if Organizational Identification increases, Professional Identification will decrease or vice versa. As mentioned, occupations surpass the limitation of difference organizations. This concept is supported by Iyer & Bamber (2002) that identification with a person's occupation and organization may conflict at certain point of the tenure, such as when a lawyer focuses on complying with justice and professional standards than his employer's financial interests (Iyer & Bamber, 2002).

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## **2.3 Relational Identification**

Relational Identification is known as how far will a person defines himself or herself, “in terms of a given role-relationship” (Sluss & Ashford, 2007). By using layman term, it means as how a person defined by himself by referring to the relationships with another individual.

Through Walumbwa & Hartnell (2011), Relational Identification has being identified as positively related to employee performance, through a research which involves 426 employees and 75 immediate supervisors who are working with a large automobile dealership. It also has being suggested that the transformation leadership is positively related with Relational Identification (Walumbwa & Hartnell, 2011). Since leadership is an intimate part of employers, this suggests that leadership is important in promoting a positive Relational Identification and improved performance. Numerous researches and stories has suggested that leadership improves followers' performance.

Also, it is widely expected that the Generation Y will have higher relational identification with the supervisors and management. This is because due to importance placed upon affiliation or social values by Generation Y that want less formal interaction with upper management, and prefer building close/social relationships with colleagues and supervisors (Ng, Schweitzer, and Lyons, 2010). Since Generation X is the 'lonely' type, more independent and less family-oriented compared to Generation Y (Du, 2011; Gursoy, Maier & Chi, 2008), it is more likely than Generation X has lower relational identification compared to Generation Y.

## **2.4 Employer Branding**

Employer Branding has lately become common terms among large corporates and human resource practitioners. In many countries, the brand of an employer has swiftly become an organization's resource in attracting and retaining the employee who is able to contribute to the goals of the organizations (Arachchige & Robertson, 2013). It is

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first described Ambler & Barrow at 1996 as “the functional, economic and psychological benefits provided by employment in a bundle, and identified with the employing company”. Thus, Ambler & Barrow (1996) has established it as a concept that is about deeply related benefits in relation to the identification with the company. It should be take note that Employer Branding is multi-dimensional and that each dimension is influenced by different factors (Franca & Pahor, 2012).

From ideas of Ambler & Barrow, research done by Berthon, Ewing & Hah (2005) further broke down the dimensions into five (5) different dimensions. These dimensions are “Interest Value”, “Social Value”, “Economic Value”, “Development Value” and “Application Value” (Berthon, Ewing & Hah, 2005). In the same articles, Berthon et al.’s (2005) explained that employer branding is derived from an internal marketing perspective. To be successful in doing Employer Branding internally, the advertised message has to be credible and only consistency between employees' behavior and advertised message can show its credibility (Berthon et al., 2005). According to three dimensions proposed by Ambler & Barrow (1996), Berthon et al. (2005) proposed that from the “psychological benefits” consists of “Interest Value” and “Social Value”. “Functional benefits” proposed by Ambler & Barrow (1996) consists of “Development Value” and “Application Value” (Berthon et al., 2005). The last, researchers in both studies have proposed their on economic factors.

***Interest Value***            It is used to evaluate how high is the attraction of an individual towards an organization that “provides an exciting work environment, novel work practices and that makes use of its employee’s creativity to produce high-quality, innovative products and services”.

***Social Value***            It is used to evaluate how high is the attraction of an individual towards an organization that “provides a working environment that is fun, happy, provides good collegial relationships and a team atmosphere”.

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***Economic Value*** It is used to evaluate how high is the attraction of an individual towards an organization that “provides above-average salary, compensation package, job security and promotional opportunities”.

***Development Value*** It is used to evaluate how high is the attraction of an individual towards an organization that “provides recognition, self-worth and confidence, coupled with a career-enhancing experience and a springboard to future employment”.

***Application Value*** It is used to evaluate how high is the attraction of an individual towards an organization that “provides an opportunity for the employee to apply what they have learned and to teach others, in an environment that is both customer orientated and humanitarian”.

But it is vitally for the organization to deliver the image created via the branding. The reason is because unfulfilled “promises” have a negative effect on the brand image and value. Generally employees are regarded as a key element for delivering products and services, which makes it vital to have the “right” ones. “Right” employees are employees who are capable and willing to deliver the product or service in congruence with the organisation’s values. This implies that organisations need to hire people whose values and principles matches the organisation’s (Foster 2010).

The benefits of employer branding are broads and it includes increased productivity and profitability, increased employee retention, improve employer attractiveness, lower recruitment costs, reduce loss rate of talented employees, increase the chances of employees to recommend organization as a preferred place to work, improve employees commitment to organizational goals, ensured long term competitiveness and improved employee relations (Sripirabaa & Subha, 2013). But, since there are multiple benefits of being attached to companies, these benefits will attract different groups of employees, which may be categorized according to different Generations. In the case of Generation Y, it views the extrinsic benefits (e.g. salary and job security) as lower priority and instead, the intrinsic benefits that contributes to self-actualization and

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personal development is a far more important matter (Solnet & Hood, 2008). An interest note is salary has a low priority among the list of concerns among Generation Y (Terjesen, Vinnecombe & Freeman, 2007).

Difference in Generation groups have also being thought as being related to organizational behaviors. Differences in Generation moderates the “relationship between person-organisation values fit and job satisfaction, organisational commitment and intention to turnover”. (Cennamo & Gardner, 2008). Rather than age, Smola & Sutton (2002) discovered that work values are more influenced by Generational experiences.

## **2.5 Generation**

In simple words, Generation is all of the people born and living at about the same time, regarded collectively. Mannheim (1972) defined a generation as “a group of people in a similar social location experiencing similar social events”. Kupperschmidt (2000) defined Generation as “people that are grouped within a certain range of ages, location they live, and significant life events they experienced at critical developmental stages”. In more details, Mannheim (1972) postulated that anyone belong to a generation by “physically exist in the same time in history, sharing and perceive the same experiences, forming value sets in a formative phase early in life (between age 16-25) that remain with the people from that generation for the remainder of their lives”. There is a notable influence on work values and expectations on employers due to these value formed during the teens and young adults stage (Chen and Choi, 2008; Ng et al., 2010). In this study, “Generations” shall be treated as all generation investigated in this study.

### **2.5.1 Generation X**

Generation X is defined as a group of people in a certain time period, commonly being described by numerous researchers as during the period of 1960s to 1970s. Popularly, they are also known as the Me Generation (Sayers, 2007). They are probably holding

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most of the high managerial positions or senior positions in any organizations at the moment. In essential, they are the leader of the organizations, leading it with visions related to their characteristics.

Among the attributes been associated with Generation X, there are unique attributes that differentiate them from Generation Y. Generation X places a higher priority on the balance between work and life, compared to the previous generations. (Jenkins, 2007; Karp et al, 2002). They are also more independent, autonomous and self-reliant than previous generations (Zemke et al., 1999) as “having grown up as latchkey kids, without parents guidance when they are at home”. They place strong loyalty to their friends and family (Karp et al., 2002), but not to their employers (Bova & Kroth, 2001; Karp et al, 2002).

According to Santos & Cox (2000), Generation X has some of Generation Y characteristics such as flexibility with their working time, possess high autonomy, prefer interesting but also challenging work, and continuous opportunity for professional growth. At the same time, they are also self-reliance and does not require constant guidance (Richard, 2007; Alsop, 2013; Gursoy, Maier & Chi, 2008; Sayers, 2007). This is as the children of the workaholic Baby Boom Generation, they tend to feel overlooked and less appreciated (Crampton & Hodge, 2009). They trust their own abilities and judgments in completing the tasks, unlike Generation Y. It is reflected in study conducted by Murphy (2010) that Generation X emphasize capability in working. Gursoy et al. (2008) concluded that Generation X works smartly as employees and will always search their own methods carry out their tasks than just follow what their predecessors usually do (Gursoy, Maier & Chi, 2008). Adoption of technology is part of the strategies to complete the tasks by themselves. Thus, they will prefer to do works assigned to them on their own. Being capable also helpful to Generation X as the first working group accept embrace change in the workplace successfully, feel comfortable with it and reacting to it proactively (Richard, 2007).



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For the Generation X, the professional and self-career development are the main fixation in their working life (Santos & Cox, 2000; Hammil, 2005). This is actually linked to their desire to improve their potential to secure better career prospects through better professional skills (Richard, 2007; Gursoy, Maier & Chi, 2008). As they viewed work as a challenge to them and reason of life (Hammil, 2005; Gursoy, Maier & Chi, 2008), a long-lasting development makes sense as they will need relevant personal achievement and development to overcome this constant challenges.

### **2.5.2 Generation Y**

Generation Y is the next generation come after Generation X, commonly being described by numerous researchers as during the period of 1980s to 1990s (Islam, Teh, Yusuf & Desa, 2011). In another words, Generation Y who are in their mid-30s to early 20s are currently in the workforce as fresh graduates or senior executives (non-managerial). With the 90s born teens still in schooling, this group of population will form yet the largest workforce group in most countries. As the Baby boomers are moving into retirement, Generation Y's contribution to the workforce in any economy is significant in every fields, including manpower.

Generation Y has several similarities with Generation X in terms of flexibility in working, interested wit challenging work and continuous growth. Generation Y is seen independent, confident, diverse, collaborative and selfish (Martin, 2005). However, Generation Y is far less demanding than Generation X towards their freedom in work and for Generation Y, a job is a contract, not a calling (Crampton & Hodge, 2009), More importantly, Generation Y is a Generation that is extremely identified with technology. While Generation X were the first to adopt technology in their life (Crampton & Hodge, 2009), Generation Y grown up with technology, computers, mobile phones and the Internet (Islam, Teh, Yusuf & Desa, 2011; Martin, 2005).

This is the most important trait that differentiate them from the previous cohorts. Being used to faster pace of life due to the benefits of adopting technology, they able to work

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fast and multitask (Islam, Teh, Yusuf & Desa, 2011). Generation Y can listen to music, chat and surf internet at the same time at work (Hoi, 2013). Using technology, they chat with different chat groups, instead of chatting with a few individuals (Hoi, 2013). They also expect quick result in facing a challenge or task and has a strong sense of urgency (Pharmy, 2009; Martin 2005). In working life, they will prefer to have a fun working environment, non-monetary work perks, and flexible hours (Islam, Teh, Yusuf & Desa, 2011; EY, 2013).

It is an open fact that these generations have different perception towards work and life (Pharmy, 2009). Thus, their wants and needs from these different perception will pose a great challenge to organizations in organizing their resources to attract the relevant cohorts and also to form a coherent image or identity to be adopted by the employees. But, there are a limited number of literatures on how to manage these two Generations (Crampton & Hodge, 2009). Thus, it will pose a great challenge to the organizations on how to handle both Generations as they will become the dominant working groups after whatever left of the Baby Boomers retire completely from the workforce.

For organizations, one of the ways to help different Generation cohorts to move towards a common goal is via technology. By using technology to create an interactive and collaborative environments, the differences can be solved (Pharmy, 2009).

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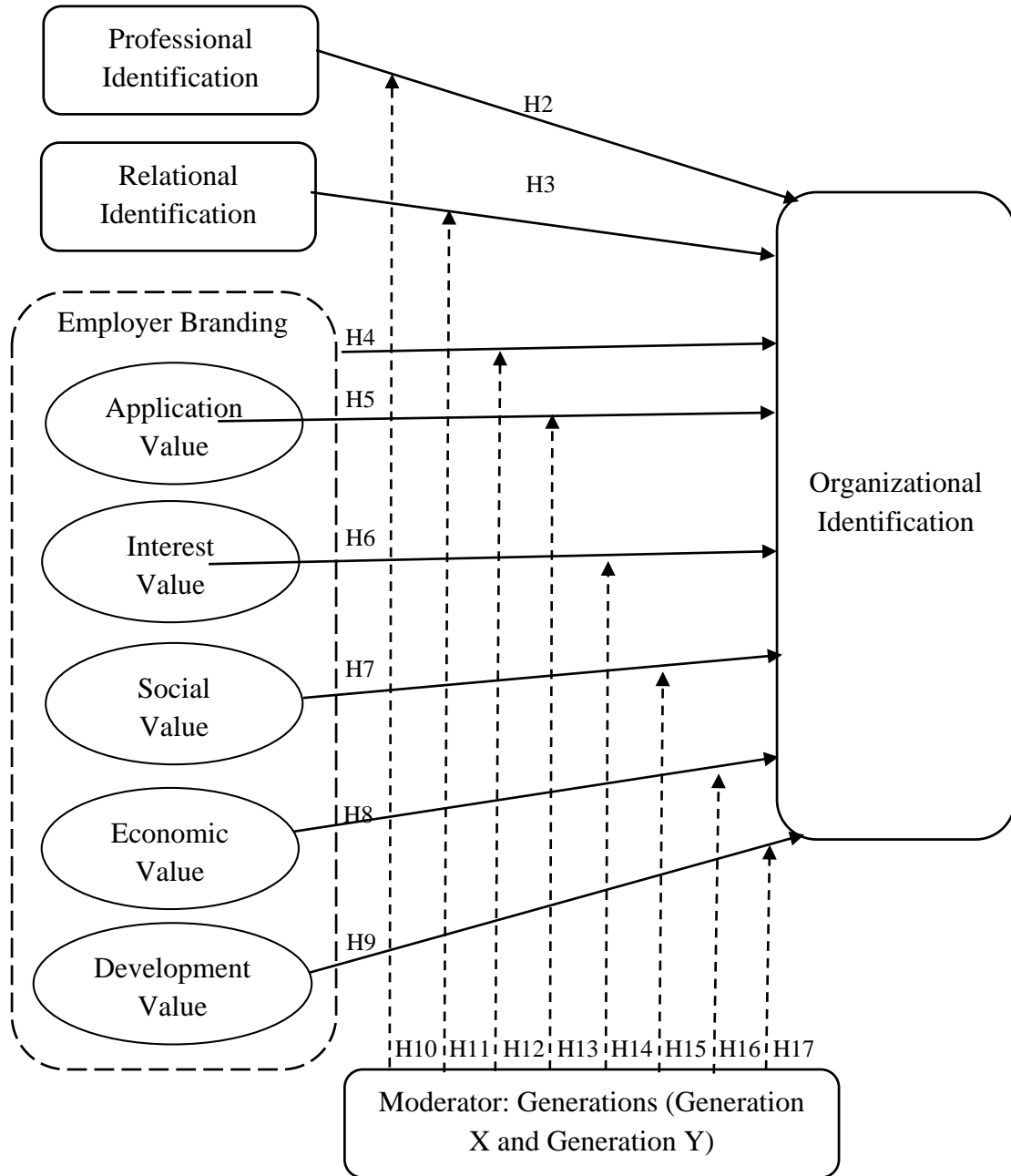
## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Theoretical Framework**

The Figure 1 below shows the framework that highlights the relationship between Professional Identification, Relational Identification and Employer Branding, towards Organizational Identification. Within Employer Branding itself contains five values that will be investigated too during this study. Each of the variables will be studied independently, one by one. This model will also explore if Generation is the significant moderator of the variables towards Organizational Identification. As per studied in the literature review, two Generations will be used as the moderator, namely Generation X and Generation Y. Thus, the moderator will be a dichotomous variable.

**Figure 1: Research Framework**



### 3.2 Research Hypothesis.

H1: There is a significant difference between years of employment and Organizational Identification ( $p < 0.05$ )

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H2: There is a significant relationship between Professional Identification and Organizational Identification ( $p < 0.05$ ).

H3: There is a significant relationship between Relational Identification and Organizational Identification ( $p < 0.05$ ).

H4: There is a significant relationship between Employer Branding and Organizational Identification ( $p < 0.05$ ).

H5: There is a significant relationship between Interest Value and Organizational Identification ( $p < 0.05$ ).

H6: There is a significant relationship between Application Value and Organizational Identification ( $p < 0.05$ ).

H7: There is a significant relationship between Social Value and Organizational Identification ( $p < 0.05$ ).

H8: There is a significant relationship between Economic Value and Organizational Identification ( $p < 0.05$ ).

H9: There is a significant relationship between Development Value and Organizational Identification ( $p < 0.05$ ).

H10: Generations will moderate the relationship between Professional Identification and Organizational Identification.

H11: Generations will moderate the relationship between Relational Identification and Organizational Identification.

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H12: Generations will moderate the relationship between Employer Branding and Organizational Identification.

H13: Generations will moderate the relationship between Interest Value and Organizational Identification.

H14: Generations will moderate the relationship between Application Value and Organizational Identification.

H15: Generations will moderate the relationship between Social Value and Organizational Identification.

H16: Generations will moderate the relationship Economic Value and Organizational Identification.

H17: Generations will moderate the relationship between Development Value and Organizational Identification.

### **3.3 Data Collection**

#### **3.3.1 Primary Data Collection**

Primary data will serve as the most important data to analyze and determine the hypothesis and research objectives proposed. The collection is done via questionnaires which were distributed to the samples chosen from among the working adults in Malaysia.

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### **3.3.2 Secondary Data Collection**

Secondary data is mainly collected for literature review, problem statement and discussion. These data are mainly being sourced from articles in journals, online newspapers and business magazine.

## **3.4 Sampling Design**

### **3.4.1 Target Population**

Target population refers to the “specific, complete groups that are relevant to the research project” (Zikmund, 2003). The main objective of this research is to investigate the relationship between EB and identifications with OI, being moderated by two different generation cohorts, namely Generation X and Generation Y. The target population were the working adults in Malaysia that actually fit the description given in the literature.

### **3.4.2 Sample Size**

Sample size is the number of respondents that had participated a research or study. The sample size for this research involves a total of 318 working adults that are employed in Malaysia. Factors such as cost and time were major considerations in choosing the sample size. Out of the number of 400 questionnaires distributed, 318 were collected (79.5% response rate). Thus, the analysis in this study is actually based on the data from this total number of questionnaires.

### **3.4.3 Sampling Technique**

The sampling technique being used in this research is Convenience Random sampling. This technique is part of the non-probability sampling methods. Using the technique mentioned above, selecting respondents is done randomly among the populations that

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fit in the Generation X and Generation Y group as defined in literature review and currently being employed and working in Malaysia. It obtains data from those persons who were easily available. This method is also able to obtain a large number completed questionnaire quickly, conveniently and economically.

### **3.5 Selection & Procedures**

First, the distribution of the questionnaire was done via printed copy. Secondly, all interested respondents were been briefed on the informed consent and procedures before beginning completing the test. Once the respondents agree to take part in the research, a 20 minutes were allocated to the respondents to complete the questionnaire. Then it will be followed by interpreting the results and report writing which may take another two months to be completed.

### **3.6 Research Instrument**

#### **3.6.1 Section A**

This section consists of questions that would provide information about the respondents. This section of the questionnaires comprised of demographic data such as gender, age group, education level, number of years with current organization, working experience and income level.

#### **3.6.2 Section B**

This section consists of questions from Employer Attractiveness scale used to measure employer branding. Employer Attractiveness scale (EmpAt) is a questionnaire developed by Berthon, Ewing & Hah (2005) and consist of 25 items that measure the five dimensions of employer attractiveness. In simple words, it measures how a participant reacts when considering serving an employer. Employer attractiveness has being thought as a pre-cursor to the more general concept of employer brand. In this



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sense, “the more attractive an employer is perceived to be by potential employees, the stronger that particular organization's employer brand equity”. Each questions in the questionnaire as a seven point Likert-scale. Reliability ran by the researchers shows that the 25 items questionnaire has reliability of 0.96.

The five dimensions or factors being investigated by the questionnaire. Questions from 1 to 5 are designated to assess “Interest value” or how high is the attraction of an individual towards an organization that “provides an exciting work environment, novel work practices and that makes use of its employee’s creativity to produce high-quality, innovative products and services”.

Question 6 to 10 are designated to investigate ‘Social value’ or how high is the attraction of an individual towards an organization that “provides a working environment that is fun, happy, provides good collegial relationships and a team atmosphere”.

Question 11 to 15 are designated to assess ‘Economic value’ or how high is the attraction of an individual towards an organization that “provides above-average salary, compensation package, job security and promotional opportunities”.

Question 16 to 20 are designated to investigate ‘Development value’ or how high is the attraction of an individual towards an organization that “provides recognition, self-worth and confidence, coupled with a career-enhancing experience and a springboard to future employment”.

Question 21 to 25 are designated to measure ‘Application value’ or how high is the attraction of an individual towards an organization that “provides an opportunity for the employee to apply what they have learned and to teach others, in an environment that is both customer orientated and humanitarian”.

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### **3.6.3 Section C.**

This sections consists of questions extracted from different established instruments to measure three different identifications. Item 1 to item 6 were used to identify the Organizational Identification of the respondents. These items were derived from Mael & Ashforth (1992) and being used in a number of studies. The next 5 items, item 6 to 11 were used to measure Relational Identification and it is also an adaptation of Mael & Ashforth (1992). The last 6 items, item 12 to 17 were used to measure Professional Identification adapted from Mael & Ashforth (1992). In this section, all questions were answer using a five-point scale (ranging from 1 = ‘not at all’ to 5 = ‘to a large extent’) the extent to which they identify with their organization.

### **3.7 Pilot Test**

A pilot test is conducted by using a small sample of 30 respondents in order to determine whether the survey was understood by the respondents. This was conducted before the actual data collection and the comments from the respondents were taken after the test. No reliability analysis will be conducted in this pilot test as the survey was taken from established source.

### **3.8 Data Analysis**

All data of this study will be analyzed by using Statistical Package for the Social Sciences Statistics (SPSS) as the main software. The respondents' responses were entered into SPSS and frequency analysis of each items were used to answer the research questions, objective and hypothesis. First, the data were used to generate descriptive statistics in order to analyze the frequency distribution of the respondents' general information in Section A and the mean of the items in Section B & C. Through the statistics generated, the mean of the items will be used to determine the general

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desirability, agreeableness of the items to the respondents and ranking of importance among the independent variables.

### **3.8.1 Statistical techniques to explore relationships among variables**

**3.8.1.1 Pearson's Bivariate Correlation Analysis** Person's product-moment correlation coefficient is a standardized measure of the strength of relationship between two variables (Fields, 2009). The value of the coefficient can change between -1 to 0 and to 1. If the value is below zero, it signifies that one variable change in the opposite direction of the changes of another variable, at the same amount and strength. If the value is above zero, it signifies that one variable change in the same direction of the changes of another variable, at the same amount and strength.

### **3.8.2 Statistical technique to compare groups**

**3.8.2.1 One-Way Analysis of Variance (ANOVA)** One-way analysis of variance uses one independent variable (referred to as a factor), which has a number of different levels. These levels reacts to the different groups or conditions. It is used when one independent (grouping) variable with three or more levels (groups) and one dependent continuous variable.

Analysis of variance is so called because it compares the variance (variability in scores) between the different groups (believed to be due to the independent variable) with the variability within each of the groups (believed to be due to chance). An F ratio is calculated which represents the variance between the groups, divided by the variance within the groups. A large F ratio indicates that there is more variability between the groups (caused by the independent variable) than there is within each group (referred to as the error term).

A significant F test indicates that we can reject the null hypothesis, which states that the population means are equal. It does not, however, tell us which of the groups differ.

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For this we need to conduct post-hoc tests. The alternative to conducting post-hoc tests after obtaining a significant ‘omnibus’ F test is to plan your study to conduct only specific comparisons (referred to as planned comparisons).

### **3.8.3 Moderator Analysis**

According to the Fields (2012), moderation is combined effect of two or more predictor variables on an outcome. Moderation occurs when the relationship between two variables changes as a function of a third variable. It is tested using a regression in which the outcome is predicted from a predictor, the moderator and the interaction of these variables. Hence, statistically, it is also known as interaction effect. A moderator variable changes the strength of an effect or relationship between two variables. It indicates when or under what conditions a particular effect can be expected. A moderator may increase the strength of a relationship, decrease the strength of a relationship, or change the direction of a relationship.

To begin the analysis, the predictor variables should be centred before the analysis. Then both variables will be multiplied together. If this interaction is significant, moderation occurs in the model. This analysis will be followed with simple slopes analysis if it is significant. The slopes will explain the effect of the interaction when the moderator level varies between low to high.

In behavioral sciences, it involves the use of linear multiple regression analysis or causal modelling. To quantify the effect of a moderating variable in multiple regression analyses, regressing random variable  $Y$  on  $X$ , an additional term is added to the model. The formula of moderation analysis as proposed:

$$Y_i = (b_0 + b_1 A_i + b_2 A_i + b_2 AB_i) + \epsilon_i$$

In this study, the moderation value will be computed by PROCESS tool designed by Hayes (Field, 2012). It is a statistical tool that can be used as an add-on in SPSS programme.

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## **CHAPTER FOUR**

### **RESEARCH RESULT**

#### **4.1 Introduction.**

Based on the research method reported in Chapter 3, the research data has been collected and analyzed. The result will be presented in this chapter by using the quantitative method, assisted by statistical computer software.

The statistical computer software utilized in this research was SPSS Statistics version 18. Descriptive analysis, simple linear regression and moderation analysis had been conducted using the statistical software.

#### **4.2 Descriptive Analysis.**

Any incomplete responses from the samples have been filtered for the better reliability of the research. In this sub-chapter, the basic information collected in the Section A of the questionnaire will be analyzed. These information were gender, profession, highest education, year of employment in current organization, and generation.

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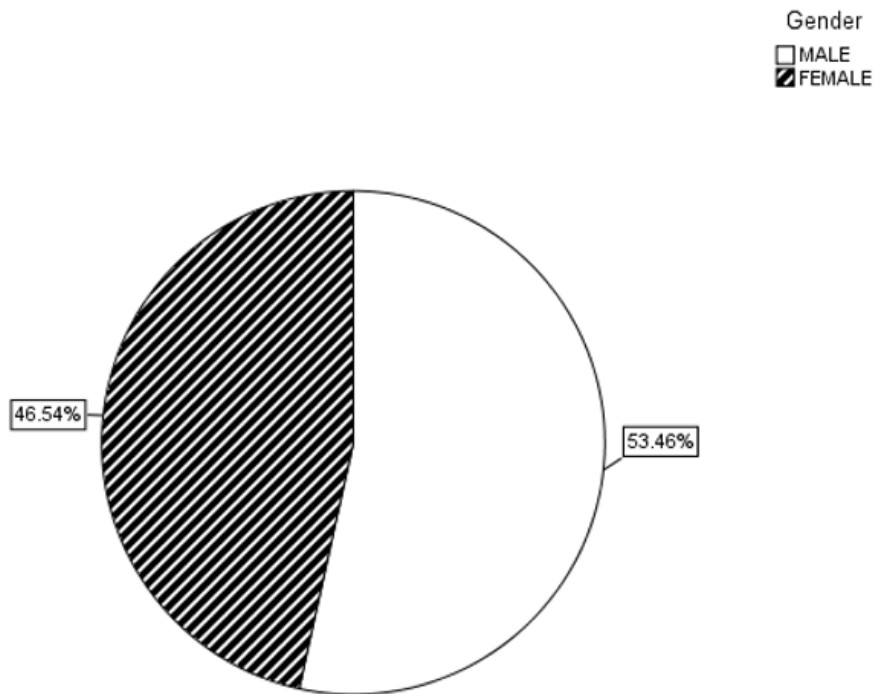
#### 4.2.1 Frequency of Respondents Based on Gender.

Table 1: Frequency of Respondent's Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
MALE	170	53.5	53.5	53.5
FEMALE	148	46.5	46.5	100.0
TOTAL	318	100.0	100.0	

In the nut shell, out of the total respondents of 318 from the survey, 170 (53,5%) are males and 148 (46.5%) are females, as shown in Table 1.

Figure 2: Frequency of Respondent's Gender



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#### 4.2.2 Frequency of Respondents Based on Profession.

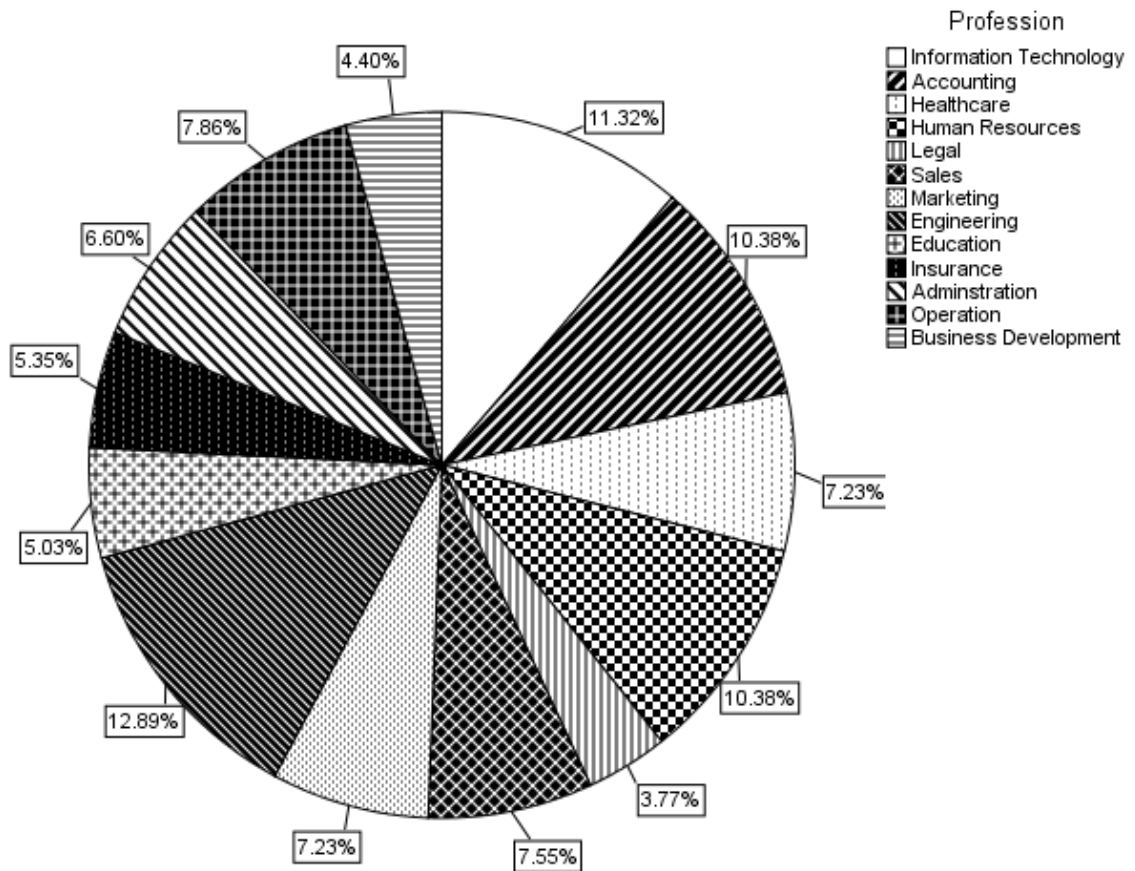
Table 2: Frequency of Respondent's Profession

	Frequency	Percent	Valid Percent	Cumulative Percent
Information Technology	36	11.3	11.3	11.3
Accounting	33	10.4	10.4	21.7
Healthcare	23	7.2	7.2	28.9
Human Resources	33	10.4	10.4	39.3
Legal	12	3.8	3.8	43.1
Sales	24	7.5	7.5	50.6
Marketing	23	7.2	7.2	57.9
Engineering	41	12.9	12.9	70.8
Education	16	5.0	5.0	75.8
Insurance	17	5.3	5.3	81.1
Administration	21	6.6	6.6	87.7
Operation	25	7.9	7.9	95.6
Business Development	14	4.4	4.4	100.0
Total	318	100.0	100.0	

As shown in Table 2, the respondents of the survey came from 13 different professions. The highest number of respondents based on profession is 41 (12.9%) from Engineering. This is followed by 36 (11.3%) from Information Technology and 33 (10.4%) from both Marketing and Human Resources respectively. The rest of professions are 23 (7.2% from Healthcare, 12 (3.8%) from Legal, 24 (7.5%) Sales, 23 (7.2%) from Marketing, 16 (5%) Education, 17 (5.3%) Insurance, 21 (6.6%) administration, 25 (7.9%) from Operation and 14 (4.4%) from Business Development.

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Figure 3: Frequency of Respondents' Profession



As show in Figure 3, a figure is generated to show the distribution of respondents' profession accordingly.



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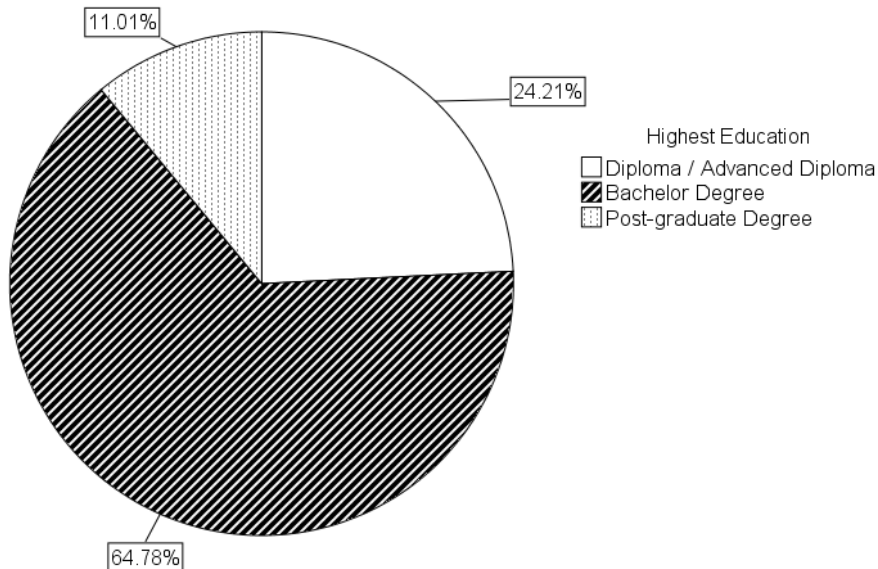
#### 4.2.3 Frequency of Respondents Based on Highest Education.

Table 3: Frequency of Respondent's Highest Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma / Advanced Diploma	77	24.2	24.2	24.2
Bachelor Degree	206	64.8	64.8	89.0
Post-graduate Degree	35	11.0	11.0	100.0
Total	318	100.0	100.0	

Based on Table 3 and Figure 4, most the respondents have the highest education at Bachelor Degree which consists of 206 (64.8%) respondents. This is followed by 77 (24.2%) respondents who have Diploma and 35 (11%) who have Post-Graduate Degree as their highest education.

**Figure 4: Frequency of Respondent's Highest Education**



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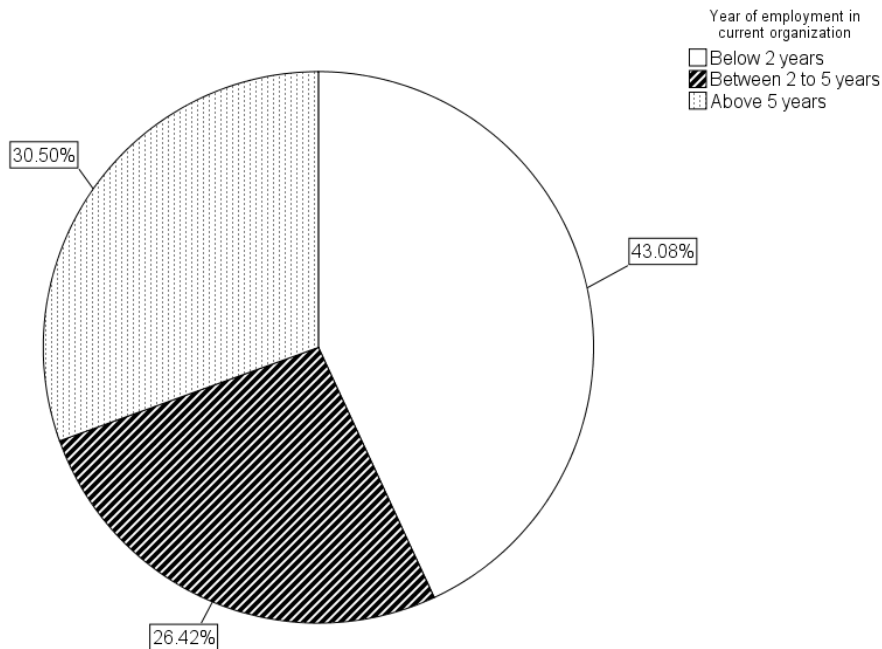
#### 4.2.4 Frequency of Respondents Based on Years of Employment in Current Organization

Table 4: Frequency of Respondent's Years of Employment in Current Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 2 years	137	43.1	43.1	43.1
Between 2 to 5 years	84	26.4	26.4	69.5
Above 5 years	97	30.5	30.5	100.0
Total	318	100.0	100.0	

In Table 4 and Figure 5, at least 137 of the respondents (43.1%) work below 2 years in his current organization. 84 (26.4%) of the respondents work between 2 to 5 years in his current organization and 97 (30.5%) work above 5 years in his current organization.

Figure 5: Frequency of Respondent's Years of Employment in Current Organization



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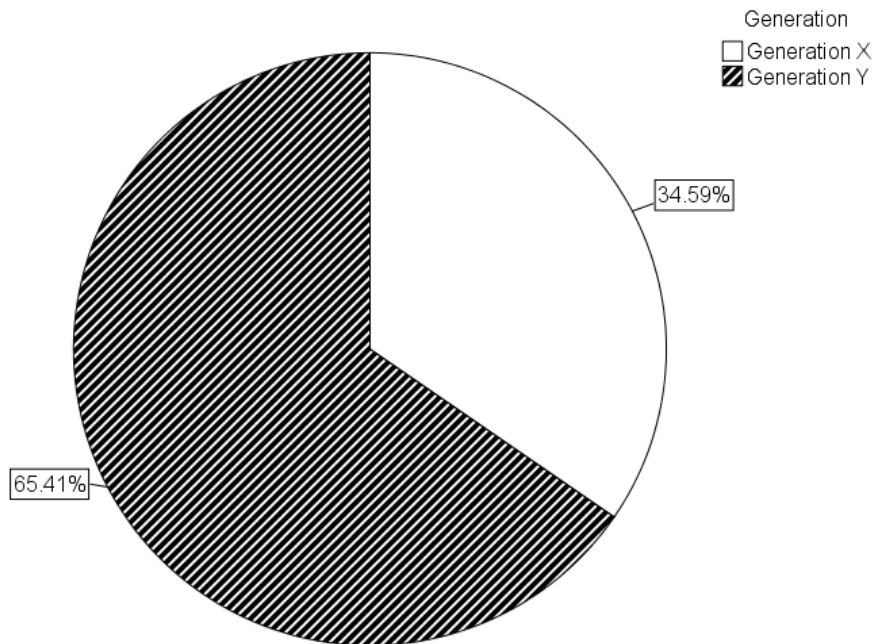
#### 4.2.5 Frequency of Respondents Based on Generation.

Table 5: Frequency of Respondent's Generation

	Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	110	34.6	34.6	34.6
Generation Y	208	65.4	65.4	100.0
Total	318	100.0	100.0	

Based on the age group in the questionnaire, out of 318 respondents listed in Table 5 and Figure 6, 208 (65.4%) of the respondents are born as Generation Y. Only 110 (34.6%) of the respondents are born as Generation X.

Figure 6: Frequency of Respondent's Generation



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### 4.3 Reliability Analysis

To ensure the reliability of all variables, Cronbach's Alpha Coefficient was used to assess the reliability of both independent and dependent variables, namely the 5 Dimensions of Employer Branding (Interest, Social, Economic, Application and Development Value), Organizational Identification, Relational Identification and Professional Identification. If the coefficient range is high, it means stronger correlation and resulted higher reliability of the research results.

Table 6: Cronbach's Alpha Value of research variables.

Variables	Cronbach's Alpha Value
Interest Value	0.94
Social Value	0.929
Economic Value	0.749
Application Value	0.71
Development Value	0.88
Organizational Identification	0.859
Relational Identification	0.902
Professional Identification	0.902

As shown by Table 6, all research variables have values of Cronbach's Alpha Coefficient above 0.70. The values indicated that every item is measuring the same underlying variable. Therefore, the questionnaire was judged as reliable and can be distributed for the research purpose of this writing.

### 4.4 Hypotheses Testing

Hypothesis H1 in this paper was tested with One-Way ANOVA analysis. Pearson's Bivariate Correlation Analysis were utilized to test Hypotheses H2, H3, H4, H5, H6, H7, H8, and H9. As mentioned in Chapter 3, the Correlation Coefficient ( $r$ ) in Pearson's

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Bivariate Correlation Analysis revealed the magnitude and direction of relationships within the variables. The magnitude is the degree to which variables move in unison or opposition.

Also as mentioned in Chapter 3, Hypotheses H10, H11, H12, H13, H14, H15, H16, and H17 were analyzed by using PROCESS for SPSS method as outlined by Andrew Hayes (Fields, 2014). It is a MACRO add-on to SPSS software for statistical mediation, moderation, and conditional process analysis.

#### **4.4.1 H1: There is a significant difference between years of employment and Organizational Identification.**

Table 7: ANOVA (Years of Employment and Organizational Identification)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	213.512	2	106.756	3.758	.024
Within Groups	8949.155	315	28.410		
Total	9162.667	317			

A one-way between-groups analysis of variance was conducted to explore the years of employment on Organizational Identification. Subjects were divided into three groups according to their highest education level (Group 1: Work less than 2 years; Group 2: Work between 2 to 5 years; Group 3: Work more than 5 years). There was statistically significant difference at the  $p < .05$  level in Organizational Identification scores for the years of employment groups [ $F(2, 315) = 3.76, p = .02$ ].

**Table 8: Post Hoc Test (Years of Employment and Organizational Identification)**

**Multiple Comparisons**

Organizational Identification

Tukey HSD

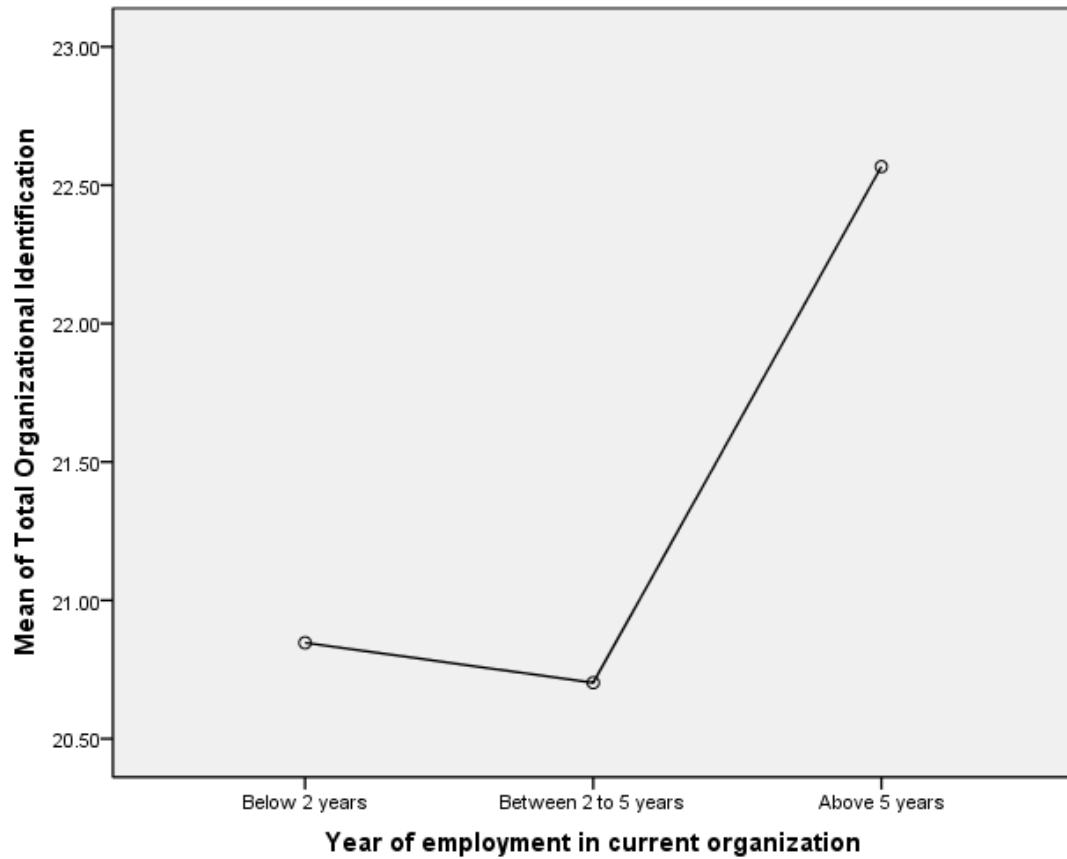
(I) Year of employment in current organization	(J) Year of employment in current organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Below 2 years	Between 2 to 5 years	.14433	.73864	.979	-1.5950	1.8837
	Above 5 years	-1.72029*	.70729	.041	-3.3859	-.0547
Between 2 to 5 years	Below 2 years	-.14433	.73864	.979	-1.8837	1.5950
	Above 5 years	-1.86463	.79442	.051	-3.7354	.0061
Above 5 years	Below 2 years	1.72029*	.70729	.041	.0547	3.3859
	Between 2 to 5 years	1.86463	.79442	.051	-.0061	3.7354

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

As show by Table 8 and Figure 6 in the Post-Hoc Test, years of employment in current organization for Below 2 years and Above 5 years has significant differences in Organizational Identification. The differences has been can be noticed and visualized in Figure 6. Hence, the hypothesis, H1 is accepted and the null hypothesis is rejected.

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**Figure 7: Mean Plots (Years of Employment and Organizational Identification)**



As shown in Figure 7, there is a significant changes from employees with “Below 2 years” and “Above 2 years”. This suggests that there is a significant relationship between years of employment and Organizational Identification.

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#### 4.4.2 H2: There is a significant relationship between Professional Identification and Organizational Identification.

Table 9: Pearson Correlation (Professional Identification and Organizational Identification)

		Total Professional Identification	Total Organizational Identification
Total Professional Identification	Pearson Correlation	1	.505**
	Sig. (2-tailed)		.000
	N	318	318
Total Organizational Identification	Pearson Correlation	.505**	1
	Sig. (2-tailed)	.000	
	N	318	318

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

The relationship between Professional Identification and Organizational Identification was investigated using Pearson product-moment correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity. There was a strong, positive correlation between the two variables [ $r=0.58$ ,  $n=318$ ,  $p<0.0005$ ], with high levels of Professional Identification associated with Organizational Identification. From the finding of Pearson Correlations, H2 is accepted.



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#### 4.4.3 H3: There is a significant relationship between Relational Identification and Organizational Identification.

Table 10: Pearson Correlation (Relational Identification and Organizational Identification)

		Total Relational Identification	Total Organizational Identification
Total Relational Identification	Pearson Correlation	1	.610**
	Sig. (2-tailed)		.000
	N	318	318
Total Organizational Identification	Pearson Correlation	.610**	1
	Sig. (2-tailed)	.000	
	N	318	318

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

The relationship between Relational Identification and Organizational Identification was investigated using Pearson product-moment correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity. There was a strong, positive correlation between the two variables [ $r=0.61$ ,  $n=318$ ,  $p<0.0005$ ], with high levels of Relational Identification associated with Organizational Identification. From the finding of Pearson Correlations, H3 is accepted.

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#### 4.4.4 H4: There is a significant relationship between Employer Branding and Organizational Identification.

Table 11: Pearson Correlation (Relational Identification and Organizational Identification)

		Total Employer Branding	Total Organizational Identification
Total Employer Branding	Pearson Correlation	1	.619**
	Sig. (2-tailed)		.000
	N	318	318
Total Organizational Identification	Pearson Correlation	.619**	1
	Sig. (2-tailed)	.000	
	N	318	318

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

The relationship between Employer Branding and Organizational Identification was investigated using Pearson product-moment correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity. There was a strong, positive correlation between the two variables [ $r=0.619$ ,  $n=318$ ,  $p<0.0005$ ], with high levels of Relational Identification associated with Organizational Identification. From the finding of Pearson Correlations, H4 is accepted.

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**4.4.5 H5: There is a significant relationship between Application Value and Organizational Identification.**

Table 12: Pearson Correlation (Application Value and Organizational Identification)

		Total Application Value	Total Organizational Identification
Total Application Value	Pearson Correlation	1	.595**
	Sig. (2-tailed)		.000
	N	318	318
Total Organizational Identification	Pearson Correlation	.595**	1
	Sig. (2-tailed)	.000	
	N	318	318

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

The relationship between Application Value (a dimension of Employer Branding) and Organizational Identification was investigated using Pearson product-moment correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity. There was a strong, positive correlation between the two variables [ $r=0.6$ ,  $n=318$ ,  $p<0.0005$ ], with high levels of Application Value associated with Organizational Identification. From the finding of Pearson Correlations, H5 is accepted.

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**4.4.6 H6: There is a significant relationship between Interest Value and Organizational Identification.**

Table 13: Pearson Correlation (Interest Value and Organizational Identification)

		Total Interest Value	Total Organizational Identification
Total Interest Value	Pearson Correlation	1	.540**
	Sig. (2-tailed)		.000
	N	318	318
Total Organizational Identification	Pearson Correlation	.540**	1
	Sig. (2-tailed)	.000	
	N	318	318

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

The relationship between Interest Value (a dimension of Employer Branding) and Organizational Identification was investigated using Pearson product-moment correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity. There was a strong, positive correlation between the two variables [ $r=0.54$ ,  $n=318$ ,  $p<0.0005$ ], with high levels of Interest Value associated with Organizational Identification. From the finding of Pearson Correlations, H6 is accepted.

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**4.4.7 H7: There is a significant relationship between Social Value and Organizational Identification.**

Table 14: Pearson Correlation (Social Value and Organizational Identification)

		Total Social Value	Total Organizational Identification
Total Social Value	Pearson Correlation	1	.510**
	Sig. (2-tailed)		.000
	N	318	318
Total Organizational Identification	Pearson Correlation	.510**	1
	Sig. (2-tailed)	.000	
	N	318	318

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

The relationship between Social Value (a dimension of Employer Branding) and Organizational Identification was investigated using Pearson product-moment correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity. There was a strong, positive correlation between the two variables [ $r=0.51$ ,  $n=318$ ,  $p<0.0005$ ], with high levels of Social Value associated with Organizational Identification. From the finding of Pearson Correlations, H7 is accepted.

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**4.4.8 H8: There is a significant relationship between Economic Value and Organizational Identification.**

Table 15: Pearson Correlation (Economic Value and Organizational Identification)

		Total Economic Value	Total Organizational Identification
Total Economic Value	Pearson Correlation	1	.536**
	Sig. (2-tailed)		.000
	N	318	318
Total Organizational Identification	Pearson Correlation	.536**	1
	Sig. (2-tailed)	.000	
	N	318	318

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

The relationship between Economic Value (a dimension of Employer Branding) and Organizational Identification was investigated using Pearson product-moment correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity. There was a strong, positive correlation between the two variables [ $r=0.54$ ,  $n=318$ ,  $p<0.0005$ ], with high levels of Economic Value associated with Organizational Identification. From the finding of Pearson Correlations, H8 is accepted.

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**4.4.9 H9: There is a significant relationship between Development Value and Organizational Identification.**

Table 16: Pearson Correlation (Development Value and Organizational Identification)

		Total Development Value	Total Organizational Identification
Total Development Value	Pearson Correlation	1	.545**
	Sig. (2-tailed)		.000
	N	318	318
Total Organizational Identification	Pearson Correlation	.545**	1
	Sig. (2-tailed)	.000	
	N	318	318

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

The relationship between Development Value (a dimension of Employer Branding) and Organizational Identification was investigated using Pearson product-moment correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity. There was a strong, positive correlation between the two variables [ $r=0.55$ ,  $n=318$ ,  $p<0.0005$ ], with high levels of Economic Value associated with Organizational Identification. From the finding of Pearson Correlations, H9 is accepted.

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## 4.5 Moderation Analysis.

As discussed in Chapter 3, this study used moderation analysis that had been adopted by Fields, (2010). As stipulated by Fields (2010), the analysis was completed using PROCESS tool.

### 4.5.1 H10: Generations will moderate the relationship between Professional Identification and Organizational Identification.

Table 17: Moderation (Professional Identification and Organizational Identification)

	b	SE B	t	p
Constant	21.237	0.256	82.998	0.000
Generation (Centred)	-1.445	0.54	-2.679	0.007
Relational Identification (Centred)	0.601	0.06	9.958	0.000
Generation x Relational Identification	0.348	0.13	2.68	0.007

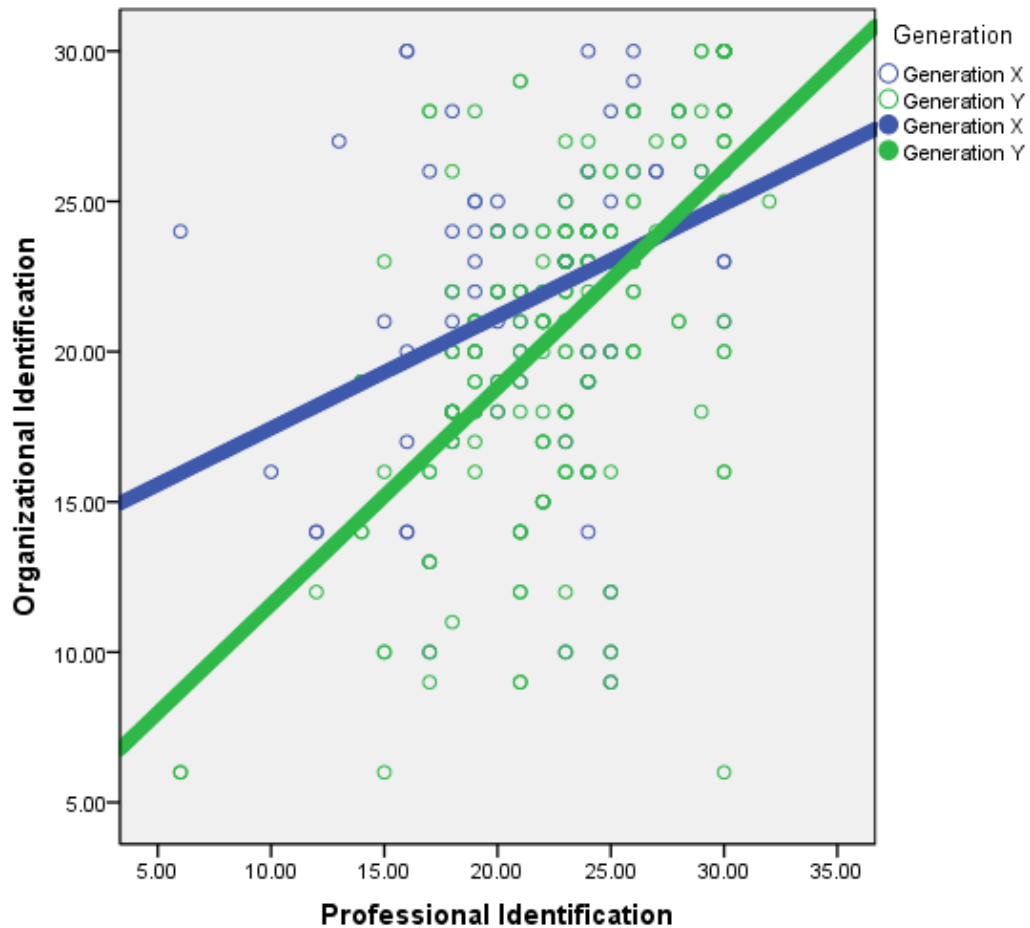
Table 18: Simple Slopes (Professional Identification and Organizational Identification)

Gender	b	SE	t	p
Generation X	0.373	0.108	3.47	0.001
Generation Y	0.721	0.072	9.931	0.000



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Figure 8: Mean plots (Professional Identification and Organizational Identification)



Generations were examined as a moderator of the relationship between Professional Identification and Organizational Identification. Moderation is shown up by a significant interaction effect, and in this case the interaction is highly significant,  $b = 0.348$ , 95% CI [0.092, 0.60],  $t = 2.68$ ,  $p < 0.01$ , indicating that the relationship between Professional Identification and Organizational Identification is significantly moderated by Generations.

As mentioned in Table 18 and Figure 8, when Generation is low (Generation X), there is a significant positive relationship between Professional Identification and

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Organizational Identification,  $b = 0.373$ , 95% CI [0.162, 0.585],  $t = 3.47$ ,  $p < .05$ . When Generation is high (Generation Y), there is a significant positive relationship between Professional Identification and Organizational Identification,  $b = 0.721$  95% CI [0.578, 0.864],  $t = 9.931$ ,  $p < .05$ . These results tell us that the relationship between Professional Identification and Organizational Identification is the same for both generations.

Hence, the hypothesis, H10 is accepted and the null hypothesis is rejected.

#### **4.5.2 H11: Generations will moderate the relationship between Relational Identification and Organizational Identification.**

Table 19: Moderation (Relational Identification and Organizational Identification)

	b	SE	t	p
Constant	21.348	0.239	89.191	0.0000
Generation (Centred)	-0.38	0.5	-0.76	0.448
Relational Identification (Centred)	0.721	0.062	11.701	0.000
Generation x Relational Identification	0.096	0.124	0.772	0.441

Generations were examined as a moderator of the relationship between Relational Identification and Organizational Identification. Moderation is shown up by a non-significant interaction effect,  $b = 0.096$ , 95% CI [0.148, 0.34],  $t = 0.772$ ,  $p > 0.05$ ,

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indicating that the relationship between Relational Identification and Organizational Identification is not significantly moderated by Generations. Hence, the hypothesis, H11 is rejected and the null hypothesis is accepted.

#### **4.5.3 H12: Generations will moderate the relationship between Employer Branding and Organizational Identification.**

Table 20: Moderation (Employer Branding and Organizational Identification)

	b	SE B	t	p
Constant	21.353	0.238	89.591	0.000
Generation (Centred)	-0.595	0.522	-1.141	0.255
Interest Value (Centred)	0.121	0.001	12.282	0.000
Generation x Employer Branding	0.039	0.234	1.644	0.101

Generations were examined as a moderator of the relationship between Relational Identification and Organizational Identification. Moderation is shown up by a non-significant interaction effect,  $b = 0.039$ , 95% CI  $[-0.008, 0.085]$ ,  $t = 1.644$ ,  $p > 0.05$ , indicating that the relationship between Relational Identification and Organizational Identification is not significantly moderated by Generations. Hence, the hypothesis, H12 is rejected and the null hypothesis is accepted.

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#### 4.5.4 H13: Generations will moderate the relationship between Application Value and Organizational Identification.

Table 21: Moderation (Application Value and Organizational Identification)

	b	SE B	t	p
Constant	21.38	0.245	87.113	0.000
Generation (Centred)	-0.297	0.536	-0.555	0.579
Application Value (Centred)	0.587	0.048	12.31	0.000
Generation x Application Value	0.20	0.11	1.805	0.072

Generations were examined as a moderator of the relationship between Application Value (a dimension of Employer Branding) and Organizational Identification. Moderation is shown up by a non-significant interaction effect,  $b = 0.20$ , 95% CI [-0.018, 0.417],  $t = 1.805$ ,  $p > 0.05$ , indicating that the relationship between Application Value and Organizational Identification is not significantly moderated by Generations. Hence, the hypothesis, H13 is rejected and the null hypothesis is accepted.

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#### 4.5.5 H14: Generations will moderate the relationship between Interest Value and Organizational Identification.

Table 22: Moderation (Interest Value and Organizational Identification)

	b	SE B	t	p
Constant	21.339	0.253	84.252	0.000
Generation (Centred)	-0.8	0.541	-1.48	0.14
Interest Value (Centred)	0.428	0.044	9.746	0.000
Generation x Interest Value	0.225	0.101	2.221	0.027

Table 23: Simple Slopes (Interest Value and Organizational Identification)

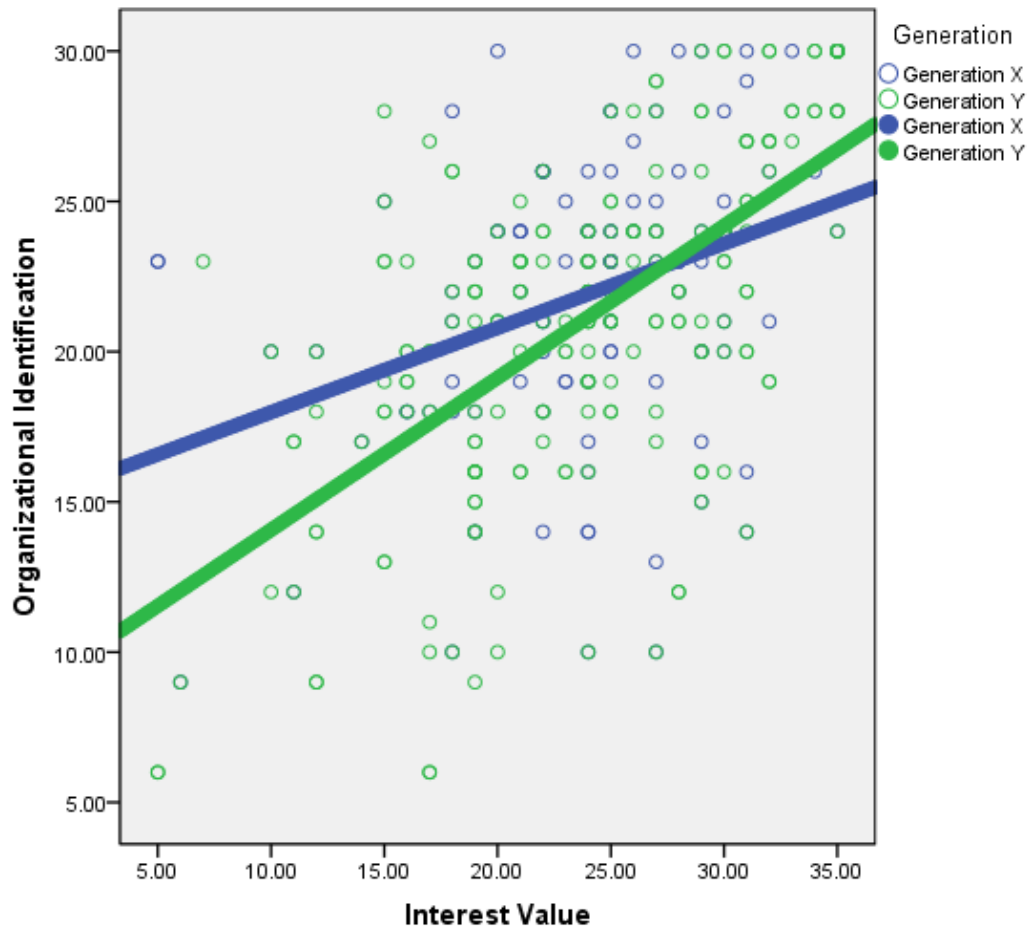
	b	SE B	t	p
Generation X	0.281	0.09	3.134	0.002
Generation Y	0.506	0.047	10.629	0.000

Generations were examined as a moderator of the relationship between Interest Value (a dimension of Employer Branding) and Organizational Identification. Moderation is shown up by a significant interaction effect, and in this case the interaction is highly significant,  $b = 0.225$ . 95% CI [0.026, 0.425],  $t = 2.221$ ,  $p < 0.05$ , indicating that the relationship between Interest Value and Organizational Identification is significantly moderated by Generations.

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As mentioned in Table 23 and Figure 9, when Generation is low (Generation X), there is a significant positive relationship between Interest Value and Organizational Identification,  $b = 0.281$ , 95% CI [0.105, 0.457],  $t = 3.134$ ,  $p < .05$ . When Generation is high (Generation Y), there is a significant positive relationship between Interest Value and Organizational Identification,  $b = 0.506$ , 95% CI [0.412, 0.60],  $t = 10.629$ ,  $p < .05$ . These results tell us that the relationship between Interest Value and Organizational Identification is the same for both generations. Hence, the hypothesis, H14 is accepted and the null hypothesis is rejected.

Figure 9: Mean plots (Interest Value and Organizational Identification)



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#### 4.5.6 H15: Generations will moderate the relationship between Social Value and Organizational Identification.

Table 24: Moderation (Social Value and Organizational Identification)

	b	SE B	t	p
Constant	21.357	0.256	83.459	0.000
Generation (Centred)	-0.748	0.552	-1.353	0.177
Social Value (Centred)	0.399	0.045	8.8	0.000
Generation x Social Value	0.34	0.103	3.311	0.001

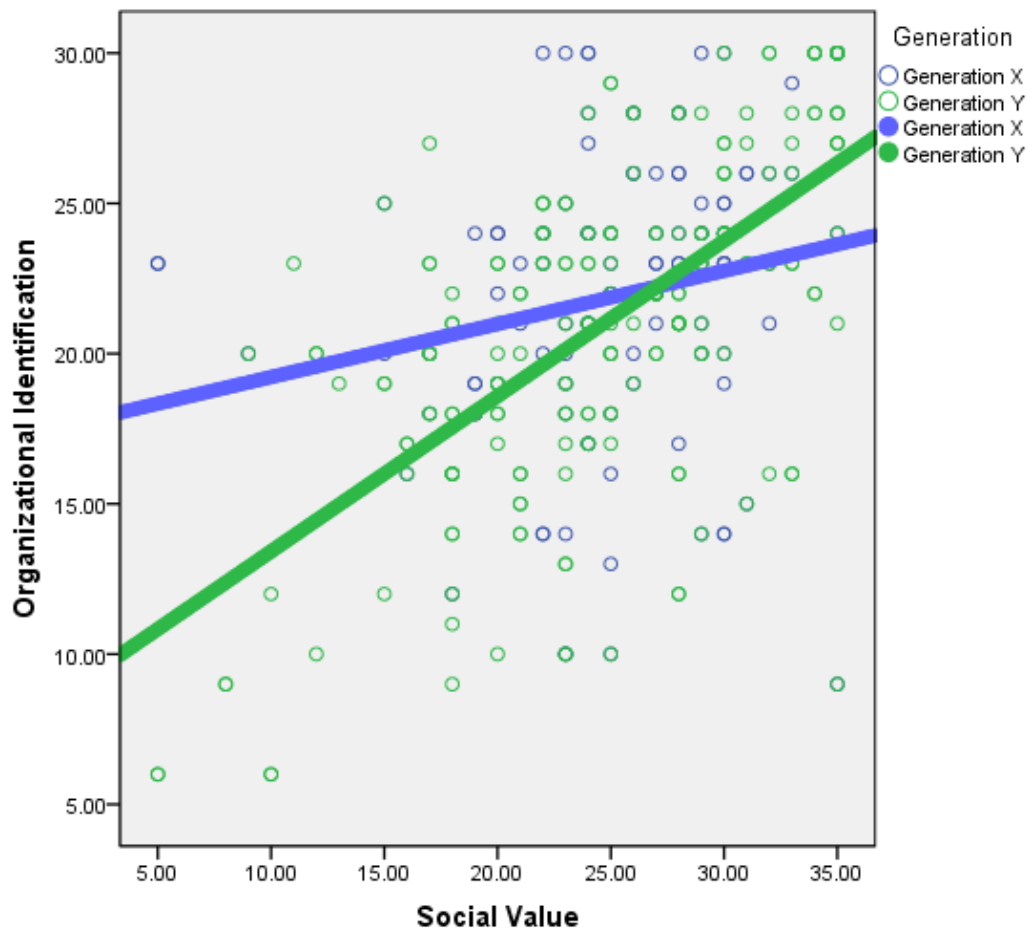
Table 25: Simple Slopes (Social Value and Organizational Identification)

	b	SE B	t	p
Generation X	0.177	0.089	1.981	0.049
Generation Y	0.517	0.051	10.169	0.000

Generations were examined as a moderator of the relationship between Social Value (a dimension of Employer Branding) and Organizational Identification. Moderation is shown up by a significant interaction effect, and in this case the interaction is highly significant,  $b = 0.34$ . 95% CI [0.138, 0.542],  $t = 3.311$ ,  $p < 0.05$ , indicating that the relationship between Social Value and Organizational Identification is significantly moderated by Generations.

As mentioned in Table 25 and Figure 10, when Generation is low (Generation X), there is a significant positive relationship between Social Value and Organizational Identification,  $b = 0.177$ , 95% CI [0.001, 0.352],  $t = 1.981$ ,  $p < .05$ . When Generation is high (Generation Y), there is a significant positive relationship between Social Value and Organizational Identification,  $b = 0.517$ , 95% CI [0.417, 0.617],  $t = 10.169$ ,  $p < .05$ . These results tell us that the relationship between Social Value and Organizational Identification is the same for both generations. Hence, the hypothesis, H15 is accepted and the null hypothesis is rejected.

Figure 10: Mean plots (Social Value and Organizational Identification)





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#### 4.5.7 H16: Generations will moderate the relationship Economic Value and Organizational Identification.

Table 26: Moderation (Economic Value and Organizational Identification)

	b	SE B	t	p
Constant	21.334	0.252	84.569	0.00
Generation (Centred)	-0.822	0.546	-1.526	0.128
Economic Value (Centred)	0.460	0.045	10.263	0.000
Generation x Economic Value	0.318	0.104	3.073	0.002

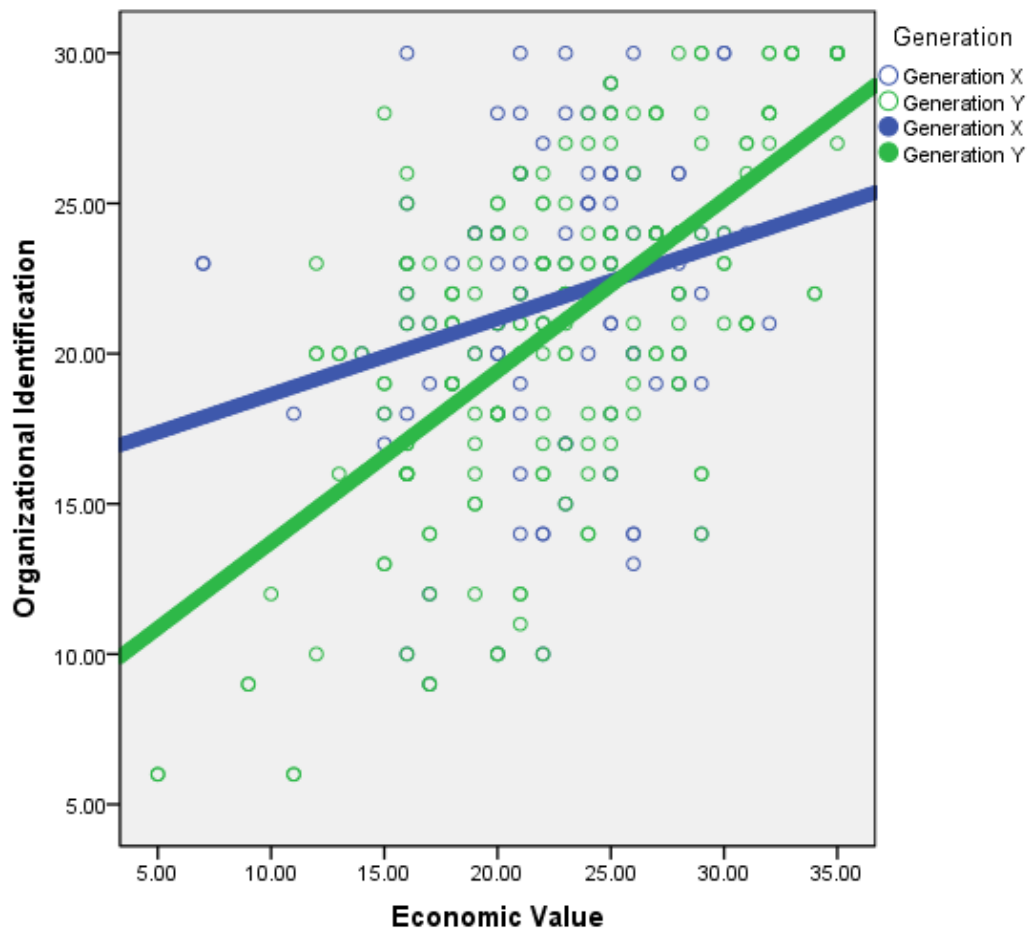
Table 27: Moderation (Economic Value and Organizational Identification)

	b	SE B	t	p
Generation X	0.252	0.092	2.754	0.006
Generation Y	0.570	0.049	11.743	0.000

Generations were examined as a moderator of the relationship between Economic Value (a dimension of Employer Branding) and Organizational Identification. Moderation is shown up by a significant interaction effect, and in this case the interaction is highly significant,  $b = 0.318$ , 95% CI [0.115, 0.522],  $t = 3.073$ ,  $p < 0.05$ , indicating that the relationship between Social Value and Organizational Identification is significantly moderated by Generations.

As mentioned in Table 27 and Figure 10, when Generation is low (Generation X), there is a significant positive relationship between Economic Value and Organizational Identification,  $b = 0.252$ , 95% CI [0.072, 0.432],  $t = 2.754$ ,  $p < .05$ . When Generation is high (Generation Y), there is a significant positive relationship between Economic and Organizational Identification,  $b = 0.57$ , 95% CI [0.475, 0.666],  $t = 11.743$ ,  $p < .05$ . These results tell us that the relationship between Economic and Organizational Identification is the same for both generations. Hence, the hypothesis, H17 is accepted and the null hypothesis is rejected.

Figure 10: Mean plots (Economic Value and Organizational Identification)



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#### **4.5.8 H17: Generations will moderate the relationship between Development Value and Organizational Identification.**

Table 28: Moderation (Development Value and Organizational Identification)

	b	SE B	t	p
Constant	21.3672	0.253	84.375	0.000
Generation (Centred)	-0.515	0.540	-0.953	0.342
Economic Value (Centred)	0.483	0.05	9.693	0.000
Generation x Economic Value	0.195	0.116	1.679	0.094

Generations were examined as a moderator of the relationship between Development Value (a dimension of Employer Branding) and Organizational Identification. Moderation is shown up by a non-significant interaction effect,  $b = 0.195$ , 95% CI [-0.034, 0.424],  $t = 1.679$ ,  $p > 0.05$ , indicating that the relationship between Development Value and Organizational Identification is not significantly moderated by Generations. Hence, the hypothesis, H17 is rejected and the null hypothesis is accepted.

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#### **4.6 Summary of Hypothesis**

Overall, the result of the hypothesis is summarized as below:

- H1**     Research hypothesis is accepted.
- H2**     Research hypothesis is accepted.
- H3**     Research hypothesis is accepted.
- H4**     Research hypothesis is accepted.
- H5**     Research hypothesis is accepted.
- H6**     Research hypothesis is accepted.
- H7**     Research hypothesis is accepted.
- H8**     Research hypothesis is accepted.
- H9**     Research hypothesis is accepted.
- H10**    Research hypothesis is accepted.
- H11**    Research hypothesis is rejected.
- H12**    Research hypothesis is rejected.
- H13**    Research hypothesis is rejected.
- H14**    Research hypothesis is accepted.
- H15**    Research hypothesis is accepted.
- H16**    Research hypothesis is accepted.
- H17**    Research hypothesis is rejected.

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## **CHAPTER FIVE**

### **DISCUSSION AND CONCLUSION**

#### **5.1 Discussion**

##### **5.1.1 Significance difference between years of employment and Organizational Identification**

Based on the results from chapter 4.4.1, there is a significant difference between years of employment and Organizational Identification. Thus, null hypotheses of H1 is rejected and research hypotheses of H1 has been accepted. Years of employment or tenure is positively related to Organizational Identification, supported by findings from Schneider, Hall, & Nygren (1971) and Stinglhamber et al (2015). Tenure is also observed to be moderating prestige and respect with Organizational Identification, non-linearly (Hameed, Roques & Arain, 2013).

The years of employment works both ways. While employees can use to have more time to identify and bond to their organization, so does the employers to have more time to help the employees to identified with the organization. Employees who spent more time and merge the goals, objectives, and key characteristics of the organization with their own ideas, tends to develop stronger identification (Hameed, Roques & Arain, 2013). The key to identification lies with sharing common goals and characteristics between employees and organization.

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It is further proven by Riketta et al., (2006) & Rousseau (1998) that employees' exposure to the organizational practices (e.g., socialization processes) in adopting identification will be significantly affected by a short stay in an organization. This could be due to at the early and midcareer stages, employees tend to spend more time in understand the new environment and building their careers (Hameed, Roques & Arain, 2013). During this critical period, they are susceptible to the changes in external and internal organizational environment (Hameed, Roques & Arain, 2013). Thus, we can see that the barriers to Organizational Identification lies with overcoming certain external and internal factors. Employees will need to overcome these individual challenges before successfully challenging the identification with Organizations.

#### **5.1.2 Significance relationship between Professional Identification and Organizational Identification.**

Based on findings in chapter 4.4.2, the Pearson Correlations displayed a strong positive relationship between Professional Identification and Organizational Identification. As Professional Identification grows stronger, so does the Organizational Identification among the respondents. So indirectly, improving the Professional Organizational should have improve Organizational Identification too. This is consistent with the literature presented earlier (He & Brown, 2013; Iyer & Bamber, 2002; Russo, 1998; Bartels, Peters, Jong, Pryun & Molen, 2010; Ngo, Loi & Foley, 2004). Also as organization serves as a place for both working and identity sharing (Russo, 1998), it has a bigger role in determining the identification than professions itself. This is because professionals works within the organization itself. So, due to this, the future research can also use Organizational Identification as a precedent of Professional Identification as a research basis. The relationship is expected to be stronger if a professional work in a professional organizations that allows him to practice his profession. Such settings allows two different identifications to co-exist mutually as the basic values of both variables should be similar.

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As the respondents do not belong to a number of selected organizations, there should be one or more common underlying factors that influence their Professional Identification in the organization setting which can be related to Organizational Identification. Bartels, Peters, Jong, Pryun & Molen (2010) explored and discovered the positive influence of horizontal communication on identification with professions. Horizontal communication is a task-related and informal communication exchange which happens between people on an equal footing in the organizational structure (Postmes, 2003). As the study was conducted in the same organization, the finding is not affected by difference in Organizational Identification due to different organizations. Thus, we can see here that increase in horizontal communication among the professions will also indirectly increase in Organizational Identification, based on the Pearson Correlation in this study.

### **5.1.3 Significance relationship between Relational Identification and Organizational Identification**

Based on findings in chapter 4.4.3, the Pearson Correlations displayed a strong positive relationship between Relational Identification and Organizational Identification. As Relational Identification grows stronger, so does the Organizational Identification among the respondents. So indirectly, improving the Relational Organizational should have improve Organizational Identification. This displayed how important it is to build a strong relationship between superior and subordinates themselves. This is supported by Sluss, Ployhart, Cobb & Ashforth (2012) study where new employee's relational identification with his or her supervisor is positively related to the employee's organizational identification. Also, Sluss & Ashforth (2007) mentioned that the relationship between a new employee and supervisor is a valuable object of Relational Identification. Thus, we can see relationship with supervisor as the main precedent for both variables in this hypothesis. Supervisor itself should not be viewed as an asset of the organization alone, but also should be viewed as extension of the organization in promoting positive identification with organization. To form relationship with this extension will indirectly linked it back to the organization itself. This relationship can

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be mediated via feeling, cognitive and behavior (Sluss, Ployhart, Cobb & Ashforth, 2012).

According to Sluss & Ashforth (2008), "Generalization between two referents relies on them resembling each other. Resemblance does not necessarily mean that the two stimuli look, feel, or are the same. Instead, resemblance refers to the two stimuli being tied or primed together". For this, it means we are not looking at the same thing yet both variables are obviously linked together. In this case, identification to superior and organizational are both tangible and intangible. Thus, based on the result and previous study, we can conclude that both variables are indeed connected to each other via generalization. Such connection is close even though both variables are inherently two different identities.

#### **5.1.4 Significance relationship between Employer Branding and Organizational Identification**

Based on findings in chapter 4.4.4 to chapter 4.4.9, the Pearson Correlations displayed a strong positive relationship between Employer Branding and Organizational Identification. This relationship extends to all values of Employer Branding and Organizational Identification. As Employer Branding grows stronger among the employees, so does the attractiveness value to the organization and Organizational Identification among the respondents. It will be common for organizations to seek to improve the value of Employer Branding to enhance the identification of employees toward organizational goals. But, multi-dimension Employer Branding has proven that the attraction of employee towards the employer brand can be complicated and there is a lot of variables to be considered in order. This is supported by several studies that highlight how Employer Branding actually leads to higher Organizational Identification. Identification is a complex variable with many dimensions leading towards it.



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From the motivation point of view, the dimensions of Employer Branding can also be divided into extrinsic and intrinsic motivation. Organizations that seek to brand themselves according to the dimensions, will have to create the right environment to motivate the right attraction towards the brand. Out of these dimensions, the Economic Value can be viewed as a dimension created out of the effort of extrinsic motivation. The better reward package is tangible and be observed directly. The other dimensions (Interest, Social, Development and Application) are intangible and thus can be viewed as part of the intrinsic motivation effort. In the nut shell, organizations will need to focus majority of its effort with intrinsic motivations.

As the attraction and how respondents perceive employer brand is strongly correlated to Organizational Identification in all dimensions, we can also perceive that both variables are part of a whole dimension. As by mentioned by Vaijayanthi, Roy, Shreenivasan, & Srivathsan (2011), attitudes such as identification with the goals and values of the organization; desire to belong to the organization; and willingness to display efforts on behalf of the organization, can be used to assess Organizational Commitment. Part of the examples have been seen as the proper acknowledgement of Organizational Identification. Thus, we can also relate that higher behaviors of Organizational Identification will result in Organizational Commitment too. But this will requires both personal predispositions and organizational interventions (Vaijayanthi, Roy, Shreenivasan & Srivathsan, 2011).

#### **5.1.5 Non-significance moderating effect between Professional Identification and Organizational Identification**

Based on findings in chapter 4.5.1, the moderation analysis displayed a strong moderating effect by both generations, on the relationship between Professional Identification and Organizational Identification. Both generations moderate significantly below  $p < 0.001$ , suggesting both generations have characteristics that are related to the variables and differ greatly. This result is expected as there are quite a number of researches have been done on the work values of the both generations. By

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virtue of having different experiences due to year of tenure, both generations are expected to differ in opinions that enough to moderate the relationship between professionals and organizational identification. Generation Y is still young, lack of maturity to look at the connection between professions and organization. Generation X by virtue of more working experience, has manage to look through the importance of identifying with the profession and organization together.

Both identifications are also significantly affected by the career mobility pattern of both generations, which includes job mobility and organizational mobility. According to Lyons, Schweitzer & Ng (2014), the career mobility pattern across generations differ significantly. In their studies, job mobility and organizational mobility differs greatly across various generations. The younger generations tend to being more mobile in job mobility and organizational mobility (Lyons, Schweitzer & Ng, 2014; Lyons et al, 2012). It means Generation Y tends to change job or career more often than the Generation X. Generation Y had almost twice as many job and organizational moves per year as the Generation X, a larger magnitude according to the study. (Lyons, Schweitzer & Ng, 2014). This will significantly affect the identification as each employment involves changes in organization, career type or career level. Experiences from different career type may also affect the identification.

It should be taken note that Generation X themselves also has higher career mobility compared to their predecessors (but lower than Generation Y), due to both generations have the same access to technology, a defining feature of social and work mobility these days. But by the virtue of being growing up with technology and globalization, Generation Y is adapting faster to the changes than the Generation X. If an organization does not hold well prospect, it is likely that Generation Y chooses to move on earlier. In the study done previously (Ng et al., 2010; Twenge et al., 2010), Generation Y emphasizes work-life balance and make career decisions that favor lifestyle and leisure over upward career progression, It also may be that Generation Y responding to the saturated labor market due longer working tenures of their parents, are engaging in mobility to improve their career capital and take advantage of developmental opportunities. Since naturally Generation X will be holding the desirable positions due

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to earlier entry into working environment, it is only nature for Generation Y to change job more frequently to achieve the desirable working position.

#### **5.1.6 Non-significance moderating effect between Relational Identification and Organizational Identification**

Based on findings in chapter 4.5.2, the moderation analysis displayed no moderating effect by both generations, on the relationship between Relational Identification and Organizational Identification, despite been significantly in relationship in earlier finding. This is not expected as generational differences in expectation on management should have affected the result significantly, based on studies and understanding on generational difference. The failure to affect the strength of the relationship between Relational and Organizational Identification can be attributed both generations are having same impression towards the relationship between both identifications. Though the reasons of similarities cannot be discovered in this study, there are several similar studies that may be referred.

Relationship between manager and employee is very much influenced by the leadership style of the manager. Though there is difference in the leadership styles preferred by both generations, there are indeed certain similarities in the leadership characteristics generally expected by. As mentioned by Arsenault (2004) & Kouzes and Posner (2002), a key similarity of each Generation expectation on leaders' characteristics is honesty. All generations admire leaders that tell the truth and not mislead them. Other there are some differences, all generations ranked competence and loyalty in either second, third or fourth in importance (Arsenault, 2004). Thus, it can be seen that all generations will choose a leader who is honest and sincere in his decision, but also capable of delivering the result plus able to command loyalty among the employees.

The study (Arsenault, 2004) also concluded that there is a significant differences with the admired leadership characteristics among the generations. But personality is made of many difference traits and characteristics. An Australasian study (Levy et al., 2005)

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found little difference in attitudes toward leadership of Generation X and Y followers. Discrete and specific behaviours do change according to the Generation, but these changes do not imply fundamental changes in attitudes and values of the entire generations (Levy et al., 2005). This can be concluded that the honesty, competence and loyalty as the basic characteristics valued the most by Generation X and Generation Y among the many characteristics of a person. But leaders can become many types of personality due to other characteristics but the admired traits will always remain unchanged throughout the generations. Another study also reported generational differences (Jurkiewicz, 2000) but found the differences were contrary to stereotypes on generational differences.

#### **5.1.7 Non-Significance moderating effect between Employer Branding and Organizational Identification**

Based on findings in chapter 4.5.3, the moderation analysis displayed no moderating effect by both generations, on the relationship between Employer Branding and Organizational Identification, despite being significant in relationship in earlier finding. The result means the model of Employer Branding as a whole, is not significantly moderated by Generation in this study. Yet, this result is not expected due to many findings in the literatures. Researches and studies have concluded that significant generational differences exist in things such as world views, attitudes toward authority and perspectives on work. This is extended to the view on the brand of employers they will prefer to have, or treatment in the workplace. For instance, Generation X will like to have title, praise, promotion, and pay as an immediate recognition, and work balance where they can spend their time out of work (Gursoya, Maierb & Chic, 2008). Meanwhile, Generation Y differ from the former by trusting in collective action, with optimism of the future, and trust in centralized authority (Gursoya, Maierb & Chic, 2008). They also prefer job security and a relaxed work atmosphere (Soulez & Soulez, 2013). In general, both generations have differing values, attitudes, behaviors or expectations (Parry and Urwin, 2011).

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At the same time, the essence of Employer Branding is perceived very differently across literatures. Figuska & Matuska (2013) highlighted at least 5 different definition in their findings, suggesting that Employer Branding is indeed multi-dimensional. Such broad subjects means the concern of employees can be multi-dimensional and differ across the individuals and groups. Thus, the real reason of non-moderating effect of Generation on relationship between Employer Branding and Organizational Identification, may lies on essences, values, fundamentals or the dimensions of Employer Branding. As the model adopted in this study in multi-values, there will be certain values that are commonly shared across both generations and also the values which significantly differ between them. The non-moderating effect result in this study may merely suggest that there is a need to investigate further of the individual values of their moderating effects.

#### **5.1.8 Non-significance moderating effect between Application Value and Organizational Identification**

Based on findings in chapter 4.5.4, the moderation analysis displayed no moderating effect by both generation, on the relationship between Application Value and Organizational Identification, despite been significantly in relationship in earlier finding. The result obtained is much closed to significance at  $p < 0.05$ . The difference between Generation X and Generation Y socially have been expected to affect the direction of the relationship. The failure to affect the strength of the relationship between Application Value and Organizational Identification can be attributed both generations are having same impression towards the relationship between both variables.

Application Value entails the attractiveness to an employer that is customer oriented and provides opportunities to apply and teach what is learned. Though all Generation have equals opportunities to customer-oriented employer and opportunities to apply, the chances to teach is very much limited if the setting allow so. In a study concluded by Mogotsi et al. (2011) and Boateng, Dzandu & Agyenmang (2015), no statistical

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significant relationship was found between knowledge sharing behaviour and age. It is common for older employee to guide the younger employee due to their knowledge and experience. But the chances are still available to younger employee where a buddy system or knowledge sharing session is in place. But even if opportunity is given, the obviously younger workforce generations still have less opportunity to communicate and coordinate their work efforts with colleagues, suppliers or customers, although having strong social network preferences (Hernaus & Vokic, 2014).

Also, according to the study, Generation Y has better work values in understanding customer's wants and needs than Generation X (Hernaus & Vokic, 2014). But the lack of social skills and experienced in managing difficult people means that it will be harder for Generation Y to identified itself to customer oriented organizations. Since both generations could only partially fulfill the requirement of Application Value, it explains why the result of this study is very near to significance. Both generations will be only mildly attracted by the Application Value of an organization.

#### **5.1.9 Significance moderating effect between Interest Value and Organizational Identification.**

Based on findings in chapter 4.5.3, the moderation analysis displayed a strong moderating effect by both generation, on the relationship between Interest Value and Organizational Identification. Both generations moderate significantly below  $p < 0.001$ , suggesting both generations have characteristics that are related to the variables and differ greatly. This is not surprisingly considering Generation Y places a lot of emphasis on diversity and creativity in job. Both generations have different desires when it comes to desired working environment (Asghar, 2014). It is so paramount that half of the Generation Y admitted that rather have no job that having a job they hate (Schawbel, 2012).

Based on study, a staggering 83% of the Generation Y are looking for a job where their creativity is valued (Schawbel, 2012). It represents a large number of Generation Y that

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are willing to wait till they land on the right job. This study is also consistent with findings done by Terjesen, Vinnicombe & Freeman, (2007) where “variety in daily work” and “dynamic, forward-looking approach to their business are one of the major organizational attributes for them. Generation Y also want to work for organizations that support innovation too (Deloitte, 2014). They are generally looking for a right company where they can make use of their abilities the most. While Generation X is the most creative generation due to the superior problem solving skill (Giang, 2013), their emphasis on work-life balance and personal goals means their working environment will lack of the qualities desired by Generation X. Generation X prefers a structured and punctual and linear working environment but Generation Y prefer unstructured and nonlinear environment (Asghar, 2014).

#### **5.1.10 Significance moderating effect between Social Value and Organizational Identification**

Based on findings in chapter 4.5.3, the moderation analysis displayed a strong moderating effect by both generations, on the relationship between Social Value and Organizational Identification. Both generations moderate significantly below  $p < 0.05$ , suggesting both generations have characteristics that are related to the variables and differ greatly. This result highly expected as difference in characteristics between generations are mainly caused by difference in politic, economic and culture norms during the childhood period of respective generation, due to be born at different age. As concurred by Macky, Gardner & Forsyth (2008), these influences has impact on the development of personality, values, beliefs and expectations that, once formed, are stable into adulthood. Major change in the environment will generate a totally new generation. As postulated by Westerman and Yamamura (2007), Generation X and Generation Y members were influenced by the unique experiences of their childhood, such as economic downturn during 1980s, rapid economic growth before 1997 South East Economy Crisis, the bohsia culture and related events in Malaysia context.

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Based on researches done, there are differences between Generation X and Generation Y in regards to their social setting. Generation Y is well known to value having fun in the workplace, having good relationship with colleagues and also an inclusive leaders when it comes to making decision. Whereas Generation X is entirely independent, though they are still friendly towards their colleagues and can appear cold at times. These values will eventually affects how they identified with their Organizations as some organizations can project themselves as a friendly and inclusive organization or vice-versa. Thus, these generations will be significantly been affected by the branding via Social Value.

#### **5.1.11 Significance moderating effect between Economic Value and Organizational Identification**

Based on findings in chapter 4.5.6, the moderation analysis displayed a strong moderating effect by both generations, on the relationship between Economic Value and Organizational Identification. Both generations moderate significantly below  $p < 0.001$ , suggesting both generations have characteristics that are related to the variables and differ greatly. Economic Value itself is a form of brand attraction towards the monetary benefit. Monetary benefit is always a sign of affiliation and identification with organization, as all employee is paid to serve the cause and goal of an organization. Naturally, employee brand image on the organization's ability to compensate correlates to organization identification as displayed by the result of this study and Hunt (2012).

Yet, the result also shows that there is generational difference in the relationship between Economic Value and Organizational Identification. Generational difference is widely expected in the relationship as both generations emphasizes different values in their workplace. This has been empirically demonstrated through several studies by Deal, Altman, & Rogelberg (2010) and Twenge (2010) where Generation Y is emphasize more extrinsic work values such status, respect and salary. From the studies in general, the differences are mainly attributed to the economic environment experienced by the generations during their childhood, such as economy boom or



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economy recession. For the Generation X in Malaysia, the period between their childhoods to the starting of working age is marked by general economy boom. But for Generation Y, their childhood is marked by the 1997 Asian financial crisis and the Subprime mortgage crisis in the late first decade of 21<sup>st</sup> century, during their first years of working. Coupled with the weakening of Ringgit Malaysia currency and globalization, Generation Y in Malaysia will feel the pinch closer at home.

Though Generation X will also feel the effect of crises, they are in a better position due to the earlier opportunity to enter the workforce. Whereas Generation Y is only beginning to enter the workforce at 21<sup>st</sup> century. In this, they will face strong competition from the Generation X in employment opportunity and also competitive expected salary as Generation X commands better offered salary due to better working experience. Furthermore, Generation Y is commonly saddled with education debt, unlike their Generation X, and they starting to default their debts in thrive (The Malaysian Reserve, 2013). But, Generation Y's common association monetary benefit does not necessary translate into greed for money. In study done by Connor & Raile (2015), what is deemed as top priority by Generation Y is financial autonomy. In their study, Generation Y is not expecting a high-salaried job, rather a job that allows them to meet their financial obligations and also independence in general. This will includes other fringe benefits such as training and medical health care.

#### **5.1.12 Non-significance moderating effect between Development Value and Organizational Identification**

Based on findings in chapter 4.5.7, the moderation analysis displayed no moderating effect by both generations, on the relationship between Development Value and Organizational Identification, despite been significantly in relationship in earlier finding. But the result achieved is very close to significance ( $p < 0.01$ ). This is not expected as generational differences in expectation on career development should have affected the result significantly, based on studies and understanding on generational difference. The failure to affect the strength of the relationship between Development

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Value and Organizational Identification can be attributed both generations are having same impression towards the relationship between both identifications. Though the result was very close to significance, it will be discussed from a non-significance point of view.

According to Glass (2007), a workforce which consists of multi generations, affects employee development efforts which is related to retention and motivation. Both generations have different reactions to the motivation and retention program and also different expectations towards its. Hernaus & Vokic (2014) reported both generations emphasizes development as part of their work values, with Generation Y pursuing a personalized career development (Zemke et al., 1999) while the Generation X prefers development opportunities without specification. Likewise, Gentry et al. (2009) also reported no significant generational differences in attitudes about learning and development.

The studies summarized the notion that both generations have very similar attitude towards career development, albeit Generation X is more open in their choices than Generation Y. The result of the studies shows that this has little consequences as both are equally partial towards development opportunity given and how it affects the Organizational Identification. Westerman and Yamamura (2007) realized that for Generation X and Generation Y, “fit” in goal orientation seems to represent a primary factor in their career development and success as professionals. Thus, there is a common goal and direction between both generations despite all their differences mentioned in the literature review.

Development also seen as an effort to keep oneself updated with the skill sets and knowledge. With baby boomers yet to fully retired from the workforce and usually holding top work positions, and competitive Generation Y in improving themselves, career development becomes part of the effort to avoid been seen as outdated or taken over by any Generation. Both generations are in the race to capture the limited pie in the workforce. This is especially threatening to Generation Y which is just entering the

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workforce and been affected by decreasing employment opportunities in Malaysia context (Lim, 2014). Indeed, unemployment among fresh graduates is already a concern and mismatch between academic study and skill required in job has pushed the development in work as a major agenda of Generation Y.

## **5.2 Implication**

The implication will be studied based on the significant variables towards Organizational Identification. The result of the study revealed that Generations will significantly moderate the relationship between Interest Value, Social Value, Economic Value and Professional Identification towards Organizational Identification. The difference shows that there are various criteria that will increase difficulty level of formulating a single plan will work effectively across generations of employees in order to address all variables found significant. These criteria will affect how the employees are identified with the organization's goal and values.

The differences will directly affect the leadership in deciding the right management skills to address the issue. Several articles have mentioned on the conflicts between the Generations when it comes to leadership management field. It is expected that in order to manage the generation difference, these leaders and the employees will have to be given training. Even the non-leaders are expected to be trained in communication skills and social norms to conform to the leaders. Training increases the operating cost of the organization and proper implementation requires a detailed training need analysis to be conducted. This will increase the importance of training and development department in an organization.

Besides leadership and employees, the generational difference on the environment will also affect how the organization should conduct their business and daily operations. As Interest Value is determined by how employers provides an exciting work environment and novel work practices, it will affect the image portrayed to internal and external customers too. But such organizing such organizations will be limited by the nature of

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industry it operates in and also professionalism itself. For example, a law firm may not easily alter its working environment to be exciting as the law itself has to be observed. Portraying the firm as a fun working place may not necessary project the necessary image as a firm that take serious on the law cases. But portraying the firm as serious and traditional working place with old working methods, may not work in attracting the younger customers to solve the more modern issues.

In an organization, developing an environment and social circle that is fun and encourage good relationships among the team mates, is a nice move towards integration among them. But, the significant differences between the generations means that both may not agree to same pattern of positive social environment in an organization. There is no deny that both desires positive social relationships, since human is a social creature. Thus, the implication is how an organization to generate a social environment which is positive in nature but different to two differing generations, without conflicting both of them. While Generation X is more egalitarian in their relationship (Arsenault, 2004) and expect casual, friendly work relationships (Chen & Choi, 2008), Generation Y will be expecting a more collaborative, participative work relationship (Haynes, 2011). It will pose a challenge to the Human Resources to assist the generations to open to others styles and appreciate adoption is beneficial to them.

The difference in Economic Value for both generations also could potentially indicate it is going to be very expensive in satisfying them. Generation X works to have money while Generation Y will prefer to have fringe benefits such as retirement benefits or medical care coverage to cover the rising cost of living. Similarly to scenario mentioned above, both generations emphasize the importance of compensation but the magnitude and direction is slightly differing. Both differences will entail higher costs as it is rarely seen that compensation can be differentiated easily by age. Employees' expectation on compensation works in the way of fairness. Should there be an increase in one side, the other side will demand a similar share or treatment. Thus, satisfying a group of employees will have reaction others. So, should both generations' emphasis are implemented, the cost will be high.

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The result of generational difference in Professional Identification demonstrated that different generations have different requirements on identification with organization via their professional identity. This highlights a serious concern with professionalism in an organization as professionalism requires adoption of professional identity which includes having necessary skills, qualities and identification with the cause of the profession. A surgeon will need to “act” as persona of surgeon and take action with the cause of profession, which is saving life. Different interpretation due to generational differences will pose a strong challenge to the organization to standardize a single professionalism to reflect the organization’s values. If different groups seek to run the company operation in differing ways, the organizational image will be judged as misleading, confusing and unstandardized. External customers will like to have a standard service which is efficient and swift. Besides ensuring a common professionalism that suit the generational different, organization will also need to ensure that the common professionalism will not differ to the organization’s goal and values.

### **5.3 Limitation**

Several limitations have been identified while this research project was completed. The limitations will serve as factors to be rectified in any future research. First, respondents are required to judge and comment on their organizations and superiors during the survey. This posed a challenge to them to answer the questions as it is a worry for them that the results will be shared to the management and organizations. The knowledge on how the respondents’ thoughts may negatively affect their relationship with the management and organization. Thus, the results may suffered a certain degree of reliability issue due to this.

Secondly, the results and inferred facts may not reflect the general population as the sampling technique being used in this research is Convenience Random sampling, which is part of the non-probability sampling methods. Thirdly, the respondents were

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derived from working population in Klang Valley and Johor Bahru. Limited coverage of areas means the results may not be able to be generalized at national level.

#### **5.4 Future research.**

The future studies should be enlarging this study's coverage and scope, in terms of depth, respondents, location of study and number of antecedents. It is highly supported that the future research should focus on the upcoming Generation Z or post millennium generation. It is widely anticipated that this generation will be having a very different characteristics, especially since the adoption of technology since childhood.

This study also has shown that the identification with manager or supervisor is not significant towards Organizational Identification, upon being moderated by generations. Thus the future study can focus itself on whether it is necessary for the line managers or supervisors should be composed of certain values which are associated with organizations as there is no significant difference between Relational Identification and Organizational Identification.

Finally, Employer Branding is a concept which is multi-dimensional and values. It also means that employees can perceive the employers as a brand from numerous facets. This poses a serious need to further study on Employer Branding and Organizational Identification or other concepts.

#### **5.5 Conclusion**

This study has concluded that generations will moderate several antecedents of Organizational Identification among the working population in Klang Valley and Johor Bahru. The antecedents have been identified as Professional Identification and three dimensions of Employer Branding (Interest Value, Social Value and Economical Value). These variables should be the prime concern of the organization in creating a workforce which is identified with the organization's goals and values. From this study,

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organizations must understand that regardless of generational difference, Professional Identification will affect identification and commitment with organizations, especially with the professional organizations. Difference in perceiving excitement of working in company will change power and direction of the relationship with Organizational Identification, at the same level. Social interaction and happy relationship will improve or lower identification level and having a good relationship helps to retain them too. A good compensation plan will be a significant variables to both generations in convincing them adopt the attributes of an organization. Lastly, generational differences are significant among the 4 variables and will make generational management a delicate and costly actions.

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