

## Work Value and Work-Related Issues between Two Generations for Technical Staff at Northern Region in Malaysia

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### Abstract

Work value and generational differences have been topics of interest for over a decade, though research remains limited. This study aimed to investigate the relationship between work value and work-related factors (job security, reward, recognition, and work-life balance) and to examine significant differences in work value between Generation X and Generation Y. A survey was conducted among employees from three major organizations in the northern region, with 398 valid responses obtained from 500 distributed questionnaires. Data analysis employed Multiple Regression Analysis and t-tests. Results revealed significant correlations between work-related factors and work value, as well as notable differences between Generation X and Generation Y regarding work value. Further analysis indicated that work-life balance, reward, and recognition were significant predictors of work value for both generations, while job security was not significant for either group. This research contributes to the understanding of work value across generations and its relationship with key workplace factors. Future studies could benefit from a larger sample size and a mixed methods approach to data collection, potentially offering more comprehensive insights into this evolving area of organizational behavior.

**Keywords:** Work Value, Generational Differences, Job Security, Reward, Recognition, Work-life Balance

**Introduction**

Recent studies have emphasized that employees' motivation as performance driven as those motivation is crucial to individuals' attitudes and behaviors that derive from individual work value. This topic seems to be widely discussed in the field of organizational behaviour. Work value represents outcomes that people desire and feel that they should attain at work (King, Murillo & Lee, 2017). The work value can influence their attitudes and beliefs as well as guiding their action. Such attitudes and behaviours need to align with the work the need to be done. Therefore, the important question is how does work value shape their attitude and belief towards accomplishing their task at work? While individuals may occupy the same space and working on the same role in the organization, their work value might differ according to their life experiences and knowledge gained.

Considering such differences has gained interest on how generation gap work value helped to shape the organization and achieve its mission. It is crucial to note that life experiences and knowledge will definitely influence the decision making that they need to make. Based on generation gap segmentation, several studies have documented differences in workplace attitude and work value according to generation (Gursoy et al., 2008). A study of generational gap suggested that each generation had their own work values and this is in line with expectancy theory that each generation will seek outcome that had much value to them (Gursoy et al., 2013; King et al., 2017; Dogan & Buyruk, 2024). Numerous studies have emphasized on differences on the generation but only a few connected it to work value and even studies were focusing on the boomer generation and X generation and it is such a rare scenario to find studies on generation gap and work value in generation Y or millennials, therefore this study aimed to bridge the gap on that issues (Markova & Ford, 2011; Gursoy et al, 2013; Feys et al, 2013; King et al, 2017; Dogan & Buyruk, 2024; Venketsamy & Lew, 2024; Kenny et al, 2024).

Our main purpose in this research is to study on generation gap and work value, and ultimately, the objectives of this research are;

- To examine the relationship between work-related issues such as job security, work-life balance, reward and recognition of work values among technical staff in the northern region of Peninsula Malaysia and
- To determine any significant difference between Generation X technical staff and Generation Y technical staff regarding work values in companies in the northern region of Malaysia.

This study made a significant contribution by affirming the importance of work value with regard to the generation gap and the connection to work-life balance, job security, reward, and recognition. The findings of this study can provide relevant authorities, such as human resource departments and organizations generally, with guidance on how to improve their policies on certain things, especially when it relates to work value. The motivation for this study comes from the little observation made by several organizations on their work value differences between different generations.

## **Literature Review**

### *Work Value*

Employees place importance on work values such as desirable work settings when looking for a job. Work values can be defined as concepts or beliefs about desirable end states in the work setting (Dogan & Buyruk, 2024, Kim, Kim & Lee 2024). Work values will act as a standard for employees to value and determine all kinds of events and actions related to work. These work values will then lead employees to desired state and behaviour at work (Chao & Chaoping, 2009; Dogan & Buyruk, 2024).

A large number of studies regarding work values show that work values can be categorized into certain categories. A study shows that work values can be categorized into two categories. One is intrinsic work values, and the other is extrinsic work values (Dogan & Buyruk, 2024). These two work values have a distinct comparison between them. Intrinsic values can be described as the value that something has in itself or for its own sake. Extrinsic value, however, can be described as value for the sake of something else, which can be achieved in some ways (Chan & Chaoping, 2009).

Intrinsic work value can be defined as the end-states that can be achieved through work itself, such as opportunities for self-realization, having an interesting job (Chen & Lian, 2015), or developing new skills (Kim et al., 2024). Compared to intrinsic work value, extrinsic work value focus on the end-states which arise irrespective to the content of work (Dogan & Buyruk, 2024). Examples of extrinsic work values are social influence and money.

Work values can be categorized into three different dimensions, which is comfort and security, capacity and progress, and status and independence. Examples of comfort and security work values are clean-cut organizational rules and a comfortable working place. Intellectually challenging and feeling of accomplishment are some of the examples in the capacity and progress work values category. For status and independence, work values, gaining respect from other people, and being given opportunities to obtain higher income are some examples (Dogan & Buyruk, 2024; Chan & Chaoping, 2009). Another study classified work value into two types: intrinsic (i.e., interest or satisfaction from work itself, including personal growth and accomplishing challenging work) and extrinsic (i.e., preference toward external rewards, such as pay, work environment, or recognition (Kim et al., 2024).

### *Generation Gap*

The term “generation gap” has alluded to the distinction in values and attitudes of younger individuals and those of their elders (Monique & Mary, 2013). According to Fullerton and Dixon (2010), the generation gap is attributable to quick social change in the postmodern world and continues to be responsible for generational differences in matters of musical tastes, fashion, culture, and legislative issues in significant ways. Generation gap refers to the year differentiating one generation from the generation that goes before or tails it, especially when viewed as representing the distinction in viewpoint and the lack of understanding between them. The generation gap is the differences in traditions, attitudes, and beliefs between any two generations, particularly between youths and adults (Kim et al., 2024).

According to Patterson (2008), resemblances among individuals from a generation have a tendency to be clear in the ways they experienced their lives, incorporating their support in the workforce. For example, individuals from certain generation who grown-up into an adult in lean times or war years tend to think and act uniquely rather than to those raised in peace and wealth. Generation gaps in perspectives, attitudes and behaviours are nothing new, yet they can be hard to accommodate in the working environment. Lack of attention to the generational gap will make any organization less appealing to young recruits, resulting in higher recruiting expenses and greater difficulty in discovering the right employees. Generational differences include a complex set of behaviours, and each generation has its extraordinary unique work attitude, point of view of work, favoured ways of managing and being manages, work styles, and ways of viewing loyalty and work times. This collaboration can be an advantage for an organization if the various generational gap within an organization have overlapping or complementary attitudes.

Fletcher et al (2009), stated that contrasts between generations in the working environment can adversely affect an organization and is an important but frequently disregarded component of diversity in the work environment. Each of this generations present to its own beliefs and values which is altogether different with different generations. Therefore, conflict arise. Previous researchers have proposed that the different attitudes of the various generations can prompt to conflict and loss of organizational effectiveness and efficiency. Haeberle et al. (2009) discovered that generational differences impact communication styles, technology needs, career development, preferences, working environment expectations, remuneration and benefits needs, desired authority styles and the effectiveness of rewards and recognition structure. It shows that generational differences influence every part of the working environment. In spite of the way that work qualities appear to be genuinely steady through adulthood, yet it is still possible that these qualities could change once the individuals enter the working world.

It is crucial for organizations to understand generational differences as to reinforce work relationship between and among employees as there is no other choice. Organizations require every talented human asset they can pull in, regardless of range of skills (Chen & Lian, 2015). Understanding these generational gaps has turned into an issue as it helps organizations design work or life programs that can help them train, develop, and retain employees, which also leads to ideas on how the generation can cooperate together most effectively and efficiently. In order to be effective and efficient, leaders and managers need to have a broad understanding of the people they hire, supervise, and associate with. Providing managers with detailed information on the values, attitudes, and preferences of different generations provides one more essential element of information that managers can allude to when anticipating, evaluating, and/or resolving issues in the workplace (Chen & Lian, 2015).

Understanding the generational gap might be used as a device by managers to enhance employee efficiency and development and to make great corporate natives (Chen & Lian, 2015). To be compelling with other individuals, we must know them as individuals with their novel foundation, identity, inclinations, and style. Knowing generational

information is immensely profitable, as it frequently clarifies the baffling and confounding contrast behind our implicit suspicions underneath our mentality. Understanding these issues and knowing how to manage the gap will convey employee effectiveness to an organization (Dogan & Buyruk, 2024).

In today's modern workforce, employees from such a variety of distinctive generations are working one next to the other and nearly both with individuals who are as youthful as their kids and as old as their guardians. Generation X responds to instant gratification. Gursoy et al (2008), states that Generation X have the tendency to work to live and to be exceptionally anxious. Besides that, seniority seems not vital to them as they are not willing to wait their turn for advancement and raises. They anticipate that the organization will remunerate and remember them once they do a good job.

They expect prompt acknowledgement through title, praise, advancements, and pay. It is difficult to make them contented as they have the tendency to gripe about everything. The best workplace for them is the one that is fun, keeps them occupied, yet not very occupied, so they can do fun things while working (Dogan & Buyruk, 2024). They have the tendency to be inclined toward organizations that offer flexible schedules, autonomy, proficient development, mentors, intriguing work, and time off. Besides that, they have a tendency to doubt huge establishments and accept that each employment is interim, and each job is a stepping stone. However, they expect opportunities for learning on the job so they can get the promotions they desire or find a better job somewhere else.

Not at all like the Xers, generation Y or the Millennials are the first to grow up with the Internet.

Having grown up with the most innovation improves them even at multitasking than the Xers (Lyons, 2004). Like Xers, they lean toward flexible schedule. Work is not a priority for them, and they are not very loyal. One explanation behind this may be that they are not happy, they are prone to be out there. Since they are still considered young, they do not have similar obligations as Xers, for example, contract instalments, kid-raising obligations, and so on. Their greatest expense would be their rent and their car instalments and, the reason they work. The most serious issue highlighted by Kupperschmidt (2000), is that Millennials in the working environment believe that nobody appreciates and respects them in light of the fact that they are young. Millennials tend to believe that they do not get the treatment they deserve from many of the established employees which annoyed them a lot. They value professional advancement and look for coaches to demonstrate to them the ropes (Dogan & Buyruk, 2024, Chen & Lian 2015). They are enthusiastic to learn and appreciate questioning things. They are exceptionally confident and have high respect toward oneself.

In Malaysia, employed persons are individuals with a minimum required age who work during a certain time for business. Gursoy et al (2013), explained that each of this generations bring its own beliefs and values which is altogether different with different generations. Therefore, conflict arises in every aspect, such as the perspective of work, favored ways of managing and being managed, work styles, ways of viewing loyalty, and work times.

Several other studies argued that whenever there is a discrepancy between an individual's work values and workplace norms, the individual's job satisfaction is likely to decrease significantly and resulting in withdrawal from work through absenteeism and tardiness (Dogan & Buyruk, 2024). Those discrepancies are also likely to increase the employees' intentions to leave. Furthermore, those discrepancies between employees' work values and work environment are likely to place major restrictions on career development. In order to minimize those discrepancies, many leading companies that have taken into consideration the changing work values of new generations have added new amenities for work-life balance, relaxation, and leisure activities.

#### *Work Related Issues*

This study signifies work-related issues like work-life balance, job security, reward, and recognition as variables that would impact work value. In order for the employees to be satisfied with their job, organizations need to amend back and embrace new strategies with regards to their work-related issues preferred by employees so that potential benefits of collaboration between all of the generation in the workplace can be achieved. When the employees are satisfied with their job including their work value, indirectly it will help result in higher performance. This will benefit the organization and also the employees. An organization need to be able to satisfy their employee as they are a valuable asset for the organization, and one of the ways to satisfy their employees and increase their positive work value is to evaluate the work-related issues like work-life balance, job security, reward and recognition with regards to work value.

#### *Work-life Balance*

According to Wendover (2009), Gen Xers value balancing their lives, both personally and professionally, and view employment as a contract, whereby loyalty is irrelevant. They work to live, and they do not live to work. From their experiences of seeing their parents being laid off, Gen Xers learned that company rules did not guarantee a job (Gursoy et al., 2008).

The article by Broadbridge et al (2006), stated that work on the job experiences and career expectations of Generation Y undergraduates who are soon to embark on their full-time careers are related. The article discovered that the hospitality industry needs to understand and respond to the characteristics of Generation Y so as to enable them to develop their management careers in a way that is attractive to them. Their findings found that employers ought to consider Millennials' desire for work-life equalization, calling attention to Millennials value their non-work time, keeping in mind they want to enjoy and appreciate their work but they do not need it to rule their lives, rather they need it to maintain their ways of life. Besides that, they also expect reasonable pay, have the chance to gain more for accomplishing more, and value leisure time, which helps them accomplish work-life balance (Irfan et al., 2021; Tahir, 2022; Ahmed et al., 2024).

Spiro (2006), in his studies on Generation Y in the workplace, received 575 responses, explained that, while money is essential to Millennials, their key motivator is keeping up a work-life equalization, searching out organizations that cultivate strong working environment relationship, promote a sense of purpose or make a difference. They view time as money and jobs as an intention to earn money for optional spending.

A study by Dev (2012), conducted in India indicates that work-life balance is significantly correlated with job satisfaction and work value in the banking sector. It suggested that female employees should be given more facilities such as flexi time, job sharing, child care and more to gain their organizational commitment. It was revealed that those workers, especially doctors, who are better at managing their work life, show higher satisfaction with their jobs and have positive work values. Besides that, studies on the effect of work-life balance, specifically working hours, on employees' job satisfaction and, hence, positive work value resulted in a positive relationship between them (Irfan et al, 2021; Tahir, 2022; Ahmed et al, 2024). Therefore, it can be concluded that work value is related to work-life balance, hence;

H1: There is a relationship between work value and work-life balance.

### *Job Security*

Job security, which is crucial for an employee in terms of keeping his or her job or finding a new job, is also important for employers since it enables them to keep their employees or find new ones. Factors motivating employees can occur in various forms. In fact, job security is one of the most influential means of motivating employees, particularly in times of economic downturn. Employees' belief that they will not lose their jobs or they will be employed in the same organization as long as they want is a significant reason for motivation and indirectly influences their work value (Fatimah & Elistia, 2024).

Job security is translated into not only for the security of the employee's current job but also the security in their labour market (Rhoda & Enaruna, 2024). As we learned in management, security is the second tier in the hierarchy of needs in Maslow hierarchy of need and also job security is an important element in Herzberg two factors theory, securing a job and feeling safe with the current job will affect the work value of the workers (Kamaludin et al., 2014)

Another research on job security defined job security as what gives the employees the feeling of stability and hope in their current position (Shoss, 2017). Lack of job security is a common and costly problem in health care settings, which is majorly associated with poor condition of services, low level of commitment and performance, and negative work value among the healthcare workers.

Shoss (2017), claimed that job insecurity not only has opposing properties on people's health and well-being; it also negatively affects employees' job satisfaction, commitment, and impacts their work-related health and well-being and also work value (Rhoda & Enaruna, 2024). Therefore, job security is one of the most significant variables of employee satisfaction which expresses the general attitude of the employee towards his or her job and their core values (Fatimah & Elistia, 2024; Rhoda & Enaruna, 2024; Shoss, 2017; Kamaludin et al, 2014), hence;

H2: Job security has a relationship with work values.

### *Reward*

Past authors categorize rewards into two major categories (Venketsamy & Lew, 2024; Muhtar & Istiatin, 2024). One of the categories is monetary incentives. Examples of monetary incentives are cash bonus for workers performance and cash award for project

competition. A study stated that in order to boost workers performance and motivation, money was used for most organization rewards system (Venketsamy & Lew, 2024; Dewi, 2024). Another reward category in this study is non-monetary rewards. Dinner reservations and football game tickets are some examples of non-monetary rewards. Non-monetary rewards boost workers' motivation and performance compared to monetary rewards (Venketsamy & Lew, 2024; Dewi, 2024).

A study was done in order to determine the relationship between intrinsic rewards and work engagements in the South Africa retail industry. Intrinsic rewards are rewards that will give employees positive motivation that can be obtained from their work and work environment (Haserot, 2009). This study focused on intrinsic rewards that can administer a sense of meaningfulness, ability to choose own activities, working competence, and progress towards desired directions towards employees. The data for this study was based on a retail organization in South Africa with a number of 323 employees. Employees were given questionnaires regarding intrinsic rewards and their work engagements. The control variables in this study are age, race, and occupational group (Haserot, 2009). Based on the analysis done by the authors, this study shows that there is a statistically positive relationship between intrinsic rewards and employees' work engagement, thus increasing their work value (Haserot, 2009). It can be concluded that reward has an impact on work value (Venketsamy & Lew, 2024; Muhtar & Istiatin, 2024; Dewi, 2024; Thomas, 2009), hence; H3: Reward has a relationship with work value. Therefore;

H3: There is a relationship between reward and work value.

### **Recognition**

Workers' recognition is one of the work values that is important in an organization (Kenny et al., 2024; Dewi, 2024; Agarwal et al., 2023; Feys et al., 2013). Based on a study by Feys et al (2013), the impacts of recognition towards co-workers are studied. The impacts of recognition based on two category of response that is emotional response and behavioural intentions response. A sample of 246 employees from a local healthcare was chosen by the authors as the sample group and analysis obtained two categories. For emotional response, this study divided the category into subcategories, that is positive effects and negative effects. Behavioural response also being divided into two categories that is interpersonal citizenship behaviour and interpersonal counterproductive behaviour. A regression analysis was conducted in order to determine significant effects of recognition towards employees. This study showed four outcomes, indicating the correlation between all four sub categories (positive effects, negative effects, interpersonal citizenship behaviour and interpersonal counterproductive behaviour) towards relationship quality. Results of this study show that the recognition of positive and negative effects are directly correlated on employee's relationship quality. The recognition effects on employee's interpersonal counterproductive behaviour also directly correlated on employee's relationship quality. However, there is no correlation between recognition effects on employee's interpersonal citizenship behaviours. This study shows the importance of employee's recognition towards employees in an organization. Employees who are well recognized by their employers will show good working value in the organization (Feys et al., 2013).



Another study also showed the importance of recognition in an organization (Kenny et al., 2024). The purpose of this study is to show how employees receive recognition in the workplace, and the effect of recognition on employees' work value. This study was conducted in universities at United Kingdom and how recognition can shape the career development of the employees. This study also suggested that recognition of prior learning is used by the organization in order for employees to have a win-win situation with employer in an organization.

Another study done by researchers on recognition was conducted in Uganda (Agarwal et al., 2023). This study relates recognition and performance & motivation and indirectly impact work value. Therefore, work recognition and organization recognition structure are very important in order to boost employees' knowledge and skills and hence increased their work value (Kenny et al., 2024; Dewi, 2024; Agarwal et al., 2023; Feys et al., 2013). It can be concluded that recognition has a relationship with work value, therefore, the hypothesis is

H4: Recognition has a relationship with work value.

#### *Relationship Between Generation Gap and Work Value*

Gursoy et al (2008), analysed the work values and generational gaps in the hospitality workforce using a focus group methodology, and this study uncovered the attributes that characterize every generation and, the differences among generations. It has been reported that there are significant differences between generations towards authority and the importance of work in their lives. One of the components that is prone to altogether impact employee's job satisfaction and their dedication to work is their work values (Chu, 2007; Kim et al., 2007; White, 2006; Chen & Lian, 2015; Dogan & Buyruk, 2024; Kim et al., 2024).

Chu (2007), who had done research on factorial validation of work value structure contends that understanding employees' values is of fundamental significance in the light of the fact that the extent to which employees value their employment impact in deciding their demeanour towards work. Gursoy et al., (2008) findings indicated significant generational differences in world views, attitudes towards authority, and perspectives of work since representative from the same generations are prone to have comparative standards, it is likely that their work value and their mentality toward work are liable to be affected by the generation they fit in with, which suggests that changes are liable to happen in the structure of work value area from generation to generation.

Kapoor and Solomon (2011), in their research on understanding and managing generational differences in the workplace, state that each generation has been heavily influenced by the events of their time, which creates a new challenge for employers. Their findings show that employer must identify the separate characteristics of each generation present in their workplace. Employers must foster a work environment that aids productivity for every generation and they must give their employees the information and skills needed to understand the generational characteristics of their co-workers.

As per Gen X (born from year 1965-1980), they have a particular desire where they want a fun and easy-going working environment as well as they prefer toward a more uninvolved supervisory approach, preferring to be given an assignment and left alone to figure out the procedure of finishing it. Expectation for a prompt delight makes Generation X performed their tasks more quickly. Generation X seeks a sense of belonging, eager and have the ability to learn new things, entrepreneurship, flexibility, feedback, and short-term rewards (Dogan & Buyruk, 2024).

Spiro (2006), discovered that generation Y (born from year 1981-1996) wants to have an imperative effect quickly on activities they are involved with and are searching for prompt delight and a chance to exceed expectations. The extra qualities of generation Y which make them alluring as workers, yet difficult to join into existing corporate structures.

Spiro (2006), also found that although there are likenesses between Generation X and Y, generation Y have dependably felt looked for after, required, and imperative as well as have higher desires and expectations than some other previous generation. Haserot (2009), who have done research on generational workplace behaviour among law firms explained that millennials have been secured by their parents, educators, and mentors instead of Gen Xers who needed to fight for themselves. Millennials need continuous feedback from their managers or supervisors, despite the fact that this can be through email or text messaging as stated in Herbison and Boseman (2009), study which investigates Generation Y consumers' different value perceptions towards technology which involved 430 college students in Spring 2010 at a major U.S and Korean university. This is why generation Y are sometimes thought to have poor communication skills and critical thinking abilities as they usually communicate through social networking websites and text messaging where they expect instant feedback and affirmation (Gursoy et al., 2008; Spiro, 2006; Dogan & Buyruk, 2024; Kim et al., 2024).

Hart (2006), explained that Generation X prefer limited bureaucracy, desire to work independently as well as they tend to be sceptical of organization and authority. They view themselves as a free agent rather than a long-term employees' who is loyal to one organization. Crumpacker and Crumpacker (2007), stated that Gen Xers tend to be self-reliant, independent, and are somewhat sceptical of authority. They usually prefer working alone but they are great at multitasking and appreciate working on synchronous projects as long as the company lets them prioritize the projects (Gursoy et al., 2008). They support cooperation and prefer to follow directions as long as there is flexibility for them to perform work in their own specific manner (Gursoy et al., 2008; Iyer and Reinsenwitz, 2009). Brazeel (2009), stated that millennials or generation Y favour working in groups and search out empowering and inventive exercises in their professional lives.

### **Methodology**

Primary data was used as measurement tools in this research. A survey questionnaire was conducted using self-administrated questionnaire to technical staff in three main organizations at northern region using stratified random sampling between June to October in previous year. This research was based on cross-sectional study. Items in survey questionnaire were demographic profiles and questions on work value, work life balance, job security, reward and recognition adapted from various previous literature

(Gursoy et al., 2008; Markova & Ford, 2011; Gursoy et al., 2013; Feys et al., 2013). Out of 500 survey questionnaires that were distributed through self-administered to three main organizations, only 398 were returned and analysed with a response rate of 79.6 percent.

Table 1  
Data Analysis Used

Items	Analysis Used
Demographic Profile	Descriptive Analysis
Finding Relationship Between variables	To test hypotheses, using Multiple Regression Analysis
Significant differences between generation	T-test
Others	Reliability and Validity Test

Table 1 shows the analysis test that had been used to determine the results. For simple questions like demographic profile, descriptive analysis was used and for objective 1 and objective 2, multiple regression analysis was used to obtain its results. To test generation gap and significant difference between generation X and generation Y, a t-test was used. Other tests such as the reliability test and validity test were used to validate the questions in the survey questionnaire.

**Results Analysis**

Data were then analysed using multiple regression analysis and t-test to test the hypotheses. The reliability test for this survey questionnaire for each item is around 0.80. therefore, the questions are reliable to use for further test. Out of 398 survey questionnaires that had been completed, 43.0 percent is male whereas another 57,0 percent is female. Generation Y (from age 16 to age 34) comprises about Levene's Test for 65.1 percent whereas Generation X (from t-test for Equality of Means age 35 to age

	Levene's Test for Equality of Variances		T-test for Equality of Means						
	F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	2.530	.112	-2.495	396	.013	-.09736	.03902	-.17406	-.02065
Equal variances not assumed			-2.394	259.921	.017	-.09736	.04067	-.17744	-.01728

50) comprises about 34.9 percent.

Table 2

*Group Statistics for Independent Sample T-test*

	A2	N	Mean	Std. Deviation	Std. Error Mean
WV	16-34 years	255	3.6502	.35237	.02207
	35-50 years	143	3.7476	.40851	.03416

From table 2 above, we could sum up that t-test is used to compare the mean score of work value between generation X and generation Y. From the output above, the significance level for *Levene's* test is 0.112. This is larger than the cut-off of 0.05. This means that the assumptions of equal variances have not been violated, therefore the first line in the table will be used. The Sig. (2-tailed) value is 0.013 which is less than the cut-off of 0.05. It can be concluded that, there is a significant difference in the mean work value for generation X and generation Y.

To study the relationship between work value and work-related issue such as job security, work life balance, reward and recognition, multiple regression analysis was used.

Table 3

*Anova for Regression*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.503	4	.626 .065	117.069	.000 <sup>b</sup>
	Residual	25.600	393			
	Total	56.103	397			

A = work value, independent variables: JS, WLB, RC and R

Table 4

*Model Summary of Multiple Regression Analysis*

. Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.737 <sup>a</sup>	.544	.539	.25522	1.749

Table 5

*Coefficients for Multiple Regression Analysis for Work Value*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.518	.142		10.658	.000		
Wlb	.467	.033		14.279	.000		
1Js	.050	.022	.547	2.313	.021	.790	1.265
			.084			.886	1.129
Rw	.176	.037	-.198	4.774	.000	.676	1.479
Rc	.270	.027	.408	9.960	.000	.692	1.445

Dependent Variable: work value

Table 3, Table 4, and Table 5 show Multiple Regression Analysis in this research that is work value and all the independent variables namely job security, work-life balance, reward, and recognition. The results showed that all the independent variables are connected to work value which consists of 53.9 percent and balance of 47.1 percent is explained by other variables not mentioned in this study. The analysis of variance also shows that all independent variables are significant to dependent variable, that is, work value. Therefore, objective one of this research; to find the relationship between work value and job security, work life balance, reward and recognition is achieved as all the independent variables is significant to work value. From the table also, this study has no multi-collinearity issue since the tolerance value is not less than 0.1 and the VIF value is less than 10 (Pallant, 2016).

Table 6

*Coefficients of Multiple Regression Analysis for Generation X*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.265	.232		5.464	.000		
Wlb	.587	.066	.623	8.930	.000	.548	1.824
Js	.075	.046	.104	1.636	.104	.664	1.507
Rw	-.339	.070	-.363	-4.847	.000	.475	2.104
Rc	.363	.049	.484	7.371	.000	.618	1.619

Dependent Variable: work value

Table 6 for the coefficient table illustrated that three out of four independent variables, which are work-life balance ( $\beta=0.623$ ,  $p<0.05$ ), reward ( $\beta= -0.363$ ,  $p<0.05$ ), and recognition ( $\beta=0.484$ ,  $p<0.05$ ) are the factors that are significantly related to work value. From the result, it shows that job security ( $\beta=0.084$ ,  $p>0.05$ ) is not significantly related to work value. It can be summed up that, the work-related issues preferred by generation X are work-life balance, rewards and recognition.

Table 7

*Coefficients of Multiple Regression Analysis for Generation Y*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.676	.178		9.428	.000		
Wlb	.412	.038	.517	10.812	.000	.861	1.161
Js	.024	.025	.045	.975	.330	.939	1.065
Rw	-.117	.043	-.138	-2.703	.007	.752	1.330
Rc	.242	.032	.399	7.638	.000	.721	1.386

Dependent Variable: work value

Table 7 above for the coefficient table illustrates that three out of four independent variables, which are work-life balance ( $\beta=0.517$ ,  $p<0.05$ ), reward ( $\beta= -0.138$ ,  $p<0.05$ ), and recognition ( $\beta=0.399$ ,  $p<0.05$ ) are the factors that significantly related to work value. From the result, it shows that job security ( $\beta=0.045$ ,  $p>0.05$ ) is not significantly related to work value. It can be concluded that, the work-related issues preferred by generation Y are also work-life balance, rewards and recognition.

## Discussion

From the above results, it could be concluded that all objectives of this research had been achieved. For objective 1, to examine the relationship between work value and work-related issues, it could be concluded that all independent variables, job security, work-life balance, reward and recognition are related to work value. It shows that 53.9 percent of independent variables of job security, work-life balance, reward, and recognition influenced work value and another 46.1 percent are influenced by other factors. When employees feel secured with their own job, possessed work-life balance between professional and personal life, have good and systematic reward and recognition by the organizations, employees will eventually feel satisfied and develop positive work value. Similarly, if the variables about work-related issues is not being acknowledged by the organization, employees will not feel satisfied and will have negative work value as they feel burdened by their work. The findings of this study are aligned with other studies conducted by Kim et al. (2024); Dogan & Buyruk (2024).

For objective 2, to find significant differences between two generations, generation x and generation y, it can be summed up that there are significant differences between two

generations, therefore objective number two is also being achieved. While generation x usually obligated to fulfil their employers demand, generation y are more outspoken and sometimes more reasoning with their supervisors regarding their job. Our findings also had similar findings with other researchers like Chen & Lian, 2015; Kim et al, 2024.

However, further test clarified that both generation x and generation y only viewed work-life balance, reward and recognition as significant to their work value but they had different argument when it comes to job security. Each generation feels that job security is not significant to their work value. It might be because they are generation that are not too loud like generation Z (born from 1997 to 2012) and are merely following orders of their superiors (Rhoda & Enaruna, 2024).

### **Conclusions and Recommendations**

This study successfully addressed all of its objectives, demonstrating that various work-related factors—including work-life balance, job security, and reward and recognition—are associated with work value. While the strength of these relationships varies, each factor contributes to the overall concept of work value. For future research, we propose several recommendations to enhance the depth and breadth of understanding in this field: i) Expand the sample size to increase statistical power and generalizability of findings; ii) Broaden the geographical scope to encompass all of Peninsula Malaysia, moving beyond the current focus on the northern region; iii) Implement a mixed-methods approach, incorporating both quantitative and qualitative data collection techniques. This triangulation method would provide a more comprehensive understanding of the topic; iv) Conduct in-depth interviews with subject matter experts to gain nuanced insights and contextual information that may not be captured through quantitative methods alone.

By addressing these recommendations, future studies can build upon our findings and contribute to a more robust understanding of work value and its associated factors in the Malaysian context.

This research made a significant contribution by affirming the importance of work value with regard to work-life balance, job security, reward, and recognition. The findings in this study can provide relevant authorities, such as top-level management in the organizations, with guidance on how to improve their policies so that they could contribute to positive work value and inculcate a conducive working environment.

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