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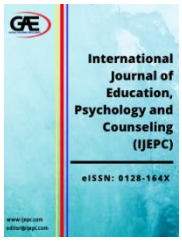

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FACTORS INFLUENCING GENERATION Y EMPLOYEE' RETENTION IN MALAYSIA'S AUTOMOTIVE INDUSTRY: MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT

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Abstract:

Under the 11th Malaysia Plan, Malaysian government aims to boost productivity and reduce dependency on inputs from capital and labor. However, the Malaysian automotive industry needs a lot of talents and are still depending on people. Due to that situation, the toughest challenge that the industry encounters nowadays is not only how to manage the people but also how to how to maintain them. Thus, an appropriate employee retention programs to attract, recruit and retain the talent is crucial for Automotive Industry in Malaysia. This study focused on Generation Y employees who were born between 1980 and 2000 due to their ever-increasing representation in the workforce, approximately 50 per cent by year 2020. Past studies stated that Generation Y possessed high level of turnover intention and have different attitude towards loyalty to the companies. Employee retention issue related to this generation might increase if there is lack of understanding on the expectation of Generation Y at the workplace. However, these employees will also be able to make significant contributions if properly managed. In line with that, the purpose of this study is therefore to identify factors that influence Generation Y employee retention in Malaysia Automotive Industry as well as to understand the mediating role of organizational commitments on those relationships. Data were collected though a survey with 204 employees working in automotive industry in Malaysia. Overall, findings from this study indicated that Herzberg's Motivation Factors played significant roles in retaining employees at organizations than Hygiene Factors, suggesting that organizations need to focus more on advancement, recognition, responsibility and work itself to retain their employees. The study also showed that organizational commitment did mediate the relationship between the Motivation factors and employee retention in Malaysia's automotive industry.

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Keywords:

Generation Y, Employee Retention, Herzberg's Motivation – Hygiene Factors, Organizational Commitment

Introduction

Recently, the Malaysian government has aggressively taken various actions in helping players from diverse industries to embrace Industry 4.0 initiatives through the implementation of automation and smart manufacturing. Thus, it can be seen that various organizations are advocating industrial Internet of Thing and Industry 4.0 concepts to form smart factories. Through key initiatives by government and industry alike, the development and application of automation and robotic in factories and organizations has slowly shows some potentials to further push Malaysia towards industry 4.0 (Bahrin, Mohd Aiman Kamarul Othman, Mohd Fauzi Azli, Nor Hayati Nor Talib, Muhamad Farihin, 2016).

However, the fundamental challenge faced by some industries such as the automotive Industry in Malaysia is still revolves around the shortage of talents as many of the organizations involved with this industry are still labor intensive. As a consequence, they need to compete with well-known, multinational companies (MNC) for their current as well as future talents (Dayangku, 2019). Whenever critical situation exists and affecting the industry, such as shortage of valuable talents in market, war for talent will be fierce.

Aggressive competitions across sectors in the industry generate abundant lucrative offers from competitors and this makes the issue of retention becoming more complex as well. In fact, the situation has made it paramount and significant for companies to be able to retain their existing talents while attracting new ones for future needs.

Literature Review

Employee Retention

In 1990s, Fitz-enz (1990) observed that organizational commitment and retention of employee is determined by various factors (Fitz-enz, 1990). Employee retention is generally referred as 'the intention of employees to stay loyal to their current- workplace' (Huang, 2006). According to Brown (2002) and Bodjrenou (2016), some common factors for employee retention are advancement opportunities, attractive compensation and appreciation of task completion, provision of challenging work, promotion and development opportunities, attractive working environment within the organization, relationships with co-worker, work-life balance, communication and quality supervision.

On the other hand, researchers also found that employee retention factors include compensation and benefits, training opportunities, fair and equal treatment without discrimination, and organizational culture (Ghapanchi, 2011). While Andrews (2009) stressed on important of management style and leadership to enhance an organization retention capability, Allen and Shanock (2013) emphasized that colleague socialization is also related to employee retention. Above factors are also discussed at length in Christeen (2015) study that determined the retention factors should take into consideration conducive environment, social support, career development opportunities, compensation, crafted workload, autonomy, management, and work-life balance.

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Organizational Commitment

Organizational commitment can play a role as a helpful force that binds individuals to courses of action relevant to the organization. Organizational commitment is known to be multidimensional and the most common forms of organizational commitment studied and reported on in the academic literature are affective (emotional attachment to the organization), continuance (perceived costs associated with leaving the organization) and normative (feelings of obligation towards the organization) (Rego A, 2008). According to Meyer and Allen (1991) the affective commitment (AC) "refers to the employee's emotional relationship to, recognition with, and participation in the organization" (employees stay with a firm because they want to). The continuance commitment (CC) on the other hand is related to a consciousness of the costs connected with leaving the organization (employees stay with a firm because they need to). Whereas normative commitment is associated with a feeling of obligation to continue employment (employees stay with a firm because they ought to).

Each of these components contributes to strengthening the likelihood that the employee will remain in the organization, but the nature of each and how it influences employees differs from one another. Employees with a strong affective bond remain because they want to do so. Those with strong continuance commitment stay because they feel they have to. Normatively committed employees remain because they feel they ought to (Rego A, 2008). In addition, previous studies have showed that intentions to quit are mostly influenced by lack of commitment (Firth L. M., 2004).

A proper management of employee performance, career, training, compensation and promotion are usually interpreted positively by employees and as a consequence they will reciprocate with strong commitment to help the organizations achieve their goals (Whitener, 2001). On the other hand, employees that are dissatisfied with their jobs will become less committed and tend to quit their jobs (Faheem Akhter, 2016).

Motivation and Hygiene Theory

This theory has received widespread attention of having a practical approach toward motivating employees. Herzberg perceived motivational and hygiene factors to be separated into two different dimensions affecting separate aspects of job satisfaction (Herzberg.F, 1966).

Past researchers showed that the Herzberg's Motivation Factors are related to job satisfaction, and Herzberg's Hygiene Factors are related to job dissatisfaction (Arlene McConville; Andree Colette Swanson, 2017). In fact, job satisfaction is taken into account to be one of the significant predictors of employee retention (Mosadeghrad, 2008). In other words, employees who are motivated and satisfied with the job are more likely to be committed to their organization (Keumala Hayati, Indra Caniago, 2012). Thus, this study stipulated that Herzberg Motivation
Factors leads to Organizational Commitments

H1: Advancement (AD) positively affect Organizational Commitment (OC)
H2: Achievement (AC) positively affect Organizational Commitment (OC)
H3: Recognition (RC) positively affect Organizational Commitment (OC)
H4: Responsibility (RP) positively affect Organizational Commitment (OC)
H5: Work Itself (WI) positively affect Organizational Commitment (OC)
H6: Personal Growth (PG) positively affect Organizational Commitment (OC)

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There are also studies in the past been performed to understand effect of Herzberg's Hygiene Factors. Those studies indicated that Herzberg's Hygiene Factors are positively affect Normative Commitment and Continuance Commitment, which is part of organizational commitment (Altindis, 2011; Buriro, 2016).

H7: Company Policy (CP) positively affect Organizational Commitment (OC)
H8: Interpersonal Relationship (IR) positively affect Organizational Commitment (OC)
H9: Supervision (SV) affect Organizational Commitment (OC)
H10: Work condition (WC) positively affect Organizational Commitment (OC)
H11: Compensation (CO) positively affect Organizational Commitment (OC)
H12: Job Security (SC) positively affect Organizational Commitment (OC)
H13: Status (ST) positively affect Organizational Commitment (OC)

The findings from Igbaria (1994) has highlighted the importance of organizational commitment as the most immediate predictors for employee retention and this is supported by Parasuraman (1982), which stated that organizational commitment can be used to predict turnover intentions. Furthermore, Essenberger (1990) found increase in organizational commitment will decreased intentions of resigning among employees. On this basis, the following hypothesis has been developed

H14: Organizational Commitment (OC) positively affect Employee Retention (ER)

Many studies in the past claimed that the job satisfaction of an employee is influenced by Herzberg Motivation – Hygiene Factors. Researchers found that job satisfaction positively related with organizational commitment (Keumala Hayati, Indra Caniago, 2012). However, if there is lack of job satisfaction and organizational commitment it would increase the turnover intention of employees (Anis, 2011; Othman, 2017; Wong et al., 2001).

H15: Organizational Commitment (OC) mediates the relationship between Advancement (AD) and Employee Retention (RE)
H16: Organizational Commitment (OC) mediates the relationship between Achievement (AC) and Employee Retention (RE)
H17: Organizational Commitment (OC) mediates the relationship between Recognition (RC) and Employee Retention (RE)
H18: Organizational Commitment (OC) mediates the relationship between Responsibility (RP) and Employee Retention (RE)
H19: Organizational Commitment (OC) mediates the relationship between Work Itself (WI) and Employee Retention (RE)
H20: Organizational Commitment (OC) mediates the relationship between Personal Growth (PG) and Employee Retention (RE)
H21: Organizational Commitment (OC) mediates the relationship between Company Policy (CP) and Employee Retention (RE)
H22: Organizational Commitment (OC) mediates the relationship between Interpersonal Relationship (IR) and Employee Retention (RE)
H23: Organizational Commitment (OC) mediates the relationship between Supervision (SV) and Employee Retention (RE)
H24: Organizational Commitment (OC) mediates the relationship between Work condition (WC) and Employee Retention (RE)

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H25: Organizational Commitment (OC) mediates the relationship between Compensation (CO) and Employee Retention (RE)
H26: Organizational Commitment (OC) mediates the relationship between Job Security (SC) and Employee Retention (RE)
H27: Organizational Commitment (OC) mediates the relationship between Status (ST) and Employee Retention (RE)

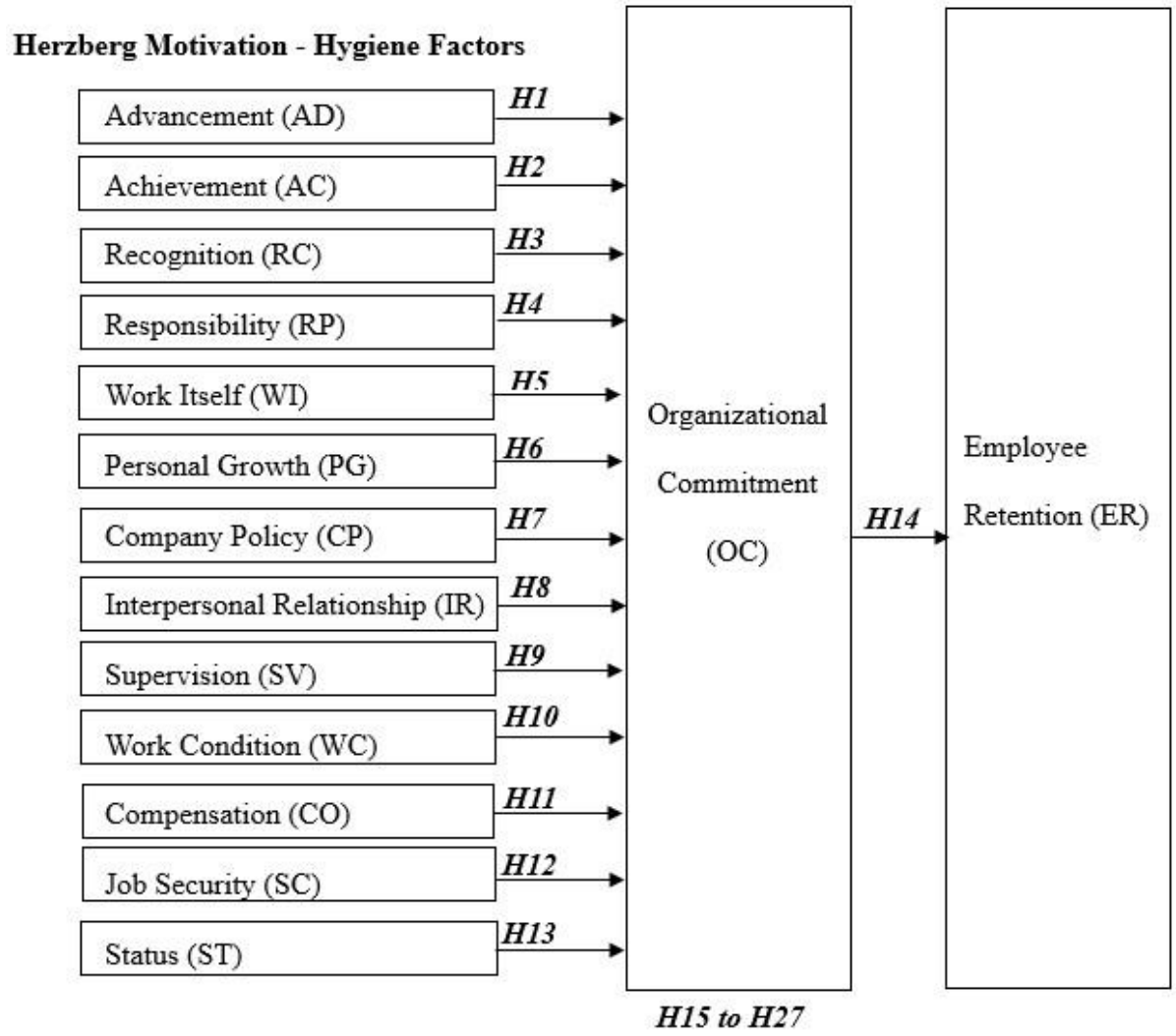

Figure 1: Theoretical Framework

Research Methodology

Measure of Construct

This is quantitative research and employed a self-administrated questionnaire survey method to collect data to investigate the relationship between each Herzberg's Motivation-Hygiene Factors and employee retention with organizational commitment as mediator. The questionnaire forms were distributed via online to Generation Y employees who worked in Malaysia's Automation industry. The questionnaires used in this study comprises of 4 sections which are (i) Section A: Demographics of employee (ii) Section B: Factors influencing

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employee's retention (iii) Section C: Employee organizational commitment and (iv) Section D: Employee retention. Items in the questionnaires (with an exception of Section A) are adapted from previous study (Table 1).

The questionnaires contained 56 questions which included 7 general questions regarding employee's demographics information and 49 questions using 5 points Likert scale (1 for "strongly disagree", 2 for "disagree", 3 for "neutral", 4 for "agree", and 5 for "strongly agree") to measure each of Herzberg Motivation-Hygiene factors, organizational commitment and employee retention. The questionnaire was pre-tested with 30 respondents, in order to determine its content validity.

Table 1: Description of Study Variables

Section	Variable	Items	Questions	Sources
A	Participant's Demographics Information	7	Q1 - Q7	(Senad Bušatlić, 2018)
B	Factors Influence Employee Retention	39	Q1 -Q39	(Weiss, 1967) (Teck-Hong & Waheed, 2011)
C	Employee Organizational Commitment	6	Q1 - Q6	(Marsden, 1993)
D	Employee Retention	4	Q1 - Q4	(Govaerts, 2011)

Sample and Data Collection

The unit of analysis for this study are Generation Y employees who worked in Malaysia's Automation industry. A convenience sampling technique was adopted for this study. The questionnaires were distributed to potential respondents via online survey form.

The minimum sample size for this study was 189, determined using G-Power software. In addition, Hair et al. (2014) suggested that about 200-500 samples will be sufficiently representative to conduct management studies. A total of 239 online survey questionnaires were collected after 2 weeks. From that number, 35 of the returned questionnaires were unusable because they are not part of the Generation Y employee. As a result, a total of 204 useful questionnaires were further analysed for this study.

Further analysis showed that male respondents represented 82.8% of the total respondents abd this reflects the dominance of male employees in Malaysia's automation industry. In addition, respondents from age group between 26-30 years old represented the highest percentage at 36.3%, followed by age group between 31-35 years old (26.5%), age group between 20-25 years old (25.5%), and lastly age group between 36-40 years old (11.8%). This data clearly showed that majority of employees in the automation industry are young people.

It also appears that in this study, respondents with Bachelor Degree took up the highest percentage at 73.0% as compare to the rest. This was followed by Diploma holder with 19.1% and Master Degree with 4.4%, secondary school with 2.9% and lastly Doctorate PhD with 0.5%.

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Most of the respondents for this study comes from executive level employees (60.3%) and most of them are single (69.6%), followed by 29.4% married and 1% divorced. Table 2 shows respondent's profile in details.

Table 2: Profile of The Respondents (n=204)

Category	Description	Number of Respondents	%
Gender	Male	169	82.8
	Female	35	17.2
Age in year	20-25 Years Old	52	25.5
	26-30 Years Old	74	36.3
	31-35 Years Old	54	26.5
	36-40 Years Old	24	11.8
Level of Education	Secondary School (SPM/STPM)	6	2.9
	Diploma	39	19.1
	Bachelor's degree	149	73.0
	Master's degree	9	4.4
	Doctorate/PhD Onward	1	.5
Job Position Level	Non- Executive	32	15.7
	Executive	123	60.3
	Senior Executive	28	13.7
	Management	19	9.3
	Senior/Top Management	2	1.0
Marital Status	Single	142	69.6
	Married	60	29.4
	Divorce	2	1.0

In order to ensure whether the study is affected by the presence of common method bias (variance due to the measurement method), Harman's single factor test was conducted. The result indicated that first factor accounted for 16.247% of the variance, which is less than the threshold level of 50% of the total variance explained. Thus, common method bias did not exist in this study.

Statistical Analysis

To test the proposed conceptual research framework, partial least squares (PLS) technique was used due to predictive nature of the study (Hair, J. F., Risher, J. J., Sarstedt, M. & Ringle, C. M., 2019). As suggested by Hair et.al (2019), two stage approach was use. The 1st step is the analysis of the measurement model and 2nd step involved evaluating the relationship among the underlying latent construct.

Result

The Measurement Model

In this study, PLS-SEM was used to analyze the convergent validity of the constructs derived. Following Hair et al. (2014), factor loading, composite reliability (CR) and average variance extracted (AVE) were evaluated. Only one item, ER4 with a loading below 0.708 was deleted as proposed by (Hair, J. F., Hult, G. T. M., Ringle, C. M. & Sarstedt, M., 2014). The main

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loading for other items exceeded the suggested value of 0.708 and accepted. AVE was used to assess the convergent validity. All constructs obtained an AVE of greater than 0.5, thus a proper level of convergent validity were also confirmed. In addition, the composite reliability (CR) and Cronbach's Alpha (CA) for all the constructs were also above 0.7 and accepted as shown in Table 3 and Figure 2.

Table 3: Measurement Model of PLS (N=204)

Construct	Items	Loading	AVE	CA	CR
Achievement (AC)	AC1	0.853	0.773	0.853	0.911
	AC2	0.893			
	AC3	0.891			
Advancement (AD)	AD1	0.923	0.821	0.890	0.911
	AD2	0.920			
	AD3	0.874			
Compensation (CO)	CO1	0.905	0.861	0.821	0.949
	CO2	0.940			
	CO3	0.937			
Company Policy (CP)	CP1	0.911	0.858	0.917	0.948
	CP2	0.940			
	CP3	0.927			
Employee Retention (ER)	ER1	0.920	0.820	0.891	0.932
	ER2	0.897			
	ER3	0.901			
Interpersonal Relationship (IR)	IR1	0.902	0.857	0.916	0.947
	IR2	0.941			

Note: ER4 was deleted due to main loading less than 0.708 and OC5 and OC6 were deleted due to HTMT issue; AVE: Average Variance Extracted; CR: Composite Reliability; CA: Cronbach's Alpha

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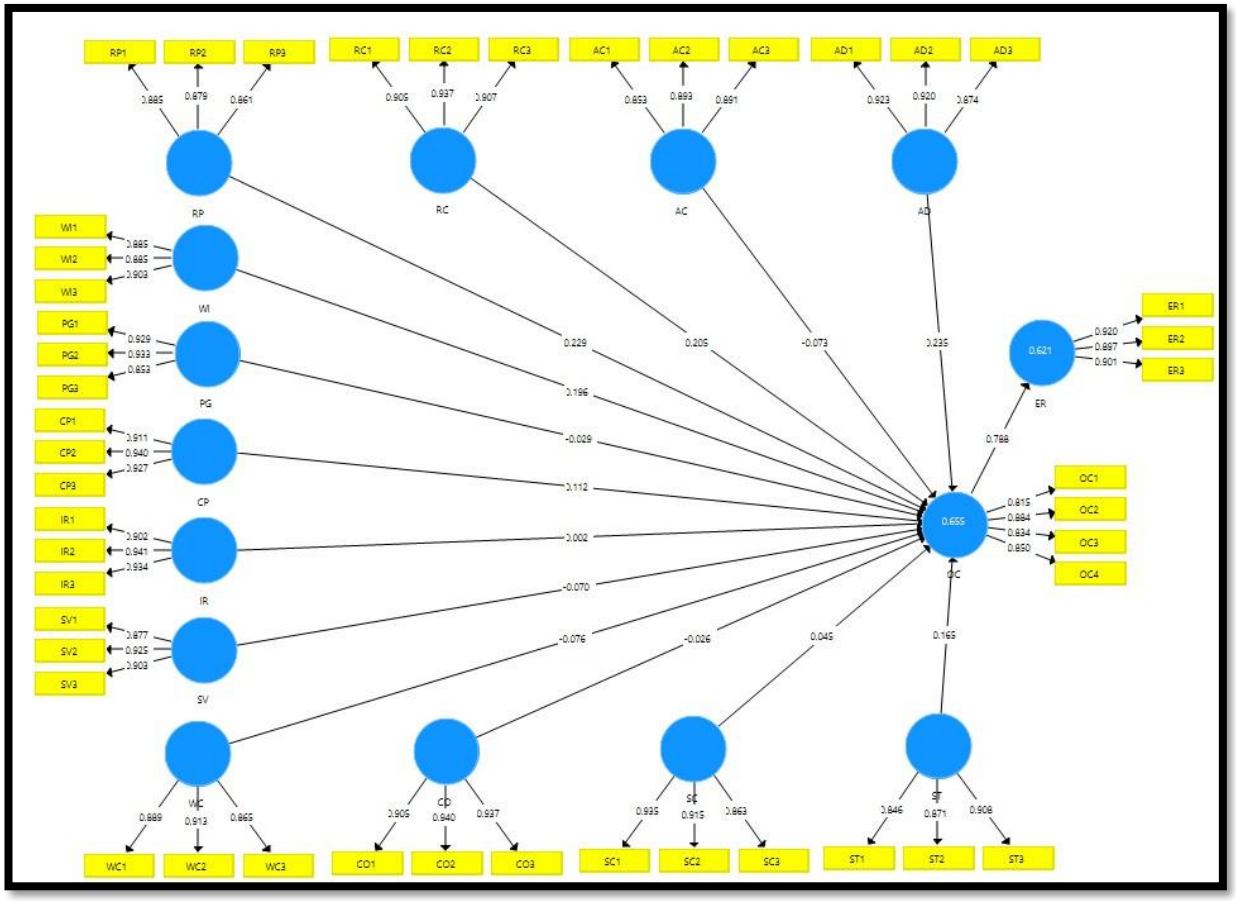

Figure 2: PLS-Path Analysis of R-Square Values (N=204)

The Heterotrait – Monotrait (HTMT) ratio of correlations was recommended as a method equipped with the capability of evaluating discriminant validity in variance-based SEM. Earlier research (Henseler, J., Ringle, C. M. & Sarstedt, M., 2015) recommended construct thresholds of 0.85 and 0.9 for HTMT to conclude discriminant validity. If the HTMT value is higher than this threshold, one can conclude that there is a lack of discriminant validity. As the results in Table 4 show that every value is below 0.90 which accomplish the criterion of HTMT 0.9 (Gold, A. H., Malhotra, A. & Segars, A. H., 2001) to set up discriminant validity. The analyses verified the discriminant validity of all the constructs, as shown in Table 4.

Table 4: Discriminant validity of Heterotrait-Monotrait Ratio (HTMT) (n=204)

Construct	AC	AD	CO	CP	ER	IR	OC	PG	RC	RP	SC	ST	SV	WC	WI
AC															
AD	0.743														
CO	0.689	0.739													
CP	0.678	0.728	0.795												
ER	0.795	0.799	0.795	0.793											
IR	0.737	0.656	0.635	0.763	0.756										
OC	0.733	0.762	0.666	0.714	0.883	0.650									
PG	0.828	0.566	0.622	0.658	0.704	0.679	0.649								

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RC	0.861 0.802 0.757 0.798 0.850 0.779 0.805 0.712
RP	0.895 0.739 0.682 0.665 0.747 0.729 0.806 0.746 0.838
SC	0.731 0.759 0.812 0.809 0.810 0.712 0.720 0.717 0.776 0.701
ST	0.745 0.700 0.824 0.793 0.804 0.750 0.779 0.805 0.827 0.802 0.880
SV	0.685 0.760 0.796 0.795 0.787 0.833 0.673 0.633 0.828 0.702 0.788 0.840
WC	0.639 0.674 0.682 0.766 0.750 0.793 0.613 0.613 0.694 0.658 0.764 0.800 0.853
WI	0.859 0.690 0.691 0.734 0.812 0.746 0.777 0.809 0.799 0.832 0.769 0.815 0.748 0.764

The Assessment of Structural Model

The structural equation model (SEM) assessment was performed to test hypotheses constructed corresponding to the conceptual research framework of this research. Table 5 and Figure 3 shows the results of the hypotheses testing of direct effect through the standardised path coefficients, t-values, p-values and the results. The paths OC → ER (β = 0.788; t = 25.982, p <0.001), AD → OC (β = 0.235; t = 2.020, p <0.05), RC → OC (β = 0.205; t = 2.305, p <0.05), RP → OC (β = 0.229; t = 2.304, p <0.05) and WI → OC (β = 0.196; t = 1.976, p <0.05) are found to be statistically significant. Thus, H1, H3, H4, H5, H14 are supported.

On the contrary, the other paths are found to be no significant with t-value < 1.65 for one-tailed t-test with a significance level of p < 0.05. Thus, H2, H6, H7, H8, H9, H10, H11, H12, H13 are rejected.

Table 5: Significance Of Direct Effects- Path Coefficients (N=204)

Hypothesis	Path	Beta value	SE	t-value	p-values	f2	VIF	Result
H1	AD → OC	0.235	0.117	2.020*	0.022	0.059	2.740	Supported
H2	AC → OC	-0.073	0.095	0.771	0.220	0.004	3.939	Not Supported
H3	RC → OC	0.205	0.089	2.305*	0.011	0.028	4.291	Supported
H4	RP → OC	0.229	0.099	2.304*	0.011	0.046	3.274	Supported
H5	WI → OC	0.196	0.099	1.976*	0.024	0.033	3.408	Supported
H6	PG → OC	-0.029	0.082	0.353	0.362	0.001	2.898	Not Supported
H7	CP → OC	0.112	0.085	1.317	0.094	0.011	3.421	Not Supported
H8	IR → OC	0.002	0.082	0.019	0.492	0.000	3.244	Not Supported
H9	SV → OC	-0.070	0.087	0.804	0.211	0.004	4.039	Not Supported
H10	WC → OC	-0.076	0.087	0.877	0.190	0.006	3.034	Not Supported
H11	CO → OC	-0.026	0.084	0.304	0.381	0.001	3.232	Not Supported
H12	SC → OC	0.045	0.099	0.453	0.325	0.002	3.479	Not Supported
H13	ST → OC	0. 0.004165	0.117	1.415	0.079	0.020	3.949	Not Supported

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H14	OC → ER	0.788	0.030	25.982***	0.000	1.639	1.000	Supported

Note: *p<0.05, t-value>1.645, **p<0.01, t-value>2.327, ***p<0.001, t-value>3.092 (One Tailed); SE: Standard Error

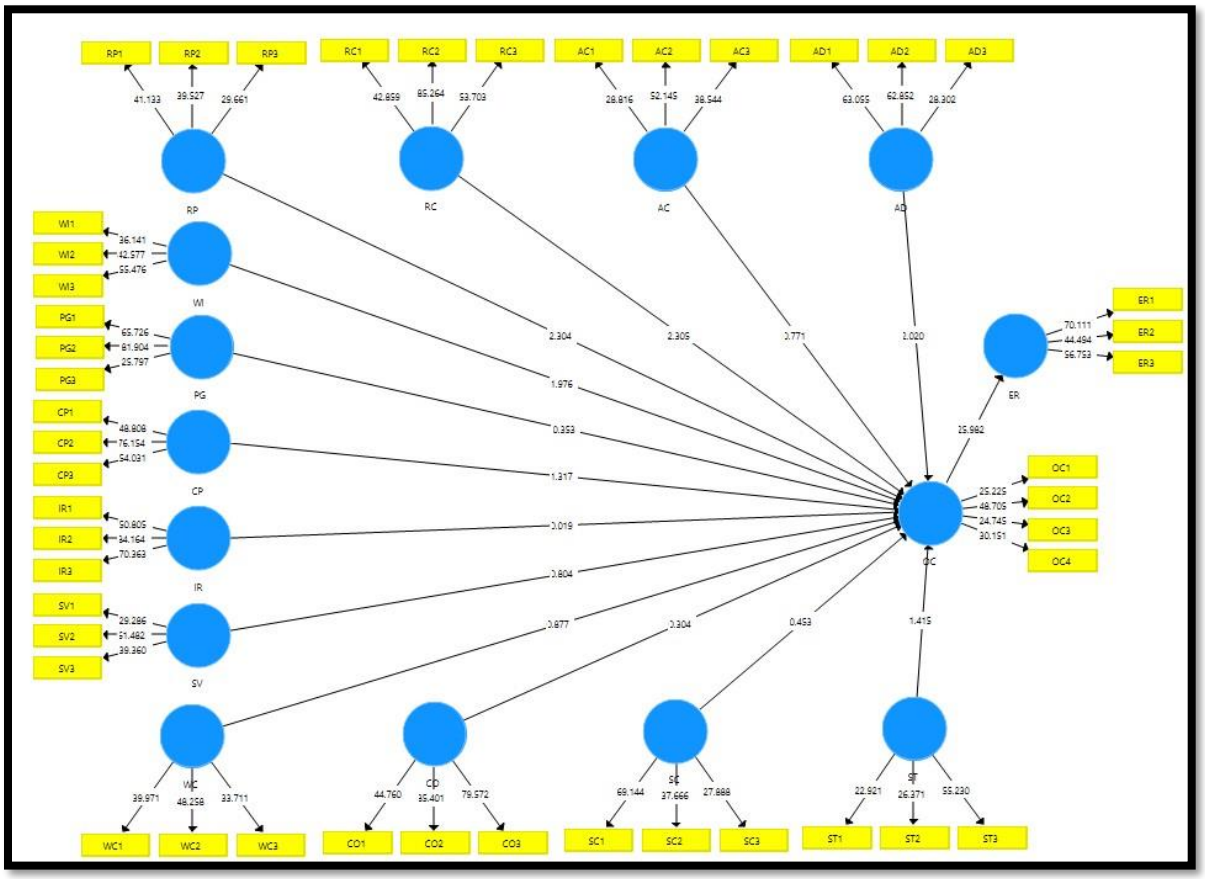

Figure 3: PLS Path Analysis of Value (n=204)

Results reveal that influence of organisational commitment (OC) on Employee Retention (ER) are significant and positive. And, influence of Advancement (AD), Recognition (RC), Responsibility (RP) and Work Itself (WI) on Organisational Commitment (OC) are also significant and positive.

In relation to the indirect effect, Table 6 shows the path coefficients and *t*-values of the data. The paths AD → OC → ER (β = 0.185; *t* = 2.080, *p* <0.05), RC → OC → ER (β = 0.162; *t* = 2.278, *p* <0.05), RP → OC → ER (β = 0.180; *t* = 2.265, *p* <0.05), and WI → OC → ER (β = 0.154; *t* = 1.980, *p* <0.05) are statistically significant. On the contrary, the other paths are found to have no significant with t value < 1.96 for two-tailed *t*-test with a significance level of *p* < 0.05. Thus, out of 13 hypotheses, 4 are supported and the other 9 are rejected. Hence, the Organisational Commitment (OC) mediates the relationship between Advancement (AD), Recognition (RC), Responsibility (RP) and Work Itself (WI) on Employee Retention (ER) of Generation Y in Malaysia's automation Industry.

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Table 6: Significance of Specific Indirect Effects- Path Coefficients (N=204)

Hypothrsis	Path	Beta Value	SE	t-Value	p-value	Result
H15	AD → OC →ER	0.185	0.089	2.080*	0.038	Supported
H16	AC → OC→ER	-0.058	0.076	0.761	0.447	Not Supported
H17	RC → OC → ER	0.162	0.071	2.278*	0.023	Supported
H18	RP → OC → ER	0.180	0.080	2.265*	0.024	Supported
H19	WI → OC → ER	0.154	0.078	1.980*	0.048	Supported
H20	PG → OC → ER	-0.023	0.066	0.348	0.728	Not Supported
H21	CP → OC → ER	0.088	0.069	1.284	0.199	Not Supported
H22	IR → OC → ER	0.001	0.065	0.019	0.985	Not Supported
H23	SV → OC → ER	-0.055	0.069	0.804	0.421	Not Supported
H24	WC → OC → ER	-0.060	0.069	0.873	0.383	Not Supported
H25	CO → OC → ER	-0.020	0.065	0.312	0.755	Not Supported
H26	SC → OC → ER	0.035	0.078	0.455	0.649	Not Supported
H27	ST → OC → ER	0.130	0.093	1.404	0.160	Not Supported

Note: *p<0.05, t-value>1.96, **p<0.01, t-value>2.58, (two tailed); SE: Standard Error

Henseler et.al (2015) also utilized Q^2 measure to assess the research model's capability to predict. Q^2 values larger than zero indicates that the exogenous constructs have predictive relevance for the endogenous construct (Hair, J. F., Ringle, C. M. & Sarstedt, M, 2011). When the value of Q^2 is zero or lower, it shown the absence of predictive relevance. The Table 7 shows the Q^2 of OC (Q^2=0.415>0) and Q^2 of ER (Q^2=0.478>0) have adequate predictive relevance.

Table 7: R-Square value and Q-Square value (n=204)

Endogenous Variable	R Square	R Square Adjusted	Q-Square
ER	0.621	0.619	0.478
OC	0.655	0.631	0.415

Discussion and Conclusion

The purpose of this research is to study determinant factors for Generation Y employee's retention in Malaysia's Automation Industry. Hence, the relationship between each Herzberg Motivation – Hygiene Factors toward employee retention of Generation Y in Malaysia's automation industry with organizational commitment as mediator are investigated.

The results from this provide a strong indication that organizational commitment positively influence retention of Generation Y employee in Malaysia's automation industry. This indicates that employee with higher levels of organizational commitment have a sense of

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belonging and identification with the organization, which in turn increases their desire to pursue the organization's target as well as their willingness to stay as a part of the organization. In addition, this study also shows that organizational commitment plays important role as the most immediate predictors of intention of employee to remain in organization. Since employees with low commitment to organization tends to quit, organization need to increase their employee's organisational commitment in order to secure their retention.

Apart from that, this study also shows that among 13 of Herzberg Motivation – Hygiene Factors only 4 factors found to have positive correlations with Organizational Commitment (OC) and they are Advancement (AD), Recognition (RC), Responsibility (RP) and Work Itself (WI). Among the main implication of that results is that when job role is weakly defined, organizational commitment of the worker may also be affected and eventually encourage high turnover. On the other hand, promotional opportunities will greatly enhance organizational commitment and depending on employee's perception on it, promotions can also instil loyalty.

Results from this study also supported the idea that level of responsibility and autonomy can also be used to influence commitment (Hyo Sun Jung & Hye Hyun Yoon, 2016). When a worker felt the work is meaningful, a higher level of commitment might also be achieved. Thus, in order to increased Generation Y employee's organizational commitment, organizations should focus on creating elements such as job enlargement, job enrichment, job rotation or job simplification in order to make employees feel that the work itself is interesting, varied, and possesses enough of a challenge to keep them motivated. Indirectly the results also suggested that organizational commitment can be enhanced with a chance of getting promotions and career advancement.

Looking into further relation to the findings, the study also confirms that none of the Herzberg Hygiene Factors are found to have positive correlations with Organizational Commitment (OC). Perhaps the results might be caused by some of the employees' demographic such as level of education and job position level. Employees that possess qualities such as demonstrated by respondents in this study may prioritise on intrinsic motivation factor instead of extrinsic factors.

Along with those outcomes, the study also has found that Organizational Commitment (OC) does mediates the relationship between Advancement (AD), Recognition (RC), Responsibility (RP) and Work Itself (WI) and Employee Retention (ER) of Generation Y employees of Malaysia's automation industry. In other words, in order to retain Generation Y employee in Malaysia's automation industry, organizations should work on ensuring the components of intrinsic motivation especially Advancement (AD), Recognition (RC), Responsibility (RP) and Work Itself (WI) are able to strengthen the commitment of their employees towards the organizations.

In conclusion, the need to retain talents is crucial for the success of a business organization especially in automation Industry which involve retaining of employees with higher level of technical knowledge in operation. At present, the automotive industry faces shortage of talent as they need to compete with well-known, multi-national companies (MNC) for talents. Thus, effectively retaining their current employees are important to sustain smooth operations and at the same time further attract, recruit and retain future talents.

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