Article

Crucial Factor Affecting Generation Y’s commitment to the Malaysian IT sector: A Cross-Sectional Study

Sultan Rehman Sherief¹, Jogeswari A / P Ramamoorthy²,*

Received: 18 December 2022 / Accepted: 10 January 2023 / Published online: 30 April 2023

Abstract

Today, a company's success or failure is determined more by its employees than by any other factor, including natural resources, technology, or economies of scale, all of which can be replicated with relative ease. Generation Y employees are sometimes referred to as the "next generation of workers," yet contrary to popular belief, several sources claim that this group is less devoted to remaining with a single employer than its predecessors. The increasing incidence of staff turnover has become an urgent problem. The purpose of this research is to determine what factors influence Gen Y workers in Malaysia's IT sector to remain loyal to their employers over time. Organizational justice, managerial support, job satisfaction, and work-life balance were the independent variables examined, and their effects on the dependent variable, job satisfaction, were calculated (organizational commitment). It was easy to choose a sample of 195 responders from among the IT professionals who work for Selangor-based businesses. Having a positive influence on organizational commitment were factors including distributive and procedural justice, job satisfaction, and work-life balance. Understanding the causes of employees' dedication to the company is essential. Organizations may benefit greatly from the study's findings by tailoring their strategy, pay plans, management styles, and human resource procedures to the preferences of Generation Y workers, who are more likely to be committed to their employers as a result. The results, taken as a whole, show that the factors of organizational justice, managerial support, job happiness, and work-life balance are significantly influential in shaping the organizational commitment of Generation Y workers in the IT sector of Malaysia.

Keywords: Generation Y, Justice, Work-life balance, Organizational Commitment, IT industry, Job Satisfaction, Malaysia

¹Senior Lecturer, Department of Business Management and Law, Faculty of Business Management and Professional Studies. Management and Science University, Shah Alam, Malaysia
²Lecturer, Department of Business Management and Law, Faculty of Business Management and Professional Studies. Management and Science University, Shah Alam, Malaysia

*Corresponding Email: jogeswari@msu.edu.my

To cite this article:
Introduction
The significance of human resources to contemporary enterprises seems to be on the rise. In an era of globalization, companies are open, dynamic systems that must continuously adapt to their surroundings in order to ensure their survival. In 2011, the German Foundation for Human Resource Management (DGFP) produced research highlighting the impact of a variety of developments on businesses, such as demographic growth, value shifts, the IT-Revolution, globalization, and resource constraints (Al Halbusi, 2022). Human capital is the most crucial factor in an organization's success or failure, since it has a considerable impact on the firm's competitiveness. Undoubtedly, in today's economic environment, long-term competitive advantage is no more based on natural resources, technology, or economies of scale, since imitation of these factors is becoming easier (Palaioiologos et al., 2011; Shaw & Fairhurst, 2008; Suliman & Kathairi, 2013). Today, as a result of the global demographic change occurring within enterprises' labour force, the workforce is quickly changing and consists mostly of three distinct generations, namely Baby Boomers, Generation X, and Generation Y. Generation Y employees, sometimes known as Millennials, joined the corporate workforce as the Baby Boomer generation was beginning to retire (Bolton et al., 2013; Hassan & Hashim, 2011). The U.S. Census Bureau projects that by 2025, Generation Y and its successors will constitute more than half of the world population and 75% of the labour force. Dr. Karie Willyerd, founder of the 2020 Workforce – How Innovative Companies Attract, Develop, and Retain Tomorrow's Employees Today, adds that by 2015, over fifty percent of the workforce in Malaysia will consist of Generation Y employees (Trincado-Munoz et al., 2020).

Generation Y has become the quickest portion of the workforce, as is common knowledge. Various sources indicate, however, that Generation Y employees are the least dedicated to staying with the same employer compared to prior generations. According to (Arora & Dhole, 2019), Jeannie Khoo, the marketing director for both Singapore and Malaysia at Kelly Services, claims that job hopping has become a tendency among the workforce in Malaysia, particularly among Generation Y employees, also known as the next generation of workers (Gu et al., 2010). In other words, attracting and keeping young employees, particularly those of Generation Y, has become one of the most challenging difficulties faced by businesses today and is one that companies cannot afford to ignore. In reality, several research firms, including SuccessFactors, Yahoo Hotjobs, Robert Half International, and Johnson Controls Global Workplace Solutions, have undertaken studies to determine the unique concerns of Generation Y workers (Fok & Yeung, 2016; Ölçer & Coşkun, 2022). Results indicate that contributing factors to the aforementioned phenomenon may be attributable to the increasing movement of generational diversity in the current working environment, which includes differences in the work values of different generations in the workplace and work climates that fail to meet the specific needs of Generation Y workers. In a nutshell, the dynamic relationship between Generation Y employees' work values and Human Resource Management (HRM) methods adopted by the employing business will affect Generation Y workers' work attitudes and, therefore, their work behaviours. This will ultimately have an effect on the organization's revenue, attrition, customer base, customer retention, employer reputation, and competitive advantage (Wang & Lounsbury, 2021). Therefore, in trying to entice, acquire, and maintain Generation Y employees, firms must comprehend their perspective on work and their preferred work environment. In Malaysia, the services industry, particularly in the fields of professional and business services, socially beneficial trade, renovation, training and education healthcare, tourism, logistics, ICT and telecommunication, contributed 54.8% of the nation's GDP in 2013 (Department of Statistics Malaysia, 2013) and is projected to contribute 70% of the nation's GDP by 2015. As one of the largest revenue commenters to the Malaysian service industry, the quickly consumer products (FMCG) industry, which has been consistently growing in the range of 5 to 7 percent per year in Malaysia over the past few years, has been confronted with challenges posed
by the emergence of fresh shopping trends (Muskat & Reitsamer, 2020; Rani & Samuel, 2016). This has necessitated FMCG firms to locate youthful, vivacious CEOs who can engage on a personal basis with consumers. The FMCG business is the subject of this research since it employs a large proportion of Generation Y workers and depends significantly on them for development and success. By providing appealing compensation, institutionalized leadership training, worldwide postings and rotation, and flexible working arrangements, FMCG firms are recognized for their strong worker retention rates (R. C. da Silva et al., 2015; Yasir & Jan, 2022). Consequently, research on the organizational commitment of contemporary Generation Y workers in the Malaysian FMCG business is considered necessary. This research aims to determine if organizational justice, job happiness, and work-life balance have an effect on the commitment of Generation Y employees to their present FMCG companies (Heidarzadeh Hanzae & Esmaeilpour, 2017; M. R. Silva & Caetano, 2014). In addition, the purpose of this research is to investigate whether there is a substantial difference between certain personal traits and the organizational commitment of Generation Y workers in the FMCG business. Examining the link between numerous characteristics and organizational commitment, the current study expands previous research on organizational commitment (Bhutto et al., 2022; Kowalczyk-Aniø & Nowacki, 2020). The primary objective of this research is to examine if distributive justice, procedural justice, overall job satisfaction, and work-life balance explain variation in the organizational commitment of Generation Y workers in the Malaysian FMCG business.

In recent years, a generational transition in the workplace has been a subject of study among practitioners and academics. Numerous research has been conducted on this topic internationally, but just a few have been conducted in the Malaysian setting. In Malaysia, Generation Y employees make up the majority of new entrants to the workforce, yet they have been seen job-hopping. Generation Y employees would leave and relocate to a different company if they obtained a better offer from a competing company (Esmaeilpour, 2015; Hao et al., 2016). This may be quite expensive for their existing employers. Therefore, from a practical standpoint, the value of this research lies in the fact that it offers business practitioners with significant insights on how to strengthen the organisational commitment of Generation Y workers. In addition, the work-related characteristics of Generation Y employees have been claimed to be distinguishable from those of their new gen predecessors; (Pariyanti et al., 2021) asserts that the initiatives and methods previously used to keep and recruit employees from prior eras are likely to be generally inefficient with Generation Y. Furthermore, such disparities in work-related value across generations of employees may be a substantial cause of friction inside the business, resulting in decreased productivity, a lower retention rate, dissatisfied employees, and a decrease in profit (Pathardikar et al., 2022; Sharma & Kumra, 2020). Therefore, the findings of this study are useful for today's business managers and leaders to improve their knowledge of the job satisfaction of employees from Generation Y and to reevaluate their management practices in order to determine the most effective methods for recruiting, retaining, and integrating them into the workforce.

Literature Review

Overview of Generation

The idea of a generation is not a new one, so there are many different ways to explain what it means. (Gupta, 2019a) found that a German sociologist named Karl Mannheim came up with the idea of a generation for the first time in 1928. He defined a generation as a group of people who were born and raised at the same time in history and society. In other words, different generations are affected by different social and political events during their formative years (Deschênes, 2021). As a result, they tend to have different values, beliefs, habits, points of
view, and worldviews, as well as different expectations, attitudes, and behaviours at work. Also, in recent research, (Al Halbusi, 2022) defines a generation as a group of people who were all born around the same time and shared important historical or social experiences in life at important stages of their development. In their research, (Safeer et al., 2021) say that a generation is a group of individuals who were all born around the same time in history, lived through the same important events, and had the same culture.

**Generation Y**

A magazine called Advertising Age used the term "Generation Y" for the first time in 1993 to talk about the last group of people born in the 20th century. Generation Y is made up of people who were born between 1981 and 2000. They are also called the Net Generation, Echo Boomers, Generation Next, and Millennium Generation. They make up about 40% of the Malaysian workforce, but they tend to change jobs often. (Kim et al., 2018) say that Generation Y is more likely to quit their jobs after two or three years because many of them have seen their parents lose their jobs after many years of hard work. This group of people was born and raised in a fast-paced society where technology, computers, cell phones, and the Internet were common. Because of this, they are more comfortable with technology (Gupta, 2019b). Employees from Generation Y are known for being tech-savvy because they use technology in their daily lives and use technology at work to help them do their jobs. (Zhang et al., 2017) say that thanks to new technology, they are good at quickly gathering and sharing information. This means they can focus on many objects at once and are better at multitasking. (Electrical et al., 2020; "The Relationship between Organizational Justice and Organizational Citizenship: The Mediating Effect of Organizational Commitment and the Moderating Role of Power Distance,” 2020).

Gen Y workers also want a better balance between work and personal life. Generation Y doesn't think of work as anything more than a way to make a living, so they aren't willing to give up things for their jobs. They like having fun at work, dressing casually, playing music while they work, having flexible hours, and other things that come with flexible work.

**Organizational Commitment**

Organizational commitment is not a new idea. In 1960, (Naim & Lenka, 2018) came up with his "sidebet theory of commitment," which has been around for more than 50 years. It was become an important variable in organizational research because of how strongly it is linked to a number of work-related outcomes, such as better job performance, more productivity, less absenteeism, less turnover, and more loyalty to the organization. The main idea of this study is based on the psychological attachment theory. This theory says that a person's commitment to an organization comes from figuring out what its values, goals, and reasons are. It is thought that people are born with certain behaviors and attitudes that make them more likely to get close to people, groups, and organizations and stay close to them. (Stofberg et al., 2022) self-determination theory is used by (Palaiologos et al., 2011) to try to explain the kind of thinking that leads to commitment. (Susaeta et al., 2013) say that action intentions can be driven by either internal or external factors. Intrinsic motivation includes the desire to try new things, seek out challenges, discover, and learn. Extrinsic motivation, on the other hand, is mostly about getting results and outcomes that benefit others. Lastly, (AlMazrouei & Zacca, 2021) say that affective commitment is linked to intrinsic motivation and normative commitment is mostly caused by motivations that come from the outside. (Ye et al., 2022) says that values are deep-seated reasons for doing things. Motivation guides and explains how people think, act, and follow the rules. So, values affect how people are motivated to do different things in different situations. Attachment theory and self-determination theory both directly support research by relying on organizational commitment and individual work values (AlMazrouei & Zacca, 2021).
Commitment has been an important topic in business and industrial and organizational psychology for a long time. As early as the late 1960s, people were interested in how employee commitment changed when a company's values changed (Naim & Lenka, 2018). Even though the average length of an employee's job has changed, commitment has not lost any of its worth. When commitment research first started, employees rarely, if ever, changed where they worked. The world of work today is full of constant changes and growth for both employees and companies (Stofberg et al., 2022). But the fact that things change quickly doesn't make commitment less important. Studies have already shown that companies benefit from having employees who care about the company. These benefits include better work performance, fewer sick days, and a better atmosphere at work (Wong & Mohd Rasdi, 2019).

Attachment to or commitment to an organization has been studied in depth for a number of years. This is because it was thought that commitment could be used to predict how employees would change over time. Aside from a possible drop in attrition, it appears that both the organization and the employees benefit from employees who are committed (Malik & Malik, 2022; Ye et al., 2022). In fact, it is thought that commitment not only makes people more productive and improves the quality of their work, but also makes them happier at work and less stressed. Organizational commitment comes from a part of psychology and means that a person feels emotionally connected to the company for which he or she works. (AlMazrouei & Zacca, 2021) say that organizational commitment is a "psychological link between both the employee and his or her organization that reduces the likelihood that the employee will leave the organization on his or her own". Here, there is a clear focus on the psychological connection, which means a stronger connection that ends up going beyond a surface connection like an employment contract (Susaeta et al., 2013). Meyer, Allen, and Smith's generalization thesis from 1993 says that commitment can be aimed at things other than the organization. Commitment goals can be both vague ideas and well-defined things or areas that really are important to an individual and help explain why they do certain things. Employees might be committed to the organization, team, strategic planning, immediate supervisors, work and employment type, career path, and organizational change. In this paper, the commitment to the organization is the most important thing (Arora & Dhole, 2019; Trincado-Munoz et al., 2020).

**Components of Organizational Commitment**

**Affective Commitment**

Emotional commitment to an organization comes from a subjective assessment based on recognition and being a part of it. Affective commitment looks at how emotionally connected a person is to the organization. People want to stay on the job. (Elamin, 2012; Zakaria et al., 2021) description of affective commitment is the basis for (Fu & Lihua, 2012) definition of organizational commitment. So, the definition of affective commitment is "the degree to which a person identifies with and is involved in a certain organization." The most important thing is always an emotional connection to the corporation, which includes identifying with its values. One could even say that they are more involved in what's going on at work (Gu et al., 2010). Affective commitment also appears to be the most researched because it has such a strong emotional component. Most correlations between other study variables and affective organizational commitment can be found (Bolton et al., 2013; Hassan & Hashim, 2011). Most of the good things that happen at work are because of people's emotional commitment. There was a strong positive link between affective commitment, job satisfaction, and job involvement, as well as other factors. All of these correlation coefficients were much stronger than those for prescriptive or continuance commitment. Organizations that want to stay competitive by keeping their employees will get the most out of employees who show a high level of affective commitment (Liewendahl & Heinonen, 2020; Škerlavaj et al., 2018).
Continuance Commitment

The need to remain in the organization is the basis for Continuance Commitment. This kind of organizational commitment is mostly based on how much people think it would cost to leave the organization. People who are committed to staying with the firm for a long time do so for good reasons (Ouakouak et al., 2020). This could be because of investments made in the past, claims on the company, like company pensions or shareholdings, or a dearth of other options. (Magnier-Watanabe et al., 2020) presume that individuals "calculate" the expense of leaving their job and compare it to an alternative, if there is one. There are two things that are especially important to this concept: investment and alternatives. Becker's side-bet theory is used by (Joo & Lee, 2017) to explain how important investments are. This says that commitment is made through action and the expectation of action in return. The employee is very aware of what will happen when he or she makes a choice (Luna-Arocas et al., 2020). Based on the side-bet theory, two parts of a person's commitment to staying with a company could be found. If a person has made side bets and then leaves the company too soon, they lose the money they made. There is also a link between the number of options and the willingness to keep going. People who have good possibilities in the job market are less likely to stick around. Even though leaving may cost a lot, they can hope to make up for it in their new job. Research findings have shown that being able to use your training and skills in the job market is a big factor in how committed you are to staying with something. If the skills you've learned are also useful to other organizations, you're less likely to stay with one (Mostafa, 2019; Presbitero, 2020; Stanescu et al., 2020).

Normative Commitment

The moral responsibility to stay is what normative commitment means. Most people develop a normative feeling of commitment by internalizing the pressure they think they are under to meet expectations from their family, their culture, or the organization where they work. So, the sense of obligation and the normative expectations that come with it that are met by staying in the organization come from getting to know people in a certain social environment. This can happen inside or outside the company (Guevara et al., 2020; Mahdikhani & Yazdani, 2020; Su et al., 2020). For example, if parents stress how important loyalty to the organization is, their children may have a high normative commitment. This could also be caused by society on a large scale. In addition to the process of socialization, there is also the "exchange ideology," which says that a person must give back for services received or stay in the organization, even if there are other options. Exchange ideology explains how normative and emotional commitment turn into actions. In the first case, people feel like they have to help each other out. In the second case, people want to help the organization succeed. The normative commitment of staff can also be good for the organization, but these benefits usually don't last as long and aren't as wide-ranging as they are in companies where employees are highly committed emotionally (Park et al., 2021; Saira et al., 2021; Singh et al., 2020).

Organizational Justice

Greenberg came up with the term "organizational justice" in 1987. It refers to how people see and react to fairness in the workplace. In the research that has been done so far, organizational justice has been broken down into three parts: distributive justice, procedural justice, and interactional justice (Aboramadan & Dahleez, 2020; Wahyono et al., 2020). Before 1975, most studies of justice focused on distributive justice, which is how fair people thought the results they got from an organization were. Most of these studies said that the idea of distributive justice is predicated on the Equity Theory, which was proposed by Adams in 1965. This theory says that people decide if they've been fairly treated by trying to compare their own payoff ratio
of results to inputs to the ratio of others in a social system (Kõiv et al., 2019; Mickson et al., 2020). That is, if a person thinks that his or her rewards are not distributed equally, this is called injustice or perceived distributive injustice, and the person will change the way he or she thinks about his or her outcomes and outputs, either psychologically or behaviorally, to fix these imbalances and turn an unfair situation into a fair one. So, (Mahdikhani & Yazdani, 2020) took the suggestions of procedural justice and applied them to organisations. In this way, procedural justice has become more than just a way to control the process. So, a procedure can only be seen as fair if it meets all six of the following criteria: (a) It can be used the same way for everyone and at any time, (b) It is free of bias, (c) It has a way to fix bad or wrong decisions, (d) It makes sure that precise data is gathered and utilized in the decision-making procedure, (e) It meets individual or prevailing ethical guidelines or morality, and (f) It makes sure that the opinions of different groups affected by the choice have been taken into account (Katou et al., 2020; Manoppo, 2020; Presbitero, 2020).

Work-Life Balance
The term "work-life balance" was first used in the United States in 1986. It grew out of government programmers and business groups' efforts to help families. Work-life balance is a concept that is getting more and more attention from policymakers, organizations, management, employees, and their representatives around the world. This is because it could have an effect on important workplace issues like staff turnover, job satisfaction, morale, and productivity. (Irfan et al., 2021) says that the idea of "work-life balance" can be explained in many different ways. In general, work-life balance is seen as a balance between roles at work and roles outside of work. (Gupta, 2019a) says that work-life balance is how work as well as the rest of life seem to fit together. (Suliman & Kathairi, 2013) also say that people will have a good work-life balance if they put the same amount of time and effort into their work and personal activities. Also, in their research, (Trincado-Munoz et al., 2020) defined work-life balance as the degree to which a person is equally happy and engaged at work and at home. In addition, they say that work-life balance is made up of three parts: (i) time balance, which means giving work and family roles the same amount of time; (ii) involvement balance, which means giving work and family roles the same amount of emotional involvement; and (iii) involvement and satisfaction (Malik & Malik, 2022; Stolberg et al., 2022; Wong & Mohd Rasdi, 2019). But (Kim et al., 2018) says that work-life balance is about balancing paid work with all the other things that are important to people, like family, community activities, volunteer work, self-growth, leisure and recreation, and other things. This is also backed up by (Zhang et al., 2017), who say that having a good work-life balance doesn't mean spending the same amount of time on work and non-work things. In their opinion, a decent definition of a work-life balance is making progress and having fun in all of the four areas of life every day.

Managerial Support
Different types of organizations and industries offer different kinds of support, and this has an effect on how committed employees feel they are. Theories like LMX, Maslow, and the Two-Factor theory, among others, have been used in investigations in the past. Studies have shown that giving employees support from management motivates them and makes the workplace a good place to work. Recent research by (Al Halbusi, 2022), which looked at 238 Chinese employees, backs up this claim. The conclusion of his study was that perceived support from supervisors and organizational commitment are very stable and good. Also, investigation from (Deschênes, 2021) affirms the above study in another way. They did their research after layoffs and found that employees in the telecom sector in Pakistan have low morale. Their study shows that organizational supervisory body support from managers helps get employees more motivated, which makes them more committed to their jobs. In addition to this, they say that the
link between organizational support and commitment is mediated by managerial support (Pathardikar et al., 2022).

**Job Satisfaction and Organization Commitment**

Job satisfaction is one of the things that are looked at when studying organizational commitment in any field (Muskat & Reitsamer, 2020). did a study called "Job Satisfaction and Organizational Commitment of University Teachers in Public Sector of Pakistan." The study's results support the old two-factor theory, which says that school administrators and policymakers need to think about both factors that make teachers happy and those that make them unhappy if they want to improve teachers' commitment, effectiveness, and efficiency. In the same way, a 2011 study by Aydogdu and Asikgil found that job satisfaction is linked to three types of organizational commitment. Herzberg called these things "hygiene factors." They include things like fringe benefits, job security, paid vacations, and good pay (Ölcer & Coşkun, 2022). Also, not much research has been done on job satisfaction on its own. Scholars do look into the link between being happy at work and caring about an organisation. After using stepwise regression and correlation analysis, these scholars came to the conclusion that there is a positive relationship between the two variables in South Africa. This backs up what was said above. When you look at job satisfaction from different angles, like work and family balance, employees are happy not only with how much money they make, but also with how well they were able to balance work and family time. (Yasir & Jan, 2022) did a study that compared employees in three countries. They found that employees prefer jobs that allow them to balance work and family.

Based on the studies that were looked at, it can be said that job satisfaction is a clear indicator of how committed the employees are to the organization, no matter where they work or what they do. Since there is a positive relationship between job satisfaction and commitment, which itself is mediated by the bonus system (Rani & Samuel, 2016), it stands to reason that the more committed employees are, the more satisfied they are with their jobs. On the other hand, low job satisfaction leads to high staff turnover (Bhutto et al., 2022). Even so, it's important to remember that job satisfaction isn't the only cause of high turnover. This will be shown in the next part of this study. In the same way, (Safeer et al., 2021) did a study on bank employees, using job satisfaction as the predictor variables. They try to find out what the links are between employee performance, organizational commitment, and job satisfaction. Their study backs up similar research done in other fields about organizational commitment, job satisfaction, and how well employees do their jobs. (Fok & Yeung, 2016) found that there was a positive relationship between organizational commitment and the organization itself. However, when they looked at the negative side of employees' commitment, they found that there was a deleterious relationship between organizational commitment and the organization itself when it came to changes. This demonstrates that staff who are decided to commit are usually against changes that are needed in the company (Muskat & Reitsamer, 2020; Wang & Lounsbury, 2021).
Hypothesis
H1: Organizational Justice has a significant effect on organizational commitment.
H2: Work-life balance has a significant effect on organizational commitment.
H3: Managerial support has a significant effect on organizational commitment.
H4: Job satisfaction has a significant effect on organizational commitment.

Research Method, Sampling and Questionnaire Design
Generation Y employees who work in the IT industry in Malaysia and were born between 1980 and 2000 are the focus of this study. The study looked at how different independent variables affect the organizational commitment of the Generation Y working population in the IT industry in Malaysia. The sample is chosen using the convenience (non-probability) sampling technique. In this method, the researcher approaches the people being studied in the usual way. This method of sampling was chosen because it is simple for participants to use. They are prepared to fill out the questionnaire for the study. It takes less time and money to gather the information that needs to be researched. (Ling et al., 2022; Yüksel et al., 2022) say that for exploratory factor analysis, the sample size needs to be at least five times the number of variables that have been observed. In the study above, 43 variables were seen, so the minimum number of samples needed is $N = 5 \times 39 = 195$. SPSS 24 software will be used to process all of the data that is gathered.

The research questionnaire for this study was divided into three parts: Sections A, B, and C. In Section A, there are questions about the respondents' gender, age, and level of education. In the sections that follow, the respondents' level of agreement or disagreeing with the queries used to quantify the independent variable and the dependent variable is measured. All of the questionnaire used to determine the variables in this research study are taken from other research studies. This is done to make sure that the questions asked of the targeted respondents are more accurate. Cronbach's alpha coefficient as well as the total variable correlation coefficient are used to figure out how reliable the scale is. In this research, variables with a total correlation coefficient of less than 0.3 will be taken out (Clair, 2019; Ligita et al., 2020). Cronbach's alpha coefficient of more than 0.6 means that the scale is reliable (Liu et al., 2020; Nakhaeinejad, 2022; Xie & Xiang, 2022). Exploratory factor analysis is being used to see if the component variables can be used to tell things apart. Variables on the scale that have a total coefficient of correlation of less than 0.3 are taken off. The scale will be accepted if the Kaiser-Meyer-Olkin coefficient (KMO) is between 0.5 and 1.0, if Bartlett's test is statistically significant (Sig. 0.05), if Eigenvalue is less than 1, if the total value of deviation is more than 50%,
and if factor loading is less than 0.45. Correlation and regression analysis are used to find out if the research model is good. This is done by testing the hypotheses to find out how much each factor affects the dependent variable.

**Results and Discussions**

Exploratory factor analysis with the principal component method and varimax rotation was used to look at the underlying structure and figure out which variables were related to each other in more than one way. Using the principal component method, all 49 items that were used to measure four independent variables and one dependent variable were factor-analyzed in order to show that the instruments were really measuring what they said they were measuring. Table 3 shows what happened when a factor analysis was done on the four independent factors. Four factors with Eigenvalues greater than 1 were chosen, as well as the items with utter and total factor loadings of more than 0.6 were taken out and given names to make the dimensions of organizational justice, management support, job satisfaction, and work-life balance. In total, these four factors explained about 62.532% of the difference between the answers to the questionnaire. In particular, the first factor explains the most variation (20.67%), following the second factor (17.198%), the third factor (12.833%), and then the fourth factor (11.830%). The KMO measure of how well the samples were chosen was 0.813. When the value is close to 1, it means that the patterns of correlations are pretty tight, which means that factor analysis could find clear and reliable factors. So, a KMO of 0.952 means that there is a lot of value and enough correlations. (Chi-square = 1641.424, p 0.01) Barlett's Test of Sphericity was significant. This shows that things are related to each other in some way.

**Table 1: KMO and Bartlett's Test**

<table>
<thead>
<tr>
<th>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</th>
<th>.813</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bartlett's Test of Sphericity</td>
<td>Approx. Chi-Square</td>
</tr>
<tr>
<td>df</td>
<td>153</td>
</tr>
<tr>
<td>Sig.</td>
<td>.000</td>
</tr>
</tbody>
</table>

**Table 2: Total Variance Explained**

<table>
<thead>
<tr>
<th>Component</th>
<th>Initial Eigenvalues</th>
<th>Extraction Sums of Squared Loadings</th>
<th>Rotation Sums of Squared Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Component</td>
<td>% of Variance</td>
<td>Cumulative %</td>
<td>Total</td>
</tr>
<tr>
<td>2</td>
<td>3.096</td>
<td>17.198</td>
<td>37.870</td>
</tr>
<tr>
<td>3</td>
<td>2.310</td>
<td>12.833</td>
<td>50.703</td>
</tr>
<tr>
<td>5</td>
<td>.759</td>
<td>4.217</td>
<td>66.749</td>
</tr>
<tr>
<td>6</td>
<td>.643</td>
<td>3.573</td>
<td>70.322</td>
</tr>
<tr>
<td>7</td>
<td>.596</td>
<td>3.310</td>
<td>73.632</td>
</tr>
<tr>
<td>8</td>
<td>.581</td>
<td>3.225</td>
<td>76.857</td>
</tr>
<tr>
<td>9</td>
<td>.565</td>
<td>3.142</td>
<td>79.999</td>
</tr>
<tr>
<td>10</td>
<td>.554</td>
<td>3.080</td>
<td>83.079</td>
</tr>
<tr>
<td>11</td>
<td>.484</td>
<td>2.691</td>
<td>85.770</td>
</tr>
<tr>
<td></td>
<td>R</td>
<td>Adjusted R Square</td>
<td>Std. Error of the Estimate</td>
</tr>
<tr>
<td>---</td>
<td>------</td>
<td>------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>1</td>
<td>.715a</td>
<td>.511</td>
<td>.503</td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.

Table 3: Rotated Component Matrix

<table>
<thead>
<tr>
<th></th>
<th>Component 1</th>
<th>Component 2</th>
<th>Component 3</th>
<th>Component 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Justice 1</td>
<td>.828</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Justice 2</td>
<td>.802</td>
<td>.818</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Justice 3</td>
<td>.801</td>
<td></td>
<td>.788</td>
<td></td>
</tr>
<tr>
<td>Organizational Justice 4</td>
<td>.796</td>
<td></td>
<td>.773</td>
<td>.735</td>
</tr>
<tr>
<td>Organizational Justice 5</td>
<td>.774</td>
<td></td>
<td>.773</td>
<td>.735</td>
</tr>
<tr>
<td>Work-Life Balance 1</td>
<td></td>
<td></td>
<td></td>
<td>.866</td>
</tr>
<tr>
<td>Work-Life Balance 2</td>
<td>.788</td>
<td></td>
<td>.773</td>
<td>.735</td>
</tr>
<tr>
<td>Work-Life Balance 3</td>
<td></td>
<td>.773</td>
<td>.773</td>
<td>.735</td>
</tr>
<tr>
<td>Work-Life Balance 4</td>
<td></td>
<td></td>
<td>.773</td>
<td>.735</td>
</tr>
<tr>
<td>Work-Life Balance 5</td>
<td></td>
<td></td>
<td></td>
<td>.773</td>
</tr>
<tr>
<td>Managerial Support 1</td>
<td></td>
<td>.840</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managerial Support 2</td>
<td></td>
<td></td>
<td>.750</td>
<td></td>
</tr>
<tr>
<td>Managerial Support 3</td>
<td></td>
<td></td>
<td>.748</td>
<td></td>
</tr>
<tr>
<td>Managerial Support 4</td>
<td></td>
<td></td>
<td></td>
<td>.672</td>
</tr>
</tbody>
</table>

a. Rotation converged in 5 iterations.

Table 4: Model Summary
Table 4 reveals that the correlation coefficient, R=0.715, shows that the four independent factors and the predictor variables are related in a good way. The value of R Square is 0.511, which means that the four independent variables explain 51.1% of the difference in the dependent variable (organizational commitment). But that still doesn't explain 49.9% of this study. In other words, there are more factors that can be used to make predictions. Also, Table 5 shows that the p-value (Sig. 0.000) is lower than the alpha value of 0.05. Because of this, the F-a statistic of 64.313 is significant. We can say that this model is a good way to describe how the dependent variable and predictor variables relate to each other. So, the variable are the signs that explain why Generation Y employees have different levels of organisational commitment. Since the p-value is far less than 0.05 and is located in the repudiate region, H0 is not true. Table 6 shows that work-life balance has the greatest tolerance value of 0.481, accompanied by job satisfaction (0.398), organisational justice (0.320), and managerial support (0.220). (0.139). If the VIF is less than 10, it means that there is good multicollinearity. Overall, the results show that each independent variable is very independent and does not depend on any other variables.

Table 5: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>127.795</td>
<td>4</td>
<td>31.949</td>
<td>64.313</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>122.205</td>
<td>246</td>
<td>.497</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>250.000</td>
<td>250</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 6: Coefficient Table

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>4.729E-17</td>
<td>.044</td>
<td>.000</td>
<td>1.000</td>
</tr>
<tr>
<td></td>
<td>Organizational Justice</td>
<td>.320</td>
<td>.045</td>
<td>.320</td>
<td>7.182</td>
</tr>
<tr>
<td></td>
<td>Managerial Support</td>
<td>.139</td>
<td>.045</td>
<td>.139</td>
<td>-3.119</td>
</tr>
<tr>
<td></td>
<td>WORK-LIFE BAL-ANCE</td>
<td>.481</td>
<td>.045</td>
<td>.481</td>
<td>10.787</td>
</tr>
<tr>
<td></td>
<td>JOB SATISFACTION</td>
<td>.398</td>
<td>.045</td>
<td>.398</td>
<td>8.921</td>
</tr>
</tbody>
</table>

As expected, this study found that the work-life balance of the Generation Y workers in the Malaysian IT industry is strongly linked to their organizational commitment. It also showed that, from the point of view of Generation Y workers in the Malaysian IT industry,
work-life balance is the most important factor in their commitment to the company. The results supported the idea that Generation Y workers who feel like they have a balanced life are more likely to feel committed to their jobs. This fits with what (Malik & Malik, 2022) says about work-life balance for Generation Y. He says that work-life balance should address both accomplishment and enjoyment and must include all four quadrants of work-life balance. (Stofberg et al., 2022; Ye et al., 2022) did research in Malaysia shows that work-life balance has a big effect on how likely Generation Y workers are to leave their jobs. This means that Generation Y workers who feel like they have a healthy lifestyle tend to be more loyal to their companies. One reason could be that, unlike other generations, Generation Y thinks that work is just a way to make money, so they don't want to make sacrifices for their jobs. (Arora & Dhole, 2019) said that Generation Y cares less about making money and more about having travel time and a better balance between work and life.

Discussion, Contributions, Limitations and Further Study

Most businesses now see a highly committed staff as one of their most valuable assets and a key source of their competitive edge. So, it's important for organizations to know where organizational commitment comes from. So, the results of this study are very important for organizations because they can come up with strategies, ways to balance work and life, management styles, and human resource practices that fit the mindset of Generation Y employees and increase their commitment to the organisation. Overall, the results show how important organisational justice, job satisfaction, and a good balance between work and personal life are to the organisational commitment of Generation Y workers in the Malaysian IT industry.

The goal of the study was to find out what makes Gen-Y workers in the Malaysian IT sector committed to their jobs. Overall, the results suggest that the four factors of work-life balance, job satisfaction, organisational justice, and manager support all play a role in Gen-Y workers' commitment to their organisations. The results of the study can add to what has already been written. From the employer's or organization's point of view, organisational commitment is important to make sure that employees are loyal and do their best work. Organisational commitment will have a direct effect on whether or not an employee stays with the company. So, there needs to be a plan for balancing work and personal life. The size of the study's sample was its main flaw. In the future, researchers should think about using much larger samples. Still, workers from Generation X can be used as a sample for a comparative study. The views of organisations can also be looked at in the future, especially in terms of organisational commitment and the problems that SMEs face. Also, a future study might think about adding more variables to the ones that were looked at here.

References


cosmetics: extending the theory of planned behavior with moderating role of halal literacy (evidence from Pakistan). *Journal of Islamic Marketing*. https://doi.org/10.1108/JIMA-09-2021-0295


Heidarzadeh Hanzae, K., & Esmaeilpour, F. (2017). Effect of restaurant reward programs on


Malik, P., & Malik, P. (2022). Making Generation Y employees want to stick to their jobs: the roles of individualized consideration transformational leadership, occupational self-
efficacy, and personal growth initiative. *Evidence-Based HRM.*
https://doi.org/10.1108/EBHRM-07-2021-0148


