

## Documents

Janon, N.S., Mohd Mahudin, N.D., Fauzi, F., Melati, P.H.

**The differences between perceived and actual generations of job-related attitudes: A new perspective for employee sustainability programme**

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**Abstract**

Studies on generational cohorts have commonly examined the differences between generations in job-related attitudes. However, research findings regarding the differences among generational cohorts of employees in Islamic banking institutions are still limited. In relation to this situation, the present study examines the differences, should there be, between generations; particularly between actual generational cohorts and perceived generational cohorts; of job-related attitudes that include organisational commitment, work ethics and turnover intention. It is hypothesised that both actual and perceived generational cohorts have significant differences in job-related attitudes. Two hundred and twenty-five staff from several Islamic banking institutions around Kuala Lumpur participated in the study. The results indicate that there are no generational differences in job-related attitudes when the generation is based on the actual year they were born. However, the differences between generational cohorts (i.e., traditionalists, baby boomers, Generation X and Generation Y) are significant when it is based on perceived generational cohorts. It is found that perceived generational cohorts have significant differences in turnover intention. Taking into consideration the findings from the present study on an individual's perception of their generation, it is strongly recommended that it be included in any employee sustainability programme. © Penerbit UMT.

**Author Keywords**

Gen X; Gen Y and turnover intention; Individual perception; Islamic banking institution

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