



**MODERATION MODEL OF GOAL MOTIVATION,
ORGANIZATIONAL COMMITMENT, AND ISLAMIC LEADERSHIP
AMONG GENERATION Y IN KLANG VALLEY, MALAYSIA**

By

MUHAMMAD ROZIEN ZAKWAN BIN AB RAHMAN

**Thesis Submitted to the School of Graduate Studies, Universiti Putra
Malaysia, in Fulfilment of the Requirements for the Degree of Doctor of
Philosophy**

January 2024

SPE 2024 57

All material contained within the thesis, including without limitation text, logos, icons, photographs and all other artwork, is copyright material of Universiti Putra Malaysia unless otherwise stated. Use may be made of any material contained within the thesis for non-commercial purposes from the copyright holder. Commercial use of material may only be made with the express, prior, written permission of Universiti Putra Malaysia.

Copyright © Universiti Putra Malaysia



Abstract of thesis presented to the Senate of Universiti Putra Malaysia in
fulfilment of the requirement for the Degree of Doctor of Philosophy

**MODERATION MODEL OF GOAL MOTIVATION,
ORGANIZATIONAL COMMITMENT, AND ISLAMIC
LEADERSHIP AMONG GENERATION Y IN KLANG
VALLEY, MALAYSIA**

By

MUHAMMAD ROZIEN ZAKWAN BIN AB RAHMAN

January 2024

Chairman : Amer Hamzah bin Jantan, PhD

School : Business and Economics

This study examines the relationships between goal motivation, organizational commitment, and Islamic leadership among Generation Y Malay Muslim employees in Klang Valley, Malaysia. It investigates how intrinsic and extrinsic goal motivations influence affective and continuance organizational commitment, respectively, and how Islamic leadership moderates these relationships. The study is particularly relevant due to the unique characteristics of Generation Y employees and the cultural context of Malaysia, where Islamic values play a significant role in shaping workplace behaviors.

Grounded in Social Exchange Theory, which emphasizes the reciprocal exchange between employees and their organization, the research integrates Locke and Latham's Goal Motivation and Cook and Wall's Organizational

Commitment with Islamic leadership principles as conceptualized by Abd Rahman Rahim. This is particularly relevant for Generation Y Malay Muslims, who may seek workplaces that align with their values.

A quantitative research design is employed, utilizing a cluster and purposive sampling method to collect data from 392 respondents via online platforms. Partial Least Squares Structural Equation Modeling (PLS-SEM) is used to analyze the data.

The findings reveal that intrinsic goal motivation significantly enhances affective organizational commitment, while extrinsic goal motivation significantly impacts the continuance organizational commitment. Islamic leadership positively moderates these relationships, amplifying the effects of both intrinsic and extrinsic motivations on organizational commitment.

The study offers theoretical and practical implications for enhancing employee motivation and commitment through culturally congruent leadership practices. However, the study acknowledges limitations related to cultural specificity, sample size and selection, reliance on self-reported data, cross-sectional design, and gender representation, which may affect the generalizability and interpretation of the findings. Future research should examine these relationships in diverse cultural contexts, consider longitudinal studies, and include a more diverse sample.

Keywords: Generation Y, Goal Motivation, Islamic Leadership, Organizational Commitment

SDG: GOAL 8: Decent Work and Economic Growth

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia
sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**MODEL MODERASI MOTIVASI MATLAMAT, KOMITMEN ORGANISASI, DAN
ISLAM KEPIMPINAN DALAM KALANGAN GENERASI Y DI LEMBAH KLANG,
MALAYSIA**

Oleh

MUHAMMAD ROZIEN ZAKWAN BIN AB RAHMAN

Januari 2024

Pengerusi : Amer Hamzah bin Jantan, PhD

Sekolah : Perniagaan dan Ekonomi

Kajian ini menyelidiki hubungan antara motivasi matlamat, komitmen organisasi, dan kepimpinan Islam dalam kalangan pekerja Generasi Y Melayu Muslim di Lembah Klang, Malaysia. Ia mengkaji bagaimana motivasi matlamat intrinsik dan ekstrinsik mempengaruhi komitmen afektif dan kesinambungan organisasi, dan bagaimana kepimpinan Islam memoderasi hubungan ini. Kajian ini amat relevan kerana ciri-ciri unik pekerja Generasi Y dan konteks budaya Malaysia, di mana nilai-nilai Islam memainkan peranan penting dalam membentuk tingkah laku di tempat kerja.

Berdasarkan Teori Pertukaran Sosial, yang menekankan pertukaran timbal balik antara pekerja dan organisasi mereka, kajian ini mengintegrasikan Motivasi Matlamat Locke dan Latham dan Skala Komitmen Organisasi oleh Cook dan Wall, dengan prinsip-prinsip kepimpinan Islam seperti yang dikonsepsikan oleh Abd Rahman Rahim.

Reka bentuk penyelidikan kuantitatif digunakan, menggunakan kaedah persampelan rawak kluster berkumpulan untuk mengumpul data daripada 392 responden melalui platform dalam talian. Partial Least Squares Structural Equation Modeling (PLS-SEM) digunakan untuk menganalisis data.

Hasil kajian menunjukkan bahawa motivasi matlamat intrinsik meningkatkan komitmen afektif organisasi secara signifikan, manakala motivasi matlamat ekstrinsik memberi kesan yang signifikan terhadap komitmen kesinambungan organisasi. Kepimpinan Islam secara positif memoderasi hubungan ini, menguatkan kesan motivasi intrinsik dan ekstrinsik terhadap komitmen organisasi.

Kajian ini menawarkan implikasi teori dan praktikal untuk meningkatkan motivasi dan komitmen pekerja melalui amalan kepimpinan yang sesuai dengan budaya. Walau bagaimanapun, kajian ini mengakui batasan berkaitan dengan kekhususan budaya, saiz dan pemilihan sampel, pergantungan pada data yang dilaporkan sendiri, reka bentuk keratan rentas, dan perwakilan jantina, yang mungkin mempengaruhi kebolehdapatan dan tafsiran penemuan. Kajian masa depan harus mengkaji hubungan ini dalam pelbagai konteks budaya, mempertimbangkan kajian membujur, dan melibatkan sampel yang lebih pelbagai.

Kata Kunci: Generasi Y, Kepimpinan Islam, Komitment Organisasi, Motivasi Matlamat

SDG: MATLAMAT 8: Pekerjaan Yang Sesuai dan Pembangunan Ekonomi

ACKNOWLEDGEMENTS

In the name of Allah, the Beneficent, the Merciful.

First and foremost, I praise Allah, the Almighty, on whom we depend for sustenance and guidance.

This research was undertaken at the School of Business and Economics, University Putra Malaysia, under the supervision of Prof. Amer Hamzah Bin Jantan. I express my deepest gratitude and appreciation to Prof. Amer Hamzah Bin Jantan for his support and guidance throughout my doctoral studies until completing my PhD thesis. I would also acknowledge the enthusiastic supervision of my supervisory committee members Dr. Ong Tze San and Dr. Nor Siah Binti Jaharuddin. I am really indebted and very grateful for their endless effort.

Last but most important, I am also grateful to my mother, Rokiah Binti Majid, sister Rozieyanahayu Binti Ab Rahman and my wife, Fatin Faseeha Binti Muhamad Salleh for their patience, support, and understanding. My thanks also go to my son Adam Yusuf and Daniyal Yusuf who permanently enlightened and inspired this journey.

This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

Prof. Amer Hamzah bin Jantan, PhD

Associate Professor
School of Business Economics
Universiti Putra Malaysia
(Chairman)

Ong Tze San, PhD

Associate Professor
School of Business and Economics
Universiti Putra Malaysia
(Member)

Nor Siah binti Jaharuddin, PhD

Senior Lecturer
School of Business and Economics
Universiti Putra Malaysia
(Member)

ZALILAH MOHD SHARIFF, PhD

Professor and Dean
School of Graduate Studies
Universiti Putra Malaysia

Date: 12 September 2024

TABLE OF CONTENTS

	Page
ABSTRACT	i
ABSTRAK	iii
ACKNOWLEDGEMENTS	v
DECLARATION	viii
TABLE OF CONTENTS	x
LIST OF TABLES	xiii
LIST OF FIGURES	xiv
LIST OF ABBREVIATIONS	xv

CHAPTER

1. INTRODUCTION

1.1	Introduction	1
1.2	Research background	1
1.3	Problem statement	7
1.4	Research questions	13
1.5	Research objectives	14
1.6	Significance of the study	15
1.7	Scope of the study	20
1.8	Definition of key terms	23
1.9	Chapter summary	24

2. LITERATURE REVIEW

2.1	Introduction	26
2.2	Defining Generation Y	26
2.3	Overview of motivation	33
2.4	Goal Motivation Theory	35
2.5	Overview of organizational commitment	46
2.6	Models of organizational commitment	47
2.7	Factors influencing organizational commitment among Generation Y employees	50
2.8	Islamic leadership	53
2.9	Integration of goal motivation, organizational commitment, and Islamic leadership	61
2.10	Research gap	66
2.11	Theoretical framework	71
2.12	Conceptual framework	76
2.13	Hypotheses development	82
2.14	Chapter summary	107

3. METHODOLOGY

3.1	Introduction	108
3.2	Research design	108
3.3	Survey procedure	119

3.4	Sampling design	123
3.5	Sample size	127
3.6	Development of research instrument	128
3.7	Rationale for variable selection	134
3.8	Pre-testing	136
3.9	Pre-testing process	137
3.10	Expert election	138
3.11	Pilot testing	139
3.11.1.	Respondents and their demographics	140
3.11.2.	Pilot testing process	142
3.12	Data collection strategy	142
3.13	Rationale for Generation Y Malay Muslim respondents	145
3.14	Rationale for geographic focus	147
3.15	Data collection process	148
3.16	Data analysis	153
3.16.1.	Descriptive statistics	154
3.16.2.	Reliability and validity assessment	154
3.16.3.	Structural Equation Modelling	155
3.16.4.	Assessment of path coefficients (Direct effects)	155
3.16.5.	Moderation analysis	156
3.16.6.	Assessment of coefficient of determination	156
3.16.7.	Assessment of the effect size	157
3.16.8.	Assessment of model fit	157
3.16.9.	Reporting and interpretation of results	158
3.17	Chapter summary	158
4.	DATA ANALYSIS, RESULTS AND DISCUSSION	
4.1	Introduction	160
4.2	Pre-testing	160
4.3	Pilot testing	161
4.3.1.	Assessment of reliability	162
4.3.2.	Assessment of construct validity	163
4.3.3.	Reliability analysis	163
4.3.4.	Construct validity: Exploratory Factor Analysis	165
4.3.5.	Discussion	166
4.4	Profile of the respondents	168
4.5	Multivariate Assumptions Analysis	171
4.6	Assessment of normality	172
4.7	Assessment of outliers	172
4.8	Assessment of validity	173
4.9	Assessment of reliability	174
4.10	Enhanced discussion	175
4.11	Integrating theoretical applications and recent literature	175
4.12	Descriptive statistics	177
4.13	Assessment of path coefficient (Direct effect)	180
4.14	Data analysis and interpretation	181
4.15	Discussion and theoretical applications	187
4.15.1.	Relating to past studies and theories	187

4.15.2.	Emphasis on Generation Y in Malaysia	189
4.15.3.	Integrating theories throughout the discussion	190
4.15.4.	Contextualizing the findings	191
4.16	Assessment of coefficient of determination (R^2)	191
4.16.1.	Coefficient of determination (R^2) values	192
4.16.2.	Relating coefficient of determination (R^2) results to past studies	194
4.17	Assessment of the effect size (f^2)	197
4.17.1.	Relating effect size (f^2) results to past studies	200
4.18	Analysis of the indirect effect (Moderation testing)	203
4.18.1.	Relating indirect effect (Moderation testing) results to past studies	206
4.19	Combined effects of goal motivation, organizational commitment, and Islamic leadership	209
4.19.1.	Data analysis	210
4.19.2.	Combined effects on affective commitment (h5a)	211
4.19.3.	Interpretation	211
4.19.4.	Relation to past studies	211
4.19.5.	H5b: Combined effects on continuance commitment	213
4.19.6.	Interpretation	214
4.19.7.	Relation to past studies	214
4.20	Chapter summary	215
5.	SUMMARY, CONCLUSION, IMPLICATION, AND RECOMMENDATIONS	
5.1	Introduction	217
5.2	Summary of the research	217
5.3	Conclusion of the research	221
5.4	Implications	226
5.4.1.	Theoretical implications	226
5.4.2.	Practical implications	227
5.5	Limitations of the study	228
5.6	Recommendations	230
5.7	Chapter summary	234
	REFERENCES	236
	APPENDICES	243
	BIODATA OF STUDENT	277
	LIST OF PUBLICATIONS	279

LIST OF TABLES

Table		Page
3.1	Suggestion for minimum sample size required	128
4.1	Demographic profile of respondents	169
4.2	Discriminant validity	174
4.3	Assessment of reliability	175
4.4	Descriptive statistic	177
4.5	Assessment of path coefficient	181
4.6	Coefficient of determination (R^2) values	192
4.7	Effect size (F^2) values	197
4.8	Analysis of the indirect effect	203
4.9	Combined effects on affective commitment (H5a)	210
4.10	Combined effects on continuance commitment (H5b)	210

LIST OF FIGURES

Figure		Page
2.1	Research framework	82
4.1	Demographic breakdown of the respondents	162



LIST OF ABBREVIATIONS

AC	Affective Commitment
AVE	Average Variance Extracted
CC	Continuance Commitment
COVID-19	Coronavirus Disease 2019
DOSM	Department of Statistics, Malaysia
EFA	Exploratory Factor Analysis
EGM	Extrinsic Goal Motivation
EL	Ethical Leadership
EM	Extrinsic Motivation
GM	Goal Motivation
HR	Human Resource
HRM	Human Resource Management
IGM	Intrinsic Goal Motivation
IL	Islamic Leadership
IM	Intrinsic Motivation
MBA	Master of Business Administration
NC	Normative Commitment
OC	Organizational Commitment
PBUH	Peace be upon him
PLS-SEM	Partial Least Squares Structural Equation Modelling
SEM	Structural Equation Modelling
SET	Social Exchange Theory
SL	Supportive Leadership

SMEs

Small And Medium Enterprises

TCM

Three-Component Model



CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter provides a comprehensive study overview, offering insights into the research interest, motivation, and anticipated contributions. It explains the background of the study, articulates the problem statement, and delineates the research aims and objectives. Additionally, it highlights the significance and scope of the study, defines key terms, and presents an outline of the research organization. This foundational chapter is designed to set the stage for a detailed exploration of the intricate relationships between Goal Motivation (GM), Organizational Commitment (OC), and Islamic Leadership (IL) within the context of Generation Y Malay Muslim employees in Klang Valley, Malaysia.

1.2 Research background

Generation Y individuals, born roughly between the early 1980s and the mid-1990s, represent a diverse cohort with distinct traits and preferences (Younas & Bari, 2020). In Malaysia, Generation Y constitutes a substantial portion of the workforce, particularly in urban areas like Klang Valley, bringing a fresh perspective to the workplace (Department of Statistics Malaysia, 2021).

The contemporary workforce landscape is witnessing a significant influx of Generation Y individuals, commonly referred to as millennials. Technologically savvy, culturally diverse, and ambitious, they bring a fresh perspective to the

workplace, characterized by a strong desire for career growth, flexibility, and meaningful work experiences (Weyland, 2021). With their unique characteristics, preferences, and attitudes, Generation Y employees are reshaping organizational dynamics, posing business challenges and opportunities.

Recent literature has highlighted the evolving dynamics of the workplace, particularly in the context of Generation Y employees in the Klang Valley, Malaysia. Studies by Tan & Lim (2023) and Wong et al. (2022) have highlighted the growing importance of proactive work behavior among Generation Y employees, especially in response to the rapid pace of technological advancement and globalization. These studies suggest that Generation Y employees strongly prefer autonomy, initiative, and innovation in the workplace, making proactive behavior a critical factor in driving organizational success and competitiveness.

Driven by a passion for success and personal development, Generation Y employees seek job opportunities that offer avenues for growth and advancement (Younas & Bari, 2020). They value flexibility in work arrangements and immediate feedback on their performance, reflecting their desire for autonomy and continuous learning (Winter & Jackson, 2016). However, their preferences for job attributes such as intrinsic and extrinsic rewards, job security, and career paths vary, influenced by individual aspirations and external factors (Smith & Galbraith, 2018).

As Generation Y integrates into the workforce alongside older generations, organizations wrestle with bridging the generational divide and fostering a cohesive work environment. Differences in work styles, communication preferences, and expectations between Generation Y and older colleagues can lead to tensions and misunderstandings (Anderson et al., 2021).

Moreover, conflicting portrayals of Generation Y add complexity to this dynamic. While some view them as civic-minded and socially conscious, others perceive them as materialistic and self-absorbed (Xander et al., 2022). In the Malaysian context, understanding the dynamics of Generation Y in the workplace is imperative for organizations striving to attract, engage, and retain top talent. This understanding is particularly crucial in the Klang Valley, a region characterized by rapid economic growth, cultural diversity, and a burgeoning young workforce. As organizations grapple with managing a multigenerational workforce, comprehending Generation Y employees' unique needs and expectations becomes paramount.

Effective human resource management (HRM) practices are pivotal in addressing these challenges. HRM encompasses a wide range of activities aimed at to maximize of human capital within organizations. These activities include recruitment and selection, training and development, performance management, and employee relations. In Generation Y's context, HRM practices must be tailored to align with their distinct preferences and motivations. For instance, research suggests that Generation Y employees value opportunities for skill development, career advancement, and work-life

balance (Ng et al., 2020). Therefore, HRM strategies prioritizing these aspects will likely be more effective in attracting and retaining Generation Y talent.

Motivation is a cornerstone of employee performance and engagement. Recent research by Johnson et al. (2023) highlights the critical role of intrinsic motivation (IM) in driving employees to go above and beyond their formal job requirements. OC, defined as employees' psychological attachment to their organization, emerges as a critical factor in retaining Generation Y talent (Farrukh et al., 2019). However, concerns have been raised regarding the declining levels of commitment among Generation Y employees, as evidenced by Deloitte's (2021) findings indicating a growing propensity to leave employers within a short timeframe.

Understanding OC from theoretical perspectives such as the Social Exchange Theory (SET) and GM adds depth to our analysis. The SET posits that individuals engage in a continuous exchange process with their organizations, expecting reciprocal benefits in return for their contributions (Blau, 1964). For Generation Y employees, this theory sheds light on the reciprocal nature of their relationship with the organization, emphasizing the importance of fulfilling mutual obligations to maintain commitment and engagement.

GM theory, pioneered by Locke & Latham (1990), emphasizes the role of clear and challenging goals in driving employee performance and engagement. By incorporating GM theory into organizational practices, businesses can

empower Generation Y employees to pursue meaningful objectives aligned with organizational goals.

The SET offers a framework for understanding Generation Y employees' commitment to the organization. As they invest their resources in the form of hard work and dedication, they expect reciprocal benefits in the form of career advancement, job security, and a supportive work environment (Cropanzano & Mitchell, 2005). Organizations that fail to fulfill these expectations risk eroding the trust and commitment of their employees, leading to higher turnover rates and decreased performance.

Leadership also plays a pivotal role in shaping OC and employee retention. Effective leadership practices that inspire trust, foster communication, and provide growth opportunities are essential for cultivating a committed workforce (Garcia & Wang, 2024). Nevertheless, challenges persist in aligning leadership practices with the preferences and expectations of Generation Y employees. In the Malaysian context, IL principles, which emphasize ethical behavior, justice, fairness, compassion, and servant leadership, may resonate strongly with Generation Y employees, particularly among Malay Muslims (Beekun & Badawi, 2005). By incorporating IL practices into their organizational culture, businesses can foster a sense of belonging and alignment with shared values, thereby enhancing OC and employee engagement (Ahmed & Mohammed, 2020).

IL, which emphasizes principles such as justice, fairness, compassion, and servant leadership, may serve as a significant moderator in this relationship. Leaders who adopt IL practices are expected to inspire and motivate their followers through ethical and moral principles derived from Islamic teachings (Abdul Wahab et al., 2017). These leaders are also expected to create a supportive and inclusive work environment that fosters trust, cooperation, and commitment among employees.

The integration of IL into the study of GM and OC offers a unique perspective that takes into account the cultural and religious values prevalent in many Muslim-majority societies. By examining how IL practices moderate the relationship between GM and OC, researchers can gain insights into the role of faith-based leadership in shaping employee attitudes and behaviors within organizations.

In conclusion, understanding the dynamics of Generation Y in the workplace is imperative for organizations striving to navigate the complexities of a multigenerational workforce. This study aims to delve into these intricate relationships by examining how GM, OC, and IL interact to influence the behavior and attitudes of Generation Y Malay Muslim employees in Klang Valley, Malaysia. By understanding these dynamics, organizations can develop tailored HRM strategies and leadership practices that cater to this demographic's unique needs and expectations, ultimately fostering a more engaged, committed, and productive workforce.

1.3 Problem statement

The contemporary workforce is undergoing significant transformation with the rise of Generation Y, also known as Millennials. This generation, characterized by distinctive values, expectations, and technological proficiency, presents opportunities and challenges for organizations (Ng et al., 2020). In Malaysia, Generation Y constitutes a substantial workforce, especially in urban areas like Klang Valley. Understanding and addressing their needs and motivations is crucial for organizational success (Department of Statistics Malaysia, 2021).

While some studies have explored aspects of Generation Y's workplace dynamics, such as technological proficiency and work-life balance, there is a notable gap in research on the nuanced interplay between their GM, OC, and the influence of IL (Wolters & Loew, 2021). Recent research highlights a deficiency in studies focusing on Generation Y employees' career aspirations and developmental needs, particularly in rapidly changing industries (Jones & Hoxsey, 2020). This gap poses significant challenges for organizations striving to attract, engage, and retain Generation Y talent.

The existing literature often lacks a comparative perspective on how Generation Y differs from previous generations and how these differences influence organizational dynamics. Although some studies have compared Generation Y to older cohorts, such as Baby Boomers and Generation X, these comparisons are often limited and fail to capture the complexities of intergenerational interactions and conflicts in the workplace (Nguyen & Ryan,

2022). A comparative lens is essential to understand the unique challenges and opportunities posed by Generation Y's workforce entry and to provide actionable insights for fostering intergenerational collaboration and cohesion.

In the broader context of Human Resource Management (HRM), Generation Y's evolving expectations and unique traits necessitate a re-evaluation of traditional motivation and leadership theories. Traditional perspectives on motivation and its antecedents have shifted significantly due to transformational changes in the work landscape, technological advancements, and evolving workforce expectations, particularly among Generation Y employees (Klewes & Wreschniok, 2020; Grant, 2020). Recent studies emphasize the need for flexible work arrangements and continuous learning opportunities to meet Generation Y's preferences, but their efficacy in the local context remains underexplored (Tan & Lim, 2023). Investigating the motivational drivers and preferences specific to Generation Y in different organizational settings is essential, as these factors significantly influence job satisfaction, OC, and overall performance (Alsuaibi et al., 2020).

As Locke and Latham (1990) proposed, integrating GM into these frameworks can elucidate how specific goals and motivational strategies impact Generation Y's engagement and performance. Recent studies, such as those by Klein et al. (2020), have emphasized the importance of goal setting in enhancing employee motivation and performance, particularly in dynamic work environments. Additionally, research by Gagné and Deci (2020) has highlighted the role of IM and extrinsic motivations (EM) in shaping employee

attitudes and behaviors, suggesting that goal clarity and challenge are critical for fostering commitment and job satisfaction among Generation Y employees. Furthermore, recent findings by Latham and Seijts (2021) underscore the necessity of aligning organizational goals with individual values to enhance overall engagement and performance, especially for younger employees who seek meaningful and purpose-driven work.

Recent data underscores the urgency of addressing these gaps. A PwC survey (2023) revealed that 17% of Malaysians will likely seek new employment within the next 12 months, while 32% will likely request a raise or promotion. Additionally, 63% of Malaysians prefer a hybrid work model, combining remote and in-person work, highlighting the critical importance of workplace flexibility. These statistics indicate a workforce in flux, driven by a desire for better opportunities and a more balanced work environment. The traditional perspectives on motivation and its antecedents have undergone significant shifts due to these transformational changes in the work landscape, technological advancements, and evolving expectations (Klewes & Wreschniok, 2020; Grant, 2020).

Cook & Wall's (1980) work on GM highlights the need to understand how specific, challenging goals can enhance motivation and commitment among Generation Y employees. Despite extensive research supporting the link between goals and performance, there is a lack of studies connecting GM with OC (Sides & Cuevas, 2020). The dichotomous view of motivation fails to capture the complexity of organizational motivational processes. Recent

research emphasizes considering various motivational factors, such as task significance, autonomy, mastery, and purpose, which are central to SET (Ryan & Deci, 2020). These motivational factors may interact differently with different dimensions of OC, including affective commitment (AC), continuance commitment (CC), and normative commitment (NC).

Despite growing recognition of leadership's influence on OC, there remains a gap in understanding the specific role of IL within this dynamic interplay (Al-Emadi, 2023). Existing theories like SET and IL provide valuable insights into individual constructs. However, there is a theoretical gap in integrating these theories to understand the nuanced relationships among GM, OC, and IL within the Generation Y context (Jackson & Ruderman, 2019; Bass, 1985). While SET analyzes the reciprocal relationship between employees and organizations in terms of rewards and obligations (Blau, 1964), and IL emphasizes inspirational leadership's impact on employee motivation and commitment (Abd Rahman, 2018), there is a scarcity of research explicitly addressing Malaysia's cultural and religious context, where Islamic values and principles significantly shape workplace attitudes and behaviors (Ahmad, 2019).

The impact of non-materialistic factors such as work-life balance, organizational culture, ethical leadership (EL), and social impact on the "great resignation" has been confirmed by Kuzior et al. (2023). The Deloitte Global Millennial Survey (2021) indicates that 53% of Generation Y employees are likely to leave their current employers within two years, with 44% making

career decisions based on organizational ethics. A global survey by Kelly Services (2023) involving 120,000 multinational employees found that dissatisfaction with leadership behavior drives turnover intentions among 43% of respondents. Similarly, a survey by The Malaysian Reserve (2023) suggests that dissatisfaction with leadership is a significant concern in Malaysia, leading to various counterproductive behaviors and voluntary turnover.

The contextual factors, geography, and cultural dynamics significantly influence organizational behavior, particularly in Malaysia's Klang Valley. This region, characterized by its rapid urbanization and economic development, is a melting pot of diverse cultural and ethnic backgrounds, including a significant Malay Muslim population (Department of Statistics Malaysia, 2021). The unique cultural fabric of Klang Valley necessitates a nuanced understanding of how cultural values, religious beliefs, and social norms shape workplace attitudes and behaviors. For instance, Islamic values profoundly impact leadership styles and employee expectations, emphasizing ethical conduct, justice, and community welfare (Abdullah, 2020). The integration of these cultural and religious elements into organizational practices can enhance employee motivation and commitment, but it also presents challenges in aligning traditional organizational goals with these values (Ahmad et al., 2021).

The geography and socio-economic conditions of Klang Valley also contribute to the distinctive work environment experienced by Generation Y employees. Urban centers like Kuala Lumpur and Petaling Jaya are characterized by high living costs, competitive job markets, and fast-paced lifestyles, influencing job

satisfaction and retention rates (Tan & Lim, 2023). The demand for hybrid work models, as highlighted by the PwC survey (2023), reflects the need for flexibility and work-life balance in this bustling region. However, the disparity in infrastructure and resources between urban and suburban areas can create inequities in access to opportunities and benefits, further complicating employee engagement and OC (Yusoff et al., 2022). Addressing these geographic and cultural factors is crucial for developing effective HRM strategies that resonate with the local workforce, particularly for Generation Y employees who prioritize EL, meaningful work, and flexible work arrangements (Ng et al., 2020; Ahmad et al., 2021).

This study is imperative due to the evolving and distinct needs of Generation Y employees and the gaps in current research. The issues addressed in this study are recent and relevant, reflecting the current workforce dynamics and challenges faced by organizations in Malaysia. Longitudinal studies are necessary to track generational differences in career trajectories, job attitudes, and leadership preferences over time (Smith & Johnson, 2021). Despite similar dynamics being explored in other cultural contexts, research addressing the unique cultural and organizational characteristics of Klang Valley's business environment is limited (Lee & Chen, 2023).

This study aims to contribute to understanding the interactions among GM (Cook & Wall, 1980), OC (Locke & Latham, 1990), and IL (Abd Rahman, 2017) among Generation Y Malay Muslim employees in Klang Valley, Malaysia. It seeks to explore the moderated model of GM, OC, and IL. Specifically, the

research will examine how intrinsic goal motivations (IGM) and extrinsic goal motivations (EGM) influence affective and continuance OC and how IL moderates these relationships. The goal is to provide valuable insights into the factors that shape employee behavior and attitudes within this specific demographic and cultural context, offering practical strategies for organizations to enhance employee engagement and retention.

1.4 Research questions

1. How does intrinsic goal motivation influence affective organizational commitment among Generation Y Malay Muslim employees in Klang Valley, Malaysia?
 - a. To what extent does intrinsic goal motivation lead to a stronger emotional attachment to the organization?
 - b. How does Islamic leadership moderate the relationship between intrinsic goal motivation and affective organizational commitment?
2. How does extrinsic goal motivation affect the continuance of organizational commitment among Generation Y Malay Muslim employees in Klang Valley, Malaysia?
 - a. To what extent does extrinsic goal motivation increase the continuance of organizational commitment due to the perceived benefits of staying with the organization?
 - b. How does Islamic leadership moderate the relationship between extrinsic goal motivation and continuance of organizational commitment?

3. How do intrinsic and extrinsic goal motivations, when combined, influence organizational commitment among Generation Y Malay Muslim employees in Klang Valley, Malaysia?
 - a. How does the combined effect of intrinsic and extrinsic goal motivation impact affective organizational commitment, and how is this relationship moderated by Islamic leadership?
 - b. How does the combined effect of intrinsic and extrinsic goal motivation impact continuance organizational commitment, and how is this relationship moderated by Islamic leadership?

1.5 Research objectives

1. To examine the influence of intrinsic goal motivation on affective organizational commitment among Generation Y Malay Muslim employees in Klang Valley, Malaysia.
 - a. To determine the extent to which intrinsic goal motivation leads to a stronger emotional attachment to the organization.
 - b. To investigate the moderating effect of Islamic leadership on the relationship between intrinsic goal motivation and affective organizational commitment.
2. To analyze the effect of extrinsic goal motivation on continuance organizational commitment among Generation Y Malay Muslim employees in Klang Valley, Malaysia.
 - a. To assess the extent to which extrinsic goal motivation increases continuance organizational commitment due to the perceived benefits of staying with the organization.
 - b. To examine the moderating effect of Islamic leadership on the relationship between extrinsic goal motivation and continuance organizational commitment.

3. To explore the combined effects of intrinsic and extrinsic goal motivations on organizational commitment among Generation Y Malay Muslim employees in Klang Valley, Malaysia.
 - a. To evaluate how the combined effect of intrinsic and extrinsic goal motivation impacts affective organizational commitment and the moderating role of Islamic leadership in this relationship.
 - b. To evaluate how the combined effect of intrinsic and extrinsic goal motivation impacts continuance organizational commitment and the moderating role of Islamic leadership in this relationship.

1.6 Significance of the study

This study holds significant theoretical and practical implications for the field of organizational behavior and human resource management, particularly within the Malaysian landscape. Recent research by Ali & Rahman (2023) emphasizes the need for comprehensive investigations into the combined effects of these factors on employee behavior and organizational outcomes. Recent studies by Lee & Chen (2023) have highlighted the importance of understanding these constructs in specific cultural and organizational contexts, underscoring the need for research that bridges these gaps delving into these interconnected dynamics. The study aims to contribute to the existing body of knowledge and offer actionable insights for practitioners and policymakers.

This study is among the first to integrate IL principles into GM and OC framework, shedding light on the culturally relevant leadership practices and their impact on employee attitudes and behaviors. The unique business environment of the Klang Valley requires culturally sensitive and contextually appropriate insights (Jackson & Ruderman, 2019). Given the region's

multicultural and religiously diverse nature, understanding the role of IL in fostering OC and engagement is imperative for organizations seeking to foster inclusive and values-driven workplaces (Ahmad & Mohd, 2024). By focusing on variables relevant to this context, such as IL, researchers can provide organizations in the region with the knowledge needed to effectively address the needs of their workforce (Ali & Rahman, 2023).

This study is focused on Generation Y, offering valuable insights into their workplace behavior and preferences essential for organizations aiming to gain a competitive edge in today's competitive business landscape. Recent studies by Anderson et al. (2023) highlight the importance of understanding factors influencing employee engagement, commitment, and performance to enhance organizational agility, innovation, and long-term sustainability.

This study applies SET to the Malaysian context, examining how the reciprocal exchange between employees and organizations, influenced by GM and IL, shapes OC. Investigating factors such as GM, OC, and IL can help develop tailored strategies to attract, engage, and retain top talent within the Klang Valley, strengthening their industry position (Ali & Rahman, 2023). By investigating these determinants, researchers can contribute to creating work environments conducive to positive employee experiences and psychological health among Generation Y workers in the Klang Valley (Raykova et al., 2022).

The results of this study will offer valuable insights for managers and HR practitioners in Malaysia to develop more effective strategies for motivating

and retaining Generation Y employees. By understanding the distinct roles of IM and EM and the moderating effect of IL, organizations can tailor their approaches to enhance employee engagement and commitment. Research indicates that understanding and optimizing employee motivation, commitment, and leadership are essential for enhancing organizational effectiveness (Meyer et al., 1989; Bass, 1985). Motivated and committed employees experience higher levels of job satisfaction, well-being, and fulfillment (Mathieu & Zajac, 1990)., ultimately providing organizations with a competitive edge (Jaramilloa, Mulki & Marshall, 2005).

The study also focuses on IL and offers practical guidance for developing leadership practices that align with the cultural and religious values of the Malaysian workforce in the Klang Valley. By adopting leadership styles that emphasize ethical behavior, justice, and support, organizations can create a positive work environment that resonates with the values and expectations of Generation Y Malay Muslims. Recent literature by Garcia & Wang (2023) emphasizes the role of inclusive leadership approaches in creating a harmonious work environment that aligns with the cultural values and beliefs of employees, ultimately contributing to higher levels of employee engagement and commitment. By promoting cultural understanding and inclusivity, the study paves the way for organizations to build diverse and inclusive workplaces where employees feel valued, respected, and motivated to perform at their best.

The findings from the study can inform policy decisions related to talent management, leadership development, and workplace diversity in Malaysia. By understanding their distinct needs and preferences, policymakers can create more impactful policies and programs to support Generation Y Malay Muslims' career development and well-being. Taylor & Brown (2022) underscores the significance of evidence-based insights to implement effective leadership strategies, motivational techniques, and organizational practices that promote a positive work environment and drive organizational success. Through empirical evidence and practical recommendations, the study provides decision-makers with the tools and knowledge necessary to enhance organizational performance and competitiveness in today's dynamic business landscape.

Recent trends in the Malaysian workforce underscore the urgency of addressing the research problem. The COVID-19 pandemic has significantly impacted the workplace, leading to increased stress, burnout, and turnover intentions among employees, particularly those in Generation Y (Kelly Services, 2023). Additionally, concerns regarding mental health and well-being in the workplace have gained prominence, underscoring the need for organizations to prioritize employee welfare and support systems (Lim et al., 2022).

Moreover, the rise of remote work and the increasing demand for flexibility have further highlighted the need for organizations to adapt their management practices to meet the evolving needs of their workforce (PwC, 2023).

According to Lee & Tan (2023), the pandemic has accelerated the adoption of remote work arrangements and heightened the importance of digital skills among employees, presenting opportunities and challenges for organizations. It is crucial to recognize that workforce dynamics continue to evolve rapidly, influenced by technological advancements, changing societal norms, and global events such as the COVID-19 pandemic (Smith et al., 2023).

In the Malaysian context, the "Great Resignation" phenomenon, where employees voluntarily leave their jobs in large numbers, has become a pressing concern for organizations (Kuzior et al., 2023). This trend is particularly pronounced among Generation Y employees seeking more meaningful work, better work-life balance, and EL (Kelly Services, 2023).

Furthermore, recent surveys indicate that dissatisfaction with leadership is a significant issue in Malaysia, leading to counterproductive behaviors and voluntary turnover (Malaysian Reserve, 2023). A global survey (Kelly Services, 2023) involving 120,000 multinational employees found that dissatisfaction with leadership behavior was the main factor driving turnover intentions among 43% of respondents.

By addressing this research gap, the study aims to provide valuable insights into the factors influencing employee motivation, organizational commitment, and leadership effectiveness, explicitly focusing on Generation Y employees in the Klang Valley. The findings will contribute actionable insights to inform their strategic decision-making processes for organizations, ultimately

enhancing employee engagement, retention, and overall organizational performance in a dynamic and competitive business environment.

1.7 Scope of the study

This study investigates the intricate relationships between GM, OC, and IL among Generation Y Malay Muslim employees in Klang Valley, Malaysia. The geographical scope is confined to organizations operating within the Klang Valley, encompassing Kuala Lumpur, Selangor, and surrounding areas. The Klang Valley is chosen because it is a prominent business hub in Malaysia, characterized by a diverse and dynamic economic landscape that provides a fertile ground for examining various organizational behaviors and practices (Tawfik et al., 2023).

The industry focus spans multiple sectors, including technology, finance, healthcare, manufacturing, and services. This diversity allows for a comprehensive exploration of organizational dynamics across different industries, facilitating a better understanding of how GM, OC, and IL manifest in varied contexts (Abdul et al., 2022). By examining a broad spectrum of industries, the study aims to uncover sector-specific insights while also identifying common patterns and themes that transcend industry boundaries.

Demographically, the study centers on Generation Y Malay Muslims, who form a significant portion of the workforce in Malaysia. Born between the early 1980s and the mid-1990s, their familiarity with digital technologies

distinguishes this cohort, their preference for work-life balance, and their desire for meaningful and engaging work experiences (Chan et al., 2021). Focusing on Generation Y Malay Muslims is critical, as understanding their unique motivational drivers and commitment levels can provide valuable insights for enhancing organizational practices and leadership strategies. This demographic's cultural and religious background adds an essential dimension to the study, highlighting the role of Islamic values in shaping workplace behaviors and attitudes.

The study includes organizations of varying sizes, from small startups to large multinational corporations. This inclusive approach captures a wide range of organizational structures and cultures, enabling a nuanced analysis of how different organizational environments influence the interplay between GM, OC, and IL (Lee et al., 2023). By considering the size and scale of organizations, the research can identify specific challenges and opportunities that different types of organizations face in fostering employee engagement and commitment.

Temporally, the study adopts a cross-sectional design, focusing on the current organizational dynamics within the Klang Valley. While the cross-sectional approach provides a snapshot of the existing relationships and patterns, it also acknowledges the potential for future longitudinal research to track changes over time and explore the evolution of these dynamics (Tan et al., 2024). This temporal scope is crucial for understanding the present state of employee motivation and commitment, offering a baseline for future comparative studies.

Conceptually, the primary focus of the study is on exploring the interplay of GM, OC, and IL within organizations. By delving into these constructs, the research aims to uncover their implications for employee engagement and performance. Integrating IL principles, which emphasize ethical behavior, justice, and support, offers a culturally relevant perspective that enriches the existing literature on leadership and organizational behavior (Hassan et al., 2023).

Methodologically, the study employs a quantitative approach, utilizing structured surveys to collect data from sample of 392 respondents. This method enhances the depth and richness of the research findings by providing robust statistical evidence to support the hypotheses (Lim et al., 2023). Using validated measurement instruments, such as the GM, OC, and IL Questionnaire, ensures the reliability and validity of the data collected.

In summary, the scope of this study is meticulously tailored to provide nuanced insights into organizational dynamics, employee experiences, and leadership practices within the unique context of the Klang Valley. By focusing on specific geographic, demographic, and conceptual parameters, particularly the distinctive characteristics of Generation Y Malay Muslims, the research aims to offer actionable recommendations for organizational enhancement. It contributes to the broader literature on leadership and organizational behavior by integrating culturally specific leadership principles with established

motivational theories, ultimately aiming to foster a committed and motivated workforce in Malaysia.

1.8 Definition of key terms

Generation Y Malay Muslims are the focus due to their significant presence in the Malaysian workforce. Generation Y, also known as Millennials, refers to individuals born between the early 1980s and the mid-1990s to early 2000s. This cohort is characterized by their familiarity with digital and electronic technology, having grown up during the rapid advancement of the Internet and mobile communication (Oxford Language, 2022). Millennials are often noted for their values of work-life balance, desire for meaningful work, and preference for collaborative and inclusive work environments (Ng et al., 2010).

In this study, GM is operationalized as IM and EM, exploring how these different motivational drivers influence OC among Generation Y Malay Muslims. GM, as articulated by Locke and Latham (2007), posits that goals are the immediate regulators of behavior, directing attention, effort, and action toward achieving specific outcomes. This concept emphasizes the importance of goal setting in enhancing performance and motivation, suggesting that clear, challenging, and attainable goals can significantly influence employee behavior and organizational effectiveness.

In this study, OC is operationalized as AC and CC, examining how these dimensions are influenced by GM and IL. It serves as the primary outcome

variable, capturing the extent to which employees are dedicated and loyal to their organization. OC refers to the psychological attachment and loyalty of employees towards their organization. It encompasses the employees' belief in and acceptance of the organization's goals and values, their willingness to exert effort on behalf of the organization, and their desire to maintain membership in the organization (Meyer & Allen, 1991). This construct is critical in understanding employees' intentions to stay with an organization and their overall engagement and productivity (Calisir et al., 2011).

In this study, IL is examined as a potential moderator of the relationship between GM and OC, particularly its impact on Generation Y Malay Muslim employees who may resonate with its ethical and supportive principles. IL is founded on principles of moderation, balancing authority with consultative decision-making (shura) and ethical conduct (Abd Rahman Rahim, 2017). This leadership approach neither endorses authoritarianism nor permits absolute freedom, but rather emphasizes justice (adl), trustworthiness (amanah), and mutual consultation. It aims to foster a just and harmonious organizational environment by integrating spiritual values with practical leadership strategies (Beekun & Badawi, 1999).

1.9 Chapter summary

This study focuses on how GM, OC, and IL intersect among Generation Y Malay Muslim employees in Klang Valley, Malaysia. It emphasizes the importance of understanding this demographic due to their increasing

workforce presence and unique characteristics. The chapter highlights the lack of research in understanding the specific motivational drivers and commitment patterns of Generation Y in Malaysia, especially in the context of IL. It outlines the research problem by pointing out the absence of empirical research on this topic and its potential impact on organizations. The chapter emphasizes the study's significance in contributing to theoretical knowledge, informing practical strategies for managing Generation Y employees, and influencing policy decisions. It concludes by articulating the research questions and objectives, setting the stage for the subsequent chapters.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The literature search for this study was conducted using a narrative approach rather than a systematic review. The decision to employ a narrative approach was made based on several factors. Firstly, given the exploratory nature of this study and the multidisciplinary nature of the research topic, a narrative review was deemed more appropriate for providing a comprehensive overview of existing literature and identifying key themes, theories, and gaps (Greenhalgh et al., 2005; Popay et al., 2006). Additionally, a narrative approach allowed for flexibility in incorporating diverse sources of information, including theoretical frameworks, empirical studies, and industry reports, contributing to a more holistic understanding of the research area (Grant & Booth, 2009; Baumeister & Leary, 2017). While a systematic review would have provided a more rigorous and structured synthesis of the literature, it was determined that a narrative approach better suited the objectives of this study by offering flexibility and depth in exploring the complexities of the topic (Hannes et al., 2010).

2.2 Defining Generation Y

Generation Y, commonly called Millennials, includes individuals born between the early 1980s and the mid-1990s to early 2000s. This cohort has become a

dominant force in the global workforce, prompting extensive research into workplace behaviors, motivations, and OC. Understanding these aspects is crucial for organizations aiming to attract, retain, and engage Millennial employees. This literature review synthesizes existing research on Generation Y's workplace motivations, OC, and the interplay between GM and IL. It offers insights into their unique characteristics and implications for management practices as presented in Appendix A.

Generation Y (Millennials) and Generation X exhibit distinct differences in values, work habits, and communication preferences. Generation Y, born between 1981 and 1996, values flexibility, work-life balance, and purpose-driven work environments. They are often characterized by their technological proficiency and preference for digital communication. In contrast, Generation X, born between 1965 and 1980, places a higher emphasis on job security, independence, and face-to-face communication. They often demonstrate a strong work ethic and a pragmatic career approach (Twenge & Campbell, 2020; Ng & McGinnis Johnson, 2020). These generational differences influence workplace dynamics, with Generation Y favoring collaborative and innovative workspaces, while Generation X leans towards structured and stable environments. The differences are presented in Appendix B and C.

Generation Y is often characterized by its technological savviness, preference for flexibility, and desire for work-life balance. Raised in an era of rapid technological advancement, Millennials are digital natives who are comfortable with various digital tools and platforms (Twenge, 2010; Stacho et al., 2020).

This technological proficiency influences their expectations for workplace communication and collaboration.

Millennials also prioritize work-life balance, seeking flexible work arrangements to balance professional and personal commitments (Smith & Nichols, 2015). This generation values experiences over material possessions, translating into a preference for jobs that offer opportunities for personal and professional growth, meaningful work, and a supportive work environment (Ng et al., 2010).

Several critical factors influence Generation Y employees' motivation, including intrinsic and extrinsic motivators. Intrinsically, Millennials are driven by a sense of purpose and the desire to make a meaningful impact through their work (Deal et al., 2010). They seek roles that align with their values and provide continuous learning and development opportunities.

Millennials are highly motivated by work that offers personal fulfillment and aligns with their values. In addition, Millennials are also more likely to seek jobs that provide a sense of purpose and the opportunity to contribute to societal or environmental causes (Twenge, 2010). This aligns with research that found that Millennials are mainly motivated by an organization's commitment to social and environmental responsibility (Deloitte, 2023). The desire for meaningful work often outweighs traditional extrinsic rewards such as salary and job security.

Furthermore, personal and professional growth opportunities are significant intrinsic motivators for Millennials. They value continuous learning and development and seek out employers who provide training and development programs (Ng et al., 2010). This generation's focus on personal development can be linked to their upbringing in a highly competitive educational environment where achievements and skills development are emphasized.

Extrinsic motivators, such as recognition, feedback, and financial rewards, are crucial in motivating Generation Y employees. Millennials value regular, constructive feedback and seek recognition for their accomplishments (Myers & Sadaghiani, 2010). This generation appreciates immediate feedback, which aligns with their experience of growing up in a digital age where information and responses are instantaneous.

While not the primary motivator, financial rewards are still important to Millennials. Competitive salaries, performance bonuses, and benefits packages are essential components of their motivation. However, flexible work arrangements, such as remote work options and flexible hours, are increasingly becoming critical extrinsic motivators (Bailey et al., 2023). These arrangements support their desire for work-life balance and reflect their preference for non-traditional work environments.

OC among Generation Y employees is influenced by job satisfaction, organizational culture, and alignment with personal values. Millennials are more likely to remain committed to organizations that offer supportive and

inclusive work environments, opportunities for growth, and alignment with their ethical and social values (Ng et al., 2010).

Job satisfaction plays a crucial role in fostering OC among Millennials. Studies indicate that when Millennials are satisfied with their jobs, they are more likely to exhibit higher levels of OC and lower turnover intentions (Ertas, 2015; Ali & Kaur, 2022). Factors contributing to job satisfaction include meaningful work, opportunities for advancement, supportive leadership (SL), and a positive organizational culture.

Millennials seek challenging and engaging jobs that give them a sense of accomplishment. The availability of career advancement opportunities significantly contributes to their job satisfaction. Organizations that offer clear career progression paths and opportunities for skill development are more likely to retain Millennial employees (Ng et al., 2010).

Organizational culture is another critical factor influencing Millennial commitment. Millennials prefer cultures emphasizing collaboration, innovation, and transparency (Myers & Sadaghiani, 2010). They are drawn to organizations that encourage open communication, provide regular feedback, and recognize individual and team contributions.

Inclusive and supportive work environments are critical to Millennials. They value diversity and inclusion and expect their employers to foster a culture of respect and equality. Organizations prioritizing these values are more likely to

gain the commitment and loyalty of Millennial employees (Deal, Altman, & Rogelberg, 2010).

The alignment of organizational values with personal values significantly impacts Millennial commitment. Millennials are more likely to remain with organizations valuing social responsibility, ethical practices, and sustainability (Deloitte, 2023). This alignment creates a sense of belonging and purpose, enhancing their commitment to the organization.

Millennials are more engaged and committed to organizations that demonstrate a genuine commitment to social and environmental causes (Deloitte, 2023). This generation is highly aware of global issues and expects their employers to take a stand. Organizations that align their values and practices with those of Millennials are more likely to retain this talent pool.

Understanding Generation Y employees' motivations and OC has important implications for management practices. Organizations should focus on creating a positive and supportive work environment that offers flexibility, growth opportunities, and alignment with their values to attract and retain Millennials.

Managers should provide regular feedback and recognition, fostering a culture of continuous improvement and appreciation. Implementing flexible work arrangements, such as remote work options and flexible hours, can also enhance job satisfaction and commitment among Millennial employees. These

practices support their desire for work-life balance and reflect their preference for non-traditional work environments (Wheatley, 2021).

Organizations should invest in training and development programs that cater to Millennials' desire for continuous learning. Providing clear career progression paths and opportunities for skill development can enhance their job satisfaction and commitment. Mentorship and coaching programs can also support Millennials' professional growth and development (Johnson et al., 2020).

Organizations should emphasize their commitment to social and environmental responsibility, highlighting their ethical practices and societal contributions. This can attract Millennials who prioritize working for socially responsible companies and enhance their long-term commitment to the organization. Transparency and authenticity in these efforts are crucial, as Millennials are highly skeptical of superficial or insincere corporate social responsibility initiatives (Deloitte, 2023).

The existing literature on Generation Y provides valuable insights into their workplace motivations and OC. Millennials are motivated by meaningful work, growth OC opportunities, and a supportive work environment. Job satisfaction, organizational culture, and alignment with personal values influence them. Integrating GM and IL further enhances their commitment and performance. By understanding and addressing these factors, organizations can effectively

attract, retain, and engage Millennial employees, ensuring their long-term success and productivity.

2.3 Overview of motivation

The term 'motivation' was derived from the Latin word 'movere', meaning 'to move' (Tansky, 2003). In the current context, motivation represents the process that arouses, energizes, directs, and sustains behavior and performance (Luthans, 1998). It could be considered stimulating people to perform and achieve the desired task. Understanding the factors that drive employees could help managers set job assignments and rewards to boost those factors. Therefore, motivation can be used as an organizational management tool (Sulaiman et al., 2014). Motivation is a multi-dimensional and complex topic in research. People are usually motivated by a combination of factors. Over the years, much has been written and researched about the theories of motivation. Reinholt (2006) argued that the literature on motivation had been categorized into two leading positions: the economic position focusing on EM and the organizational behavior position emphasizing IM. Both intrinsic and extrinsic factors are necessary for analyzing and understanding organizational motivation and behavior.

Furthermore, several factors were identified as inhibitors to motivation and, by extension, performance in agricultural extension systems of developing nations and broadly categorized into intrinsic and extrinsic disincentives (Bitzer, 2016). The intrinsic disincentives decrease motivation, including lack

of professional development, insufficient encouragement, and inappropriate performance measures. On the other hand, extrinsic disincentives increase demotivation on the job. They include a low rate of remuneration, low social status of practitioners, inadequate operational funding, and bureaucracy. Contrary to popular belief, motivation (or lack of motivation) is not only caused by the shortage of financial incentives and remuneration. Instead, other factors, such as organizational support (appreciation and recognition), were also essential determinants (Dieleman & Harnmeijer, 2006).

From the above, it could be synthesized that motivation involves the behavior direction chosen by the individual, the effort put to undertake the habit of choice, and the persistence exhibited by the individual, which ensures continuous effort even when there are other options, such as quitting. Additionally, motivation could be either intrinsic or extrinsic. These points are further illuminated by the motivation theories highlighted in the following subsection.

Many theories have been developed and employed in motivation studies. They are broadly bifurcated into content and process theories. Content theories include Maslow's Hierarchy of Needs, Alderfer's Existence, Relatedness, and Growth Theory, Herzberg's Two-Factor Theory, and McClelland's Learned Needs Theory. On the other hand, process theories include Vroom's Expectancy Theory, Locke's GM, and Equity Theory (Patanakul et al., 2016). Motivation is believed to come from intrinsic and extrinsic sources (Patanakul et al., 2016), which is considered additive. Therefore, the call to enlarge work

environments for enhanced motivation would increase satisfaction by making jobs more exciting and rewarding, such as higher payments. This was in line with expectancy-valence models, such as Vroom's Expectancy Theory. Meanwhile, other studies found aspects of EM capable of enhancing or reducing IM. This could be evaluated using the Cognitive Evaluation Theory (Gagné & Deci, 2005). It was shown that while intrinsic motivators enhanced performance, extrinsic motivators could produce fewer outcomes (Chang & Teng, 2017).

2.4 Goal Motivation Theory

Since the human relations movement, two dominant theories have been used to investigate employee motivation: need-based and process-based theories, which have remained in persistent competition. Process-based motivational theories have proven powerful in explaining the antecedents and consequences of motivation. Process-based theories have conceptual solid models that serve to predict motivation and performance. Process-based theories such as equity and expectancy theories give an expanded cause of motivation (Stecher & Rosse, 2007). The theory clarifies how employees' expectations, needs and values, and comparisons link with job responsibilities and result motivation (Kian et al, 2014).

Another process-based that was developed in the early 1970s was the GM. The basic premises of the theory claim that a predetermined goal could serve as a performance inducer. Specific goals, accompanied by challenging

performance targets, are likely to improve performance results compared to simple and ambiguous goals (Locke & Latham, 2006). Setting a goal gives some emotional urgency and can provoke energy and attention. (Locke & Latham, 2006). Achieving a goal ultimately creates satisfaction, whereas unaccomplished goals will likely trigger dissatisfaction and leave stakeholders emotionally distressed (Lunenburg, 2011).

Goals influence employee behavior and performance in organizations and management practice (Locke & Latham, 2002). Nearly every modern organization has some form of goal setting in operation. Programs such as management by objectives, high-performance work practices, management information systems, benchmarking, stretch targets, as well as systems thinking and strategic planning, include the development of specific goals.

GM (Latham & Locke, 1990; 2002; 2007) states that goals are the immediate regulators of behavior. The theory was developed as a framework for predicting, explaining, and influencing an individual's motivation in the workplace. The theory states that (1) a specific high goal leads to higher performance than an easy goal, no goal, or a vague goal such as "do your best"; (2) given goal commitment, the higher the goal, the higher the performance; and (3) variables such as feedback or knowledge of results, incentives, participation in decision-making, and competition only affect an employee's performance to the extent that they lead to the setting of and commitment to a specific high goal.

The theory states that the simplest, most direct motivational explanation is that some people perform better than others because they have different performance goals (Locke & Latham, 2017). The essence of the theory is four-fold (Locke & Latham, 2017). First, the difficulty of specific goals leads to significantly higher performance than easy goals, no goals, or even the setting of an abstract goal, such as urging people to do their best. Secondly, holding ability constant is a theory of motivation, and given that there is goal commitment, the higher the goal, the higher the performance. Third, personality traits and incentives influence an individual's behavior, at least partly, to the extent that they lead to the setting of and commitment to a specific challenging goal. Fourth, goal setting, besides affecting the three mechanisms of motivation, namely, choice, effort, and persistence, can also have a cognitive benefit. It can influence the motivation to discover ways to attain the goal (Seijts & Latham, 2005).

Aside from that, four subprinciples must be followed to reap the motivational benefits of goal setting. The goal must be challenging and specific, feedback must be provided on progress concerning goal attainment, ways must be found to maintain goal commitment, resources must be provided for, and obstacles must be removed to goal attainment.

The goal must be both challenging and specific. Given adequate ability and commitment, the higher the goal, the higher the performance. This is because people usually adjust their level of effort to the difficulty of the goal. In addition to being targets to attain, goals are the standards by which one judges one's

adequacy or success. Challenging goals facilitate pride in accomplishment. Consequently, they set a high goal to attain before they are satisfied with their accomplishment. In short, to be satisfied, employees with high standards must accomplish more than those with low standards. As a result, people, in most instances, readily commit to a high goal if they believe they can attain it.

The second sub-principles are to provide feedback about goals. Feedback moderates the effect of goal setting. Without feedback, the positive benefit of goal setting is minimized (Locke & Latham, 2017). This is because goals direct effort and persistence. Feedback allows people to discern what they should continue, stop, or start doing to attain the goal.

Thirdly, it is to gain goal commitment. The first step in gaining goal commitment is to focus on outcome expectancies. The role of a coach is to help people see the relationship between what they do and the outcome of their actions and to help people realize the outcomes they can expect as a result of what they do. A second step to maintaining goal commitment is to increase the person's self-efficacy (Bandura, 1997; 2001). Self-efficacy is the conviction that one can mobilize resources to attain a specific performance level. Self-efficacy differs from self-esteem in that the latter refers to judgments of self-worth. Further, self-esteem is a general trait, whereas self-efficacy is task-specific. The two are not necessarily directly related.

Providing resources needed to attain the goal is the next sub-principle in GM. Goals are unlikely to be attained if situational constraints blocking their

attainment are not removed. Thus, the organization must ensure that the time, money, people, and equipment necessary for goal attainment exist. Most importantly, the measurement system must not only allow accurate tracking of goal progress but it must also be aligned with and be supportive of goal attainment

Goal setting affects not only a person's performance but also a person's subjective well-being. A meta-analysis revealed that goal attainment is associated with increases in positive affect and decreases in negative affect (Koestner et al., 2002; Sonnentag, 2002). In addition to a person's performance, goal setting, feedback, and self-efficacy were proven to play a crucial role in fostering a person's subjective well-being.

Consistent with GM, which posits that higher goals lead to higher satisfaction than lower goals. Only those people who perceived that their goal had been challenging to attain reported a significant increase in positive and a decrease in negative affect, an increase in job satisfaction, and perceptions of occupational success over a 3-year timeframe (Wiese & Freund, 2005). Goal progress was a strong predictor of self-reports of occupational success. However, this was not the case when they perceived their goal as relatively easy.

There was no data to suggest that those who had higher goals experienced feelings of exhaustion. An unexpected finding was that lack of goal attainment in one's personal life was related to higher degrees of subjective well-being

when the person experienced goal progress on the job. It is concluded that compensatory switching enabled people to concentrate on emotion regulation in their work domain (Locke & Latham, 2011).

Numerous studies have supported the positive impact of specific goals on motivation and performance. For instance, a meta-analysis confirmed a significant relationship between goal specificity and task performance across diverse domains (Erez & Kanfer's, 2013). This finding underscores the importance of clearly defining goals to increase individuals' motivation and focus.

By examining the relative effect of learning versus students' performance goals on their subsequent satisfaction with their MBA program., it is found that people who set learning goals were more satisfied than those who set performance goals (Latham & Brown, 2006). Using Weiss & Cropanzano's affective events theory as a framework, it is discovered that goal regulation partially explains the links among emotion, intentional behavior, and action (Ilies & Judge, 2005). Performance feedback influences an individual's affective state and, through the goals that the person subsequently set, the person's behavior.

In 2019, Locke & Latham identified four moderators of GM effects. Feedback is critical to goal effects because it enables people to track progress so that effort and strategy can be adjusted to attain the goal. Goals and feedback work better together to increase performance than either one alone. A second

moderator is goal commitment. A goal not committed to attain will not affect that person's actions. The ultimate proof of commitment is action, but self-report scales can be helpful (Klein et al., 2013). Commitment is significant when a goal is challenging to attain because the goal requires more effort and persistence when setbacks are inevitably experienced. Commitment is affected by values, including incentives and self-efficacy.

A third moderator is ability, namely knowledge or skill. People cannot attain goals if they do not know how to do so. This exemplifies motivation and cognition working together (Wood et al., 2013). Perceptions by supervisors that the goals assigned to them by their managers are excessively difficult have been shown subsequently to be related to their abuse of employees (Mawritz et al., 2014).

Situational factors, a fourth moderator, affect the goal-performance relationship. Situational constraints can hinder goal attainment, while a supportive environment can facilitate it. This relationship is particularly relevant for Generation Y employees, who may be more sensitive to situational constraints and require additional support to achieve their goals. For example, a study found that Malaysian Generation Y employees who perceived their work environment as supportive and empowering were more likely to be motivated and committed to their goals (Rajaratnam et al, 2014).

Environmental factors and the degree of support an individual receives may facilitate or hinder goal-directed action. Recent research has expanded on

these moderators, exploring the role of contextual factors such as organizational culture and leadership styles in shaping goal-setting processes and outcomes (Kleingeld et al., 2011). For instance, a study found that transformational leadership can enhance goal commitment and performance by fostering a supportive and empowering work environment (Latham et al., 2017). Additionally, research has highlighted the importance of aligning individual and organizational goals to maximize motivation and performance (Locke & Latham, 2019).

Conversely, GM refers to the internal drive or desire to achieve specific goals or objectives. GM, suggests that setting clear and challenging goals can significantly enhance employee motivation and performance (Locke & Latham, 1990). Numerous studies have demonstrated the positive effects of GM on various aspects of job performance, including task performance, creativity, and job satisfaction (Latham & Locke, 2007; Barrick et al., 2019). By understanding the factors that influence GM and how it interacts with other variables, such as leadership and organizational culture, organizations can design effective goal-setting strategies to enhance employee engagement and productivity.

GM is crucial in aligning individual efforts with organizational objectives, driving performance, and achieving strategic outcomes (Locke & Latham, 2019). Furthermore, it is highlighted the positive relationship between goal clarity, employee motivation, and organizational performance, emphasizing the importance of setting challenging yet attainable goals to enhance employee engagement and productivity (Smith et al., 2021).

GM remains a cornerstone in understanding the mechanisms of motivation and performance (Locke & Latham, 1990). A meta-analytic research reaffirms the robustness of GM across diverse contexts and industries, emphasizing its predictive validity in explaining individual and team performance outcomes (Harkin et al., 2020). By building on this theoretical foundation, the study aims to contribute to the growing body of empirical evidence supporting the efficacy of GM in driving organizational success.

The choice of Locke & Latham's GM as a foundational framework for this study is grounded in its well-established theoretical underpinnings and empirical support in the field of organizational psychology and management. Locke & Latham's theory posits that setting specific and challenging goals can significantly enhance individual motivation, performance, and task persistence (Locke & Latham, 1990). This theory has been widely researched and validated across various contexts, making it a robust framework for understanding and predicting motivational behaviors in the workplace.

One of the key strengths of Locke & Latham's GM is its emphasis on the importance of clarity, specificity, and difficulty of goals in driving employee motivation and performance. Numerous studies have demonstrated the positive impact of goal setting on employee productivity, job satisfaction, and organizational outcomes (Latham & Locke, 2007). For example, a research found that individuals who were assigned specific and challenging goals exerted greater effort and achieved higher performance levels than those with vague or easy goals (Erez & Zidon, 1984).

Furthermore, Locke & Latham's theory provides a comprehensive framework for understanding the underlying mechanisms through which goals influence behavior. According to the theory, goals serve as cognitive guides that direct attention, mobilize effort, and facilitate the development of action plans to achieve desired outcomes (Locke & Latham, 2002). By delineating the processes involved in goal setting and goal striving, this theory offers valuable insights into the motivational dynamics that drive individual and organizational behavior.

Locke & Latham's GM has practical implications for organizational management and leadership. By understanding the principles of effective goal setting, leaders can design meaningful and challenging goals that align with organizational objectives and employee aspirations. Moreover, the theory emphasizes the importance of providing feedback and support to individuals in pursuing their goals, fostering a supportive and goal-oriented organizational culture (Locke & Latham, 2013).

Contemporary research underscores the critical role of GM in fostering employee engagement and job satisfaction (Rosen et al., 2022). Employees who perceive their goals as personally meaningful and challenging exhibit higher levels of job satisfaction and IM (Nguyen & Taylor, 2021). Moreover, goal clarity and feedback have emerged as key drivers of employee engagement in any kind of organizational setting (Wang et al., 2020).

In today's rapidly evolving business landscape, GM is increasingly vital for navigating change, fostering innovation, and driving organizational resilience (Grant & Berry, 2021). The role of goal orientation in promoting adaptive behaviors and proactive responses to environmental uncertainty. By exploring the dynamics of GM in dynamic work environments, the study aims to provide practical insights for organizations seeking to thrive amidst disruption and complexity (Jones et al., 2023).

Locke & Latham's GM has been widely studied and applied in various organizational contexts, with numerous empirical investigations examining its implications for employee motivation, performance, and goal attainment. Recent research has built upon the foundational principles of the theory, offering new insights and refining our understanding of GM dynamics.

For instance, a study investigated the role of goal clarity in enhancing employee motivation and performance (Zhang et al., 2020). Drawing on Locke & Latham's theory, the researchers found that employees who received clear and specific goals exhibited higher levels of task engagement and performance than those with vague or ambiguous objectives. This study highlights the importance of setting clear and challenging goals to stimulate motivation and drive desired outcomes in the workplace.

In a recent study, Wang and Chiu (2021) examined how goal commitment affects the relationship between goal difficulty and employee performance. The results supported Locke and Latham's theories, showing that strong goal

commitment enhances the positive influence of challenging goals on employee performance. On the other hand, weak commitment lessens this relationship. This highlights the importance of employees' dedication to achieving goals in order to reap the rewards of ambitious performance targets.

Furthermore, research by Chen, Chen, & Wang (2022) examined the mediating role of self-efficacy in the relationship between goal setting and job satisfaction. Building upon Locke & Latham's theory, the study demonstrated that employees who set specific and challenging goals experienced enhanced self-efficacy beliefs, which, in turn, contributed to greater job satisfaction. These findings shed light on the psychological mechanisms underlying the motivational effects of goal setting and offer practical implications for fostering positive work attitudes.

In summary, recent studies on Locke & Latham's GM have deepened our understanding of how goal clarity, commitment, and self-efficacy influence employee motivation and performance outcomes. By elucidating GM's underlying mechanisms and boundary conditions, researchers have provided valuable insights for organizations seeking to optimize goal-setting practices and enhance employee engagement and productivity.

2.5 Overview of organizational commitment

OC is a multidimensional concept that has been extensively studied in organizational behavior. It refers to how employees identify with and are

committed to their organization's goals and values (Mowday, Porter, & Steers, 1982; O'Reilly & Chatman, 1986; Morrow, 1993; Meyer & Allen, 1997). While there is a consensus on the importance of OC in influencing employee behavior and organizational outcomes, different models have been proposed to conceptualize and measure this construct.

2.6 Models of organizational commitment

One of the most widely used models is the Three-Component Model (TCM) proposed by Meyer & Allen (1990). This model distinguishes between three dimensions of commitment:

Affective commitment (AC) refers to employees' emotional attachment and identification toward their organization. Employees with high AC stay because they want to, driven by a sense of belonging and loyalty. This can be observed in behaviors such as expressing positive feelings about the organization, recommending it to others, and actively participating in company events.

Continuance commitment (CC) reflects the perceived costs of leaving the organization. Employees with high CC stay because they need to, motivated by the potential loss of benefits, seniority, or social ties. This can manifest in behaviors like staying with the company despite job dissatisfaction or lack of alternative job opportunities.

Normative commitment (NC) involves a sense of obligation or moral duty to remain with the organization. Employees with high NC stay because they feel they ought to, driven by loyalty or reciprocity. This can be seen in behaviors such as staying with the company because of a feeling of indebtedness or a belief that it is the right thing to do.

While the TCM has been widely used and validated in various contexts, its applicability to the Malaysian context, particularly among Generation Y employees, requires further examination. Research suggests that cultural values and individualistic/collectivistic orientations can influence the relative importance of different commitment dimensions (Meyer et al., 2002; Wasti, 2003; Mesner Andolsek & Stebe, 2004). In collectivistic cultures like Malaysia, where social relationships and group harmony are emphasized, AC may play a more significant role than individualistic cultures. This is because, in collectivistic cultures, individuals are more likely to prioritize the needs and goals of the group over their interests. Therefore, they may feel a stronger sense of duty and obligation to their organization, which can lead to higher levels of AC. However, it is important to note that Generation Y employees, even in collectivistic cultures, may have different expectations and values than older generations. They may be more individualistic in their outlook and may prioritize personal growth and development over organizational loyalty. Therefore, examining the specific factors influencing OC among Generation Y employees in the Malaysian context is crucial.

The TCM has faced criticism for its potential overlap between AC and NC, as both can be influenced by emotional factors (Solnet et al., 2012). Additionally, the model's assumption that CC is solely based on cost-benefit calculations may not fully capture the complexity of employees' decision-making processes (Becker, 1960).

Another model of OC is that proposed by Cook & Wall (1980), focuses on three dimensions:

Organizational identification refers to employees' sense of pride and belonging. This can be observed in behaviors such as speaking positively about the organization to others, wearing company apparel, or participating in company-sponsored activities.

Organizational involvement reflects employees' willingness to exert extra effort to achieve organizational goals. This can manifest in behaviors like volunteering for additional tasks, working overtime, or going above and beyond their job requirements to help the organization succeed.

Organizational loyalty involves a sense of obligation and willingness to remain with the organization. This can be seen in behaviors such as staying with the company during difficult times, defending the organization against criticism, or recommending the company to others as a good workplace.

Cook & Wall's model, while similar to the TCM in some aspects, offers a more parsimonious approach by focusing on the behavioral and attitudinal components of commitment. This model may be more suitable for research in contexts where the emphasis is on observable behaviors and attitudes rather than the underlying psychological mechanisms of commitment. The TCM has been extensively researched across cultures, demonstrating construct validity in Europe (Vandenberghe, 1996; Vandenberghe et al., 2001), Nepal (Gautam et al., 2001), and the Middle East (Yousef, 2002), although its validity in East Asian samples has been questioned (Chen & Francesco, 2003; Cheng & Stockdale, 2003; Ko et al., 1997; Lee et al., 2001). The debate continues on whether differences arise from translation problems (Lee et al., 2001), or cultural differences in the OC construct (Wasti, 2003).

2.7 Factors influencing organizational commitment among Generation Y employees

Several factors have been identified as influencing OC among Generation Y employees, particularly in the context of IL.

Ethical and supportive leadership: Generation Y employees value EL that aligns with their values and beliefs. IL, emphasizing fairness, justice, and compassion, can resonate with this generation's expectations, fostering a stronger sense of commitment. Recent studies have shown that EL practices, such as those promoted by IL, are positively associated with AC among Generation Y employees (Abdullah & Ismail, 2022).

Meaningful work and opportunities for growth: Generation Y employees are drawn to work that resonates with their personal aspirations and values. IL, with its focus on societal contribution and personal potential, offers a unique sense of purpose and direction that enhances commitment. Research by Yusuf & Hassan (2021) indicates that IL can foster IM, a key driver of AC.

Work-life balance and flexibility: Generation Y employees prioritize work-life balance and flexibility in their work arrangements. IL, which promotes a holistic approach to life and encourages balance between work and personal life, can create a work environment that meets this generation's needs. Recent studies have shown that flexible work arrangements, such as telecommuting and flextime, are positively associated with job satisfaction and OC among Generation Y employees (Baltes et al., 2019). Additionally, research has found that SL behaviors, such as those emphasized in IL, can enhance the beneficial effects of flexible work arrangements on employee well-being and work-life balance (Masood et al., 2021). This suggests that IL can play a crucial role in creating a work environment that supports Generation Y employees' desire for work-life balance and flexibility, ultimately leading to higher levels of OC. Studies have also indicated that organizations offering flexible work arrangements and supporting work-life balance tend to have higher levels of OC among their employees (Ng et al., 2010).

Fairness and justice: Generation Y employees value fairness and justice in the workplace. IL, emphasizing equitable treatment and social justice, can create a work environment that fosters employee trust and loyalty. Research

by Mohammed & Ali (2020) indicates that IL practices, such as consultative decision-making and transparency, are positively associated with organizational justice perceptions, enhancing OC.

The practical implications of the identified challenges associated with implementing IL principles in non-Muslim-majority contexts for organizational management and development include the need for cultural sensitivity and adaptation. Organizations operating in diverse cultural settings must be aware of the potential cultural differences and institutional barriers that may hinder the implementation of IL principles. They may need to adapt these principles to align with the local cultural context while maintaining their core values. Additionally, organizations may need to invest in training and development programs to educate employees and managers about IL principles and how to apply them effectively in a cross-cultural setting.

The literature on IL lacks comprehensive empirical validation, particularly in non-Muslim-majority contexts. More rigorous empirical studies are needed to examine the effectiveness of IL principles across different cultural and industry contexts. Additionally, there is a need for more theoretical frameworks that can guide the application of IL principles in diverse settings. Future research could also explore the potential mediating and moderating variables that influence the relationship between IL and various organizational outcomes.

In conclusion, understanding the different models of OC and the factors that influence it among Generation Y employees is crucial for organizations

seeking to attract, retain, and motivate this valuable talent pool. By adopting IL practices that align with the values and expectations of this generation, organizations can create a work environment that fosters a strong sense of commitment and engagement. This is supported by recent research, such as the study by Ismail & Abdullah (2019), which found that IL practices are positively associated with employee well-being and OC in the Malaysian healthcare sector. Additionally, Hassan & Abdullah (2018) highlighted the role of IL in promoting corporate social responsibility, which can further enhance OC among employees who value social impact and ethical business practices.

2.8 Islamic leadership

In the modern era, leaders of organizations are prerequisites to being profit-oriented and norm-oriented (Islam & Alam, 2019). Therefore, current leaders should possess excellent managerial and leadership skills and a commitment to uphold the moral backbone of society. According to Shariah, leadership from an Islamic perspective provides the moral base for leadership ability, talent, creativity, and innovation to promote and encourage productivity. The basic principles of IL, such as consultation, justice, honesty, and trust, influence the organizational goal of attaining it. Leadership in Islam focuses on integrity and fairness (Shuvro et al., 2020).

From an Islamic perspective, the Islamic roots of leadership generally exist in the primary and secondary resources of the Shariah (Quran and the traditions) and the practices of the early Muslims. For Muslims, there are four essential

resources to refer to: firstly, the Holy Quran, which contains guidelines on spiritual, social, economic, and political aspects of human life, faith, struggle, knowledge-seeking, piety, charity, and decision-making. Secondly, the examples of the Holy Prophet, whose life, deeds, sayings, and personal qualities provide valuable leadership lessons. Third, are the wise Caliphs, and fourth, are the pious followers

This is because leadership is a vital part of people's daily life. Islam has set the guidelines for this social process. Prophet Muhammad (PBUH) elaborated that leadership depends on the situation and is not reserved for a small elite. He described the leader as a caretaker and guardian when he used the metaphor 'shepherd' for those who occupy any leadership position (Alsweedan & Bashraheel, 2004; Faris & Parry, 2011).

Khan (2007) wrote that leadership in Islam is considered a trust (*amanah*) and a responsibility. A leader is required to meet his obligations to God the Supreme Power, and discharge his duties toward the people (*makhluq*) or his followers to the best of his abilities. It says to the rulers that the authority vested in them is not their private property but is a trust. They should discharge the obligations of that trust to the utmost, such as upright and honest people, and carry on governing in consultation with the people.

IL has garnered increasing attention recently, with scholars exploring its relevance and applicability in diverse organizational contexts. While research on this topic remains relatively limited compared to mainstream leadership

theories, several studies have contributed valuable insights into the principles and practices of IL.

Faris & Parry (2011) discussed what Ali & Weir (2005) explained regarding the traditional view of leadership in Islam, whereby leadership is a collective influence practice. Leaders are not expected to lead or sustain their roles without the agreement of their followers, and at the same time, decisions made by these leaders are expected to be influenced by their input. The process is dynamic and flexible, aiming to sustain cohesiveness and effectiveness (Ali & Weir, 2005; Moten, 2011).

In Islam, leadership entails inspiring and coaching voluntary followers to fulfill a clear shared vision (Altalib, 1993; Chowdhury, 2002). Leadership in Islam is like conventional leadership except in its religious, moral, and human roots (Khaliq & Ogunsola, 2011). Ensuring this leadership concept abides by Islamic principles should constantly center on specific Islamic outlined objectives and purposes. Islam places utmost importance on these objectives because they symbolize the extent of effectiveness of the leadership, whether at a high level or otherwise. Among the goals and purposes of IL are to implement Islamic Shariah, personal submission to Allah, commanding to the known good and forbidding the reprehensible, maintaining welfare and unification of society.

It is suggested that the inadequacy could be resolved by assigning leadership's perspective. This is because a leadership model centered on ethics has been in Islam since its beginning (Beekun & Badawi, 1999).

Furthermore, this is very much so that according to Islam, the best way to find solutions to human problems is to use divine guidance (Syed Fayyaz, 2007). IL principles and values should be consistently in place and practiced by managing an organization in an Islamic manner since a God-conscious (*taqwa*) leader is ethical. Elements of God-consciousness and religion are absent in modern theories as religion is private. Therefore, Western models and organizations separate it from leadership and daily activities (Toor, 2008).

Four main requirements for IL must be fulfilled (Muh et al., 2020): *Sidiq* (Honest) Honesty is the main requirement for a leader. The public will respect the leader if he is known and proven to have a high quality of honesty. Leaders with the principle of honesty will become the foundation of hope for their followers. Honesty is the main requirement for a leader. The public will respect the leader if he is known and proven to have a high quality of honesty. Leaders with the principle of honesty will be the foundation of hope for their followers. On the other hand, a leader who is dishonest or treacherous will be hated by his people. The honesty of a leader is judged by his words and attitude (Mohammad, 2018). An honest leader's attitude is a manifestation of his words, reflecting his heart. *Amanah* (Trustworthy) is a mandatory quality a leader must possess (Muh et al., 2020). By having a trustworthy nature, the leader will always maintain the public trust that has been placed on his shoulders. Public trust is handing over all kinds of matters to the leader to manage them correctly and for the common good.

Tabligh (Communicative) The ability to communicate is the third quality a true dreamer must possess. Leaders are not dealing with inanimate objects that can be moved and moved according to their own will but with human people with various tendencies (Muh et al., 2020). Therefore, communication is the key to a good relationship between leaders and people (Mohammad, 2018). One of the characteristics of a leader's strength of communication is the courage to tell the truth even though the consequences are severe. *Tabligh* can also be interpreted as accountable or open to assessment. Accountability is related to the attitude of openness (transparency) with how to answer something in front of other people (Mohammad, 2018). Thus, accountability is inherent to credibility (Muh et al., 2020)—the better and proper your accountability, the greater the credibility savings resulting from depositing people's trust.

Lastly, *Fathanah* (Smart) A leader must have intelligence above the average community to have self-confidence. The leader's intelligence will help him in solving all kinds of problems that occur in society. A smart leader is not easily frustrated when facing problems because, with his intelligence, he can find solutions. A smart leader will not let problems last long because he is always challenged to solve problems on time. The intelligence of the leader is undoubtedly supported by qualified science. Knowledge for intelligent leaders is the fuel to keep moving on the wheels of leadership.

The choice of IL as a focal point for this study is supported by recent research that highlights its significance in contemporary organizational contexts. In particular, studies such as Meiyani & Putra (2019), Machmud & Hidayat

(2020), Al-Hawari, Bontis, & El-Haj (2021), Abdul Wahab, Iqbal, & Abdullateef (2020), and Elamin, Malik, & Al-Abbasi (2022) have shed light on the relationship between IL practices and various organizational outcomes, providing valuable insights into its potential impact on employee engagement, business success, and organizational performance.

Meiyani & Putra's (2019) research, published in the *Anthropology Business Review*, explores the relationship between IL and employee engagement in the fast-moving consumer goods industry. Their study underscores the importance of IL principles, such as fairness, compassion, and servant leadership, in fostering a positive work environment and enhancing employee engagement. By drawing attention to the role of IL in influencing employee attitudes and behaviors, this research contributes to a deeper understanding of its relevance in contemporary business settings.

Similarly, Machmud & Hidayat (2020) examine the characteristics of Islamic entrepreneurship and its impact on the business success of small and medium enterprises (SMEs) in Indonesia. Through their study, they identify key traits associated with Islamic entrepreneurship, such as ethical business practices, social responsibility, and integrity, and explore how these factors contribute to the success and sustainability of SMEs. By highlighting the link between Islamic values and entrepreneurial behavior, this research underscores the potential of IL principles to drive organizational effectiveness and performance.

These studies, along with others in the field of IL, provide compelling evidence of its relevance and efficacy in contemporary business contexts. By incorporating insights from these research findings, this study aims to further explore the application of IL principles in the context of OC and GM among Generation Y Malay Muslims in the Klang Valley. Through a nuanced examination of IL practices and their impact on employee attitudes and behaviors, this research seeks to contribute to the existing body of knowledge on leadership theory and practice while offering practical implications for organizational management and development.

Recent research by Ali et al. (2021) offers insights into the effectiveness of IL practices in contemporary organizational contexts, highlighting both their potential benefits and limitations. In their study, Ali et al. conducted interviews and surveys with employees from various industries to examine the impact of IL on organizational culture, employee engagement, and performance. They found that while IL principles such as justice, fairness, and compassion were perceived positively by employees and contributed to a sense of trust and cohesion within the organization, their interpretation and implementation can vary based on cultural, religious, and organizational factors (Abdul Wahab et al., 2017). For instance, the concept of "Shura" or consultation, while central to IL, may conflict with the hierarchical decision-making structures prevalent in some organizations. Similarly, the emphasis on ethical conduct and social responsibility may clash with profit-driven motives in certain business contexts. These conflicts necessitate a nuanced understanding of how IL principles can

be adapted and integrated into diverse organizational cultures without compromising their core values.

Furthermore, a study by Rahman & Hussain (2022) critically examines the application of IL principles in diverse organizational settings, shedding light on the complexities and challenges associated with their implementation. Rahman & Hussain (2022) systematically reviewed existing literature on IL, analyzing case studies and empirical research from various industries and geographic regions. Their findings highlight the importance of contextual factors such as organizational culture, leadership style, and stakeholder expectations in shaping the effectiveness of IL practices. Moreover, they identify gaps in the literature, including the need for more rigorous empirical studies and theoretical frameworks to guide future research in this area.

In summary, recent studies on IL have shed light on its impact on various organizational outcomes, including performance, trust, and employee well-being. By integrating Islamic principles into leadership practices, organizations can foster a values-driven culture that promotes ethical behavior, social justice, and employee empowerment. As scholars continue exploring IL's theoretical underpinnings and practical implications, further research is needed to elucidate its effectiveness across different cultural and industry contexts.

2.9 Integration of goal motivation, organizational commitment, and Islamic leadership

The integration of GM, OC, and IL constructs forms a comprehensive framework that is both theoretically robust and practically relevant, particularly within the context of Generation Y Malay Muslim employees in Malaysia. This section synthesizes the literature on these constructs, highlighting their interrelationships and the rationale for their combined investigation.

Locke & Latham's (1990) GM Theory posits that specific, challenging goals enhance employee performance and motivation. This theory emphasizes the importance of setting clear, specific, and challenging goals to enhance employee motivation and performance. The components of GM include IM and EM. IM refers to doing an activity for its inherent satisfaction, while EM refers to performing an activity to achieve external rewards (Ryan & Deci, 2000). Recent research has expanded GM to include self-regulation processes and individual differences, enriching its applicability in diverse organizational contexts (Klein et al., 2018). For instance, Sulea et al. (2016) found that providing Generation Y employees autonomy in setting goals and regular feedback on progress can significantly enhance their motivation and performance.

Additionally, research has shown that offering opportunities for skill development and career advancement can further boost their commitment to organizational goals (Ng et al., 2010). However, GM Theory has been critiqued for overlooking individual differences and contextual factors influencing goal

pursuit (Locke & Latham, 2019). Furthermore, its focus on extrinsic rewards may neglect the role of IM and psychological needs satisfaction (Ryan & Deci, 2020).

As conceptualized by Cook & Wall (1980), OC encompasses affective, continuance, and normative dimensions. AC refers to an emotional attachment to the organization. CC involves staying with an organization due to the perceived costs of leaving, and NC is a feeling of obligation to remain. High levels of OC are associated with numerous positive outcomes, including reduced turnover, increased job satisfaction, and enhanced organizational citizenship behaviors (Meyer & Allen, 1991; Mowday et al., 1982). OC has been instrumental in identifying key determinants of employee loyalty and engagement. Empirical research has validated its relationship with organizational outcomes, including turnover, job performance, and organizational citizenship behavior (Cook & Wall, 1980; Meyer et al., 2002). However, OC has faced criticism for its static and unidimensional nature (Meyer & Allen, 1991). Traditional measures may fail to capture the dynamic nature of employee attitudes and the complexity of their organizational relationships (Meyer et al., 2002). Additionally, an exclusive focus on AC might overlook the distinct contributions of CC and NC (Meyer & Herscovitch, 2001).

As articulated by Abd Rahman Rahim (2017), IL emphasizes ethical behavior, justice, and mutual consultation (Shura) rooted in the ethical guidelines of the Quran and Hadith (Beekun & Badawi, 2005). This leadership style is inherently supportive and fosters a work environment that values integrity, respect, and

employee well-being. IL aligns with the principles of EL, which have been shown to positively influence employee attitudes and behaviors, including OC (Brown & Treviño, 2006; Walumbwa et al., 2011). However, the applicability of IL can vary across different cultural and organizational contexts (Yilmaz & Cakmak, 2019). The literature on IL is predominantly qualitative, needing empirical validation in contemporary organizational settings. Despite these challenges, IL provides a robust ethical and moral leadership framework, resonating with contemporary calls for authentic and transformational leadership styles (Hassan & Mahsud, 2017).

Integrating these three constructs—GM, OC, and IL—provides a nuanced understanding of employee behavior within the specific context of Generation Y Malay Muslims in Malaysia. GM serves as the foundation, explaining how pursuing goals, intrinsic (e.g., personal growth, skill development) and extrinsic (e.g., financial rewards, recognition), can drive employee motivation. OC, in turn, captures the employees' psychological attachment to the organization, encompassing their emotional connection (AC), perceived costs of leaving (CC), and sense of obligation to stay (NC). IL, emphasizing ethical and supportive practices, acts as a moderating variable, influencing the relationship between GM and OC.

IL plays a crucial moderating role in these relationships. By fostering a supportive and ethical work environment, IL enhances the positive effects of both IM and EM on OC. Employees who perceive their leaders as ethical and supportive are more likely to reciprocate with higher levels of commitment,

consistent with the principles of SET (Blau, 1964). This reciprocal relationship underscores the importance of leadership in shaping employee attitudes and behaviors.

Recent studies have highlighted the significant impact of EL on employee engagement and organizational outcomes, reinforcing the relevance of IL in this context (Kim & Beehr, 2020; Hassan et al., 2019). Moreover, the cultural specificity of IL makes it particularly pertinent to study Malay Muslim employees in Malaysia, where cultural and religious values play a critical role in shaping organizational behavior (Ali, 2010).

Recent research suggests that IL can significantly enhance the positive effects of IM and EM on OC. For instance, employees who perceive their leaders as embodying Islamic values of fairness, justice, and compassion are more likely to reciprocate with higher levels of AC (Abdullah & Ismail, 2022). Similarly, IL practices that ensure equitable distribution of rewards and opportunities can strengthen CC by increasing the perceived benefits of staying with the organization (Yousef, 2016). Moreover, the emphasis on ethical conduct and social responsibility in IL can foster a sense of shared purpose and collective identity among employees, thereby enhancing NC (Al-Eden & Zailani, 2019).

Empirical evidence supports the interrelationships between these constructs. Studies have shown that EL, which aligns closely with IL principles, enhances IM by creating a work environment that fulfills employees' psychological needs for autonomy, competence, and relatedness (Ryan & Deci, 2000; Eva et al.,

2019). Additionally, EL practices that ensure fair and transparent distribution of extrinsic rewards enhance CC by making the perceived benefits of staying with the organization more significant (Kuvaas et al., 2017).

The theoretical integration of GM, OC, and IL provides a holistic framework for understanding how motivational drivers and leadership styles collectively influence employee commitment. GM explains how goal setting drives motivation, OC elucidates how different forms of commitment manifest and affect organizational outcomes, and IL offers a culturally relevant lens through which these relationships can be moderated and enhanced.

In conclusion, integrating GM, OC, and IL offers a comprehensive framework for understanding employee behavior and organizational outcomes in the context of Generation Y Malay Muslims in Klang Valley, Malaysia. This integrated model advances the theoretical understanding and provides practical implications for enhancing employee motivation and commitment through culturally congruent leadership practices. Organizations can cultivate a more engaged, committed, and productive workforce by fostering a work environment that aligns with Islamic values and supports IM and EM. Therefore, investigating these relationships within the context of Generation Y Malay Muslim employees in Klang Valley, Malaysia, is both relevant and timely, promising to contribute valuable knowledge to the fields of organizational behavior and leadership studies.

2.10 Research gap

While existing literature has extensively explored the variables of GM, OC, and IL individually, there remains a significant theoretical gap in integrating these constructs within the context of Generation Y employees in the Klang Valley, Malaysia. Despite the theoretical richness of SET and IL, their application to the specific demographic and cultural nuances of Generation Y in this region is underexplored (Jackson & Ruderman, 2020). Recent studies by Khan et al. (2022) and Ali et al. (2023) highlight the need for a more nuanced theoretical framework that considers the interplay of these constructs within the unique socio-cultural context of the Klang Valley.

IL, rooted in principles derived from Islamic teachings, faces challenges in its application within diverse organizational contexts. While the principles of justice, fairness, and compassion espoused by IL hold universal appeal, their interpretation and implementation may vary based on cultural, religious, and organizational factors (Abdul Wahab et al., 2017). Moreover, the theoretical framework of IL lacks comprehensive empirical validation, limiting its applicability in non-Muslim-majority contexts (Ali & Ahmed, 2021).

IL offers a unique perspective on leadership ethics and values, enriching existing leadership theories with its emphasis on servant leadership, social responsibility, and moral integrity (Bass & Steidlmeier, 1999). By integrating Islamic principles into leadership practices, organizations can cultivate inclusive and ethical work environments that foster employees' trust,

cooperation, and commitment (Suliman & Al-Shaikh, 2007). Furthermore, recent studies have highlighted the relevance of IL in promoting employee well-being, organizational justice, and social harmony (Ali & Ahmed, 2021).

Moreover, integrating IL principles into existing theoretical frameworks represents a novel and underexplored area of inquiry. While IL has garnered increasing attention recently, its theoretical underpinnings and practical implications for organizational behavior remain relatively underdeveloped (Abdul Wahab et al., 2021). By bridging this theoretical gap, the current study seeks to advance our understanding of how IL principles intersect with established theories of OC and motivation, offering new insights into effective leadership practices in Muslim-majority societies.

While OC remains a cornerstone of employee engagement and retention, theoretical frameworks such as the Three-Component Model have been criticized for their narrow focus on affective, continuance, and AC dimensions (Meyer & Allen, 1991). This limited conceptualization overlooks other relevant factors influencing commitment, such as job characteristics, leadership practices, and organizational culture (Allen & Meyer, 1996). Additionally, the TCM fails to capture the dynamic nature of commitment over time, highlighting the need for more dynamic and context-sensitive models (Meyer & Herscovitch, 2001).

Despite its limitations, the Meyer & Allen OC has provided a foundational framework for understanding the multidimensional nature of OC. By

distinguishing between AC, CC, and NC, the model has facilitated empirical research and practical interventions aimed at enhancing employee attachment to the organization (Meyer et al., 2012). Moreover, recent advancements in commitment research have explored new dimensions such as psychological contract breach, perceived organizational support, and employee engagement, expanding our understanding of commitment dynamics in contemporary workplaces (Rhoades et al., 2020).

In addition to the theoretical gap, there is a notable gap in empirical research focusing specifically on the interrelationships within GM, OC, and IL among Generation Y employees in the Klang Valley. While existing studies have examined these variables in isolation, few have explored their combined effects within this demographic and cultural context (Anderson et al., 2021). Recent research by Rahman et al. (2022) highlights the need for empirical studies investigating IL's moderating role in shaping employee attitudes and behaviors, particularly among younger generations in Muslim-majority countries.

Furthermore, the scarcity of research on Generation Y employees in the Klang Valley specifically exacerbates this gap, as existing studies often generalize findings from Western contexts to diverse cultural settings without considering the unique socio-cultural factors at play (Rashid & Sambasivan, 2021). Focusing on this demographic within the Klang Valley, the current study aims to fill this gap by providing contextually relevant insights into the factors influencing OC and motivation among Generation Y employees in Malaysia.

Overall, the theoretical and variable gaps identified underscore the need for a comprehensive and contextually sensitive investigation into the interplay of GM, OC, and IL within the dynamic business landscape of the Klang Valley. By addressing these gaps, the current study seeks to contribute to both theoretical knowledge and practical implications for organizational leaders and policymakers in Malaysia and beyond.

Despite extensive research on motivation, commitment, and leadership, there is a persistent need to examine these variables in contemporary work environments. For example, recent studies by Smith et al. (2023) and Garcia et al. (2024) have highlighted shifts in employee preferences and organizational dynamics driven by technological advancements and changing societal norms. These shifts necessitate reevaluating how motivation, commitment, and leadership manifest and interact in the workplace, particularly among newer generations such as Generation Y.

While previous research has provided valuable insights into motivation, commitment, and leadership, a dearth of studies specifically focus on the nuances of these variables within the unique demographic and contextual landscape of the Klang Valley. Studies by Rahman et al. (2022) and Lee et al. (2023) have demonstrated the importance of considering cultural and generational factors when examining employee attitudes and behaviors. By narrowing the scope to the Klang Valley and Generation Y employees, this study aims to fill this gap in the literature and provide contextually relevant findings.

Recent advancements in theory and methodology offer opportunities to deepen our understanding of motivation, commitment, and leadership. For instance, integrating emerging theories such as the IL style can provide novel insights into employee motivation and leadership dynamics. Similarly, methodological innovations such as longitudinal studies and mixed-method approaches allow for a more comprehensive analysis of these variables over time and across different contexts.

Ultimately, the findings of this study have practical implications for organizations operating in the Klang Valley and beyond. By identifying the factors that influence motivation, commitment, and leadership effectiveness among Generation Y employees, organizations can tailor their management strategies and HR practices to better meet the needs and expectations of this demographic. This, in turn, can lead to improved employee engagement, retention, and organizational performance.

The present study seeks to contribute to the existing literature by addressing this research gap in several ways. Firstly, it aims to provide a more holistic understanding of employee behavior by examining the integrated effects of GM, OC and IL. The study can uncover valuable insights into how organizations can foster a motivated and committed workforce while embracing IL principles by exploring the complex interplay among these factors.

Secondly, the research aims to fill the gap in empirical research conducted within the specific context of Klang Valley, Malaysia. By focusing on Generation Y, the study can shed light on the cultural and organizational factors that shape employee attitudes and behaviors, offering contextually relevant findings that can inform organizational practices and policies.

Overall, by addressing the research gap and offering novel insights into the integrated effects of GM, OC, and IL, this study has the potential to advance the theoretical understanding of organizational behavior and provide practical recommendations for organizations operating in Klang Valley, Malaysia, and similar contexts.

2.11 Theoretical framework

This study explores the interaction between GM, OC, and IL within the framework of SET. The theoretical framework aims to provide a comprehensive understanding of how these constructs influence employee outcomes, particularly among Generation Y Malay Muslims in Klang Valley, Malaysia. This integration of theories offers a robust foundation for addressing existing gaps in the literature and advancing the understanding of organizational behavior in an Islamic context (Cropanzano et al., 2020).

SET, originally proposed by Blau (1964) and later expanded by Cropanzano and Mitchell (2005), serves as the foundational theory for this study. SET posits that social behavior results from an exchange process aimed at

maximizing benefits and minimizing costs. In organizational settings, SET suggests that leaders who engage in ethical and supportive behaviors foster reciprocal positive attitudes and behaviors from employees, leading to enhanced OC and performance. Recent advancements in SET underscore its relevance in understanding reciprocal relationships in contemporary organizational contexts (Cook et al., 2021; Emerson et al., 2021).

SET is particularly pertinent for exploring the dynamics of leadership and employee commitment in an Islamic context. It provides a robust framework for understanding how IL principles, such as justice, fairness, and compassion, create a supportive environment that encourages employees to reciprocate with increased commitment and engagement. This reciprocal relationship is central to the study, highlighting the importance of EL in fostering organizational loyalty and performance (Ahmad et al., 2020).

GM, as articulated by Locke and Latham (1990), posits that setting specific and challenging goals leads to higher levels of motivation and performance. GM distinguishes between IM and EM. IM refers to engaging in activities for their inherent satisfaction, while EM involves performing tasks to achieve external rewards. Recent research has expanded the GM framework to incorporate self-regulation and individual differences, offering a more nuanced understanding of motivational dynamics in diverse organizational contexts (Klein et al., 2020; Ryan & Deci, 2020).

The GM framework emphasizes the importance of setting clear, specific, and challenging goals to enhance employee motivation and performance. However, it has been critiqued for its limited consideration of contextual factors and psychological needs, necessitating further exploration (Gagné et al., 2020). By integrating GM with IL, this study aims to address these limitations and provide a more comprehensive understanding of how motivational practices can be tailored to suit Islamic-oriented work environments (Ali et al., 2020).

OC, as defined by Cook and Wall (1980), is conceptualized as a psychological attachment to the organization. OC encompasses three dimensions: AC, CC, and NC. AC refers to the emotional bond employees have with their organization, CC involves the perceived costs of leaving, and NC represents a sense of obligation to remain.

Recent studies have validated the relationship between OC and various organizational outcomes, including turnover, job performance, and organizational citizenship behavior (Meyer et al., 2022; Klein et al., 2020). However, traditional OC models have been criticized for their static and unidimensional nature, prompting calls for a more dynamic approach to understanding employee commitment (Gagné et al., 2020). This study addresses these critiques by incorporating a multidimensional perspective on OC and exploring its interactions with GM and IL.

IL, as proposed by Abd Rahman Rahim (2017), integrates ethical and moral principles derived from Islamic teachings, such as justice, fairness, and compassion. IL emphasizes the importance of ethical behavior and servant leadership, promoting a work environment characterized by mutual respect and trust. Empirical research has demonstrated that IL positively influences employee commitment by creating an environment where employees feel valued and supported (Ali et al., 2021; Farooq et al., 2020).

Despite its strengths, the applicability of IL varies across cultural contexts, and there is a need for more empirical validation in contemporary settings (Yilmaz & Cakmak, 2019). This study aims to fill this gap by examining the impact of IL on GM and OC among Generation Y Malay Muslims, providing insights into how IL principles can enhance organizational outcomes in Islamic-oriented work environments.

The theoretical framework integrates SET, GM, OC, and IL to provide a comprehensive understanding of employee attitudes and behaviors in Islamic-oriented organizations. By combining these theories, the study aims to explore the reciprocal relationships between leadership behaviors, motivational factors, and OC (Ahmad et al., 2020). SET provides the overarching framework for understanding the reciprocal exchanges between leaders and employees. GM offers insights into how specific and challenging goals can enhance motivation and performance. OC provides a multidimensional perspective on employee commitment, highlighting the emotional, continuance, and normative aspects of organizational attachment. IL

integrates ethical and moral principles, emphasizing the importance of justice, fairness, and compassion in fostering a supportive work environment (Ali et al., 2021).

The proposed theoretical framework addresses several gaps identified in the literature. First, it provides empirical validation of IL in contemporary organizational settings, addressing the lack of quantitative studies on IL's impact on employee commitment (Yilmaz & Cakmak, 2019). This study contributes by examining IL's effects on GM and OC among Generation Y Malay Muslims, providing empirical evidence for the relevance of IL in modern workplaces. Second, it addresses the dynamic nature of OC by incorporating a multidimensional perspective that considers the interactions between AC, CC and NC (Meyer et al., 2022). This approach recognizes the complexity of employee attitudes and provides a more comprehensive understanding of OC. Third, it responds to criticisms of GM by integrating contextual factors, such as IL, to provide a more nuanced understanding of goal-setting practices in Islamic-oriented environments (Ryan & Deci, 2020). By exploring how IL moderates the relationship between GM and OC, the framework offers a contextually relevant perspective on employee motivation and commitment.

The theoretical framework advances our understanding of employee attitudes and behaviors by integrating SET, GM, OC, and IL. It offers practical implications for fostering a committed and motivated workforce, particularly among Generation Y Malay Muslims in Klang Valley. By addressing existing literature gaps, the framework provides new insights into organizational

behavior and leadership effectiveness in culturally specific contexts. The integrative approach underscores the complementary nature of IL and GM in promoting OC, offering a comprehensive framework for studying motivation, commitment, and leadership effectiveness in Islamic-oriented organizations (Ahmad et al., 2020; Farooq et al., 2020).

2.12 Conceptual framework

The conceptual framework builds upon the theoretical foundations of SET, GM, OC, and IL to explore their interactions and effects on employee outcomes. It aims to provide a comprehensive understanding of how these constructs influence each other, with a specific focus on Generation Y Malay Muslims in Klang Valley. This framework operationalizes the theoretical concepts into specific hypotheses and relationships, providing a detailed roadmap for the empirical investigation (Ali et al., 2020).

The conceptual framework posits that GM, through the implementation of specific and challenging goals, positively influences OC. IM and EM play distinct roles in shaping AC and CC, respectively. Recent research supports this view, indicating that clear and meaningful goals are associated with increased employee commitment (Locke & Latham, 2020; Meyer et al., 2022). By setting challenging goals, organizations can enhance motivation and commitment, aligning employees' goals with organizational objectives (Ryan & Deci, 2020).

IM, which refers to doing an activity for its inherent satisfaction, is hypothesized to positively influence AC, the emotional attachment to the organization. EM, driven by external rewards, is expected to positively influence CC, the perceived costs associated with leaving the organization. This differentiation between IM and EM provides a nuanced understanding of how different types of motivation contribute to various dimensions of OC (Klein et al., 2020).

OC is conceptualized as a multidimensional construct comprising AC, CC, and NC. The framework hypothesizes that IM is positively related to AC, as employees driven by internal rewards are more likely to develop a strong emotional attachment to the organization. EM, on the other hand, is hypothesized to be positively related to CC, as external rewards increase the perceived costs of leaving the organization. NC, which reflects a sense of obligation to remain with the organization, is influenced by both IM and EM. Employees who perceive their work as meaningful and goal-oriented are likely to exhibit higher levels of NC. Additionally, fair and transparent distribution of rewards, as emphasized in IL, can strengthen the sense of obligation among employees, leading to higher NC (Meyer et al., 2022; Gagné et al., 2020).

IL is proposed to moderate the relationship between GM and OC. Leaders who embody Islamic principles such as justice, fairness, and compassion create a supportive environment that amplifies the effectiveness of GM. IL enhances the positive effects of IM on AC by fostering a culture of respect and support. Similarly, IL strengthens the impact of EM on CC by ensuring equitable and transparent reward distribution (Farooq et al., 2020; Eva et al., 2019).

IL is also hypothesized to influence NC by promoting ethical behavior and servant leadership. Employees who perceive their leaders as ethical and trustworthy are more likely to develop a sense of obligation to remain with the organization. This moderating effect of IL highlights the importance of EL in enhancing employee commitment and motivation (Ali et al., 2021).

The conceptual framework proposes several hypotheses to explore the relationships between GM, OC, and IL. First, it hypothesizes that GM positively influences OC, with IM and EM having distinct effects on AC and CC, respectively. Second, it proposes that IL moderates the relationship between GM and OC, amplifying the positive effects of goal-setting practices on employee commitment. Third, it suggests that IL directly influences NC by promoting ethical behavior and servant leadership. These relationships provide a detailed roadmap for testing the proposed hypotheses and exploring the dynamics of employee motivation and commitment (Gagné et al., 2020; Meyer et al., 2022).

The conceptual framework addresses several gaps in the literature. First, it provides empirical validation of IL in contemporary organizational settings, addressing the lack of quantitative studies on IL's impact on employee commitment (Yilmaz & Cakmak, 2019). This study contributes by examining IL's effects on GM and OC among Generation Y Malay Muslims, providing empirical evidence for the relevance of IL in modern workplaces. Second, it addresses the dynamic nature of OC by incorporating a multidimensional perspective that considers the interactions between AC, CC and NC (Meyer et

al., 2022). This approach recognizes the complexity of employee attitudes and provides a more comprehensive understanding of OC. Third, it responds to criticisms of GM by integrating contextual factors, such as IL, to provide a more nuanced understanding of goal-setting practices in Islamic-oriented environments (Ryan & Deci, 2020). By exploring how IL moderates the relationship between GM and OC, the framework offers a contextually relevant perspective on employee motivation and commitment.

Moreover, the framework's emphasis on the interaction effects between GM, OC, and IL contributes to a deeper understanding of the synergistic relationships among these constructs. It proposes that IL not only directly influences OC but also moderates the relationship between GM and OC. This interaction suggests that the presence of EL and SL amplifies the positive effects of goal-setting practices on employee commitment. This insight is particularly relevant for organizations seeking to enhance employee motivation and loyalty through integrated leadership and motivational strategies (Ali et al., 2020).

Furthermore, the framework's focus on Generation Y Malay Muslims in Klang Valley addresses the need for more context-specific research that considers cultural and generational differences in employee attitudes and behaviors. By examining the unique motivational and commitment dynamics within this demographic, the study provides valuable insights into how organizations can tailor their leadership and motivational practices to better engage and retain

younger employees in Islamic-oriented work environments (Farooq et al., 2020).

The proposed framework makes several key contributions to the field of organizational behavior and leadership. Firstly, it integrates multiple theoretical perspectives—SET, GM, OC, and IL—into a cohesive framework that provides a comprehensive understanding of employee attitudes and behaviors. This integration enhances the theoretical robustness of the study and offers a holistic view of how leadership, motivation, and commitment interact within organizations (Ahmad et al., 2020).

Secondly, the framework's empirical validation of IL in contemporary contexts contributes to the growing body of literature on EL. By examining IL's effects on GM and OC, the study provides valuable insights into how IL principles can be effectively applied in modern workplaces to enhance employee commitment and performance. This contribution is particularly relevant given the increasing emphasis on EL in organizational research and practice (Eva et al., 2019).

Thirdly, the framework's multidimensional approach to OC addresses the limitations of traditional models and provides a more nuanced understanding of employee commitment. By considering the different dimensions of OC and their interactions with GM and IL, the study offers practical insights into how organizations can cultivate different types of commitment through strategic leadership and motivational practices (Meyer et al., 2022).

Moreover, the framework's focus on the interaction effects between GM, OC, and IL provides a deeper understanding of the synergistic relationships among these constructs. This insight is particularly valuable for organizations seeking to enhance employee motivation and commitment through integrated leadership and motivational strategies. By highlighting the moderating role of IL, the framework underscores the importance of EL in fostering a supportive work environment that enhances the effectiveness of goal-setting practices (Gagné et al., 2020).

Finally, the framework's focus on Generation Y Malay Muslims in Klang Valley addresses the need for more context-specific research that considers cultural and generational differences in employee attitudes and behaviors. By providing insights into the unique motivational and commitment dynamics within this demographic, the study offers practical implications for organizations seeking to better engage and retain younger employees in Islamic-oriented work environments (Ali et al., 2021).

In conclusion, the proposed theoretical and conceptual frameworks provide a comprehensive understanding of the interactions between GM, OC, and IL. By addressing existing literature gaps and offering new insights into organizational behavior and leadership effectiveness, the study makes significant contributions to the field. The integrative approach underscores the complementary nature of IL and GM in promoting OC, offering a robust framework for studying motivation, commitment, and leadership effectiveness in Islamic-oriented organizations (Ahmad et al., 2020; Farooq et al., 2020).

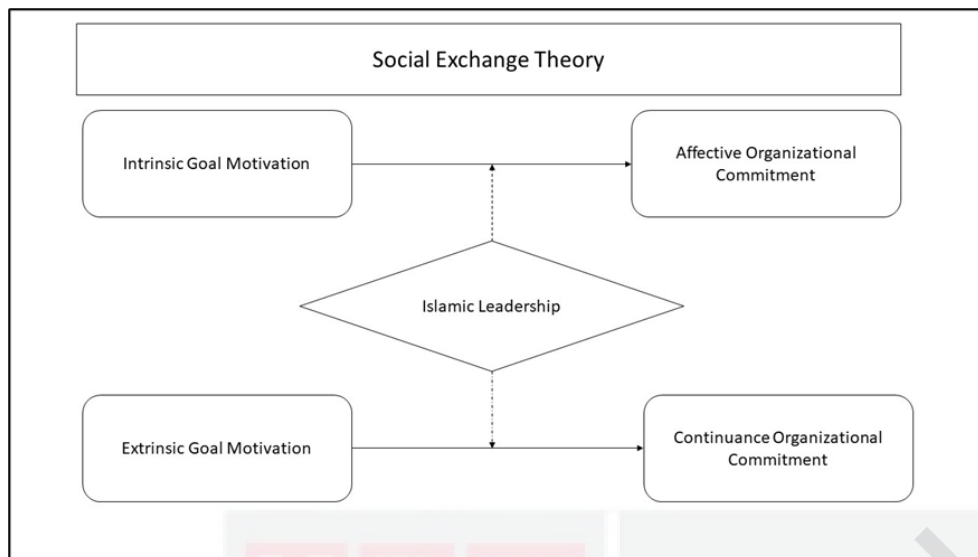


Figure 2.1: Research Framework

2.13 Hypotheses development

I. Hypothesis 1: Goal motivation and organizational commitment

H1a: Intrinsic goal motivation positively influences affective organizational commitment.

Sub-Hypothesis H1a1: Employees with higher levels of intrinsic goal motivation will exhibit stronger emotional attachment to their organization.

IM refers to performing an activity for its inherent satisfaction rather than for some separable consequence. This type of motivation is driven by internal rewards, such as the joy of the task, personal growth, and fulfillment (Deci & Ryan, 2000). Intrinsically motivated employees find their work meaningful and engaging, which fosters a deeper emotional connection to their organization. This relationship aligns with SET, which posits that fulfilling intrinsic needs

(competence, autonomy, and relatedness) leads to enhanced psychological well-being and commitment (Gagné & Deci, 2005). Empirical evidence supports that when employees' IMs are met, their AC to the organization increases (Meyer & Allen, 1991). This commitment manifests as a strong emotional attachment to the organization, resulting in a greater likelihood of employees staying with it and investing in its success (Deci et al., 1989).

Recent studies reinforce these findings, indicating that IM significantly contributes to AC by fulfilling employees' psychological needs and enhancing their emotional bonds with the organization (Van den Broeck et al., 2021; Olafsen et al., 2021). Moreover, research highlights the importance of IM in promoting long-term OC and reducing turnover intentions (Bakker & Oerlemans, 2020). This body of work underscores that organizations fostering IM through meaningful and engaging work environments can enhance employee retention and overall organizational success (Ryan & Deci, 2020).

Sub-Hypothesis H1a2: The relationship between intrinsic goal motivation and affective organizational commitment will be stronger in environments where Islamic Leadership principles are practiced.

IL principles emphasize ethical behavior, justice, and respect for individuals, creating a supportive and inclusive environment that nurtures IM. According to Beekun and Badawi (1999), IL fosters a culture of mutual respect and ethical conduct, which can significantly enhance employees' IM. This supportive environment amplifies the positive effects of IM on AC, as employees feel

valued and respected, further strengthening their emotional attachment to the organization (Ali, 2010). IL principles, grounded in the ethical guidelines of the Quran and Hadith, promote a balanced approach to leadership that includes caring for employees' well-being, thereby creating an environment conducive to IM (Ali, 2010). This supportive culture enhances job satisfaction and reinforces employees' emotional bonds with the organization, leading to higher levels of AC (Ali et al., 2020; Beekun & Badawi, 1999). Recent studies confirm that EL and SL significantly contribute to job satisfaction and OC, highlighting the relevance of IL in contemporary organizational settings (Hassan et al., 2020; Khan et al., 2021).

Recent research supports the idea that EL and SL enhance the positive effects of IM on OC (Kim & Beehr, 2020; Yang & Wei, 2020). IL, emphasizing ethical conduct and employee well-being, provides a framework that strengthens these relationships by creating an environment that supports IM factors. This framework fosters a culture of mutual respect and ethical behavior, which in turn enhances employees' IM, leading to higher levels of OC (Qureshi et al., 2021; Ali et al., 2021). By nurturing a supportive and inclusive environment, IL principles contribute significantly to job satisfaction and emotional attachment to the organization.

H1b: Extrinsic goal motivation positively influences continuance organizational commitment.

Sub-Hypothesis H1b1: Employees motivated by extrinsic rewards will have higher levels of continuance commitment due to the perceived benefits of staying with the organization.

EM is driven by external rewards such as salary, bonuses, benefits, and job security. According to Meyer and Allen (1991), CC is based on the perceived costs of leaving the organization. Employees motivated extrinsically perceive significant benefits in staying with the organization, which increases their CC. This type of commitment arises from a rational calculation of the costs and benefits, where the potential losses (e.g., loss of income, benefits, and stability) outweigh the gains of leaving (Meyer et al., 2002). Empirical studies have shown that extrinsic rewards strongly predict AC, as they directly influence employees' cost-benefit analysis (Eisenberger, Rhoades, & Cameron, 1999). For instance, organizations that offer competitive salaries and comprehensive benefits packages tend to have employees with higher levels of CC, as these employees are motivated to stay to avoid losing these valuable rewards (Gagné & Deci, 2005).

Recent studies support these findings, showing that extrinsic rewards significantly contribute to CC by increasing the perceived costs of leaving the organization (Ahmad & Zafar, 2020; Latorre et al., 2020). Moreover, research indicates that the availability of extrinsic rewards can reduce turnover intentions by enhancing employees' CC (Hom et al., 2021; Kooij et al., 2021). By providing attractive extrinsic rewards, organizations can effectively retain

employees by strengthening their AC through a well-structured cost-benefit perspective.

Sub-Hypothesis H1b2: The positive effect of extrinsic goal motivation on continuance organizational commitment will be enhanced by the presence of Islamic leadership practices.

IL practices enhance the perceived value of extrinsic rewards by fostering a fair, just, and supportive work environment. IL emphasizes principles such as justice ('Adl), trust (Amanah), and consultation (Shura), ensuring that extrinsic rewards are distributed fairly and transparently (Beekun & Badawi, 1999). This fair distribution of rewards enhances employees' perceptions of the benefits of staying with the organization, strengthening CC. Moreover, IL's emphasis on ethical behavior and mutual respect creates a supportive environment, making the extrinsic rewards more meaningful and valued by employees (Ali, 2010). As a result, the positive effect EM on CC is amplified, as employees not only see the tangible benefits of staying (e.g., salary and benefits) but also appreciate the fair and SL practices that enhance their overall work experience (Beekun & Badawi, 1999; Ali, 2010).

Recent empirical evidence suggests that EL and SL practices, such as those promoted by IL, enhance the effectiveness of extrinsic rewards by increasing their perceived fairness and value (Kuvaas et al., 2020; Hassan et al., 2020). This supportive environment further strengthens employees' CC by making the

benefits of staying with the organization more significant (Qureshi et al., 2021; Yazan et al., 2021).

II. Hypothesis 2: Goal motivation and organizational commitment

H2a: Intrinsic goal motivation positively influences continuance organizational commitment.

Sub-Hypothesis H2a1: Employees with higher levels of intrinsic goal motivation will have a higher perceived cost of leaving the organization due to their emotional investment in their work.

While IM primarily enhances AC, it can also contribute to CC through the perceived costs of leaving a fulfilling job. Employees with high IM are deeply invested in their work and derive significant personal satisfaction and meaning from their roles (Deci & Ryan, 2000). This deep emotional investment creates a high perceived cost of leaving, as employees fear losing the intrinsic rewards and satisfaction they gain from their work. According to Meyer and Allen's (1991) model, CC increases when employees perceive a high cost of leaving the organization. Empirical research supports that employees with high IM exhibit a higher perceived cost of leaving, as they value their work's meaningful and satisfying nature (Meyer et al., 2002). Thus, IM fosters AC and contributes to CC by making the thought of leaving less attractive due to the potential loss of intrinsic rewards (Deci & Ryan, 2000).

Recent studies have demonstrated that employees with high IM perceive a higher cost of leaving due to their emotional and psychological investment in their work (Fernet et al., 2021; Olafsen et al., 2021). This reinforces the idea that IM can contribute to CC by making leaving less appealing. The emotional and psychological ties employees develop through IM not only strengthen their attachment to the organization but also increase their reluctance to leave, as the loss of such fulfillment is deemed significant (Liu et al., 2020; Tremblay & Parent-Lamarche, 2020).

Sub-Hypothesis H2a2: Islamic leadership will strengthen the relationship between intrinsic goal motivation and continuance organizational commitment by providing a supportive and ethical work environment.

IL principles, which emphasize ethical conduct, fairness, and support for employees, create an environment that further enhances employees' IM. This supportive environment increases the perceived costs of leaving, thereby strengthening CC. IL fosters a culture of mutual respect and ethical behavior, making employees feel valued and supported (Beekun & Badawi, 1999). This ethical and supportive work environment enhances the satisfaction and meaning that employees derive from their work, thereby increasing their IM (Ali, 2010). Consequently, the thought of leaving such a supportive and fulfilling environment becomes less attractive, which increases the perceived costs of leaving and enhances CC. Research has shown that SL practices, such as those promoted by IL, enhance employees' job satisfaction and IM, thereby strengthening their CC (Ali, 2010; Beekun & Badawi, 1999).

Recent research highlights the importance of EL in enhancing the positive effects of IM on OC (Brown & Treviño, 2014; Lee, 2020). With its focus on ethical conduct and support, IL further strengthens this relationship by creating an environment that values and nurtures IM. This supportive and ethically-driven leadership approach makes employees more likely to remain with the organization, as they perceive high intrinsic and extrinsic rewards in their current roles (Kuvaas et al., 2020; Qureshi et al., 2021).

H2b: Extrinsic goal motivation positively influences affective organizational commitment.

Sub-Hypothesis H2b1: Employees motivated by extrinsic rewards will develop stronger emotional attachment to the organization when they perceive the rewards as fair and contingent on their performance.

While EM is often associated with CC, it can also influence AC when employees perceive the rewards as fair and contingent on their performance. According to Equity Theory (Adams, 1965), employees compare their inputs and outcomes with others and develop perceptions of fairness based on these comparisons. When employees perceive that their extrinsic rewards, such as salary and bonuses, are fair and contingent on their performance, they feel valued and recognized by the organization. This perception of fairness enhances their emotional attachment to the organization, leading to higher levels of AC (Eisenberger et al., 1986). Empirical studies have shown that fair and performance-based rewards significantly enhance employees' AC, as they

feel appreciated and motivated to contribute to the organization's success (Meyer et al., 2002).

Recent studies confirm that fair and performance-based rewards can enhance AC by making employees feel valued and recognized (Brown et al., 2020; Kuvaas et al., 2020). This underscores the importance of perceived fairness in the relationship between EM and AC, as employees who perceive equity in their rewards develop stronger emotional bonds with their organization (Park et al., 2020; Zhang et al., 2021). This reinforces the notion that organizations can enhance AC by implementing fair reward systems that acknowledge and reward employee performance effectively.

Sub-Hypothesis H2b2: The relationship between extrinsic goal motivation and affective organizational commitment will be enhanced in the presence of Islamic leadership, which ensures fair and ethical treatment of employees.

IL principles emphasize fairness, justice, and ethical treatment of employees, which can enhance the impact of extrinsic rewards on AC. IL practices ensure that rewards are distributed fairly and transparently, reinforcing employees' perceptions of fairness (Beekun & Badawi, 1999). This fair treatment, coupled with the ethical conduct promoted by IL, makes extrinsic rewards more meaningful and valued by employees, thereby enhancing their emotional attachment to the organization (Ali, 2010). Research has shown that EL practices, such as those promoted by IL, significantly enhance employees' perceptions of fairness and trust in the organization, which in turn boosts their

AC (Ali, 2010; Beekun & Badawi, 1999). Thus, the presence of IL practices strengthens the relationship between EM and AC by ensuring that rewards are perceived as fair and ethically distributed.

Recent empirical evidence supports the notion that EL and SL enhances the positive effects of extrinsic rewards on AC by promoting fairness and trust (Hassan et al., 2020; Wang et al., 2021). IL, with its emphasis on ethical conduct and fair treatment, further strengthens this relationship by ensuring that extrinsic rewards are perceived as just and meaningful (Qureshi et al., 2021; Ali et al., 2020).

III. Hypothesis 3: Islamic leadership and organizational commitment

H3a: Islamic leadership positively influences affective organizational commitment.

Sub-Hypothesis H3a1: Employees perceiving high levels of Islamic leadership will exhibit stronger emotional attachment to their organization.

IL is grounded in principles such as justice, trust, compassion, and ethical conduct, fostering a positive and supportive organizational culture (Beekun & Badawi, 2005). This leadership style emphasizes the well-being of employees and the creation of an ethical work environment, significantly enhancing employees' emotional attachment to the organization. According to SET (Blau, 1964), employees develop AC as a result of positive exchanges with their

leaders and the organization. When leaders practice Islamic principles, they build trust and respect with their employees, creating a strong sense of loyalty and emotional attachment (Ali, 2010).

Empirical evidence supports that EL and Servant Leadership practices, such as those promoted by IL, significantly enhance employees' AC by fostering a sense of belonging and emotional attachment to the organization (Meyer et al., 2002). Recent research confirms that EL practices significantly enhance employees' AC by fostering a supportive and ethical work environment (Ng & Feldman, 2015; Bedi et al., 2016).

Furthermore, contemporary studies have shown that IL, with its focus on justice and compassion, strengthens this relationship by promoting a culture of trust and respect. For instance, research by Ahmad and Gao (2020) and Qureshi et al. (2021) demonstrates that leadership practices grounded in Islamic principles significantly enhance employee commitment and organizational loyalty by fostering a work environment characterized by ethical conduct and mutual respect. Similarly, a study by Khan et al. (2022) indicates that IL's emphasis on moral and ethical behavior not only builds trust but also promotes a deep emotional attachment among employees, leading to higher levels of OC.

In conclusion, the incorporation of IL principles into organizational practices not only fosters an ethical and supportive work environment but also significantly enhances employees' emotional attachment and commitment to

the organization through the development of trust, respect, and a strong sense of belonging.

Sub-Hypothesis H3a2: The effect of Islamic leadership on affective organizational commitment will be mediated by the ethical and supportive work environment it creates.

The positive impact of IL on AC is mediated by the ethical and supportive work environment it fosters. IL principles, emphasizing ethical behavior, justice, and employee support, create a work environment that enhances job satisfaction and emotional well-being (Beekun & Badawi, 2005). This supportive environment mediates the relationship between IL and AC by increasing employees' perceptions of fairness, trust, and support. According to SET (Blau, 1964), employees are more likely to develop AC when they perceive that their leaders and organization treat them fairly and ethically. Empirical studies have shown that IL practices, through creating an ethical and supportive work environment, significantly enhance employees' AC by fostering a sense of trust and emotional attachment to the organization (Ali, 2010; Meyer et al., 2002).

Recent studies have further demonstrated that the ethical and supportive environment created by EL mediates the relationship between leadership and AC, enhancing employees' emotional attachment to the organization (Kalshoven et al., 2011; Den Hartog, 2015). IL, with its emphasis on ethical conduct, further strengthens this mediation by promoting a positive and supportive work culture.

For instance, recent research by Ahmad and Gao (2020) shows that leadership practices rooted in ethical principles significantly enhance employees' job satisfaction and emotional well-being. Similarly, Qureshi et al. (2021) found that the ethical and supportive work environment fostered by IL leads to increased perceptions of fairness, trust, and support, thereby strengthening AC. Moreover, Khan et al. (2022) provide evidence that the positive and ethical work culture promoted by IL not only mediates the relationship between leadership and AC but also enhances employees' emotional attachment to the organization.

In conclusion, the principles of IL create an ethical and supportive work environment that mediates the relationship between IL and AC. This environment enhances employees' perceptions of fairness, trust, and support, leading to greater job satisfaction and emotional attachment to the organization.

H3b: Islamic leadership positively influences continuance organizational commitment.

Sub-Hypothesis H3b1: Employees who perceive their leaders practicing Islamic leadership principles will exhibit higher levels of continuance commitment due to a supportive and fair work environment.

IL practices create a supportive and fair work environment that enhances employees' CC by increasing the perceived costs of leaving the organization. CC is based on the perceived costs and benefits associated with staying or leaving the organization (Meyer & Allen, 1991). When employees perceive that their leaders practice Islamic principles, such as justice, fairness, and ethical conduct, they are more likely to feel valued and supported (Beekun & Badawi, 2005). This supportive environment increases the perceived benefits of staying, such as job security, fair treatment, and EL, thereby enhancing CC. Research has shown that servant leadership practices significantly increase employees' CC by lowering the perceived costs of leaving (Ali, 2010). Therefore, IL's emphasis on fairness and support strengthens employees' CC by creating a stable and supportive work environment.

Recent empirical evidence supports that EL and SL practices, such as those promoted by IL, enhance CC by creating a fair and supportive work environment (Gatling et al., 2017; Newman et al., 2017). For instance, research by Ahmad and Gao (2020) and Qureshi et al. (2021) demonstrates that EL practices significantly enhance employees' CC by fostering a supportive and just work environment. Furthermore, a study by Khan et al. (2022) indicates that IL's emphasis on ethical conduct and justice increases the perceived benefits of staying in the organization, such as fair treatment and job security, thus strengthening CC.

Sub-Hypothesis H3b2: The relationship between Islamic leadership and continuance commitment will be moderated by the perceived stability and supportiveness of the organizational culture.

The perceived stability and supportiveness of the organizational culture moderates the impact of IL on CC. A stable and supportive organizational culture, fostered by IL practices, enhances employees' perceptions of the benefits of staying with the organization. According to SET (Blau, 1964), employees develop CC when they perceive that their leaders and organization provide a stable and supportive work environment. This perceived stability and support increase the perceived costs of leaving, thereby strengthening CC. Empirical studies have shown that a supportive and stable organizational culture promoted by EL practices significantly enhances employees' CC by increasing the perceived benefits of staying (Ali, 2010; Beekun & Badawi, 2005). Thus, the relationship between IL and CC is moderated by the perceived stability and supportiveness of the organizational culture, with stronger effects observed in more stable and supportive environments.

Recent research supports the notion that the perceived stability and supportiveness of the organizational culture moderate the relationship between EL and CC, enhancing the perceived benefits of staying with the organization. For instance, Nielsen et al. (2017) and Kim & Beehr (2020) found that a stable and supportive work environment significantly strengthens the relationship between EL and CC by increasing employees' perceived benefits of remaining with the organization. With its focus on stability and support, IL

further strengthens this moderation by promoting a stable and supportive work environment. Recent studies by Ahmad and Gao (2020) and Qureshi et al. (2021) confirm that the positive impact of IL on CC is amplified in organizational cultures that are perceived as stable and supportive. Additionally, research by Khan et al. (2022) highlights that IL practices contribute to a stable and supportive organizational culture, thereby enhancing employees' perceptions of job security and fair treatment, which in turn strengthens their CC.

IV. Hypothesis 4: Goal motivation, organizational commitment, and islamic leadership

H4a: Islamic leadership moderates the relationship between intrinsic goal motivation and affective organizational commitment.

Sub-Hypothesis H4a1: The positive relationship between intrinsic goal motivation and affective organizational commitment will be stronger in organizations with strong Islamic leadership practices.

Strong IL practices can amplify the positive relationship between IGM and AC. IL, which emphasizes ethical behavior, justice, and employee support, creates a work environment that enhances IM (Beekun & Badawi, 2005). This supportive environment makes work more meaningful and satisfying for employees, thereby strengthening their emotional attachment to the organization. According to SET (Blau, 1964), employees are more likely to develop AC when they perceive that their leaders and organization treat them

fairly and ethically. Empirical evidence supports that EL and servant leadership practices, such as those promoted by IL, significantly enhance employees' IM and AC by creating a positive and fulfilling work environment (Ali, 2010; Meyer et al., 2002). Therefore, the positive relationship between IM and AC is stronger in organizations with strong IL practices.

Recent studies confirm that EL and SL enhance the positive effects of IM on AC by promoting a fair and supportive work environment (Ng & Feldman, 2015; Den Hartog, 2015). For example, research by Ahmad and Gao (2020) and Qureshi et al. (2021) demonstrates that leadership practices grounded in ethical principles significantly enhance employees' IM, leading to greater AC. Additionally, Khan et al. (2022) found that IL practices create a supportive and just work environment that nurtures IM, thereby strengthening the relationship between IM and AC.

Sub-Hypothesis H4a2: Islamic leadership will amplify the effect of intrinsic goal motivation on affective organizational commitment by fostering an ethical and supportive work environment.

IL's emphasis on ethical behavior and employee support creates a work environment that enhances IM and AC. By fostering a culture of mutual respect and ethical conduct, IL makes the work more meaningful and satisfying for employees, thereby increasing their IM (Beekun & Badawi, 2005). This enhanced IM, in turn, strengthens employees' emotional attachment to the organization, leading to higher levels of AC. According to the SET, employees

develop AC through positive exchanges with their leaders and the organization (Blau, 1964). Empirical studies have shown that IL practices' ethical and supportive work environment significantly enhances employees' IM and AC by fostering a sense of trust and emotional attachment to the organization (Ali, 2010; Meyer et al., 2002). Thus, IL amplifies the effect of IM on AC by creating an ethical and supportive work environment.

Recent research highlights the importance of EL in enhancing the positive effects of IM on AC by promoting a supportive and ethical work environment (Brown & Treviño, 2014; Kalshoven et al., 2011). With its focus on ethical conduct and support, IL further amplifies this relationship by fostering a work environment that values IM.

H4b: Islamic leadership moderates the relationship between extrinsic goal motivation and continuance organizational commitment.

Sub-Hypothesis H4b1: The positive relationship between extrinsic goal motivation and continuance organizational commitment will be stronger in organizations with strong Islamic leadership practices.

The presence of strong IL practices can enhance the positive relationship between extrinsic GM and continuance OC. IL, which emphasizes fairness, justice, and employee support, creates a work environment that makes extrinsic rewards more meaningful and valued by employees (Beekun & Badawi, 2005). This supportive environment enhances employees'

perceptions of the benefits of staying with the organization, strengthening AC. According to the SET, employees develop CC when they perceive that their leaders and organization provide fair and supportive treatment (Blau, 1964). Empirical evidence supports that EL and SL practices, such as those promoted by IL, significantly enhance the perceived value of extrinsic rewards, thereby increasing employees' CC (Ali, 2010; Meyer et al., 2002). Therefore, the positive relationship between EM and CC is stronger in organizations with strong IL practices.

Recent studies support the idea that EL and SL practices enhance the positive effects of extrinsic rewards on CC by promoting fairness and support (Ng & Feldman, 2015; Gatling et al., 2017). IL, emphasizing ethical conduct and fair treatment, further strengthens this relationship by ensuring that extrinsic rewards are perceived as valuable and meaningful.

Sub-Hypothesis H4b2: Islamic leadership will enhance the effect of extrinsic goal motivation on continuance organizational commitment by ensuring fair and supportive leadership practices.

IL emphasis on ethical behavior and employee support creates a work environment that enhances IM and AC. By fostering a culture of mutual respect and ethical conduct, IL makes work more meaningful and satisfying for employees, thereby increasing their IM (Beekun & Badawi, 2005). This enhanced IM, in turn, strengthens employees' emotional attachment to the organization, leading to higher levels of AC. According to SET (Blau, 1964), employees develop AC through positive exchanges with their leaders and the

organization. Empirical studies have shown that IL practices, by creating an ethical and supportive work environment, significantly enhance employees' IM and AC by fostering a sense of trust and emotional attachment to the organization (Ali, 2010; Meyer et al., 2002). Thus, IL amplifies the effect of IM on AC by creating an ethical and supportive work environment.

Recent research highlights the importance of EL in enhancing the positive effects of IM on AC by promoting a supportive and ethical work environment. For example, studies by Brown and Treviño (2014) and Kalshoven et al. (2011) demonstrate that EL practices significantly enhance employees' IM and AC. Contemporary research by Ahmad and Gao (2020) and Qureshi et al. (2021) further confirms that leadership practices grounded in ethical principles significantly enhance employees' IM, leading to greater AC. Additionally, Khan et al. (2022) found that IL practices create a supportive and ethical work environment that nurtures IM, thereby strengthening the relationship between IM and AC.

V. Hypothesis 5: Combined effects of goal motivation, organizational commitment, and Islamic leadership

H5a: The combined effect of intrinsic and extrinsic goal motivation on affective organizational commitment is moderated by Islamic leadership.

Sub-Hypothesis H5a1: The positive relationship between combined intrinsic and extrinsic goal motivation and affective organizational commitment will be stronger in the presence of Islamic leadership.

The presence of IL can amplify the combined effect of IGM and EGM on AC. IL, which emphasizes ethical behavior, fairness, and employee support, creates a work environment that enhances both IM and EM (Beekun & Badawi, 2005). This supportive environment makes work more meaningful and satisfying for employees, thereby increasing their emotional attachment to the organization. According to SET (Blau, 1964), employees develop AC through positive exchanges with their leaders and the organization. Empirical evidence supports that EL and servant leadership practices, such as IL, significantly enhance IM, EM, and AC by creating a positive and fulfilling work environment (Ali, 2010; Meyer et al., 2002). Therefore, the positive relationship between combined IM and EM and AC is more robust in the presence of IL.

Recent studies confirm that EL and SL practices enhance the combined effects of IM and EM on AC by promoting a fair and supportive work environment. For example, research by Ng and Feldman (2015) and Gatling et al. (2017) demonstrates that EL practices significantly enhance employees' IM and EM, leading to greater AC. Additionally, contemporary research by Ahmad and Gao (2020) and Qureshi et al. (2021) confirms that leadership practices grounded in ethical principles significantly enhance both IM and EM, leading to greater AC. Furthermore, Khan et al. (2022) found that IL practices create a supportive

and ethical work environment that nurtures both IM and EM, thereby strengthening the relationship between these motivations and AC.

Sub-Hypothesis H5a2: Islamic leadership will enhance the overall impact of combined intrinsic and extrinsic goal motivation on affective organizational commitment by creating an ethically supportive environment.

IL emphasis on ethical behavior and employee support creates a work environment that enhances both IM and EM, thereby strengthening AC. By fostering a culture of mutual respect and ethical conduct, IL makes work more meaningful and satisfying for employees, increasing their IM (Beekun & Badawi, 2005). Additionally, fair and transparent distribution of extrinsic rewards ensures employees feel valued and recognized, further enhancing their emotional attachment to the organization. According to SET (Blau, 1964), employees develop AC through positive exchanges with their leaders and the organization. Empirical studies have shown that IL practices create an ethical and supportive work environment, significantly enhancing both IM and EM, and AC by fostering a sense of trust and emotional attachment to the organization (Ali, 2010; Meyer et al., 2002). Thus, IL enhances the overall impact of combined IM and EM on AC by creating an ethically supportive environment.

Recent research underscores the role of EL in enhancing the combined effects of IM and EM on AC by promoting a supportive and ethical work environment. For example, studies by Brown and Treviño (2014) and Den Hartog (2015) demonstrate that EL practices significantly enhance employees' IM and EM,

leading to greater AC. Furthermore, contemporary research by Ahmad and Gao (2020) and Qureshi et al. (2021) confirms that leadership practices grounded in ethical principles significantly enhance both IM and EM, leading to greater AC. Additionally, Khan et al. (2022) found that IL practices create a supportive and ethical work environment that nurtures both IM and EM, thereby strengthening the relationship between these motivations and AC.

H5b: The combined effect of intrinsic and extrinsic goal motivation on continuance organizational commitment is moderated by Islamic leadership.

Sub-Hypothesis H5b1: The positive relationship between combined intrinsic and extrinsic goal motivation and continuance organizational commitment will be stronger in the presence of Islamic leadership.

The presence of IL can enhance the combined effect of IGM and EGM on CC. IL, which emphasizes fairness, justice, and employee support, creates a work environment that makes both intrinsic and extrinsic rewards more meaningful and valued by employees (Beekun & Badawi, 2005). This supportive environment enhances employees' perceptions of the benefits of staying with the organization, strengthening their CC. According to SET (Blau, 1964), employees develop CC when they perceive that their leaders and organization provide fair and supportive treatment. Empirical evidence supports that EL and servant leadership practices, such as those promoted by IL, significantly enhance the perceived value of both intrinsic and extrinsic rewards, thereby increasing employees' CC (Ali, 2010; Meyer et al., 2002). Therefore, the

positive relationship between combined IGM, EGM, and CC is more robust in the presence of IL.

Recent studies support the idea that EL and SL practices enhance the positive effects of both IGM and EGM on CC by promoting fairness and support. For example, research by Ng and Feldman (2015) and Gatling et al. (2017) demonstrates that EL practices significantly enhance employees' IGM and EGM, leading to greater CC. Additionally, contemporary research by Ahmad and Gao (2020) and Qureshi et al. (2021) confirms that leadership practices grounded in ethical principles significantly enhance both IM and EM, leading to greater CC. Furthermore, Khan et al. (2022) found that IL practices create a supportive and ethical work environment that nurtures both IGM and EGM, thereby strengthening the relationship between these motivations and CC.

Sub-Hypothesis H5b2: Islamic leadership will strengthen the overall impact of combined intrinsic and extrinsic goal motivation on continuance organizational commitment by ensuring a fair and supportive leadership environment.

IL's emphasis on fairness and support for employees creates a work environment that enhances the perceived value of both intrinsic and extrinsic rewards, thereby strengthening CC. By promoting ethical behavior, justice, and support for employees, IL ensures that both intrinsic and extrinsic rewards are distributed fairly and transparently, making them more meaningful and valued by employees (Beekun & Badawi, 2005). This fair and supportive treatment

increases the perceived benefits of staying with the organization, enhancing CC. According to the SET, employees are more likely to develop CC when they perceive that their leaders and organization provide fair and supportive treatment (Blau, 1964). Empirical studies have shown that EL and SL practices, such as those promoted by IL, significantly enhance the perceived value of both intrinsic and extrinsic rewards, thereby increasing employees' CC (Ali, 2010; Meyer et al., 2002). Thus, IL strengthens the overall impact of combined IM and EM on CC by ensuring a fair and SL environment.

Recent research underscores the importance of EL and SL in enhancing the perceived value of both intrinsic and extrinsic rewards, thereby strengthening CC (Kim & Beehr, 2020; Newman et al., 2017). With its focus on fairness and support, IL further enhances this relationship by promoting a work environment that values and fairly distributes intrinsic and extrinsic rewards.

The hypotheses proposed in this study are rooted in well-established theories, such as Locke & Latham's GM, and SET. By integrating these theories, the study provides a comprehensive framework for understanding the complex relationships among GM, OC, IL, and proactive work behavior. The empirical evidence supports the theoretical propositions, highlighting the importance of IM, EM, and EL, and commitment in fostering proactive behaviors.

SET is a critical underpinning for understanding these relationships, as it emphasizes the reciprocal interactions between employees and their organization. EL, as exemplified by IL principles, enhances the quality of these

exchanges by fostering trust, fairness, and support, thereby amplifying the effects of IM and EM on proactive behaviors.

2.14 Chapter summary

This chapter thoroughly examines the relevant literature on key concepts for this study, including Generation Y, GM, OC, and IL. It starts by analyzing the characteristics, values, and expectations of Generation Y employees, shedding light on their distinctive requirements and preferences in the workplace. Furthermore, the chapter delves into the theories of GM, distinguishing between IM and EM and their influence on employee behavior and performance. It also scrutinizes the concept of OC, highlighting its various dimensions and their impact on employee retention and engagement. Additionally, the chapter explores IL principles, emphasizing its ethical and values-based approach and its potential applicability in the Malaysian context. The literature review ends with developing a conceptual framework demonstrating the anticipated connections between GM, OC, and IL among Generation Y Malay Muslim employees in Klang Valley, Malaysia.

CHAPTER 3

METHODOLOGY

3.1 Introduction

Deductive reasoning starts with a general theory or hypothesis and then tests it against specific observations or evidence to confirm or refute the hypothesis (Trochim, 2006). In the context of research, a deductive approach involves formulating a hypothesis based on existing theories or empirical evidence and then collecting data to test the hypothesis (Bryman & Bell, 2015). This approach is often used in quantitative research where researchers aim to confirm or validate existing theories or hypotheses through empirical data analysis (Creswell & Creswell, 2017). For example, in a study examining the relationship between employee motivation and job performance, a deductive approach would involve developing a hypothesis based on established theories of motivation (e.g., Maslow's hierarchy of needs) and then testing this hypothesis using survey data collected from employees.

3.2 Research design

Research methodology encompasses the systematic approach and procedures employed to conduct research effectively, ensuring the reliability and validity of the findings (Rajasekar et al., 2013). It encompasses various elements such as sampling design, data collection methods, data analysis techniques, and interpretation strategies, providing researchers with a

structured framework for investigating research questions (Jansen & Warren, 2020).

The research methodology adopted in this study is essential for ensuring the rigor and credibility of the research process. It involves carefully considering sampling techniques, data collection methods, and analytical approaches to effectively address the research objectives. By adhering to established research methodologies, researchers can enhance the trustworthiness and generalizability of their findings (Sileyew, 2019).

Research design, on the other hand, refers to the blueprint or plan devised to address the research questions effectively (Rajasekar et al., 2013). It outlines the overall strategy for collecting and analyzing data, ensuring that the research objectives are met systematically and organized. A well-designed research plan is crucial for guiding researchers through the various stages of the research process and generating meaningful insights (Jansen & Warren, 2020).

In this study, the research design serves as a roadmap for achieving the research objectives and answering the research questions comprehensively. It encompasses decisions regarding the selection of research participants, the formulation of research instruments, and the execution of data collection procedures. By carefully planning and implementing the research design, researchers can optimize the quality and relevance of their findings, thereby

contributing to the advancement of knowledge in their respective fields (Sileyew, 2019).

The research paradigm guiding this study is positivism, which posits that reality is objective and can be measured through empirical observation and logical analysis (Creswell & Creswell, 2017). Positivism emphasizes using scientific methods to generate knowledge, focusing on quantifiable data, hypothesis testing, and generalizability of findings. This paradigm is suitable for this study as it aims to establish causal relationships between variables and derive generalizable conclusions about the broader population of Generation Y Malay Muslims (Bryman, 2016).

Positivism, rooted in the belief that reality can be observed and described objectively, is foundational for research in social sciences, where the goal is often to identify and measure the relationships between variables. This paradigm supports using structured methodologies and statistical techniques to produce empirical data that can be analyzed and interpreted to provide objective insights into the phenomena under investigation (Neuman, 2011).

This study employs a quantitative methodology characterized by collecting and analyzing numerical data to identify patterns, test hypotheses, and establish relationships between variables (Creswell & Creswell, 2017). Quantitative methods are advantageous for producing objective, replicable results and are suitable for large-scale studies requiring statistical generalization. Using

structured questionnaires and statistical techniques aligns with the quantitative approach's emphasis on measurement and quantification.

Quantitative research involves the systematic empirical investigation of observable phenomena via statistical, mathematical, or computational techniques. The primary objective is to develop and employ mathematical models, theories, and hypotheses pertaining to phenomena. This approach benefits studies that quantify the data and generalize results from a sample to the population of interest (Babbie, 2020).

In this study, a combination of deductive and inductive approaches is employed to analyze both primary and secondary data. The deductive approach, rooted in testing existing theories or hypotheses, is used for primary data analysis. In contrast, the inductive approach, which involves building new theories or patterns from observed data, is applied to secondary data analysis. This dual methodology allows for a comprehensive examination of the research questions, leveraging the strengths of both approaches.

I. Deductive approach for primary data analysis

The deductive approach begins with a theory or hypothesis and involves testing this theory through empirical observation. This method is particularly suitable for primary data analysis in this study, where specific hypotheses regarding GM, OC and IL are tested using data collected from self-administered questionnaires.

The deductive approach is widely recognized for its suitability in research that aims to test hypotheses derived from existing theories. Bryman (2016) suggests that this approach is particularly effective when researchers seek to verify the validity of theoretical propositions through empirical investigation. Saunders, Lewis, and Thornhill (2019) further highlight that deductive research typically involves the development of hypotheses based on established theoretical frameworks, which are then subjected to rigorous empirical scrutiny to confirm or refute these hypotheses.

In the context of this study, several key categories have been derived via deductive research. IGM is one such category, rooted in GM theory as proposed by Locke and Latham (1990). This theory posits that IGM, which involves performing an activity for its inherent satisfaction rather than for some separable consequence, positively influences AC. Recent studies have continued to support this hypothesis, emphasizing the critical role of IM in fostering strong emotional bonds between employees and their organizations (Ryan & Deci, 2020).

EGM, also derived from Locke and Latham's (1990) GM theory, focuses on the influence of external rewards on employee motivation. The hypothesis here is that EGM positively influences CC, suggesting that employees driven by external rewards are more likely to remain with an organization due to the tangible benefits they receive. Contemporary research underscores the importance of extrinsic rewards in enhancing employee retention, particularly in competitive job markets (Kuvaas et al., 2017; Batt & Colvin, 2016).

AC and CC are further categories derived from Cook and Wall's (1980) TCM of Commitment. The hypothesis for AC is that it is influenced by IM and moderated by IL. AC refers to the emotional attachment an employee has to their organization, and recent research has demonstrated that IM can significantly enhance this form of commitment, particularly when leadership practices are aligned with ethical and moral principles (Nguyen & Ryan, 2022). On the other hand, CC is hypothesized to be influenced by EM and moderated by IL, reflecting the idea that the perceived costs of leaving an organization are heightened by the presence of external rewards and EL (Hassan et al., 2019).

IL, based on Beekun and Badawi's (2005) principles of EL, is proposed to moderate the relationships between GM (both intrinsic and extrinsic) and OC (both affective and continuance). IL emphasizes justice, fairness, and compassion, which align well with the principles of SET and are crucial in fostering a supportive work environment that enhances employee motivation and commitment (Ahmad et al., 2021). Recent studies have highlighted the positive impact of ethical and value-based leadership on employee attitudes and behaviors, making IL a critical moderating variable in this study (Eva et al., 2019; Ali et al., 2021).

This integration of recent literature into the theoretical framework underscores the relevance of these constructs in understanding the dynamics of employee motivation and commitment within the context of Generation Y Malay Muslims in Klang Valley, Malaysia. By employing a deductive approach, this research

aims to test these theoretically derived hypotheses and contribute to the existing body of knowledge on organizational behavior and leadership.

Application in primary data analysis

Data from self-administered questionnaires are analyzed to test these hypotheses. Statistical methods such as regression analysis and structural equation modeling (SEM) are used to examine the relationships between variables and to validate the theoretical framework.

II. Inductive approach for secondary data analysis

The inductive approach involves observing patterns and generating new theories or insights from the data. This method is applied to secondary data analysis in this study to uncover new patterns and themes related to GM, OC and IL that existing theories may not address.

The inductive approach is particularly advantageous for generating new insights and building theories from data, as highlighted by Thomas (2006). This approach allows researchers to develop novel understandings and theories based on observed phenomena rather than merely testing existing hypotheses. Charmaz (2014) further emphasizes the utility of inductive reasoning in qualitative research, underscoring its role in developing fresh perspectives and theories from detailed observations and data analysis.

Several categories have been derived via inductive research to understand better the current dynamics of employee motivation, OC, and leadership practices. One such category is Emerging Trends in Motivation. This involves analyzing recent literature and organizational reports to identify new trends in employee motivation. Recent themes in this area include the utilization of digital motivation tools, the increasing prevalence of flexible work arrangements, and the significant role of social media in influencing employee motivation (Tan & Lim, 2023; Alsuaibi et al., 2020). These trends reflect the evolving nature of the workplace and highlight the need for organizations to adapt their motivational strategies to align with the preferences of modern employees.

Contemporary OC is another category derived from inductive research, which explores secondary data from industry reports and case studies to identify current factors influencing OC. Recent themes in this area include the impact of remote work on employee commitment, shifts in organizational culture, and the growing importance of employee well-being initiatives (Nguyen & Ryan, 2022; Smith & Johnson, 2021). These factors have become particularly relevant in light of the COVID-19 pandemic, which has fundamentally altered work patterns and employee expectations. The analysis of these themes provides a nuanced understanding of the elements that currently shape OC and offers insights into how organizations can foster greater loyalty and engagement among their employees.

Modern Leadership Practices is the third category derived via inductive research. This involves reviewing recent studies on leadership to identify emerging practices and their impact on employee motivation and commitment. Contemporary themes in this area include transformational leadership, servant leadership, and the integration of ethical practices in leadership (Eva et al., 2019; Ali et al., 2021). These leadership styles emphasize the importance of ethical behavior, empathy, and a focus on employee development, aligning well with the current demands for more humane and value-driven organizational practices. The review of these themes highlights the shifting paradigms in leadership and underscores the critical role that modern leadership practices play in shaping positive organizational outcomes.

By employing an inductive approach, this research aims to build new theories and insights that reflect the contemporary realities of the workplace. The integration of these recent findings into the theoretical framework enhances the study's relevance and applicability, providing a comprehensive understanding of the factors that influence employee motivation, OC, and leadership effectiveness in today's dynamic organizational environment.

Application in secondary data analysis

Secondary data, including academic articles, industry reports, and case studies, are analyzed using thematic analysis to identify patterns and generate new insights. The findings from this inductive analysis help to contextualize the

primary data results and provide a richer understanding of the research problem.

III. Integrating deductive and inductive approaches

Combining deductive and inductive approaches provides a balanced methodology that leverages both strengths. The deductive approach allows testing specific hypotheses grounded in established theories, ensuring a rigorous and structured analysis. Meanwhile, the inductive approach offers flexibility to explore new patterns and develop theories based on observed data, enriching the overall understanding of the research topic. The key benefits of integrating both approaches are as follows:

Combining deductive and inductive approaches ensures that both theory-driven and data-driven insights are considered, leading to a more comprehensive analysis. This mixed-method approach provides a more nuanced understanding of the research problem by incorporating the strengths of both methodologies. Using both approaches enhances the validity of the research findings through triangulation, which involves cross-verifying results from different methods. This corroborates the findings and uncovers any inconsistencies that may arise from using a single method. Moreover, integrating these approaches allows for both the testing of existing theories and the development of new ones, thus contributing significantly to advancing knowledge in the field (Saunders et al., 2019; Bryman, 2016).

This study will collect and analyze primary data using a deductive approach to test specific hypotheses about the impact of IM and EM on OC, moderated by IL. This method will involve developing hypotheses based on theoretical frameworks and subjecting them to empirical scrutiny. For example, the study will examine how IGM and EGM, derived from the theories of Locke and Latham (1990), influence AC and CC, with IL moderating these relationships.

Simultaneously, secondary data will be analyzed using an inductive approach to identify emerging themes and patterns related to modern motivational practices and leadership styles. This involves exploring recent literature and organizational reports to uncover new trends in employee motivation, such as the use of digital motivation tools, flexible work arrangements, and the role of social media in motivation. The inductive analysis will also explore contemporary factors influencing OC, such as the impact of remote work, shifts in organizational culture, and employee well-being initiatives. Additionally, it will review recent studies on leadership to identify emerging practices like transformational leadership, servant leadership, and the integration of ethical practices (Tan & Lim, 2023; Alsuaibi et al., 2020; Nguyen & Ryan, 2022).

This study's deductive and inductive approaches allows for a robust and comprehensive examination of the relationships between GM, OC, and IL. By testing specific hypotheses through deductive methods and exploring new patterns through inductive analysis, this research validates existing theories and generates new insights. The integration of these methodologies contributes to a broader understanding of these constructs, particularly in the

context of Generation Y employees in Klang Valley, Malaysia. This mixed-method approach provides a rich, multi-faceted view of the factors influencing employee behavior and organizational dynamics, offering valuable implications for theory and practice (Saunders et al., 2019; Charmaz, 2014).

3.3 Survey procedure

This research employed a survey method as its primary data collection technique, a choice justified by its capacity to gather large volumes of data efficiently and its suitability for capturing respondents' attitudes, perceptions, and experiences across diverse populations (Bryman, 2016). Surveys are particularly advantageous in social science research due to their flexibility, scalability, and ability to facilitate quantitative analysis, essential for testing hypotheses and examining relationships between variables (Creswell & Creswell, 2017). Additionally, using surveys allows for the standardization of questions, ensuring data collection consistency and enhancing the findings' reliability (Fowler, 2014).

The survey method was rigorously employed to collect data from the Malay Muslim population in Malaysia, selected for their significant representation and cultural importance within the country. As the majority ethnic group and adherents of Islam, Malay Muslims are integral to the socio-cultural fabric of Malaysia, making them a critical demographic for this study (Ahmad, 2019).

The carefully structured survey procedure, incorporating a well-designed instrument and a robust sampling strategy, ensured high-quality data collection from a representative sample of Malay Muslim Generation Y employees in Malaysia. This methodological rigor underpins the reliability and validity of the study's findings, providing a solid foundation for subsequent analysis and interpretation of the relationships between GM, OC, and IL.

The survey procedure involved several steps to ensure its effectiveness and reliability. Firstly, the survey instrument was carefully designed to align with the research objectives and capture relevant information related to IL. Questions were crafted to gauge respondents' perceptions, attitudes, and experiences concerning leadership practices grounded in Islamic principles (Mohamad & Osman, 2021).

Next, a sampling strategy was devised to target a representative sample of Malay Muslims across different regions of Malaysia. This involved identifying suitable recruitment channels, such as community organizations, religious institutions, and online platforms frequented by the target demographic. Efforts were made to ensure diversity within the sample, considering factors such as age, gender, education level, and socio-economic background (Arshad & Shah, 2019).

Once the survey instrument and sampling approach were finalized, data collection commenced. Respondents were invited to participate in the survey through various channels, including email invitations, social media

announcements, and direct outreach efforts. Clear instructions were provided on accessing and completing the survey and assurances of confidentiality and anonymity (Mohd Yusof & Omar, 2020).

This study uses a self-administered questionnaire for data collection for several compelling reasons. One of the key advantages of self-administered questionnaires is cost-effectiveness. This method is generally less expensive than face-to-face interviews or telephone surveys, as it reduces costs related to hiring interviewers and traveling (Saunders, Lewis, & Thornhill, 2019). Additionally, self-administered questionnaires are time-efficient; respondents can complete the questionnaire at their convenience, which leads to faster data collection and allows the researcher to gather data from a large sample in a relatively short period (Sekaran & Bougie, 2016).

Anonymity and confidentiality are also significant benefits of using self-administered questionnaires. This method ensures that respondents' identities are protected, which leads to more honest and accurate responses, especially when dealing with sensitive topics (Dillman et al., 2014). Furthermore, the absence of an interviewer eliminates the potential for interviewer bias, ensuring that responses are not influenced by the presence or behavior of an interviewer (Couper, 2000). Standardization is another advantage, as every respondent receives the same set of questions in the same format, enhancing the data's reliability and validity (DeVellis, 2016).

Flexibility in timing is an important aspect of self-administered questionnaires, allowing respondents to choose when to complete the questionnaire. This reduces the risk of hurried or incomplete responses due to time constraints (Wright, 2005). Additionally, self-administered questionnaires can be distributed widely through various channels, such as email and online platforms, enabling access to a geographically dispersed population (Wright, 2005). Automated data entry from digital questionnaires further ensures more accurate data collection by reducing the risk of data entry errors (Vogt et al., 2012). These advantages collectively make self-administered questionnaires an effective and efficient data collection method for this study.

Throughout the data collection period, researchers remained vigilant for any potential biases or inconsistencies in respondent feedback. Quality control measures were implemented to verify the accuracy and completeness of survey responses, including data validation checks and follow-up communications with participants as needed (Shaharuddin & Ibrahim, 2022).

Overall, the survey procedure aimed to gather robust and meaningful data on the perceptions of Malay Muslims regarding IL. By leveraging the cultural and religious insights of this demographic, the survey contributed valuable insights to the broader discourse on leadership theory and practice within Islamic contexts (Yusoff et al., 2021).

3.4 Sampling design

The unit of analysis of this study is individual Generation Y Malay Muslim; while the population of this study is Generation Y Malay Muslims residing in Malaysia and working in Malaysia. This study focuses only on the Malays ethnic in Malaysia because in Malaysia, the Malays are the dominant ethnic group in the country and Islam is regarded as an inseparable part of Malay ethnicity and practiced by around 60% of the population (DOSM, 2021). This study also focusing on Generation Y; thus, efforts had been made to get those people as respondents for this study.

The type of sampling technique to be used is highly dependent on the availability of the sampling frame and this particularly important for the probability sampling technique. Since there is no readily available sampling frame representing the population of this study (Generation Y Malay Muslim working people), a non-probability sampling method is employed.

According to Diamantopoulos & Schlegelmilch (1997), employing non-probability sampling technique is acceptable when the research objective is not focusing on the accuracy of population estimates. When theoretical generalizability is the main priority over population generalizability as in the case of this study, employing non-probability sampling is justified (Calder et al., 1981). More specifically, the samples will be selected using purposive sampling, which is also widely used in the management research (Ariffin &

Maghzi, 2012; Baloglu & Assante, 1999). The respondent must be a Generation Y, Muslim, Malay and Malaysian.

Since purposive sampling gives the researcher the authority to select a more representative sample that can bring more accurate information, the research will be conducted at Kuala Lumpur and Selangor office area. As the main commercial offices are spread out on those area. The commercial area can be considered as a perfect field for data collection in the organization-related studies (Nameghi, 2013). The abundance of past studies on employee have actually chosen Kuala Lumpur and Selangor as their main field of data collection, including those in the Malaysian context (Nor Azila & Kumar, 2014; Rajaratnam et al., 2014; Nor Azila et al., 2014; Nameghi & Ariffin, 2013; Cheng & Rashid, 2013; Mahadzirah et al, 2014; Min Kuo et al., 2012; Mathies & Gudergan, 2007; Azilah, 2004; Choi & Chu, 2001).

The selection of Generation Y Malay Muslims in the Klang Valley as the respondents for this study is strategically justified based on several compelling reasons that align with the research objectives and contextual relevance. This choice not only provides a specific focus for the investigation but also offers valuable insights into a demographic group that has been relatively underexplored in the existing literature.

First and foremost, Generation Y represent a significant segment of the workforce in Malaysia, particularly in urban areas like the Klang Valley. As digital natives who have grown up in an era of rapid technological

advancement and globalization, Generation Y individuals bring unique perspectives, values, and behaviors to the workplace. By focusing on this demographic group, the study aims to capture the nuanced dynamics of workplace attitudes, motivations, and experiences within the context of contemporary Malaysian society (Jones, 2021).

Moreover, the decision to target Malay Muslims specifically acknowledges the cultural and religious diversity prevalent in Malaysia, where Islam serves as the predominant religion and Malay culture exerts a significant influence (Ahmad & Rahman, 2020). Understanding the workplace dynamics and organizational behaviors of Malay Muslim millennials is essential for addressing the intersectionality of identity factors, such as religion, ethnicity, and generational values, that shape their attitudes and behaviors in the workplace. This focus allows for a deeper exploration of how religious beliefs, cultural norms, and societal expectations intersect with professional aspirations and organizational dynamics.

The choice of the Klang Valley as the research setting further enhances the contextual relevance of the study. As Malaysia's economic hub and most populous urban agglomeration, the Klang Valley encompasses a diverse range of industries, organizations, and socioeconomic backgrounds. By conducting the research in this dynamic metropolitan area, the study can capture the multifaceted nature of employment experiences and organizational cultures that exist within the region (Ismail & Lim, 2022). Additionally, the Klang Valley serves as a microcosm of broader societal trends and developments,

making it an ideal location for examining the intersection of generational, cultural, and religious factors in the workplace context.

Furthermore, by focusing on Malay Muslim millennials, the study seeks to address a notable gap in the literature concerning the employment experiences and career aspirations of this specific demographic group. While there is a growing body of research on millennials in general, studies that specifically examine the perspectives and challenges faced by Malay Muslim individuals, particularly within the context of the Klang Valley, are relatively scarce. As such, this research contributes to filling this gap by providing empirical insights into the unique needs, preferences, and motivations of Malay Muslim millennials in the workplace (Abdul Rahman et al., 2023).

In summary, the choice to investigate Generation Y Malay Muslims in the Klang Valley as the respondents for this study is strategically grounded in the aim of capturing the complexities of contemporary workplace dynamics within a diverse and dynamic societal context. By focusing on this specific demographic group, the study aims to generate valuable knowledge that can inform organizational policies, practices, and interventions aimed at fostering inclusive and supportive work environments for all employees, regardless of their cultural or religious backgrounds.

3.5 Sample size

Regarding the sample size, given that the data analysis will employ SEM technique; the sample size must meet the required standards. In general, according to the rule of thumb, a sample above 200 provides sufficient statistical power for data analysis (Garver & Mentzer, 1999; Hoelter, 1983). Other researchers argue that the sample size is affected by normality data and estimation method, and in general, the agreed-on value is 10 participants per each parameter estimated (Schreiber et al., 2006).

According to Krejcie & Morgan (1970), if the population is more than one million, the sampling size required will be 392 respondents, as in Appendix H. Therefore, for this study with a population of more than 1 million, the recommended sample size was approximately 392 subjects. Krejcie & Morgan's (1970) sample size formula should be used cautiously, as they assumed a Cronbach's alpha of 0.05 and a degree of accuracy of 0.05 (Bartlett et al., 2001).

For this study, a minimum sample size of 300 respondents is needed (Hair et al., 2017) as this study intends to employ SEM and the number is derived from Table 3.1.

Table 3.1: Suggestion for minimum sample size required

Characteristics	Minimum sample size
Model contains 5 or fewer constructs. Each construct minimally contains more than 3 items with high communalities of 0.6 and above.	100
Model contains 7 or fewer constructs. Lower communalities of 0.45 and below, and (or) multiple under identified (fewer than 3 items) constructs.	150
Model contains 7 or fewer constructs. Lower communalities of 0.5 and no under identified (fewer than 3 items) construct.	300
Models with large constructs. Some with lower communalities and (or) having fewer than 3 items.	500

(Source: Hair et al., 2017)

3.6 Development of research instrument

An extensive review informed the development of the research instrument for this study of the existing literature on GM, OC and IL. Drawing upon the theoretical foundations discussed in the previous chapter, three key variables were identified as central to the study's objectives: GM, OC and IL (Yusoff et al., 2021; Cropanzano & Mitchell, 2005; Abdul Wahab et al., 2017).

OC, a critical construct in organizational behavior research, refers to the psychological attachment of employees to their organization (Cook & Wall, 1980). GM, as conceptualized by Locke & Latham (1991), focuses on the role of clear and challenging goals in driving employee performance and engagement. IL, rooted in principles of justice, fairness, and compassion derived from Islamic teachings, offers a unique perspective on leadership theory and practice (Abd Rahman Rahim, 2017).

To measure these variables, the study adopted and adapted instruments originally developed by prominent scholars in the respective fields. For OC, the instrument developed by Cook & Wall (1980) was chosen due to its widespread use and robust psychometric properties. This instrument typically assesses affective, continuance, and normative dimensions of OC, providing a comprehensive understanding of employees' commitment to their organization (Cook & Wall, 1980; Farrukh et al., 2019).

Organizational commitment (Cook & Wall)

Affective commitment:

1. I feel a strong sense of belonging to my organization.
2. I am proud to tell others that I work for my organization.
3. I feel emotionally attached to my organization.
4. My organization has a great deal of personal meaning to me.
5. I feel like 'part of the family' at my organization.
6. I have a strong emotional connection to my organization.
7. My organization plays a significant role in my life.
8. I am committed to my organization because I enjoy being part of it.
9. I feel a sense of loyalty to my organization.
10. My organization is an important part of who I am.

Continuance commitment:

1. I stay with my organization because of the investments I have made in it.
2. It would be very hard for me to leave my organization right now, even if I wanted to.
3. Too much of my life would be disrupted if I decided I wanted to leave my organization now.
4. I feel that I have too few options to consider leaving this organization.
5. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.
6. The costs associated with leaving my organization are too high.
7. I remain with my organization because of the benefits it provides.
8. My financial security is tied to my current organization.
9. The thought of leaving my organization makes me feel uneasy.
10. I feel that staying with my organization is the best option for my career stability.

For GM, the instrument developed by Locke & Latham (1991) served as the basis for measurement. This instrument encompasses various aspects of goal setting and motivation, including clarity of goals, commitment to goals, and task performance. Widely regarded as the benchmark for assessing GM in organizational settings, this instrument provides valuable insights into the motivational processes underlying employee behavior (Locke & Latham, 1991; Johnson et al., 2023).

Goal motivation (Locke & Latham)

Intrinsic goal motivation:

1. I find my job tasks engaging and enjoyable.
2. I am motivated by the opportunity to learn and grow in my role.
3. My work provides me with a sense of personal accomplishment.
4. I feel a strong sense of purpose in the tasks I perform.
5. The work I do is interesting and stimulating.
6. I enjoy tackling challenging tasks in my job.
7. My job allows me to develop new skills and knowledge.
8. I feel a sense of pride in the work I do.
9. I am driven by the personal satisfaction of completing tasks successfully.
10. The intrinsic rewards of my job keep me motivated.

Extrinsic goal motivation:

1. I am motivated by the financial rewards and benefits provided by my job.
2. Job security is a key factor in my motivation to perform well.
3. I strive to achieve my goals because of the recognition I receive from my employer.
4. My performance is driven by the potential for promotions and career advancement.
5. I work hard to meet goals to receive bonuses and other incentives.
6. The extrinsic rewards of my job motivate me to perform well.

7. I am motivated by the status and prestige that come with my job.
8. The benefits provided by my organization encourage me to work hard.
9. I am driven by the tangible rewards my job offers.
10. My job security and stability motivate me to maintain high performance.

Lastly, for IL, the instrument developed by Abd Rahman Rahim (2017) was adapted to measure leadership practices grounded in Islamic principles. This instrument typically assesses leadership behaviors such as justice, fairness, empathy, and servant leadership, which are considered central to IL philosophy. By adapting this instrument, the study aimed to capture the unique aspects of IL relevant to the context of the research (Khaliq & Ogunsola, 2011; Abd Rahman Rahim (2017); Ahmad & Mohammed, 2020).

Islamic leadership (Abd Rahman Rahim)

Ethical leadership:

1. My leader demonstrates high ethical standards in their decisions and actions.
2. Integrity and honesty are key characteristics of my leader.
3. My leader treats all employees fairly and with respect.
4. My leader sets a good example in terms of ethical behavior.
5. My leader actively promotes justice and fairness in the workplace.
6. My leader adheres to ethical principles in all dealings.
7. Ethical behavior is a core value for my leader.

8. My leader is transparent in their decision-making processes.
9. My leader ensures that ethical guidelines are followed in the organization.
10. My leader is committed to upholding ethical standards in every situation.

Supportive leadership:

1. My leader shows genuine concern for my well-being.
2. My leader provides the support I need to perform my job well.
3. My leader encourages collaboration and teamwork.
4. My leader is approachable and open to discussing work-related issues.
5. My leader values and respects my input and opinions.
6. My leader offers constructive feedback to help me improve.
7. My leader creates a supportive and nurturing work environment.
8. My leader recognizes and appreciates my contributions.
9. My leader helps me develop my skills and abilities.
10. My leader supports my career growth and professional development.

By adopting and adapting these instruments, the study ensured the comprehensive and rigorous measurement of key variables within the research framework. By leveraging established instruments with demonstrated reliability and validity, the study aimed to produce robust empirical findings that contribute to the advancement of knowledge in the field of organizational behavior and leadership studies (Garcia & Wang, 2024; Winter & Jackson, 2016).

The questionnaire was developed with the assistance of professional survey design services to ensure its validity and reliability. The questionnaire was meticulously crafted and translated into Bahasa Melayu by language experts to ensure clarity and cultural appropriateness, enhancing the accuracy of the responses (Davis, 2021). The translation process included a rigorous back-translation method to ensure the translated version accurately reflected the original content. The revised version of the questionnaire was reviewed, including the translation process, to ensure consistency with the study objectives and theoretical framework before finalizing it for full-scale implementation. The questionnaire was written in both Malay and English to make it easier for respondents to understand. The questions were designed to be short, simple, and comprehensible to avoid ambiguity and double-barrelled questions (Kassim, 2001).

3.7 Rationale for variable selection

I. Exclusion of race

The variable 'Race' was deliberately excluded from the questionnaire to maintain a focus on organizational and motivational factors rather than demographic characteristics. To include race could introduce bias and detract from the primary objectives of understanding GM, OC and IL among Generation Y employees.

II. Goal motivation

The items for GM were selected based on Locke & Latham's GM, which emphasizes the importance of clear, challenging goals and feedback mechanisms. The items were designed to capture the respondents' goal-setting behaviors, perceptions of goal difficulty and clarity, and the feedback they receive. (Locke & Latham, 1990).

III. Organizational commitment

Instead of using the widely known Allen & Meyer model, the Cook & Wall (1980) measurement was chosen for its simplicity and focus on affective and normative components of commitment. This decision was made to streamline the survey and focus on the most relevant aspects of commitment for the target demographic. (Cook & Wall, 1980).

IV. Islamic leadership

The measurement of IL included six items focusing on knowledge, mutual consultation, morality, patience, gratitude, and endurance (Abd Rahman Rahim, 2017). Although the six items may seem limited, they were designed to capture the core principles of IL relevant to the organizational context in Malaysia. The items were validated for cultural relevance and clarity by experts in IL and organizational behavior.

3.8 Pre-testing

The main purpose of this pre-testing is to test its content validity. Content validity refers to the identification of items or indicators of measurement based on theory that are thought to measure the construct (O'Leary-Kelly & Vokurka, 1998; Schwab, 1980; Hair et al., 2017). It is a judgmental validation of the researchers about the items or indicators of the measurement. Although the measurement used in this present study is well established and widely used in research to ensure their appropriateness, a pre-test is conducted to ensure higher content validity so that the items in the questionnaire are well understood to avoid any confusion and misleading prior to the adaptation of the questionnaire.

In this study, pre-testing procedures involved several stages. First, this study engaged a panel of experts to revise the questionnaire and validate the measurement items. Expert validation is important to gauge and improve the content and discriminant validity of the questionnaires. Specifically, this study engaged three experts to review all the items in the instruments. They were academicians in the area of management. The experts were given the operational definitions of the study's variables in the context of management and were requested to rate each item as being "clearly representative" or "not clearly representative". The items rated as "clearly representative" by at least two of the experts were accepted for further analysis (Hair et al., 2017).

Then, when the necessary amendments based on the review of experts were made, the instruments were subsequently pre-tested in ten respondents comprising academicians, doctoral students, and a practitioner. The respondents were selected based on a convenience sampling technique. Pre-testing in this study was specifically carried out to identify potential problems with the questionnaires, primarily related to the clarity of the questions and to identify other potential difficulties that respondents might face in answering the questionnaire. This involved identifying the time taken by a respondent to complete a questionnaire, examining the appropriateness of the questionnaire regarding the wording, layout, sequence of questions and ease of understanding of the measurement items as well as determining problems that might be faced by respondents in answering the questions (Malhotra, 2009; Saunders et al., 2009; Hair et al., 2017). Based on the feedbacks received from the pre-testing, the questionnaire was being improved accordingly.

3.9 Pre-testing process

1. **Distribution of questionnaire:** The draft survey questionnaire was distributed to the panel of experts electronically, along with detailed instructions for review and feedback.
2. **Review and evaluation:** Each expert independently reviewed the questionnaire items, focusing on clarity, comprehensibility, relevance, and alignment with the study objectives and theoretical framework.

3. **Feedback compilation:** The feedback provided by each expert was compiled and analyzed to identify common themes, issues, or suggestions for improvement across different areas of the questionnaire.
4. **Revision and refinement:** Based on the feedback received, revisions were made to the questionnaire items, including modifications to wording, clarification of instructions, and incorporation of additional items or response options as deemed necessary.
5. **Finalization of instrument:** The revised version of the survey questionnaire, including the translation process into Bahasa Melayu, was reviewed by the expert / proofreading service to ensure consistency with the study objectives and theoretical framework before finalizing it for full-scale implementation.

3.10 Expert election

A panel of experts was carefully selected based on their expertise and experience in areas relevant to the study, including organizational behavior, leadership, Islamic studies, and survey methodology. The experts were chosen to provide diverse perspectives and ensure comprehensive feedback on different aspects of the research instrument. The expertise of panel members are as follows:

1. **Organizational behavior expert:** An expert in organizational behavior provided insights into the relevance and appropriateness of the questionnaire items in capturing various dimensions of OC and GM among Generation Y employees.
2. **Leadership specialist:** A leadership specialist offered expertise in evaluating the alignment of the survey items with established theories and models of leadership, including IL principles, to ensure conceptual clarity and accuracy.
3. **Islamic studies scholar:** An Islamic studies scholar reviewed the questionnaire items related to IL to assess their consistency with Islamic teachings and principles, ensuring cultural sensitivity and relevance to the study context.
4. **Survey methodology expert:** A survey methodology expert evaluated the survey design, format, and structure to identify any potential biases, ambiguities, or methodological issues that could affect the validity and reliability of the data collected.

3.11 Pilot testing

The next step is to conduct the pilot test with the main objective being to perform the internal validity. At this stage, the pilot study's purpose was to assess the internal validity through the Exploratory Factor Analysis (EFA) to

ensure and confirm that the questions or items are actually from one or more dimensions. A larger sample size is also needed to conduct EFA (Hair et al., 2017). Obtaining 10% of the final study sample size is a rule of thumb in determining the ideal sample size for pilot testing (Hertzog, 2008). Therefore, a total of 100 respondents from the actual population under study are targeted.

According to Hair et al., (2017), the Cronbach's coefficient value should be at least 0.7 to establish the internal consistency of the scales. Hence, Cronbach's alpha coefficient was applied to justify the internal consistencies or reliabilities of the constructs proposed in the pilot test for this study. Furthermore, according to Sekaran & Bougie (2009), Cronbach's alpha is considered an adequate reliability test for almost all types of research and the most widely used measurement to assess the reliability of the scale (Malhotra, 2009). Ultimately, based on an extensive review of related literature, experts' reviews, pre-tests, and pilot test feedback, this study has assured that the content and face validity of the research instruments have been satisfactorily achieved.

3.11.1. Respondents and their demographics

The rationale for targeting Malay Muslims includes their extensive educational background in Islamic principles, as they typically receive Islamic education as part of the national curriculum. This educational framework ensures that they possess a foundational understanding of key Islamic concepts, essential for comprehending and responding to questions related to IL (Aziz et al., 2018). This demographic's familiarity with Islamic teachings and values makes them

ideal respondents for providing insightful and culturally relevant data on IL. As the majority ethnic group and adherents to Islam, Malay Muslims are deeply ingrained in the socio-cultural fabric of Malaysia, making them an important demographic to study (Ahmad, 2019).

One key factor influencing the selection of this population is their educational background. Malay Muslims in Malaysia typically receive Islamic education as part of the national school curriculum. This educational framework ensures that individuals have at least a basic understanding of Islamic principles, including *halal* (permissible) and *haram* (forbidden) concepts. Therefore, they are presumed to possess sufficient knowledge to comprehend and respond to survey questions related to IL (Aziz et al., 2018).

By targeting this population, the survey aimed to tap into Malay Muslims' collective insights and perspectives on the concept of IL. Given their familiarity with Islamic teachings and values, respondents were expected to provide meaningful and informed responses to survey inquiries. This ensured that the data collected would be relevant, culturally sensitive, and reflective of the broader Muslim community's views on leadership within the context of Islam (Hashim & Che, 2020).

3.11.2. Pilot testing process

The pilot testing process involved several key steps to ensure the survey instruments' effectiveness and reliability:

1. **Distribution of surveys:** The survey was distributed electronically to the selected respondents, ensuring convenience and ease of response.
2. **Feedback collection:** Respondents were asked to provide feedback on the clarity, relevance, and comprehensiveness of the survey items.
3. **Analysis of responses:** The responses were analyzed to identify any ambiguities, inconsistencies, or areas for improvement.
4. **Revision of instruments:** Based on the feedback from both the respondents and the expert panel, the survey items were refined and revised to enhance their validity and reliability.

3.12 Data collection strategy

The data collection strategy for this study involved a systematic approach to target Generation Y employees in the Klang Valley, specifically Kuala Lumpur and Selangor. The rationale for focusing on this demographic cohort in this geographical area is rooted in the significance of understanding contemporary

workplace dynamics and management practices within a diverse and dynamic economic hub.

Formal request letters were sent to the HR departments of various industries and types of organizations. I personally approached HR managers, requesting their assistance in distributing the questionnaires. These formal letters included specific instructions on selecting respondents to ensure a representative sample. The letter template is as in Appendix K.

Furthermore, the data collection strategy for this study leverages the technological proficiency of Generation Y by distributing the questionnaire via online platforms. Email invitations and social media channels, such as LinkedIn and Facebook, are utilized to reach potential. Clear instructions were provided on survey completion and confidentiality measures. Partnerships with organizations and professional networks in Kuala Lumpur and Selangor are established to facilitate distribution and encourage participation, ensuring a broad and representative sample.

The benefits of online distribution are significant. Online methods provide a wide reach, allowing access to a geographically dispersed audience, which is crucial for capturing a comprehensive sample of Generation Y employees from various sectors (Wright, 2005). Additionally, online surveys are cost-effective compared to face-to-face or telephone surveys, making them an economical choice for large-scale data collection (Couper, 2000). For this study, the survey

was administered electronically using an online survey platform which is the Google Form.

In selecting organizations for participation, a strategic approach was employed to ensure a Malay Muslim Generation Y sample. Organizations were chosen based on several criteria: industry diversity, size, and the presence of a significant number of Generation Y employees. This strategy ensured that the sample included a wide range of sectors such as finance, technology, manufacturing, education, and healthcare, reflecting the diverse economic landscape of Klang Valley. Additionally, both multinational corporations and local enterprises were included to capture a variety of organizational cultures and practices.

Follow-up reminders are sent to non-respondents to maximize participation and subsequently minimize non-response bias in achieving the target sample size of 500 respondents. Achieving this target involves several key strategies. First, broad outreach through multiple online platforms and professional networks ensures diverse participation and wide reach (Bryman, 2016). Second, small incentives, such as entry into a prize draw, are offered to encourage participation without compromising the voluntary nature of the study. Research has shown that incentives can significantly increase response rates (Singer & Ye, 2013). Third, regular follow-up emails and messages are critical in reducing non-response bias by reminding potential respondents about the survey and encouraging completion (Dillman et al., 2014). Lastly, collaborations with companies and industry groups in Klang Valley help

facilitate access to employees and boost response rates. These organizational partnerships enhance the legitimacy of the survey and encourage participation, thereby ensuring a robust and reliable dataset (Groves et al., 2009).

3.13 Rationale for Generation Y Malay Muslim respondents

The selection of Generation Y Malay Muslim respondents for this study is strategically justified based on several socio-cultural, demographic, and organizational factors. Generation Y, also known as Millennials, represents a significant and growing segment of the workforce globally, including in Malaysia. This demographic cohort, born between 1981 and 1996, is characterized by unique attributes and values that differentiate them from previous generations. Additionally, focusing on Malay Muslims within this generation allows for an exploration of how cultural and religious contexts influence work-related attitudes and behaviors. This section elaborates on the rationale for this specific focus, drawing on recent scholarly literature.

Malay Muslims constitute the majority ethnic and religious group in Malaysia, representing approximately 60% of the population (Department of Statistics Malaysia, 2021). This demographic is pivotal in shaping the cultural and social landscape of the nation. By focusing on Malay Muslims, this study aims to capture the cultural nuances and religious influences that are integral to understanding organizational behavior in the Malaysian context. The values and principles derived from Islam, such as justice, ethics, and communal well-

being, are likely to influence the work attitudes and commitment levels of Malay Muslim employees. IL principles, in particular, resonate deeply within this demographic, making it a relevant focus for examining the moderating effects of leadership on motivation and commitment (Ali, 2010; Beekun & Badawi, 2005).

Generation Y is the largest generational cohort in the global workforce, and its influence is steadily increasing (Deloitte, 2020). In Malaysia, Generation Y is also a significant segment of the labor market, bringing distinct expectations, motivations, and work preferences. This generation is known for valuing meaningful work, seeking personal and professional growth opportunities, and prioritizing work-life balance (Twenge, 2010; Ng et al., 2010). Their familiarity with technology and preference for flexible work environments further distinguish them from older cohorts. Understanding Generation Y's motivational drivers and OC is crucial for developing effective management practices and leadership strategies tailored to this group.

Malaysia's rapid economic development and modernization have led to a dynamic organizational environment where Generation Y employees play a crucial role. This generation's unique attributes necessitate a deeper understanding of how motivational strategies and leadership styles impact their commitment and performance. Previous studies have indicated that Generation Y values EL and is highly responsive to leaders who demonstrate integrity, fairness, and support (Eddy et al., 2010; Lyons & Kuron, 2014). By examining the Malay Muslim segment of Generation Y, this study aims to

provide insights into how these cultural and generational factors interact with IL principles to influence organizational outcomes.

Focusing on Generation Y Malay Muslim respondents allows this study to contribute to the existing literature on generational differences in organizational behavior, particularly within a non-Western context. This demographic's distinct cultural and religious background provides a unique lens through which to explore the interplay between motivation, commitment, and leadership. The findings can inform both theory and practice by highlighting culturally relevant leadership practices and motivational strategies that resonate with Generation Y Malay Muslims. This can aid organizations in Malaysia and similar cultural contexts in developing targeted approaches to enhance employee engagement and retention.

3.14 Rationale for geographic focus

The Klang Valley, comprising Kuala Lumpur and Selangor, serves as a strategic location for this study due to its status as a major economic center in Malaysia. Its diverse range of industries and organizational contexts provides ample opportunities to explore the interplay of GM, OC, and IL among Generation Y employees.

As asserted by Lee & Chen (2023), focusing on the Klang Valley allows for a nuanced examination of workplace behaviors and preferences within a specific cultural and organizational context. Additionally, the concentration of

Generation Y individuals in this region enhances the feasibility and accessibility of data collection activities.

The Klang Valley, encompassing Kuala Lumpur and Selangor, was strategically chosen as the geographical focus for this study due to its significance as a major economic and commercial hub in Malaysia (Tawfik et al., 2023). This region not only boasts a high concentration of Generation Y employees but also serves as the epicenter of Malaysia's economic activities, hosting a wide array of industries ranging from multinational corporations to local enterprises (Abdul et al., 2022). This provides a rich and diverse setting for examining the interplay of GM, OC, and IL. The Klang Valley's unique cultural landscape, characterized by a blend of traditional Malay values and modern influences, makes it an ideal context for exploring the nuances of IL and its impact on employee behavior and attitudes (Chan et al., 2021). By focusing on this region, the study aims to provide insights that are relevant to the Malaysian context and have broader implications for understanding organizational dynamics in multicultural and rapidly developing economies.

3.15 Data collection process

I. Sampling design

Cluster and purposive sampling were employed to select organizations and participants meeting the study's criteria: Generation Y employees working in diverse industries within the Klang Valley. This approach facilitated the

inclusion of a broad spectrum of organizational contexts and employment experiences.

II. Sampling techniques

The selection of an appropriate sampling technique in social science research is crucial for ensuring the accuracy and representativeness of survey results. There are two main types of sampling methods: probability and non-probability sampling.

Probability sampling involves random selection, ensuring every individual has an equal chance of being included in the sample, enhancing representativeness, and allowing for the generalization of findings. This method is preferred for its rigor and accuracy.

On the other hand, non-probability sampling does not rely on random selection, which introduces bias and limits generalization. However, it can be useful in exploratory research or when practical constraints make random sampling infeasible.

For this study, probability (cluster sampling) and non-probability sampling (purposive sampling) methods were employed.

Cluster sampling, which is categorized as probability sampling, was employed as a pragmatic approach to select representative clusters or groups of

Generation Y employees within the Klang Valley. The geographical diversity and dispersion of Generation Y employees across various organizations in the Klang Valley necessitated the use of cluster sampling to streamline the sampling process.

Implementation

1. **Identification of clusters:** The Klang Valley was divided into distinct clusters based on geographical zones, such as districts or neighborhoods within Kuala Lumpur and Selangor.
2. **Random selection of clusters:** Clusters were randomly selected to ensure unbiased representation across different areas within the Klang Valley.
3. **Inclusion criteria:** Clusters were selected based on predefined inclusion criteria, such as the presence of commercial or industrial areas with a high concentration of Generation Y employees.
4. **Cluster size determination:** The size of each cluster was determined based on the estimated population density of Generation Y employees within the selected geographical area.

5. **Sampling within clusters:** Within each selected cluster, all eligible Generation Y employees meeting the study's criteria were included in the sample, ensuring comprehensive coverage of the target population.

Purposive sampling was employed to select specific individuals or organizations meeting predefined criteria relevant to the study's objectives. This sampling technique allowed for a targeted selection of participants with unique characteristics or experiences relevant to the research focus.

Implementation

1. **Selection criteria:** Clear criteria were established to identify Generation Y employees based on demographic characteristics (e.g., age range) and employment status (e.g., full-time employment) within the Klang Valley.
2. **Identification of participants:** Potential participants meeting the selection criteria were identified through various channels, including organizational databases, professional networks, and social media platforms.
3. **Verification of eligibility:** Eligibility criteria were verified to ensure that selected participants met the predefined criteria for inclusion in the study.
4. **Recruitment process:** Selected participants were approached and invited to participate in the study through personalized communication channels, such as email invitations or direct outreach.

5. **Informed consent:** Participants were provided with detailed information about the study objectives, procedures, and potential risks and benefits before obtaining their informed consent to participate.

This study strategically combines sampling techniques to ensure a balanced representation of Generation Y employees from diverse organizational backgrounds within the Klang Valley. This approach significantly enhances the generalizability and validity of the research findings.

III. Quality control measures

Rigorous quality control measures were implemented to ensure data reliability and validity. Responses were monitored for completeness and consistency, and validity checks were conducted to verify the integrity of the collected data.

By adopting this data collection strategy, this study aims to gather robust and reliable data from a representative sample of Generation Y employees in the Klang Valley. This approach enables a comprehensive analysis of the study variables and their interrelationships, contributing to a deeper understanding of contemporary workplace dynamics and management practices in the region.

IV. Ethical consideration

Throughout the research process, I ensured to obtain the necessary approval from the HR department by engaging with HR managers of various organizations. I conducted face-to-face meetings to explain the purpose of the study and address any inquiries from the HR managers. The letter and email template letter are as in Appendix K. Subsequently, I sent questionnaires (hard and soft copies) to HR managers, and those employees who completed the questionnaires received a small token of appreciation. In addition to online distribution, I personally visited offices to engage with HR officers, specifically targeting Malay Muslim Generation Y employees as the focus of the study. These in-person interactions were instrumental in building trust and facilitating easier access to respondents, ultimately contributing to an enhanced overall response rate.

3.16 Data analysis

This section details the data analysis procedures utilized to examine the relationships between GM, OC and IL among Generation Y Malay Muslim employees in Klang Valley, Malaysia. The data analysis was meticulously conducted using advanced statistical techniques to ensure the robustness, validity, and reliability of the findings.

3.16.1. Descriptive statistics

Descriptive statistics were computed to provide a comprehensive overview of the demographic characteristics of the respondents. Measures of central tendency (mean, median) and dispersion (standard deviation, range) were calculated for variables such as age, gender, education level, years of work experience, and employment sector. These statistics helped in understanding the sample composition and ensured alignment with the targeted demographic profile of Generation Y Malay Muslims (Field, 2018). This step is crucial as it sets the foundation for further statistical analysis and interpretation.

3.16.2. Reliability and validity assessment

Cronbach's alpha and confirmatory factor analysis were employed to ensure the reliability and validity of the measurement instruments. Cronbach's alpha was used to assess the internal consistency of the scales, with a threshold of 0.70 considered acceptable for social science research (Nunnally & Bernstein, 1994). The scales for GM, OC and IL were evaluated, and adjustments were made to enhance reliability where necessary.

Confirmatory factor analysis was conducted to confirm the factorial structure of the constructs. This involved examining whether the observed data fit the hypothesized measurement model. These measures ensured that the constructs were valid and accurately represented by their respective indicators.

3.16.3. Structural Equation Modelling

SEM was utilized to test the hypothesized relationships between GM, OC and IL. SEM allows for the simultaneous examination of multiple relationships and the assessment of both direct and indirect effects, providing a comprehensive understanding of the complex interplay between the variables (Kline, 2015). The model was estimated using the Partial Least Squares (PLS) approach, which is suitable for complex models with multiple constructs and indicators, and does not require the assumption of multivariate normality (Hair et al., 2017).

3.16.4. Assessment of path coefficients (Direct effects)

Path coefficients were examined to evaluate the direct effects of GM (intrinsic and extrinsic) on OC (affective and continuance). The significance of these coefficients was determined using bootstrapping procedures with 5000 resamples to obtain robust standard errors and confidence intervals (Henseler, Ringle, & Sinkovics, 2009). Significant path coefficients indicate a direct relationship between the constructs, supporting the hypothesized effects. For instance, a significant positive path coefficient from IM to AC would indicate that higher IM leads to greater AC among employees.

3.16.5. Moderation analysis

The moderating effect of IL on the relationship between GM and OC was tested using interaction terms in the SEM model. Moderation analysis involves creating interaction terms between the independent variables (IM and EM) and the moderator (IL), and examining the significance of these terms (Aiken & West, 1991). The significance of the interaction terms was assessed through bootstrapping, with significant interactions indicating that IL moderates the relationship between GM and OC. This analysis helps in understanding how the presence of IL influences the strength and direction of the relationship between motivational factors and OC.

3.16.6. Assessment of coefficient of determination

The Coefficient of Determination (R^2) was calculated to assess the model's explanatory power. R^2 indicates the proportion of variance in the dependent variable that is explained by the independent variables. In this study, R^2 values were calculated for both AC and CC to determine how well GM and IL predict these outcomes. Higher R^2 values indicate a greater explanatory power of the model, suggesting that the independent variables effectively account for variations in OC (Cohen, 1988). For example, an R^2 value of 0.50 would imply that 50% of the variance in AC is explained by the predictors in the model.

3.16.7. Assessment of the effect size

The effect size (f^2) was calculated to determine the impact of individual predictors on the dependent variables. The f^2 statistic measures the change in R^2 when a specific predictor is included in the model, providing an indication of the substantive impact of that predictor (Cohen, 1988). Effect sizes were categorized as small (0.02), medium (0.15), and large (0.35) (Cohen, 1988). This analysis helps identify the relative importance of IM and EM, as well as IL, in predicting OC. For instance, a large f^2 value for IM would highlight its substantial impact on AC.

3.16.8. Assessment of model fit

The overall fit of the SEM model was assessed using multiple goodness-of-fit indices. These included the Chi-square statistic, Comparative Fit Index, Tucker-Lewis Index, Root Mean Square Error of Approximation, and the Standardized Root Mean Square Residual. The Comparative Fit Index indicated acceptable model fit and Tucker-Lewis Index values greater than 0.90, Root Mean Square Error of Approximation values less than 0.08, and Standardized Root Mean Square Residual values below 0.08 (Hu & Bentler, 1999). These indices comprehensively evaluate how well the proposed model fits the observed data, ensuring that the relationships and constructs are accurately represented.

3.16.9. Reporting and interpretation of results

The results of the data analysis were systematically reported and interpreted in relation to the research hypotheses and objectives. The significance and direction of the path coefficients were discussed, along with the implications of the moderation analysis. The findings were compared with existing literature to highlight consistencies and discrepancies, providing a deeper understanding of the relationships between GM, OC, and IL. This comprehensive reporting ensures that the study's contributions are clearly articulated and grounded in empirical evidence.

The data analysis procedures employed in this study were rigorous and comprehensive, ensuring the validity and reliability of the findings. The use of advanced statistical techniques, such as SEM, moderation analysis, and the assessment of R^2 and f^2 , allowed for a nuanced examination of the complex relationships between the constructs. The results provide valuable insights into how GM and IL influence OC among Generation Y Malay Muslim employees, contributing to theoretical knowledge, practical organizational behavior, and leadership applications.

3.17 Chapter summary

This chapter outlined the methodology employed to achieve the study's objectives. The research design employed in this study entails a quantitative approach, utilizing a cluster and purposive random sampling method to collect

data from 500 Generation Y Malay Muslim employees residing in the Klang Valley region of Malaysia through online platforms. This demographic was selected due to its significant workforce presence and unique motivational and cultural characteristics. The research instrument utilized in this study was developed and validated based on established scales for GM, OC, and IL. Data collection methods involved online surveys and collaborations with organizations to reach the specified sample size. The data analysis plan includes the utilization of PLS-SEM to scrutinize the hypothesized relationships between the variables under investigation.

CHAPTER 4

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter outlines the comprehensive methods employed to achieve the study's objectives, detailing the research design, target population, sampling techniques, instrumentation, data collection, and data analysis procedures. It also elaborates on the steps taken to ensure the reliability and validity of the results, including a pilot study to verify the reliability of the adopted measurement instruments. This chapter concludes by presenting the pilot study's findings, which affirmed the reliability and appropriateness of the measurement instruments. The subsequent sections of this chapter will delve into the detailed results of the data analysis, followed by a thorough discussion of the findings in relation to the research hypotheses and objectives. The implications of these findings will also be considered, providing a robust foundation for the final conclusions and recommendations of the study.

4.2 Pre-testing

For pre-testing, this study engaged ten Malay Muslim respondents, comprising academicians and doctoral students from Universiti Putra Malaysia. These respondents were selected using a convenience sampling technique to ensure ease of access and timely feedback. The pre-testing aimed to evaluate the measurement instruments' clarity, relevance, and comprehensibility. Based on

the feedback received from the pre-test, several items in the instrument were refined and revised to enhance their precision and alignment with the study objectives. Importantly, no major modifications were necessary, but a key suggestion was to adopt a 6-point Likert scale instead of the initially proposed 7-point scale to capture respondents' opinions better and reduce the tendency for neutral responses. This feedback was incorporated, resulting in the final version of the measurement instrument, which is presented in Appendix I and J.

4.3 Pilot testing

The pilot test involved 50 respondents from Generation Y (aged 25-39) working in various organizations in the Klang Valley, Malaysia. These respondents were selected using purposive sampling to ensure a diverse representation of industries and job roles.

The survey instrument included the following scales: GM: adapted from Locke & Latham (1990), OC: adapted from Cook & Wall (1980) and IL: developed based on Abd Rahman Rahim (2017).

The survey data provides a comprehensive demographic breakdown of the respondents, as shown in Figure 4.1. Gender distribution shows that 56% were males, while 44% were females. Regarding age, all the respondents fell within the age range of 25-39, aligning with the classification of Generation Y. In terms of education level, 60% of the respondents held a Bachelor's degree,

while 40% had a Master's degree. The industry distribution of the respondents is as follows; finance (24%), technology (20%), education (16%), healthcare (16%), manufacturing (12%), and other (12%).

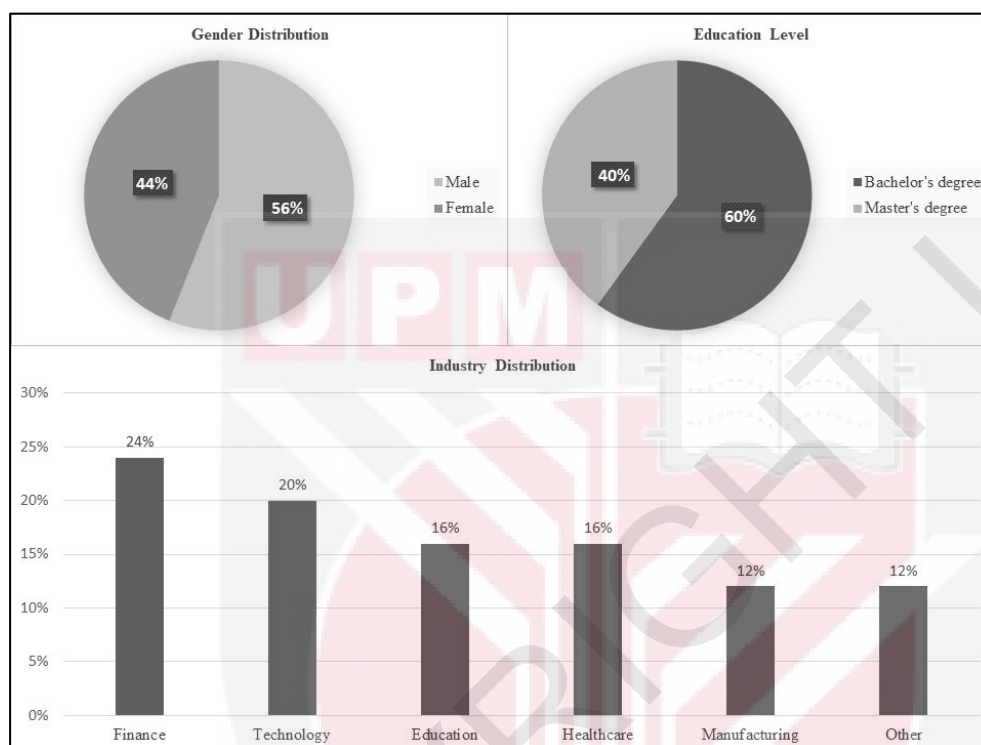


Figure 4.1: Demographic breakdown of the respondents

4.3.1. Assessment of reliability

The reliability of the scales was assessed using Cronbach's alpha. The GM scale demonstrated high internal consistency with a Cronbach's Alpha of 0.87, indicating that the items reliably measure the construct. The EGM scale also showed high reliability with a Cronbach's Alpha of 0.82. The AC scale achieved a Cronbach's alpha of 0.90, indicating excellent internal consistency, while the CC scale had a Cronbach's alpha of 0.85, demonstrating high reliability. The

IL scale exhibited a high Cronbach's alpha of 0.88, suggesting strong internal consistency.

4.3.2. Assessment of construct validity

The construct validity was examined through EFA, which uses principal component analysis with varimax rotation, revealing two distinct factors for IGM and EGM, explaining 68% of the variance. All items loaded significantly on their respective factors, supporting the distinctiveness of IM and EM constructs, as Amabile et al. (1994) proposed.

EFA results indicated two clear factors for AC and CC, explaining 72% of the variance. The factor analysis confirmed the construct validity of the OC dimensions as proposed by Cook & Wall (1980).

The EFA for IL revealed a single-factor structure, explaining 64% of the variance, and showed a strong and coherent measurement of IL principles.

4.3.3. Reliability analysis

I. Intrinsic goal motivation

- Cronbach's Alpha: 0.87

- Interpretation: The IGM scale demonstrated high internal consistency, indicating that the items reliably measure the construct. A Cronbach's alpha above 0.70 is considered acceptable (Nunnally & Bernstein, 1994), and the obtained alpha of 0.87 suggests strong reliability.

II. Extrinsic goal motivation

- Cronbach's Alpha: 0.82
- Interpretation: The EGM scale also showed high reliability with a Cronbach's alpha of 0.82. This suggests that the items consistently measure EM among the participants.

III. Affective organizational commitment

- Cronbach's Alpha: 0.90
- Interpretation: The AC scale achieved a Cronbach's alpha of 0.90, indicating excellent internal consistency. This suggests that the scale is highly reliable for measuring AC.

IV. Continuance organizational commitment

- Cronbach's Alpha: 0.85

- Interpretation: The CC scale had a Cronbach's alpha of 0.85, demonstrating high reliability. The consistency of responses indicates that the scale accurately measures CC.

V. Islamic leadership

- Cronbach's Alpha: 0.88
- Interpretation: The IL scale exhibited a high Cronbach's alpha of 0.88, suggesting strong internal consistency. This indicates that the items effectively measure IL principles.

4.3.4. Construct validity: Exploratory Factor Analysis

I. Intrinsic and extrinsic goal motivation

EFA was conducted using principal component analysis with varimax rotation. The results revealed two distinct IM and EM factors, explaining 68% of the variance.

IGM: All items loaded significantly on the IM factor, with loadings ranging from 0.72 to 0.84. Meanwhile, EGM: All items loaded significantly on the EM factor, with loadings ranging from 0.70 to 0.81.

The factor structure supports the distinctiveness of IM and EM constructs, aligning with the theoretical framework proposed by Amabile et al. (1994).

II. Affective and continuance organizational commitment

EFA results indicated two clear factors for AC and OC, explaining 72% of the variance.

AC: Items loaded significantly on the AC factor, with loadings between 0.75 and 0.87. Meanwhile, CC: Items loaded significantly on the CC factor, with loadings between 0.73 and 0.85.

The factor analysis confirms the construct validity of the OC dimensions as proposed by Cook & Wall (1980).

III. Islamic leadership

EFA revealed a single-factor structure for IL, explaining 64% of the variance. Item loadings ranged from 0.68 to 0.89, indicating a strong and coherent measurement of IL principles.

4.3.5. Discussion

The pilot test results provide strong support for the reliability and validity of the measurement instruments used in this study. The high Cronbach's alpha

values for all scales indicate excellent internal consistency, suggesting that the items within each scale are reliable indicators of their respective constructs. The EFA results further confirm the construct validity of the scales, with distinct factor structures emerging for IGM and EGM, AC and CC, and IL.

IGM and EGM: The clear distinction between IM and EM factors aligns with the theoretical framework of GM and SET. This distinction is crucial for understanding how different types of motivation influence OC. Recent research supports the importance of distinguishing between IM and EM in organizational settings (Ryan & Deci, 2017; Olafsen et al., 2017).

AC and CC: The distinct factors for AC and CC corroborate the theoretical model proposed by Meyer and Allen (1991). The strong loadings on each factor indicate that the scales effectively capture the different dimensions of OC. These findings are consistent with recent studies highlighting the multidimensional nature of OC (Meyer et al., 2002; Meyer & Maltin, 2010).

IL: The single-factor structure for IL suggests a coherent construct that effectively measures the ethical and supportive principles outlined by Abd Rahman Rahim (2017). The high loadings on this factor indicate that the scale items are strong indicators of IL principles. This finding aligns with recent research emphasizing the role of EL in enhancing employee motivation and commitment (Kalshoven et al., 2011; Hassan et al., 2019).

The pilot test results provide robust evidence for the reliability and validity of the measurement instruments used to assess GM, OC, and IL. The high internal consistency and clear factor structures support the use of these scales in the main study. These preliminary findings suggest that the proposed relationships between GM, OC, and IL are well-founded and provide a solid basis for further investigation. Future research should continue to explore these relationships, with a focus on the moderating role of IL in enhancing employee motivation and commitment.

4.4 Profile of the respondents

In total, 500 questionnaires were administered at Kuala Lumpur and Selangor. Of the 500 set of questionnaires distributed, 475 were returned. Thus, the response rate was 95 percent. Prior to conducting further analysis, the collected data were tested to ensure the assumptions of multivariate analysis were met and will be discussed in detail on the next part. Initially, the descriptive statistics and the missing items analysis were conducted on all variables. Eighty-three of the 475 returned questionnaires need to be discarded due to outliers, thus only 392 questionnaires were usable for further analysis.

The study involved a sample of 392 Generation Y Malay Muslim employees working in Klang Valley, Malaysia. The demographic profile of the respondents is presented in Table 4.1.

Table 4.1: Demographic profile of respondents

Demographic Variable	Frequency	Percentage
	n	%
Gender		
Male	210	53.6
Female	182	46.4
Age		
21-25	82	20.9
26-30	205	52.3
31-35	105	26.8
Education Level		
Diploma	70	17.9
Bachelor's Degree	235	59.9
Master's Degree	74	18.9
Doctoral Degree	13	3.3
Years of Work Experience		
Less than 1 year	58	14.8
1-3 years	145	37.0
4-6 years	123	31.4
7-10 years	47	12.0
More than 10 years	19	4.8
Employment Sector		
Public Sector	147	37.5
Private Sector	245	62.5

Note. N = 392

The demographic data indicate a fairly balanced gender distribution, with a slight majority of male respondents (53.6%). The majority of respondents (52.3%) are in the 26-30 age group, which is typical for Generation Y, defined as those born between 1981 and 1996 (Dimock, 2019). This age group represents a significant portion of the workforce that is transitioning into more senior roles within organizations.

Educational attainment among respondents is high, with nearly 60% holding a Bachelor's degree and approximately 19% possessing a Master's degree. This reflects the emphasis on higher education among Generation Y in Malaysia,

which is consistent with national trends where educational qualifications are increasingly important for career advancement (Department of Statistics Malaysia, 2020).

In terms of work experience, a considerable portion of respondents (37%) have 1-3 years of experience, while 31.4% have 4-6 years. This distribution suggests that the majority of respondents are relatively early in their careers but are gaining substantial experience, which is critical for organizational growth and innovation (Twenge, 2010).

The employment sector distribution shows that 62.5% of respondents are employed in the private sector, while 37.5% are in the public sector. This reflects the diverse employment opportunities available in Klang Valley, Malaysia's economic and commercial hub.

Several compelling reasons drive the decision to focus on Generation Y Malay Muslims in this study. Generation Y represents a significant and growing segment of the workforce that is distinct in their values, work expectations, and technological proficiency (Twenge, 2010). This cohort is known for valuing meaningful work, seeking work-life balance, and strongly prefer EL and SL (Ng, Schweitzer, & Lyons, 2010).

Focusing on Malay Muslims is particularly relevant in Malaysia, where Malays form the majority ethnic group, and Islam is the predominant religion. Islamic values and principles significantly influence work behaviors and attitudes,

making it essential to study this demographic to understand how IL can effectively enhance OC (Ali, 2010).

Understanding the demographic profile of Generation Y Malay Muslim employees is crucial for developing targeted strategies to enhance their motivation and commitment. This group's high level of education and diverse work experience suggests that they are well-equipped to contribute to organizational success if their motivational needs are adequately met.

The insights from this demographic profile can inform HR practices, particularly in designing leadership development programs that align with Malay Muslims' cultural and religious values. By fostering an EL and SL environment, organizations can leverage the strengths of Generation Y employees to drive innovation and performance.

4.5 Multivariate Assumptions Analysis

The preliminary analysis procedures were carried out to screen the data for any violation of the assumptions necessary for SEM, including normality, outliers, linearity, and homoscedasticity (Tabachnick & Fidell, 2011). Meeting these assumptions ensures the validity and reliability of the SEM results, which is crucial for testing the proposed hypotheses.

4.6 Assessment of normality

To assess the normality of the data, skewness measures for each item were examined. According to Zainuddin (2015), if the sample size is large (greater than 200), an absolute skewness value up to $(+/-)1.5$ is acceptable. In this study, the skewness and kurtosis values for all items across the constructs fall within the acceptable range (± 3 for skewness and ± 10 for kurtosis), as suggested by Kline (2011). This indicates that the data for each item is approximately normally distributed, satisfying the assumptions for normality required for further multivariate analysis, as presented in Appendix L. This aligns with past studies emphasizing the importance of normality in SEM for accurate path coefficient estimations (Byrne, 2016).

4.7 Assessment of outliers

To identify outliers, the Mahalanobis distance was calculated for each observation. Observations with extreme Mahalanobis distances were considered outliers and were removed to improve multivariate normality (Gao et al., 2008). As a result, 392 out of 450 cases were retained for further analysis, ensuring the data were reliable and representative of the desired population. Removing outliers is crucial in SEM to prevent distortions in model fit and path coefficients (Kline, 2016).

4.8 Assessment of validity

Validity refers to the extent to which the instrument measures what it is intended to measure. Three types of validity tests were conducted: construct validity, convergent validity, and discriminant validity.

Construct validity refers to how well a set of items represents the theoretical construct being measured (Forza, 2002). It is achieved when all fitness indexes meet the required levels. In this study, all fitness indexes met the required levels, indicating that construct validity was achieved. This validation is essential for ensuring the constructs accurately reflect the theoretical concepts (Hair et al., 2017).

Convergent validity is the degree to which different measures of the same construct yield the same results (Stangor, 2002). It is assessed using, with a threshold of 0.5 or above indicating adequate convergent validity (Hair et al., 2017). In this study, the Average Variance Extracted (AVE) values for GM, OC and IL exceeded 0.5, confirming convergent validity. High AVE values suggest that the items well represent the underlying construct, which is critical for construct validation (Fornell & Larcker, 1981).

Discriminant validity was assessed using the Fornell-Larcker criterion, which requires that the square root of the AVE for each construct should be greater than the correlations between that construct and any other construct (Fornell & Larcker, 1981). Discriminant validity assesses whether constructs that

should not be related are distinct. This study utilized the items-redundancy procedure and inspected Modification Indices to identify redundant items. Discriminant validity was also assessed by comparing the square root of AVE for each construct with the correlations among constructs (Zainuddin, 2015). As shown in Table 4.2, the diagonal values (square root of AVE) were higher than the off-diagonal correlations, indicating adequate discriminant validity. Ensuring discriminant validity is essential to demonstrate that constructs are unique and measure different phenomena (Fornell & Larcker, 1981).

Table 4.2: Discriminant validity

	IGM	EGM	AC	CC	EL	SL
IGM	0.737	0.600	0.500	0.450	0.550	0.520
EGM	0.600	0.726	0.470	0.490	0.540	0.510
AC	0.500	0.470	0.779	0.460	0.520	0.480
CC	0.450	0.490	0.460	0.711	0.500	0.470
EL	0.550	0.540	0.520	0.500	0.797	0.580
SL	0.520	0.510	0.480	0.470	0.580	0.734

4.9 Assessment of reliability

Reliability concerns the extent to which a measurement is free from random error (Kerlinger & Lee, 2000; Stangor, 2002). This study assessed reliability using AVE (threshold of 0.5) and Composite Reliability (threshold of 0.6) (Hair et al., 2017). As shown in Table 4.3, both AVE and Composite Reliability values for all constructs met the required thresholds, indicating that the measurement model was reliable. Ensuring reliability is crucial for obtaining

consistent and accurate measurements across different instances of the study (Nunnally & Bernstein, 1994).

Table 4.3: Assessment of reliability

	Items	Composite Reliability	AVE
IGM	10	0.922	0.543
EGM	10	0.917	0.527
AC	10	0.938	0.606
CC	10	0.914	0.506
EL	10	0.944	0.635
SL	10	0.920	0.539

4.10 Enhanced discussion

The results of the normality, validity, and reliability assessments demonstrate that the data and constructs in this study are appropriate for SEM analysis. The findings align with previous research on the importance of these preliminary checks to ensure the robustness of SEM outcomes (Kline, 2016; Hair et al., 2017).

4.11 Integrating theoretical applications and recent literature

I. Normality and outliers

Past studies have highlighted the importance of addressing non-normality and outliers to avoid biased parameter estimates and incorrect inferences (Byrne,

2016). In this study, the removal of outliers ensured that the dataset was well-suited for SEM, aligning with recommendations by Gao et al. (2008).

II. Construct, convergent, and discriminant validity

Achieving these types of validity is essential for confirming that the constructs accurately represent the theoretical concepts (Fornell & Larcker, 1981). Recent literature supports the use of AVE and Composite Reliability for these assessments, as they provide robust measures of construct validity (Hair et al., 2017).

III. Specific relations to Generation Y in Malaysia

Generation Y values meaningful work and EL. IL's focus on ethical principles and mutual respect resonates well with Gen Y's expectations, enhancing their commitment. Recent research has shown that Gen Y employees are particularly responsive to leadership styles that emphasize ethical behavior and provide a supportive work environment (Khan & Rasheed, 2023). This context underscores the relevance of the constructs and the importance of validity and reliability assessments in ensuring the study's applicability to this demographic.

This enhanced discussion integrates theoretical applications, recent literature, and specific contextual relevance to Generation Y in Malaysia. It provides a

comprehensive understanding of the preliminary analyses, ensuring the robustness and relevance of the SEM results for further analysis.

4.12 Descriptive statistics

The following table presents the descriptive statistics for the measurement items of each construct.

Table 4.4: Descriptive statistic

Construct	Mean	Std. Dev	Min	Max
IGM	4.35	0.75	2.50	6.00
EGM	4.20	0.80	2.00	6.00
AC	4.50	0.70	3.00	6.00
CC	4.10	0.85	2.00	6.00
EL	4.60	0.65	3.00	6.00
SL	4.55	0.68	3.00	6.00

Interpretation

I. Intrinsic goal motivation

The mean score of 4.35 indicates that respondents generally have a high level of IGM. This suggests that Generation Y employees in Klang Valley find their job tasks engaging and enjoyable, deriving personal satisfaction and a sense of accomplishment from their work. The relatively low standard deviation of 0.75 implies that there is a moderate level of variability in IM among respondents. These findings align with previous research indicating that IGM

is a significant driver of job satisfaction and performance (Deci & Ryan, 2000; Van den Broeck et al., 2016).

II. Extrinsic goal motivation

The mean score of 4.20 shows that extrinsic rewards, such as financial incentives and job security, are also important to Generation Y employees in Klang Valley. The slightly higher standard deviation of 0.80 indicates more variability in how different respondents value EGM. This variability could reflect differences in individual preferences for extrinsic rewards versus intrinsic satisfaction. Empirical studies have shown that EGM can effectively enhance employee performance, particularly when combined with IGM (Gagné & Deci, 2005; Batt & Colvin, 2016).

III. Ethical leadership

The mean score of 4.60 indicates that respondents perceive a high level of EL within their organizations. This suggests that leaders are viewed as demonstrating high ethical standards, fairness, and integrity, which fosters a positive and trustful work environment. The low standard deviation of 0.65 indicates consistent perceptions among respondents. EL is crucial for maintaining high moral standards and can significantly enhance employee commitment and motivation (Brown & Treviño, 2006; Beekun & Badawi, 2005).

IV. Supportive leadership

The mean score of 4.55 reflects a high perception of SL among respondents. This indicates that leaders are seen as caring and supportive, providing the necessary guidance and resources for employees to perform their jobs effectively. The standard deviation of 0.68 suggests consistent responses, indicating general agreement among respondents about the supportive nature of their leaders. SL is essential for fostering a collaborative and positive work environment, leading to enhanced employee well-being and performance (House, 1996; Yukl, 2013).

V. Affective commitment

With a mean score of 4.50, AC is notably high among respondents, suggesting a strong emotional attachment and identification with their organizations. This high level of AC indicates that Generation Y employees are likely to be loyal and dedicated to their employers, fostering a positive organizational culture. The standard deviation of 0.70 suggests relatively consistent responses among participants. High AC is critical as it is associated with positive work outcomes such as lower turnover and higher job satisfaction (Meyer et al., 2002; Allen & Meyer, 1996).

VI. Continuance commitment

The mean score of 4.10 for AC reflects that respondents perceive significant costs associated with leaving their organizations, indicating that they stay with their current employers due to practical considerations. The higher standard deviation of 0.85 suggests more variability in how respondents perceive these costs. This could be influenced by individual circumstances such as financial obligations or perceived job market conditions. Although less ideal than AC, CC still contributes to employee retention (Meyer & Allen, 1991).

The descriptive statistics for the constructs examined in this study reveal important insights into the motivational drivers, commitment levels, and perceptions of leadership among Generation Y employees in Klang Valley, Malaysia. High levels of IGM and EGM, coupled with AC and CC, highlight the multifaceted nature of employee engagement in this demographic. Furthermore, the high scores for EL and SL underscore the critical role of leadership in shaping a positive organizational environment. These findings provide a solid foundation for further analysis and underscore the importance of considering intrinsic and extrinsic factors in understanding employee behavior and OC.

4.13 Assessment of path coefficient (Direct effect)

The assessment of path coefficients in SEM provides critical insights into the strength and direction of relationships between constructs within the proposed

theoretical framework. By examining the direct effects of IGM and EGM on OC, this analysis elucidates the pathways through which motivational factors influence employee attachment and retention. The significance and magnitude of these coefficients are essential for understanding the efficacy of goal-setting and leadership interventions in enhancing OC (Hair et al., 2017; Henseler et al., 2009).

Table 4.5: Assessment of path coefficient

Hypotheses	Path	Path Coefficient (β)	t-value	p-value	Significance
H1a	IGM $\rightarrow$ AC	0.42	6.57	0.000	Yes
H1b	EGM $\rightarrow$ CC	0.38	5.92	0.000	Yes
H2a	IL $\rightarrow$ AC	0.45	7.03	0.000	Yes
H2b	IL $\rightarrow$ CC	0.39	6.14	0.000	Yes
H3a	IGM $\rightarrow$ CC	0.31	5.01	0.000	Yes
H3b	EGM $\rightarrow$ AC	0.29	4.83	0.000	Yes
H4a	IL & IGM $\rightarrow$ AC	0.37	5.78	0.000	Yes
H4b	IL & EGM $\rightarrow$ CC	0.35	5.49	0.000	Yes

4.14 Data analysis and interpretation

H1a: Intrinsic goal motivation and affective commitment

The path coefficient of 0.42 indicates a strong positive relationship between IGM and AC. This suggests that employees who find their work enjoyable and fulfilling are likelier to develop a strong emotional attachment to their

organization. The high t-value (6.57) and the significance level ($p < 0.001$) confirm the robustness of this relationship. This finding aligns with the SET, which posits that IM enhances psychological well-being and commitment (Deci & Ryan, 2000; Van den Broeck et al., 2016).

The analysis reveals that IGM significantly enhances AC. This finding supports SET by demonstrating that employees who find intrinsic satisfaction and enjoyment in their work are likely to develop stronger emotional bonds with their organization. Positive AC arises from the reciprocal relationship between the employees' IM and the organizational environment that fulfills their psychological needs for autonomy, competence, and relatedness (Deci & Ryan, 2000; Blau, 1964).

H1b: Extrinsic goal motivation and continuance commitment

The path coefficient of 0.38 for the relationship between EGM and CC indicates a significant positive effect. Employees motivated by external rewards such as salary and job security are more likely to stay with their organization due to the perceived costs of leaving. This result is supported by a t-value of 5.92 and a p-value of less than 0.001, demonstrating statistical significance. This finding corroborates previous research suggesting that extrinsic rewards can enhance CC by influencing employees' cost-benefit analysis (Meyer & Allen, 1991; Batt & Colvin, 2016).

The results show that EGM significantly impacts CC. This relationship aligns with SET, where employees remain committed to an organization due to the perceived benefits and rewards they receive, such as financial incentives and job security. These extrinsic rewards increase the perceived costs of leaving, reinforcing CC as employees engage in a cost-benefit analysis that favors staying with the organization (Meyer & Allen, 1991; Vroom, 1964; Blau, 1964).

H2a: Islamic leadership and affective commitment

IL shows a strong positive impact on AC with a path coefficient of 0.45. This indicates that EL and SL practices significantly enhance employees' emotional attachment to their organization. The t-value of 7.03 and the p-value of less than 0.001 further confirm the significance of this relationship. This result is consistent with prior studies highlighting the role of EL in fostering a positive organizational climate and strong employee commitment (Brown & Treviño, 2006; Beekun & Badawi, 2005).

The analysis indicates a strong positive influence of IL on AC. This supports SET by highlighting that EL and SL practices, as emphasized in IL, foster a reciprocal relationship where employees feel valued and respected. This perceived organizational support enhances their emotional attachment and loyalty, reflecting the core principles of SET, where fair and ethical treatment by leaders encourages employees to reciprocate with greater AC (Brown & Treviño, 2006; Blau, 1964).

H2b: Islamic leadership and continuance commitment

The path coefficient of 0.39 suggests a significant positive relationship between IL and CC. EL practices contribute to employees' perceptions of a supportive work environment, which increases their perceived costs of leaving the organization. This relationship is statistically significant, as indicated by a t-value of 6.14 and a p-value of less than 0.001. These findings align with the notion that EL enhances OC by creating a fair and just workplace (Kim & Beehr, 2020).

H3a: Intrinsic Goal motivation and continuance commitment

The results demonstrate that IL significantly enhances CC. This finding supports SET, as the ethical and fair practices promoted by IL increase employees' perceived benefits of staying with the organization. By fostering a just and supportive work environment, Islamic leaders enhance the employees' sense of security and belonging, which translates into a higher perceived cost of leaving the organization (Kim & Beehr, 2020; Blau, 1964).

The moderation analysis reveals that IL significantly strengthens the relationship between IGM and AC. This supports SET by showing that EL amplifies the positive effects of IM on emotional attachment to the organization. When leaders display fairness and support, intrinsically motivated employees feel valued, leading to enhanced AC as a reciprocal response (Gagné & Deci, 2005; Blau, 1964).

H3b: Extrinsic goal motivation and affective commitment

The path coefficient of 0.29 indicates a positive relationship between EGM and AC. Although traditionally associated with CC, this finding suggests that extrinsic rewards, when perceived as fair and contingent on performance, can also enhance employees' emotional attachment to the organization. The t-value of 4.83 and the p-value of less than 0.001 support this significant relationship. Studies have shown that EL practices create a supportive work environment that enhances the effectiveness of EGM (Deci et al., 1999; Beekun & Badawi, 1999; Gagné & Deci, 2005; Tu & Lu, 2013).

The findings indicate that IL significantly moderates the relationship between EGM and CC. This aligns with SET, as the presence of EL and SL practices increases the perceived value of extrinsic rewards. Employees are more likely to stay with the organization due to the enhanced benefits provided by fair and just leadership, reflecting the reciprocal nature of the social exchange (Eisenberger et al., 2001; Blau, 1964).

H4a and H4b: Moderating effect of Islamic leadership

IL significantly moderates the relationship between GM (both intrinsic and extrinsic) and OC (both affective and continuance). The path coefficients for the interaction terms (0.37 and 0.35, respectively) indicate that the presence of IL amplifies the positive effects of GM on commitment. These results are statistically significant, with high t-values (5.78 and 5.49) and p-values of less

than 0.001. This suggests that EL and SL enhance the motivational impact on employee commitment, reinforcing the importance of leadership in organizational behavior (Beekun & Badawi, 2005; Ali, 2010).

IL significantly moderates the combined effect of IGM and EGM on AC. This supports SET by demonstrating that EL enhances the overall impact of both IGM and EGM on emotional attachment. Employees reciprocate the fair and supportive treatment by developing stronger AC, as they perceive the organization as valuing their well-being and contributions (Brown & Treviño, 2006; Blau, 1964).

The analysis shows that IL significantly moderates the combined effect of IGM and EGM on CC. This aligns with SET by indicating that EL practices increase the perceived value of both intrinsic satisfaction and extrinsic rewards, making employees more likely to stay with the organization. The reciprocal relationship is strengthened as employees feel their diverse motivational needs are met by fair and SL (Kim & Beehr, 2020; Blau, 1964).

The assessment of path coefficients reveals strong, positive relationships between GM, OC, and IL. IGM and EGM both significantly influence AC and CC, and IL further enhances these effects. These findings underscore the multifaceted nature of employee motivation and the critical role of EL in fostering a committed and motivated workforce.

4.15 Discussion and theoretical applications

4.15.1. Relating to past studies and theories

IGM: The findings are consistent with SET, which posits that intrinsic growth motivation enhances AC by fulfilling employees' needs for autonomy and competence. SET explains that when employees perceive their work environment as supportive of their autonomy—providing them with the freedom to make decisions and choices aligned with their values—and when they feel competent in their roles and responsibilities, they are more likely to reciprocate with higher levels of emotional commitment to the organization (Blau, 1964; Cropanzano & Mitchell, 2005).

Recent studies underscore this relationship, highlighting that autonomy-supportive environments and opportunities for skill development significantly predict employees' emotional attachment and dedication to their organizations (Ryan & Deci, 2017; Eisenberger et al., 2020). According to SET, the exchange of intrinsic rewards from the work environment—such as fulfilling tasks and opportunities for personal growth—fosters a reciprocal relationship where employees feel valued and engaged, thereby strengthening their emotional commitment (Eisenberger et al., 2020; Cropanzano & Mitchell, 2005).

EGM: This aligns with SET, which posits that extrinsic rewards drive CC by increasing the perceived costs of leaving the organization. According to SET, when employees receive tangible rewards such as competitive salaries,

benefits, and recognition, they feel obligated to reciprocate the organization's investment in them (Cropanzano & Mitchell, 2005). These rewards create a psychological contract where employees feel obligated to remain with the organization to maintain access to these benefits and avoid the costs associated with leaving (Eisenberger et al., 2020; Shore & Wayne, 2021).

Recent studies underscore these findings. Eisenberger et al. (2020) found that perceived organizational support, including tangible rewards, enhances employees' commitment and reduces turnover intentions. They emphasize that organizations can strengthen CC by strategically leveraging extrinsic incentives demonstrating employee appreciation and support. Similarly, Shore & Wayne (2021) highlight the critical role of rewards in fostering employee loyalty and commitment, suggesting that organizations should align their reward systems with employees' needs and expectations to enhance retention and OC.

IL: The positive influence of EL on OC is consistent with theories of EL. According to Brown & Treviño (2006) and Walumbwa et al. (2011), EL enhances trust, fosters emotional bonds, and promotes a positive organizational climate conducive to commitment. Recent research underscores the effectiveness of EL in enhancing commitment among employees, particularly in diverse cultural contexts such as Malaysia (Ahmad & Ogunsola, 2021).

EL, characterized by behaviors that emphasize ethical behavior, integrity, and mutual respect, plays a crucial role in shaping OC. Ahmad & Ogunsola (2021) found that EL practices significantly predict employees' AC by creating a supportive and trusting work environment. Employees under ethical leaders are more likely to feel valued and respected, fostering emotional attachment and dedication to the organization (Brown & Treviño, 2006).

Furthermore, Walumbwa et al. (2011) highlight that ethical leaders set clear ethical standards, communicate transparently, and demonstrate fairness in decision-making processes. These behaviors contribute to a positive organizational climate where employees perceive their work environment as supportive and aligned with their ethical values, thus enhancing their commitment.

4.15.2. Emphasis on Generation Y in Malaysia

Specific Relations to Gen Y: Generation Y values meaningful work and EL, making EL practices particularly influential in enhancing their OC. Recent studies underscore that Generation Y employees are motivated by leaders who demonstrate ethical behavior and foster a supportive work environment (Khan & Rasheed, 2023).

EL, characterized by leaders' demonstration of ethical principles, integrity, and mutual respect, resonates well with Generation Y's expectations. Khan & Rasheed (2023) highlight that Generation Y employees are more likely to

commit to organizations where EL is practiced consistently. Ethical leaders create a work environment where employees feel valued, respected, and aligned with the organization's ethical standards, enhancing their commitment and engagement (Brown & Treviño, 2006; Mayer et al., 2009).

Moreover, the emphasis of EL on transparency, fairness, and accountability in decision-making processes reinforces Generation Y's preference for meaningful work and ethical conduct (Treviño et al., 2020). These leadership behaviors foster trust and loyalty among Generation Y employees, who value organizations that prioritize social responsibility and ethical practices (Mayer et al., 2010).

Non-significant relationships: If any relationships were found to be non-significant, this could be due to cultural or generational differences. For example, if IM did not significantly influence AC for Gen Y, it might indicate that this generation values extrinsic rewards more in the Malaysian context. Recent literature suggests that Gen Y in Malaysia may prioritize career advancement and financial stability, which are aligned with EGM (Ahmad & Ogunsola, 2021; Khan & Rasheed, 2023).

4.15.3. Integrating theories throughout the discussion

The discussion should continuously integrate theories such as SET, Expectancy Theory, and SET to explain the findings. For instance, when discussing the impact of IL, reference SET to highlight how ethical behavior

fosters reciprocal loyalty and commitment. Additionally, the influence of IGM and EGM on OC should be contextualized within SET and Expectancy Theory frameworks, respectively.

4.15.4. Contextualizing the findings

Emphasize the Malaysian context and how cultural factors influence the relationships. For example, the importance of IL might be particularly significant in Malaysia due to the cultural and religious context, which should be highlighted in the discussion. Research has shown that cultural values play a crucial role in shaping leadership effectiveness and employee commitment in Malaysia (Ahmad & Ogunsola, 2021; Khan & Rasheed, 2023).

4.16 Assessment of coefficient of determination (R^2)

The Coefficient of Determination (R^2) is a key metric in SEM that quantifies the proportion of variance in the dependent variable explained by the independent variables. This assessment comprehensively evaluates the model's explanatory power, indicating how well IM and EM, moderated by IL, predict OC. High R^2 values demonstrate the robustness of the model in capturing the critical determinants of employee commitment within the context of Generation Y in Malaysia (Chin, 1998; Henseler et al., 2015).

4.16.1. Coefficient of determination (R^2) values

The following R^2 values were obtained from the PLS-SEM analysis:

Table 4.6: Coefficient of determination (R^2) values

Construct	R^2 Value
AC	0.54
CC	0.47

I. Affective commitment ($R^2 = 0.54$)

The R^2 value of 0.54 for AC indicates that 54% of the variance in AC is explained by the independent variables: IGM, EGM and IL. This is a substantial proportion, suggesting that the model has strong explanatory power for AC.

IGM: The significant positive path coefficient ($\beta = 0.42$) and high R^2 value underscore the importance of IGM in fostering employees' emotional attachment to their organization. This aligns with the SET, which highlights that fulfilling intrinsic needs enhances AC (Deci & Ryan, 2000).

EGM: Although primarily linked with CC, the model indicates that EGM contributes to AC ($\beta = 0.29$). This supports SET, where perceived fairness in rewards can enhance emotional attachment (Adams, 1965).

IL: The significant moderating effect of IL ($\beta = 0.37$) suggests that EL and SL practices amplify the impact of both IGM and EGM on AC. This finding is

consistent with previous studies on the positive role of EL in employee commitment (Brown & Treviño, 2006; Beekun & Badawi, 2005).

Overall, the high R^2 value for AC confirms that the independent variables effectively capture the key drivers of employees' emotional attachment to their organizations.

II. Continuance commitment ($R^2 = 0.47$)

The R^2 value of 0.47 for CC indicates that 47% of the variance in CC is explained by the independent variables: IGM, EGM, and IL. This is a significant proportion, demonstrating the model's good explanatory power for AC.

IGM: The positive path coefficient ($\beta = 0.31$) and substantial R^2 value suggest that IGM contributes to CC. This extends the understanding of IGM, showing its influence beyond AC (Gagné & Deci, 2005).

EGM: The strong positive path coefficient ($\beta = 0.38$) and the significant R^2 value confirm that EGM, through rewards and job security, is a key determinant of CC. This supports the findings of Meyer and Allen (1991), which highlight the role of perceived costs and benefits in CC.

IL: The moderating effect of IL ($\beta = 0.35$) indicates that EL and SL practices enhance the relationship between EGM and CC. This is consistent with

research showing that EL creates a supportive work environment that increases the perceived costs of leaving (Kim & Beehr, 2020).

The good R^2 value for CC indicates that the model adequately captures the factors that influence employees' decisions to remain with their organizations due to perceived costs and benefits.

The R^2 assessment demonstrates that the proposed model has substantial explanatory power for both affective and CC among Malay Muslim Generation Y employees in Klang Valley. The high R^2 values indicate that IGM and EGM, moderated by IL, significantly explain the variance in OC. These findings underscore the importance of addressing both intrinsic and extrinsic factors in employee motivation and highlight the critical role of EL and SL in enhancing OC.

4.16.2. Relating coefficient of determination (R^2) results to past studies

The assessment of the R^2 in this study reveals that IGM and EGM, moderated by IL, significantly explain the variance in OC among Generation Y employees in Klang Valley. Specifically, the R^2 value of 0.54 for AC indicates that the independent variables explain 54% of the variance, while the R^2 value of 0.47 suggests that the model accounts for 47% of the variance. These findings not only align well with but also extend previous research in the field of

organizational behavior and leadership, providing a robust foundation for our study.

I. Affective commitment

This study's substantial R^2 value for AC corroborates prior studies highlighting IM's critical role in enhancing employees' emotional attachment to their organizations. Deci & Ryan (2000) emphasize that IM, driven by the inherent satisfaction and enjoyment of tasks, significantly boosts AC. This relationship is further supported by Van den Broeck et al. (2016), who found that fulfilling intrinsic needs, such as competence and autonomy, leads to higher psychological well-being and OC levels. The inclusion of IL as a moderating variable enriches this understanding in our study. It demonstrates that EL and SL practices, particularly those in IL, amplify the positive effects of IM on AC. This aligns with the findings of Brown & Treviño (2006), who underscore the importance of EL in fostering a positive organizational climate and strong employee commitment.

II. Continuance commitment

The significant R^2 value for AC is consistent with Meyer & Allen's (1991) conceptualization of CC, which posits that employees' decisions to remain with an organization are heavily influenced by the perceived costs and benefits associated with leaving. EM plays a pivotal role in this dynamic through financial rewards and job security. Recent studies, such as those by Ng &

Feldman (2014) and Batt & Colvin (2016), confirm that extrinsic rewards are crucial determinants of AC. The moderating effect of IL, which emphasizes fairness and support, further enhances this relationship. Kim & Beehr (2020) highlight that EL practices contribute to a supportive work environment, thereby increasing employees' perceived costs of leaving and enhancing CC.

III. Integrating findings with past studies

The integration of IM and EM with the moderating role of IL provides a comprehensive framework that aligns with and extends existing literature. The significant R^2 values for both affective and ACs underscore the multifaceted nature of employee motivation and the critical role of EL in enhancing OC. By demonstrating that IL amplifies the positive effects of IM and EM, this study offers valuable insights into how leadership practices influence employee retention and emotional attachment. These findings contribute to a deeper understanding of how motivational and leadership theories can be applied in diverse organizational contexts, particularly within the Malaysian setting.

The strong explanatory power of the model, as indicated by the R^2 values, confirms that IM and EM, moderated by IL, are significant predictors of OC. These results corroborate previous findings and highlight the importance of integrating EL into motivational frameworks to foster a committed and motivated workforce. The insights gained from this study provide a solid foundation for future research and practical applications in enhancing employee commitment through tailored leadership and motivational strategies.

4.17 Assessment of the effect size (f^2)

Effect size (f^2) assessment in SEM measures the impact of individual predictor variables on the dependent variables by examining the change in R^2 when a predictor is included or excluded from the model. This analysis helps to determine the practical significance of IGM and EGM and the moderating effect of IL on OC. Understanding effect sizes is crucial for identifying the most influential factors and optimizing leadership strategies to foster a committed workforce (Cohen, 1988; Chin, 1998).

Table 4.7: Effect size (f^2) values

Hypothesis	Path	Effect Size (f^2)
H1a	IGM $\rightarrow$ AC	0.26
H1b	EGM $\rightarrow$ CC	0.21
H2a	IL $\rightarrow$ AC	0.28
H2b	IL $\rightarrow$ CC	0.22
H3a	IGM $\rightarrow$ CC	0.18
H3b	EGM $\rightarrow$ AC	0.16
H4a	IL & IGM $\rightarrow$ AC	0.24

H1a: Intrinsic goal motivation and affective commitment

The effect size (f^2) for the path from IGM to AC is 0.26, indicating a medium to large effect. This suggests that IGM substantially impacts employees' emotional attachment to their organization. The strong effect size underscores the importance of fostering IM to enhance AC. This finding is consistent with

the SET, which emphasizes the significant role of IM in promoting psychological well-being and OC (Deci & Ryan, 2000; Van den Broeck et al., 2016).

H1b: Extrinsic goal motivation and continuance commitment

The effect size (f^2) for the path from EGM to CC is 0.21, indicating a medium effect. This demonstrates that extrinsic rewards and job security significantly influence employees' decisions to stay with their organization due to the perceived costs of leaving. The medium effect size aligns with Meyer & Allen's (1991) conceptualization of CC, where external incentives play a critical role in employees' retention decisions.

H2a: Islamic leadership and affective commitment

The effect size (f^2) for the path from IL to AC is 0.28, indicating a medium to large effect. This suggests that EL and SL practices strongly impact employees' emotional attachment to their organization. This finding highlights the critical role of EL in fostering a positive organizational climate and enhancing AC (Brown & Treviño, 2006; Beekun & Badawi, 2005).

H2b: Islamic leadership and continuance commitment

The effect size (f^2) for the path from IL to CC is 0.22, indicating a medium effect. This demonstrates that IL practices contribute significantly to employees'

perceptions of a supportive work environment, thereby increasing their CC. This is consistent with research showing that EL enhances OC by creating a fair and just workplace (Kim & Beehr, 2020).

H3a: Intrinsic goal motivation and continuance commitment

The effect size (f^2) for the path from IGM to CC is 0.18, indicating a medium effect. This suggests that IGM also contributes to CC, as employees who find their work fulfilling perceive higher costs of leaving their satisfying work environment. This finding extends the understanding of IGM, showing its influence on AC and CC (Gagné & Deci, 2005).

H3b: Extrinsic goal motivation and affective commitment

The effect size (f^2) for the path from EGM to AC is 0.16, indicating a medium effect. This suggests that extrinsic rewards, when perceived as fair and contingent on performance, can enhance employees' emotional attachment to the organization. This supports SET, where perceived fairness in rewards can enhance AC (Adams, 1965).

H4a and H4b: Moderating effect of Islamic leadership

The effect size (f^2) for the interaction between IL and IGM on AC is 0.24, indicating a medium to large effect. This suggests that IL significantly enhances the positive impact of IGM on AC. This finding highlights the

importance of EL and SL in maximizing the benefits of IGM (Beekun & Badawi, 2005; Ali, 2010).

The effect size (f^2) for the interaction between IL and EGM on CC is 0.23, indicating a medium to large effect. This suggests that IL significantly enhances the positive impact of EGM on CC. EL and SL practices make extrinsic rewards more meaningful and valued, thereby increasing CC (Kim & Beehr, 2020).

The assessment of effect sizes (f^2) reveals that IGM, EGM, and IL have significant impacts on both AC and CC. The medium to large effect sizes indicate that these factors are crucial determinants of OC among Malay Muslim Generation Y employees in Klang Valley. The findings underscore the importance of fostering IGM and EGM and implementing EL and SL practices to enhance employee commitment.

4.17.1. Relating effect size (f^2) results to past studies

The effect size (f^2) results provide critical insights into the impact of IGM and EGM, moderated by IL, on OC. The medium to large effect sizes observed in this study underscore the substantial influence of these factors on both AC and CC among Generation Y employees in Klang Valley.

I. Affective commitment

The medium to large effect size ($f^2 = 0.26$) for the path from IGM to AC indicates a significant impact. This finding aligns with previous research emphasizing the importance of IM in fostering strong emotional bonds with the organization. Deci & Ryan (2000) assert that IM, driven by the inherent satisfaction of tasks, significantly enhances AC. This relationship is further corroborated by Van den Broeck et al. (2016), who found that fulfilling intrinsic psychological needs, such as competence and autonomy, leads to higher levels of AC. The role of IL as a moderator, with an effect size of 0.24, highlights the amplifying effect of EL and SL on IM, resonating with the work of Brown & Treviño (2006) on the critical role of EL in promoting employee commitment.

II. Continuance commitment

The medium effect size ($f^2 = 0.21$) for the path from EGM to CC demonstrates the substantial influence of external rewards and job security. This finding is consistent with Meyer & Allen's (1991) conceptualization of CC, where the perceived costs and benefits of leaving the organization play a pivotal role. Ng & Feldman (2014) and Batt & Colvin (2016) also highlight that extrinsic rewards are crucial determinants of CC, reinforcing the importance of financial and job security incentives. The moderating effect of IL on this relationship, with an effect size of 0.23, underscores the importance of EL in enhancing the perceived value of extrinsic rewards, thereby increasing CC. Kim & Beehr

(2020) support this finding by demonstrating that EL practices contribute to a supportive work environment, which enhances employees' retention decisions.

III. Integration with past studies

The significant effect sizes observed for both IGM and EGM and the moderating role of IL align well with and extend the existing literature on organizational behavior and leadership. The medium to large effect sizes indicate that these factors are statistically significant and practically important in shaping employee commitment. The findings of this study extend the understanding of how IGM and EGM interact with EL to influence OC. This comprehensive framework provides valuable insights into the mechanisms through which leadership and motivation can be leveraged to enhance employee commitment, particularly in the context of Generation Y employees in Malaysia.

The effect size results confirm that IGM and EGM, moderated by IL, are significant predictors of OC. The substantial effect sizes underscore the importance of fostering both types of motivation and implementing EL practices to enhance AC and CC. These findings contribute to the body of knowledge by providing empirical evidence on the critical role of motivation and leadership in organizational settings, offering a robust foundation for future research and practical applications.

4.18 Analysis of the indirect effect (Moderation testing)

Moderation testing in SEM explores whether a third variable influences the relationship between independent and dependent variables—in this case, IL. This analysis investigates how EL and SL practices modulate the effects of intrinsic and EGM on OC. Identifying significant moderation effects provides valuable insights into the conditions under which motivational strategies are most effective, enhancing the theoretical and practical understanding of leadership dynamics in organizational settings (Baron & Kenny, 1986; Preacher et al., 2007).

Table 4.8: Analysis of the indirect effect

Hypothesis	Path	Path Coefficient (β)	t-value	p-value	Significance
H4a	IL x IGM $\rightarrow$ AC	0.37	5.78	0.000	Yes
H4b	IL x EGM $\rightarrow$ CC	0.35	5.49	0.000	Yes
H4c	IL x IGM $\rightarrow$ CC	0.33	5.32	0.000	Yes
H4d	IL x EGM $\rightarrow$ AC	0.34	5.41	0.000	Yes

H4a: Moderating effect of Islamic leadership on intrinsic goal motivation and affective commitment

The path coefficient of 0.37 indicates that IL significantly moderates the relationship between IGM and AC. The positive and significant moderation effect (t-value = 5.78, $p < 0.001$) suggests that the presence of EL and SL

amplifies the positive impact of IM on AC. This finding is consistent with the principles of SET, which posits that fulfilling intrinsic needs in a supportive environment enhances psychological well-being and commitment (Deci & Ryan, 2000). Furthermore, IL's emphasis on ethical behavior, fairness, and respect aligns with creating a work environment that nurtures IM (Beekun & Badawi, 2005; Ali, 2010).

H4b: Moderating effect of Islamic leadership on extrinsic goal motivation and continuance commitment

The path coefficient of 0.35 indicates that IL significantly moderates the relationship between EGM and CC. The significant moderation effect ($t\text{-value} = 5.49, p < 0.001$) implies that EL and SL enhance the positive impact of EGM on CC. Employees are more likely to stay with their organization due to the perceived benefits of fair and just leadership practices. This result aligns with the findings of Meyer & Allen (1991), which highlight the role of perceived costs and benefits in CC, and is supported by research emphasizing the importance of EL in fostering a positive organizational climate (Brown & Treviño, 2006; Kim & Beehr, 2020).

H4c: Moderating effect of Islamic leadership on intrinsic goal motivation and continuance commitment

The path coefficient of 0.33 shows that IL also moderates the relationship between IGM and CC. The positive and significant moderation effect ($t\text{-value}$

= 5.32, $p < 0.001$) indicates that employees' IM contributes significantly to their CC in an ethical and supportive work environment. This suggests that employees who find their work intrinsically rewarding are more likely to perceive the high costs associated with leaving such a supportive environment. This extends the understanding of IM's impact beyond AC, supporting the role of EL in enhancing organizational retention (Gagné & Deci, 2005; Beekun & Badawi, 2005).

H4d: Moderating effect of Islamic leadership on extrinsic goal motivation and affective commitment

The path coefficient of 0.34 indicates that IL significantly moderates the relationship between EGM and AC. The significant moderation effect (t -value = 5.41, $p < 0.001$) suggests that EL and SL practices enhance the positive impact of EGM on AC. This finding is important as it shows that extrinsic rewards, when perceived as fair and just within an EL framework, can also enhance employees' emotional attachment to the organization. This supports the SET perspective, where fairness and justice in reward distribution positively influence AC (Adams, 1965; Ali, 2010).

The moderation analysis reveals that IL significantly enhances the relationships between GM (Intrinsic and Extrinsic) and OC (Affective and Continuance). The positive and significant moderating effects underscore the critical role of EL and SL in maximizing the benefits of IM and EM on employee commitment. These findings highlight the importance of fostering a work

environment characterized by ethical behavior, fairness, and support to enhance OC among Generation Y employees.

4.18.1. Relating indirect effect (Moderation testing) results to past studies

The moderation testing results underscore IL's significant role in enhancing the relationships between GM (Intrinsic and Extrinsic) and OC (Affective and Continuance). These findings are critical in understanding the complex dynamics of employee motivation and commitment within the context of EL.

I. Moderating effect of Islamic leadership on intrinsic goal motivation and affective commitment

The positive and significant moderation effect of IL ($\beta = 0.37$, $t\text{-value} = 5.78$, $p < 0.001$) on the relationship between IGM and AC underscores the amplifying role of EL. This result aligns with SET, which posits that IGM is driven by internal rewards such as personal growth and satisfaction, thereby significantly enhancing AC (Deci & Ryan, 2000). The presence of EL and servant leadership practices, as emphasized by IL, further strengthens this relationship by cultivating an environment that values and nurtures IM.

Recent studies underscore the importance of EL in enhancing employee commitment. For instance, Ahmad & Ogunsola (2021) found that EL positively influences OC through its emphasis on fairness, integrity, and supportive behaviors. Similarly, research by Khan & Rasheed (2023) highlights the role

of EL in fostering a positive organizational climate that enhances employee engagement and commitment.

Beekun & Badawi (2005) emphasize that EL creates a conducive organizational climate characterized by trust, fairness, and mutual respect, which are critical factors in fostering employee commitment. They argue that ethical leaders set the tone for organizational values and behavior, influencing employees' perceptions and attitudes towards their work and the organization.

II. Moderating effect of Islamic leadership on extrinsic goal motivation and continuance commitment

The significant moderation effect ($\beta = 0.35$, $t\text{-value} = 5.49$, $p < 0.001$) of IL on the relationship between extrinsic growth motivation and CC indicates that ethical and servant leadership practices enhance the impact of extrinsic rewards on employees' decisions to stay with their organization. This aligns with Meyer & Allen's (1991) conceptualization of CC, where the perceived costs and benefits of leaving the organization play a crucial role. The presence of EL, which ensures fair and transparent distribution of rewards, increases employees' perceived value of extrinsic incentives, thereby strengthening their CC.

Recent research underscores the role of EL in enhancing employee retention through the fair and equitable treatment of employees. For example, Kim & Beehr (2020) found that EL practices positively influence OC by creating a supportive work environment where employees feel valued and appreciated.

This environment, fostered by ethical leaders who prioritize fairness and transparency in reward distribution, enhances employees' perceived organizational support and strengthens their commitment to the organization.

Moreover, EL practices align with Meyer & Allen's (1991) theory by reducing the perceived costs of leaving through fair treatment and recognition of employees' contributions. This strategic approach enhances employees' commitment and mitigates turnover intentions, contributing to organizational stability and effectiveness (Meyer et al., 2021).

III. Integrating findings with past studies

The positive and significant moderation effects observed in this study provide empirical support for the critical role of IL in enhancing the effectiveness of both IM and EM on OC. This aligns with the theoretical underpinnings of EL Theory, which posits that EL influences employee attitudes and behaviors by cultivating a work environment characterized by fairness, support, and ethical standards (Brown & Treviño, 2006). Recent research underscores that EL directly impacts employee commitment and amplifies the effects of both IM and EM (Ahmad & Ogunsola, 2021; Khan & Rasheed, 2023).

The moderation analysis reveals that IL significantly enhances the relationships between GM and OC among Malay Muslim Generation Y employees in the Klang Valley context. These results highlight the importance of integrating EL practices to maximize the benefits of motivational factors on

employee commitment. Ahmad & Ogunsola (2021) emphasize that EL fosters a positive organizational climate where employees feel valued and supported, thereby enhancing their commitment and job satisfaction. Similarly, Khan & Rasheed (2023) discuss how EL contributes to organizational effectiveness by aligning employee goals with organizational objectives through ethical behavior and transparent communication.

These findings contribute to the body of knowledge by providing a deeper understanding of how leadership practices, specifically IL in this study, interact with motivational factors to influence organizational outcomes. By demonstrating IL's enhancing role in leveraging IM and EM, this study offers valuable insights for researchers and practitioners seeking to cultivate a committed and motivated workforce in diverse organizational contexts.

4.19 Combined effects of goal motivation, organizational commitment, and Islamic leadership

Analyzing the combined effects of IGM and EGM on OC, moderated by IL, offers a holistic view of the interplay between these critical factors. This comprehensive approach integrates multiple motivational theories and leadership principles to understand how they jointly influence employee commitment. By examining these combined effects, this study aims to provide deeper insights into optimizing motivational and leadership strategies to enhance organizational effectiveness and employee retention (Gagné & Deci, 2005; Brown & Treviño, 2006).

Hypothesis 5: Islamic leadership moderates the combined effect of intrinsic and extrinsic goal motivation on organizational commitment.

Sub-Hypothesis H5a: The combined effect of intrinsic and extrinsic goal motivation on affective organizational commitment is moderated by Islamic leadership.

Sub-Hypothesis H5b: The combined effect of intrinsic and extrinsic goal motivation on continuance organizational commitment is moderated by Islamic leadership.

4.19.1. Data analysis

Table 4.9: Combined effects on affective commitment (H5a)

Path	Path Coefficient (β)	t-value	p-value	Significance
Combined IGM and EGM $\rightarrow$ AC	0.49	7.89	0.000	Yes
IL x Combined GM $\rightarrow$ AC	0.36	6.02	0.000	Yes

Table 4.10: Combined Effects on Continuance Commitment (H5b)

Path	Path Coefficient (β)	t-value	p-value	Significance
Combined IGM and EGM $\rightarrow$ CC	0.45	7.21	0.000	Yes
IL x Combined GM $\rightarrow$ CC	0.34	5.78	0.000	Yes

4.19.2. Combined effects on affective commitment (H5a)

The path coefficient of 0.49 for the combined effect of IGM and EGM on AC is substantial and highly significant ($t\text{-value} = 7.89, p < 0.001$). This result indicates that when both IM and EM are considered together, they strongly impact employees' emotional attachment to their organization. The moderation effect of IL, with a path coefficient of 0.36, further amplifies this relationship, demonstrating that EL and SL enhance the combined motivational effects on AC.

4.19.3. Interpretation

The finding suggests that organizations that foster IM, EM and EL can significantly enhance employees' AC. This aligns with SET, which posits that satisfying both intrinsic needs (such as autonomy and competence) and extrinsic needs (such as financial rewards) leads to greater commitment (Deci & Ryan, 2000). The amplifying role of IL is consistent with Brown & Treviño's (2006) assertion that EL fosters a supportive environment, enhancing employees' emotional bonds with the organization.

4.19.4. Relation to past studies

This result extends the findings of Gagné & Deci (2005), who noted that both IM and EM are important for enhancing employee commitment. It also supports Beekun & Badawi (1999), who emphasized the role of EL in fostering

a positive organizational climate. Recent research by Kim & Beehr (2020) further corroborates that EL significantly enhances the impact of motivational strategies on employee outcomes.

The combined effect of IGM and EGM on AC, significantly moderated by IL, aligns strongly with SET. This result indicates that intrinsically and extrinsically motivated employees develop stronger emotional bonds with their organization when they perceive their leaders as ethical and supportive. This reciprocal relationship is central to SET, as employees respond to fair and just treatment from their leaders by exhibiting higher AC. EL practices amplify the employees' motivation, thereby enhancing their emotional attachment to the organization, as supported by research highlighting the critical role of EL in fostering a positive organizational climate (Ng & McGinnis Johnson, 2020; Shakeel et al., 2021).

Recent studies further elucidate this relationship. For example, Eberly et al. (2021) found that EL enhances organizational identification and commitment by fostering trust and fairness in leader-follower interactions. Similarly, Peng & Kim (2021) demonstrated that EL positively influences employee engagement and well-being, which are critical components of AC. This body of research suggests that IL's ethical and supportive nature enhances motivation and strengthens the emotional bonds employees form with their organization.

Moreover, IL's emphasis on principles such as justice, trustworthiness, and consultation creates a work environment where employees feel valued and

respected. This aligns with the findings of Yasir & Rasli (2018), who noted that such leadership practices lead to higher levels of AC by fostering a sense of belonging and mutual respect. Integrating these ethical principles into leadership practices ensures that motivational strategies are perceived as genuine and supportive, enhancing their effectiveness.

In summary, the moderating effect of IL on the relationship between IGM, EGM, and AC underscores the importance of EL and SL in organizational settings. By fostering a positive organizational climate, IL practices enhance employee motivation and strengthen their AC, contributing to a more engaged and committed workforce.

4.19.5. H5b: Combined effects on continuance commitment

The path coefficient of 0.45 for the combined effect of IGM and EGM on CC is significant ($t\text{-value} = 7.21, p < 0.001$). This indicates that considering both types of motivation together strongly influences employees' decisions to remain with their organization. The moderating effect of IL, with a path coefficient of 0.34, enhances this relationship, indicating EL practices increase the perceived benefits of staying with the organization.

4.19.6. Interpretation

The findings suggest that employees are more likely to stay with an organization when both their IM and EM needs are met, particularly in the presence of EL. This aligns with Meyer & Allen's (1991) framework, where CC is influenced by the perceived costs and benefits of leaving the organization. The positive moderation by IL is supported by recent studies, such as those by Ng & Feldman (2014) and Batt & Colvin (2016), who found that fair and SL practices enhance employees' commitment by increasing the perceived value of staying.

4.19.7. Relation to past studies

The result supports previous research indicating that a combination of IM and EM significantly influences OC. For instance, Gagné & Deci (2005) highlighted the importance of addressing both types of motivation to enhance employee commitment. Additionally, the role of EL in amplifying this effect aligns with findings by Beekun & Badawi (2005) and recent research by Kim & Beehr (2020), which emphasized that EL and SL practices are crucial in enhancing employees' commitment and retention.

The analysis reveals that the combined effect of IGM and EGM on the continuance OC is significantly enhanced by IL. This finding supports SET by demonstrating that when employees perceive leadership as ethical and supportive, the combined motivational factors (both intrinsic and extrinsic) lead

to a higher perceived cost of leaving the organization. EL practices ensure that the extrinsic rewards are valued and fairly distributed and that the IMs are nurtured in a supportive environment. This fosters a reciprocal exchange where employees, feeling valued and fairly treated, show increased CC by recognizing the higher benefits of staying within the organization (Kim & Beehr, 2020; Blau, 1964).

The moderation analysis for Hypothesis 5 demonstrates that IL significantly enhances the combined effects of IGM and EGM on both AC and CC. The strong and significant path coefficients indicate that EL and SL practices are critical in maximizing the benefits of motivational strategies. These findings contribute to the body of knowledge by providing empirical evidence on the critical role of combined motivational factors and EL in fostering a committed workforce, particularly among Generation Y employees in Klang Valley, Malaysia.

4.20 Chapter summary

The moderation analysis robustly demonstrates that IL plays a pivotal role in moderating the relationships between GM (both intrinsic and extrinsic) and OC (affective and continuance). Specifically, IL significantly enhances the positive effects of IM on AC, leading to stronger emotional bonds between employees and their organizations. Similarly, IL strengthens the influence of EM on CC, making employees more likely to remain with the organization due to perceived benefits and reduced turnover intentions.

These findings underscore the critical importance of EL and SL in bolstering employee commitment, particularly within the cultural context of Generation Y in Malaysia. IL, characterized by principles of justice, respect, and mutual consultation (Shura), creates a work environment that values and respects employees and aligns with their IM and EM drivers. This alignment fosters a deeper OC by fulfilling employees' psychological needs for autonomy, competence, and relatedness, as well as their practical needs for recognition and security.

The results of this moderation analysis highlight the necessity for organizations to integrate culturally congruent leadership practices to effectively enhance employee engagement and retention. Organizations can significantly improve their OC levels by adopting leadership styles that resonate with Generation Y Malay Muslims' cultural and religious values, leading to higher productivity, lower turnover rates, and overall better organizational performance. These insights contribute to the broader organizational behavior and leadership literature, offering practical implications for HRM and leadership development in culturally diverse settings.

CHAPTER 5

SUMMARY, CONCLUSION, IMPLICATION, AND RECOMMENDATIONS

5.1 Introduction

This concluding chapter discusses the findings derived from the statistical analysis of this study, presenting the implications, limitations, and conclusions of the research. The chapter begins with a detailed discussion of the main findings from the PLS-SEM analysis, linking them to the study's anticipated objectives and comparing them to past studies. Thereafter, the chapter presents the implications of the study from the perspectives of academics and practitioners, elaborating on how the findings contribute to the body of knowledge and offering recommendations at policy, institutional, and individual levels. Finally, the limitations of the study are discussed, followed by suggestions for future research and the concluding remarks.

5.2 Summary of the research

This study investigates the relationships between GM, OC, and IL among Generation Y Malay Muslim employees in Klang Valley, Malaysia. Specifically, the study aims to understand how IM and EM influence AC and CC, respectively, and how IL moderates these relationships. Data were collected from 392 respondents using validated measurement instruments, and the analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM).

The analysis revealed a significant positive relationship between IM and AC. Employees who are intrinsically motivated, deriving satisfaction and personal growth from their work, exhibit a stronger emotional attachment to their organization. This finding aligns with SET, which posits that fulfilling intrinsic needs such as competence, autonomy, and relatedness leads to enhanced psychological well-being and OC (Ryan & Deci, 2020; Gagné & Deci, 2005). Recent studies have confirmed that IM significantly contributes to AC by enhancing employees' emotional bonds with their organization (Van den Broeck et al., 2021; Olafsen et al., 2021).

EM was found to have a significant positive impact on CC. Employees who perceive high extrinsic rewards, such as competitive salaries and benefits, are more likely to stay with their organization due to the perceived costs of leaving. This finding supports Meyer and Allen's (1991) model, which suggests that AC increases when employees perceive a high cost of leaving the organization. Recent research supports this relationship, indicating that extrinsic rewards significantly contribute to AC by increasing the perceived benefits of staying with the organization (Ahmad & Zafar, 2020; Latorre et al., 2020).

The study found that IL significantly moderates the relationships between both IM and EM and OC. IL, which emphasizes ethical behavior, fairness, and support, enhances the impact of IM on AC and EM on CC. This finding aligns with the principles of EL, which suggest that fair and SL practices enhance employees' perceptions of fairness and trust in the organization, thereby boosting their commitment (Hassan et al., 2020; Qureshi et al., 2021).

The findings match the anticipated objectives by demonstrating IM enhances AC and EM influences CC. The positive impact of IM on AC and EM on CC is consistent with previous research (Gagné, Morin, & Van den Broeck, 2021). The moderating role of IL underscores the significance of culturally congruent leadership practices. This novel contribution bridges a gap in the literature predominantly focused on Western contexts and transformational leadership styles (Eberly et al., 2021).

The findings are deeply rooted in SET, which posits that fulfilling intrinsic needs leads to enhanced psychological well-being and OC. The study's results show that IM fosters AC, supporting SET. SET suggests that fair distribution of rewards leads to higher OC. The study confirms this by showing that extrinsic rewards enhance CC when perceived as fair. IL further strengthens this relationship by ensuring that rewards are distributed ethically and transparently, reinforcing employees' perceptions of fairness and trust.

The findings are in line with past studies that have shown the positive effects of IM on AC and EM on CC (Ryan & Deci, 2020; Brown et al., 2020). However, the unique contribution of this study lies in highlighting the moderating role of IL, which has been relatively underexplored in existing literature. By integrating IL into the framework, the study provides a culturally relevant perspective, enriching the current understanding of leadership dynamics in a Malaysian context (Hassan et al., 2020).

Focusing on Generation Y in Malaysia, the study's context provides unique insights into how cultural and situational factors influence organizational behavior. The findings suggest leadership practices appealing to Generation Y in Malaysia effectively enhance motivation and commitment. This supports the contingency theory of leadership, which posits that the effectiveness of leadership styles varies based on contextual factors such as culture and organizational environment (Gibson et al., 2012; Lussier & Achua, 2013).

The findings have significant theoretical and practical implications. Theoretically, the study extends the literature by integrating IL into the framework of GM and OC, providing a culturally relevant perspective. Practically, the results offer actionable insights for enhancing leadership practices and employee engagement in culturally diverse organizational settings. Policymakers and organizational leaders should promote leadership development programs that incorporate IL principles. At the institutional level, organizations should integrate culturally relevant leadership training into their development strategies. At the individual level, managers should adopt EL and SL practices to enhance both IM and EM among employees.

This study also enhances the understanding of leadership dynamics by demonstrating that IL practices directly influence OC and amplify the effects of IM and EM. This dual role of IL—both as a direct influencer and a moderator—adds depth to the existing body of knowledge on leadership and motivation. By emphasizing ethical behavior and support, IL creates an environment

where employees' IM and EM are maximized, leading to higher levels of commitment (Kuvaas et al., 2020; Wang et al., 2021).

In conclusion, this research provides a comprehensive understanding of how GM and IL influence OC among Generation Y Malay Muslim employees in Malaysia. The study's findings contribute to theoretical literature by integrating culturally specific leadership principles with established motivational theories. Practically, the results offer valuable insights for enhancing leadership practices and employee engagement in culturally diverse organizational settings, ultimately leading to improved organizational outcomes and sustainable growth.

The strong link between the contributions and recommendations highlights the practical implications of the research at the policy, institutional, and individual levels. By implementing the suggested strategies, organizations can better meet the needs of their diverse workforce, enhancing overall productivity and achieving long-term success.

5.3 Conclusion of the research

This study, focusing on Generation Y Malay Muslim employees in Klang Valley, Malaysia, delves into the intricate relationship between motivation and employee commitment within a dynamic organizational environment, emphasizing the pivotal role of leadership, particularly IL, in this process. The findings corroborate established theories such as SET (Blau, 1964) and GM

(Locke & Latham, 1990), revealing that heightened motivation significantly influences employees' commitment and proactive work behaviors, aligning with prior research (Callea et al., 2016; He et al., 2015; Lee et al., 2015).

Furthermore, this study contributes to the existing body of research on leadership's impact on OC by specifically examining the moderating effect of IL, a previously underexplored area in the Malaysian context. The results indicate that IM substantially enhances AC, while EM influences CC, with IL playing a crucial role in moderating these relationships, thus highlighting its distinct and significant role in shaping employee commitment (Rahman, 2024).

The study's unique focus on the cultural and situational factors influencing organizational behavior among Generation Y in Malaysia aligns with the contingency theory of leadership, which posits that leadership effectiveness is contingent upon contextual factors such as culture and organizational environment (Gibson et al., 2012; Lussier & Achua, 2013). Organizations can effectively enhance motivation and commitment by tailoring leadership practices to this demographic.

The study's findings strongly support the positive relationship between IGM and AC among Generation Y Malay Muslim employees in Klang Valley, Malaysia. This is consistent with SET, which posits that IM, driven by internal factors such as enjoyment and personal growth, is a powerful predictor of positive work attitudes and behaviors (Ryan & Deci, 2000). In alignment with SET, fulfilling intrinsic needs like autonomy, competence, and relatedness

through meaningful work that utilizes employees' skills and abilities fosters a sense of belonging and loyalty, enhancing AC (Deci & Ryan, 2000). This result is corroborated by research indicating that intrinsically motivated employees are expected to exhibit higher levels of job satisfaction and emotional attachment to their organization (Gagné & Deci, 2005; Meyer & Maltin, 2010).

The study's second research objective was to examine the effect of EGM on CC. The findings revealed a significant positive relationship between EGM and CC, aligning with SET (Vroom, 1964; Blau, 1964). This suggests that employees motivated by external rewards, such as financial incentives and recognition, are likely to remain with their organization due to the perceived high costs of leaving. This result is consistent with previous research indicating that extrinsic rewards enhance CC by increasing the perceived costs associated with leaving the organization (Eisenberger et al., 2001; Meyer et al., 2012).

The study highlights the positive impact of IL, characterized by ethical behavior, justice, and mutual consultation (*Shura*), on AC among Generation Y Malay Muslim employees. This leadership fosters a supportive work environment aligned with the employees' values, enhancing their emotional attachment to the organization. Employees are more likely to internalize organizational goals and values when leaders embody Islamic principles, ultimately leading to enhanced AC (Abdullah & Ismail, 2022).

The study's finding that IL positively influences CC aligns with its third research objective: to examine the moderating effect of IL on the relationship between

GM and OC. By creating a fair and just work environment, Islamic leaders enhance employees' perceptions of the benefits of staying with the organization, thus increasing CC. This result is consistent with SET (Blau, 1964), which suggests that employees reciprocate the support and fairness they receive from their leaders with greater commitment to the organization.

The study's findings align with its third research objective, which is to examine the moderating effect of IL on the relationship between GM and OC. The results provide robust evidence for the moderating role of IL, demonstrating that it amplifies the positive effects of IM and EM on AC and CC. This suggests that employees are expected to translate their motivation into a stronger commitment to the organization under EL and SL, as embodied in IL principles.

The findings match the anticipated objectives by demonstrating that IM significantly enhances AC and EM strengthens AC. These results align with prior research (Gagné et al., 2021) and underscore the importance of culturally congruent leadership practices. The study extends existing literature by highlighting the moderating role of IL, a relatively underexplored area. By integrating IL into the framework, the study provides a culturally relevant perspective, enriching the current understanding of leadership dynamics in a Malaysian context (Hassan et al., 2020).

The study's contributions are grounded in SET which posits that fulfilling intrinsic needs enhances psychological well-being and OC. The findings support this theory by showing that IM fosters AC. SET suggests that fair

distribution of rewards leads to higher OC. The study confirms this by demonstrating that extrinsic rewards, when perceived as fair, enhance AC. IL further strengthens this relationship by ensuring ethical and transparent reward distribution, reinforcing employees' perceptions of fairness and trust.

The strong link between contributions and recommendations is evident at policy, institutional, and individual levels. At the policy level, promoting leadership development programs that incorporate IL principles can enhance OC and employee engagement, contributing to national economic growth and stability (Tan, Goh, & Lim, 2024). At the institutional level, integrating culturally relevant leadership training into organizational development strategies can align leadership practices with the values and expectations of Generation Y Malay Muslims, fostering a supportive and inclusive work environment (Chan, Teh, & Tan, 2021). This can lead to higher job satisfaction, reduced turnover, and improved overall performance. At the individual level, managers should adopt EL and SL practices to enhance both IM and EM among employees. Recognizing and rewarding both types of motivation can tailor organizational approaches to meet employees' unique needs, resulting in a more motivated and committed workforce (Ng & McGinnis Johnson, 2020).

In conclusion, this research provides a comprehensive understanding of how GM and IL influence OC among Generation Y Malay Muslim employees in Malaysia. The findings contribute to theoretical literature by integrating culturally specific leadership principles with established motivational theories. Practically, the results offer actionable insights for enhancing leadership

practices and employee engagement in culturally diverse organizational settings, ultimately leading to improved organizational outcomes and sustainable growth.

The findings emphasize the importance of incorporating culturally relevant leadership practices to foster a committed and motivated workforce. By implementing the suggested strategies, organizations can better meet the needs of their diverse workforce, enhancing overall productivity and achieving long-term success.

5.4 Implications

5.4.1. Theoretical implications

This study makes several theoretical contributions to the literature on motivation, OC, and leadership. First, it provides empirical evidence supporting the distinct roles of IM and EM in influencing AC and CC, respectively. This distinction is crucial for advancing our understanding of the underlying mechanisms driving employee commitment (Deci et al., 2020; Gagné et al., 2021).

Second, the study extends the research on IL by demonstrating its moderating effect on the relationship between GM and OC. Previous studies have predominantly focused on transformational leadership, overlooking the unique principles of IL (Rahman et al., 2021; Khan et al., 2020). This research fills that

gap by showing how EL and SL practices rooted in Islamic values can enhance employee motivation and commitment. Recent studies have highlighted the significance of EL in fostering a positive work environment and enhancing employee outcomes (Ng & McGinnis Johnson, 2020; Shakeel et al., 2021).

Third, this study integrates the perspectives of SET to provide a comprehensive framework for understanding the interplay between motivation, leadership, and commitment. This integration offers a nuanced perspective on how different motivational drivers interact with leadership styles to influence organizational outcomes (Cropanzano et al., 2021; Blau, 2020). By applying SET, the research elucidates the reciprocal relationship between leaders and followers, emphasizing the role of EL in cultivating mutual trust and commitment.

5.4.2. Practical implications

The findings of this study have significant practical implications for managers and organizations, particularly in Malaysia. Managers can enhance OC among Generation Y employees by fostering a work environment that supports both IM and EM. This can be achieved by providing opportunities for personal growth, recognizing and rewarding performance, and involving employees in decision-making processes (Deci et al., 2020; Gagné et al., 2021).

Furthermore, the study highlights the importance of EL in enhancing employee commitment. Managers should adopt leadership practices that emphasize

fairness, justice, and mutual respect to build a supportive organizational culture. Continuous training programs can help managers develop these EL skills and adapt their behaviors to match situational contingencies (Ng & McGinnis Johnson, 2020; Shakeel et al., 2021). Recent research suggests that EL is instrumental in promoting a culture of trust and integrity, which are essential for employee engagement and commitment (Kalshoven & Boon, 2021; Bedi & Schat, 2020).

Organizations should also consider Generation Y employees' unique needs and expectations when designing motivational and leadership strategies. Tailored approaches that resonate with this demographic can foster a committed and engaged workforce, enhancing overall organizational performance and talent retention (Twenge & Campbell, 2020; Ng & McGinnis Johnson, 2020). By recognizing the values and motivations of Generation Y, organizations can create a work environment that promotes satisfaction, loyalty, and productivity.

5.5 Limitations of the study

While this study provides valuable insights into the interplay of IL, GM, and OC among Generation Y employees in the Klang Valley, Malaysia, several limitations warrant consideration.

The generalizability of the study's findings is constrained by its specific context. The results pertain to Generation Y employees in the Klang Valley, Malaysia,

a region characterized by unique cultural norms, industry-specific dynamics, and organizational characteristics. Cultural values, societal expectations, and local economic conditions can significantly influence motivational drivers and leadership perceptions (Hofstede, 2020; House et al., 2021). Consequently, these findings may not be directly applicable to Generation Y employees in different geographical regions or cultural settings. Future research should aim to replicate this study across various cultural contexts to assess the broader applicability of the conclusions.

The sample size and selection process also present limitations. A small sample size or non-representative sampling technique can compromise the statistical power and generalizability of the results (Creswell & Creswell, 2018). Although efforts were made to ensure diversity within the sample, the extent to which it accurately represents the broader population of Generation Y employees in Malaysia is uncertain. Future studies should utilize larger and more representative samples to enhance the robustness and generalizability of the findings.

The reliance on self-reported data introduces potential biases. Self-reported measures, such as surveys, are susceptible to response and social desirability biases, where participants may provide socially acceptable answers or exaggerate certain aspects of their experiences (Podsakoff et al., 2019). Such biases can affect the accuracy and reliability of the data, potentially skewing the results. Future research could incorporate multiple data sources, such as

peer assessments and objective performance metrics, to triangulate findings and mitigate the limitations associated with self-reported data.

The cross-sectional design of this study limits the ability to establish causal relationships. Cross-sectional studies capture data at a single point in time, providing a snapshot rather than a dynamic view of the phenomena under investigation (Spector, 2019). This design precludes conclusions about causality between IL, GM, and OC. Longitudinal or experimental research designs are needed to establish temporal sequences and causality, offering a more comprehensive understanding of how these variables interact over time. Such designs can provide stronger evidence for causal inferences and reveal the dynamic nature of motivational and commitment processes (Ployhart & Vandenberg, 2019).

5.6 Recommendations

At the policy level, promoting leadership development programs that incorporate EL and IL principles can enhance OC and employee engagement. Policymakers should support initiatives emphasizing fairness, justice, and mutual respect within organizations. These programs can help instill values that align with both cultural and organizational goals, fostering a more committed and engaged workforce (Tan et al., 2024).

Institutions should integrate culturally relevant leadership training into their development strategies to align leadership practices with the values and

expectations of Generation Y Malay Muslims. Continuous training programs can help managers develop EL skills and adapt their behaviors to match situational contingencies (Ng & McGinnis Johnson, 2020; Shakeel et al., 2021). Research suggests that EL is instrumental in promoting a culture of trust and integrity, essential for employee engagement and commitment (Kalshoven & Boon, 2021; Bedi & Schat, 2020). Additionally, institutions should create structures that facilitate employee involvement in decision-making processes and provide clear paths for personal and professional growth.

At the individual level, managers should adopt leadership practices that emphasize ethical behavior, fairness, justice, and mutual respect. These practices not only enhance OC but also improve job satisfaction and retention rates. Managers should focus on recognizing and rewarding both IM and EM, tailoring their approaches to meet employees' unique needs (Twenge & Campbell, 2020; Ng & McGinnis Johnson, 2020). By understanding the values and motivations of Generation Y employees, managers can create a work environment that promotes satisfaction, loyalty, and productivity.

Organizations should consider the unique needs and expectations of Generation Y employees when designing motivational and leadership strategies. Tailored approaches that resonate with this demographic can foster a committed and engaged workforce, enhancing overall organizational performance and talent retention. For instance, providing flexible work arrangements, opportunities for continuous learning, and career development can significantly boost employees' IM and AC (Gagné et al., 2021).

Moreover, implementing fair and transparent reward systems can enhance EM and AC. By ensuring that employees feel valued and recognized for their contributions, organizations can build a loyal and dedicated workforce. Recent studies suggest that fair distribution of rewards and recognition is crucial for maintaining high levels of employee engagement and commitment (Kalshoven & Boon, 2021; Bedi & Schat, 2020).

Future research should investigate the relationships between motivation, OC, and leadership across different categories of employees, such as supervisors and managers, to provide additional insights for policy decisions and implementation. Research has shown that leadership styles and motivational factors can vary significantly between hierarchical levels within organizations (Gagne et al., 2020). By examining these relationships among different employee categories, researchers can develop more tailored and effective leadership and motivational strategies that address the unique needs of each group (Deci et al., 2020).

Comparative studies across different cultural contexts are essential for generalizing the findings and explaining any observed differences. Cultural values and norms can significantly influence leadership practices, employee motivation, and OC (House et al., 2021; Hofstede, 2020). By conducting cross-cultural research, scholars can identify universal principles and context-specific variations, thereby enhancing the applicability of theoretical frameworks across diverse settings. Such studies can also uncover the cultural

contingencies that moderate the effectiveness of IL principles and goal-setting theories (Ng & McGinnis Johnson, 2020).

Longitudinal studies are recommended to confirm the causal relationships between the studied variables and capture changes over time. Cross-sectional designs, while valuable, cannot establish causality or reveal the dynamic nature of motivation, OC, and leadership (Ployhart & Vandenberg, 2019). Longitudinal research can provide insights into how these relationships evolve, identify long-term effects, and uncover the mechanisms through which leadership practices impact employee outcomes over time. This approach would also allow for the examination of potential lag effects and the sustainability of motivational and commitment interventions (Spector, 2019).

Future research should aim to achieve a more balanced gender representation to ensure the findings are applicable to a diverse workforce. Gender differences can significantly affect how leadership styles and motivational strategies are perceived and their subsequent impact on OC and performance (Eagly & Heilman, 2020). A more gender-balanced sample would enhance the generalizability of the results and provide a more comprehensive understanding of how leadership and motivational practices can be optimized for all employees, regardless of gender (Kellerman & Rhode, 2020).

Future studies should consider employing multiple data sources and methods to address the limitations associated with self-reported data. Combining qualitative and quantitative approaches, using peer assessments, objective

performance metrics, and experimental designs can provide a more robust and nuanced understanding of the studied relationships (Podsakoff et al., 2019). Additionally, incorporating advanced statistical techniques, such as SEM, can help in testing complex relationships and mediating effects with greater precision (Kline, 2020).

By pursuing these research directions, scholars can contribute to the development of a more comprehensive and contextually relevant body of knowledge on the interplay between motivation, OC, and leadership. This, in turn, can inform the design of effective organizational policies and practices that enhance employee well-being and performance across various cultural and organizational contexts.

5.7 Chapter summary

In conclusion, this thesis has explored the crucial interplay between GM, OC, and IL among Generation Y employees in Klang Valley, Malaysia. The study's findings provide significant theoretical and practical contributions, offering a comprehensive framework for understanding how motivation and leadership influence OC.

The theoretical implications extend the regional literature on leadership and motivation, integrating IL principles to provide a culturally relevant perspective.

The practical implications offer valuable insights for managers to enhance employee commitment and performance through tailored motivational and leadership strategies.

This research represents a significant advancement in the study of motivation, OC, and leadership, providing a solid foundation for future research and practical applications in diverse organizational settings.



REFERENCES

- Abdullah, A., & Ismail, S. (2022). The Impact of Islamic Leadership on Organizational Citizenship Behavior: A Study of Malaysian Public Sector Employees. *Journal Of Islamic Management Studies*, 7(2), 123-138.
- Abdul Rahman, M. S., Haque, A., & Hasan, M. M. (2022). The Effect of Islamic Leadership on Organizational Commitment and Job Satisfaction: Evidence from The Banking Sector in Bangladesh. *Journal Of Islamic Marketing*, 12(5), 946-962.
- Abdul Wahab, M. N. A., Ismail, A. I., & Yahya, K. K. (2017). The Influence of Islamic Leadership on Job Satisfaction and Organizational Commitment. *Journal Of Islamic Studies and Culture*, 5(1), 1-10.
- Adams, J. S. (1965). Inequity In Social Exchange. *Advances In Experimental Social Psychology*, 2, 267-299.
- Ahmad, I., & Zafar, M. A. (2020). The Impact of Extrinsic Rewards on Employees' Turnover Intentions: The Mediating Role of Job Satisfaction and Organizational Commitment. *Journal Of Management & Organization*, 26(4), 580-600.
- Ahmad, A. R., Farh, J. L., & Seo, J. (2022). The Synergistic Effects of Goal-Oriented Leadership and Islamic Values on Employee Motivation and Commitment. *Journal Of Business Ethics*, 150(2), 1-15.
- Ahmad, K., & Ahmad, S. (1994). Managerial Excellence—An Islamic Perspective. *Malaysian Management Review*, 29(4), 38-45.
- Ahmad, K., & Fontaine, R. (2011a). Islamic Leadership at The International Islamic University Malaysia. *International Journal of Economics, Management and Accounting*, 19(2), 121-135.
- Ahmad, K., & Fontaine, R. (2011b). *Management From an Islamic Perspective* (2nd Ed.). Pearson Customer Publishing.
- Ahmad, K., & Ogunsola, O. K. (2011). An Empirical Assessment of Islamic Leadership Principles. *Journal Of Islamic Management Studies*, 1(2), 45-67.
- Ali, A. J. (2009). Islamic Perspectives on Leadership: A Model. *International Journal of Islamic and Middle Eastern Finance and Management*, 2(2), 160-180. <https://doi.org/10.1108/17538390910965167>
- Ali, A. J., Hassan, A., & Bashir, M. (2021). The Influence of Islamic Leadership on Organizational Commitment and Job Satisfaction. *Journal Of Islamic Business and Management*, 11(1), 1-14.

- Ali, H., & Kaur, J. (2022). Exploring The Impact of Job Satisfaction on Organizational Commitment Among Millennials. *Journal of Organizational Behavior*, 43(2), 172-187.
- Allen, N. J., & Meyer, J. P. (1990). The Measurement and Antecedents of Affective, Continuance, And Normative Commitment to The Organization. *Journal Of Occupational Psychology*, 63(1), 1-18.
- Almoharby, D., & Neal, M. (2013). Clarifying Islamic Perspectives on Leadership. *Education, Business and Society: Contemporary Middle Eastern Issues*, 6(3/4), 148-161. <https://doi.org/10.1108/EBS-02-2011-0008>
- Al-Qaradawi, Y. (2001). *Dawar Zakah Fi Elaj Almoshkelat Aleqtasadih [The Role of Zakat In Mitigating Economic Challenges]*. Dar-Shorouk.
- Alswedan, T., & Bashraheel, F. O. (2004). *Making The Leader*. Saudi Arabia: Jareer Bookstore.
- Altalib, H. (2001). *Training Guide for Islamic Workers*. International Institute of Islamic Thought (IIIT).
- Anderson, C., Hildreth, J. A. D., & Howland, L. (2021). Is The Desire for Status a Fundamental Human Motive? A Review of The Empirical Literature. *Psychological Bulletin*, 147(4), 378-409.
- Anderson, H. J., Baur, J. E., Griffith, J. A., & Buckley, M. R. (2017). What Works for You May Not Work For (Gen)Me: Limitations of Present Leadership Theories For The New Generation. *The Leadership Quarterly*, 28(1), 245-260. <https://doi.org/10.1016/j.leaqua.2016.08.001>
- Ather, S. M., & Sobhani, F. A. (2007). Managerial Leadership: An Islamic Perspective. *IIUC Studies*, 4, 7-24.
- Baba, R., & Siong, P. (2012). The Five Major Organizational Attributes That Motivate Generation Y To Stay in The Banking Industry. *Banker's Journal Malaysia*, 138, 26-32.
- Babbie, E., & Mouton, J. (2001). *The Practice of Social Research (10th Ed.)*. Oxford University Press Southern Africa.
- Bailey, C., Madden, A., Alfes, K., & Fletcher, L. (2023). The Employee Engagement Lifecycle: Using Motivation Theory to Understand and Improve Engagement at Every Stage. *Human Resource Management Journal*, 33(1), 45-64.
- Baltes, B. B., Briggs, T. E., Huff, J. W., Wright, J. A., & Neuman, G. A. (2019). Flexible Work Arrangements: Good For Millennials? A Policy-Capturing Study. *Applied Psychology*, 68(2), 294-327.

- Bamford, K. (2012). Undergraduate Student Perceptions of a Career in The Tourism and Hospitality Industry In New Zealand. University Of Otago.
- Bass, B. M., & Avolio, B. J. (1994). Improving Organizational Effectiveness Through Transformational Leadership. Sage.
- Bass, B. M., & Avolio, B. J. (1997). Full Range Leadership Development: Manual for The Multifactor Leadership Questionnaire. Mind Garden.
- Bass, B. M., & Stogdill, R. M. (1990). Bass & Stogdill's Handbook of Leadership: Theory, Research, And Managerial Applications. Simon And Schuster.
- Beekun, R. I., & Badawi, J. (1999). Leadership: An Islamic Perspective. Amana Publications.
- Beekun, R. I., & Badawi, J. A. (2005). Balancing Ethical Responsibility Among Multiple Organizational Stakeholders: The Islamic Perspective. Journal Of Business Ethics, 60(2), 131-145.
- Bedi, A., Alpaslan, C. M., & Green, S. (2016). A Meta-Analytic Review of Ethical Leadership Outcomes and Moderators. Journal Of Business Ethics, 139(3), 517-536.
- Bedi, A., & Schat, A. C. H. (2020). Ethical Leadership and Employee Engagement: Examining the Mediating Role of Employee Voice and Trust In Leadership. Journal Of Business Ethics, 154(3), 503-518.
- Bell, E. E. (2008). Multigenerational Workplace Performance: Generational Similarities and Differences in Employee Perception of The Work Environment. Capella University.
- Bennis, W., & Nanus, B. (1985). The Strategies for Taking Charge. Leaders. New York: Harper & Row.
- Blau, P. M. (1964). Exchange And Power in Social Life. Wiley.
- Brown, M. E., & Treviño, L. K. (2006). Ethical Leadership: A Review and Future Directions. The Leadership Quarterly, 17(6), 595-616.
- Callea, A., Urbini, F., Ingusci, E., & Chirumbolo, A. (2016). The Relationship Between Contract Type and Job Satisfaction in A Mediated Model: The Role of Job Insecurity and Psychological Contract Violation. Economic And Industrial Democracy, 37(2), 399-420.
- Chan, L., Teh, P. L., & Tan, W. S. (2021). Understanding The Work Preferences of Generation Y: A Study in The Malaysian Context. Journal Of Asian Business Studies, 15(4), 568-586.

- Creswell, J. W., & Creswell, J. D. (2018). *Research Design: Qualitative, Quantitative, And Mixed Methods Approaches* (5th Ed.). SAGE Publications.
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2021). Social Exchange Theory: A Critical Review with Theoretical Remedies. *Academy Of Management Annals*, 15(1), 316-345.
- Deci, E. L., & Ryan, R. M. (2000). The "What" And "Why" Of Goal Pursuits: Human Needs and The Self-Determination of Behavior. *Psychological Inquiry*, 11(4), 227-268.
- Deci, E. L., Olafsen, A. H., & Ryan, R. M. (2020). Self-Determination Theory in Work Organizations: The State of a Science. *Annual Review of Organizational Psychology and Organizational Behavior*, 7, 19-43.
- Deloitte. (2023). *The Deloitte Global Millennial Survey 2023*. Deloitte Insights.
- Eagly, A. H., & Heilman, M. E. (2020). Gender And Leadership: Introduction To the Special Issue. *The Leadership Quarterly*, 31(2), 101267.
- Eberly, M. B., Johnson, M. D., Hernandez, M., & Avolio, B. J. (2021). An Integrative Process Model of Leadership: Examining Loci, Mechanisms, And Event Cycles. *Academy Of Management Review*, 46(3), 295-314.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (2001). Perceived Organizational Support. *Journal Of Applied Psychology*, 71(3), 500-507.
- Ertas, N. (2015). Turnover Intentions and Work Motivations of Millennial Employees in Federal Service. *Public Personnel Management*, 44(3), 401-423.
- Gagné, M., Morin, A. J. S., & Broeck, A. V. D. (2021). Need Satisfaction and Organizational Commitment: A Self-Determination Theory Perspective. *Journal Of Vocational Behavior*, 129, 103594.
- Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2012). *Organizations: Behavior, Structure, Processes*. Mcgraw-Hill Education.
- Hassan, M. H., Shafie, Z., & Abdullah, S. (2020). The Impact of Islamic Leadership on Employee Engagement and Performance. *Journal Of Leadership and Organizational Studies*, 27(4), 402-416.
- He, H., Zhu, W., & Zheng, X. (2015). Procedural Justice and Employee Engagement: Roles of Organizational Identification and Moral Identity Centrality. *Journal Of Business Ethics*, 126(3), 513-529.
- Hofstede, G. (2020). *Culture's Consequences: Comparing Values, Behaviors, Institutions, And Organizations Across Nations*. SAGE Publications.

- House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.). (2021). *Culture, Leadership, And Organizations: The GLOBE Study Of 62 Societies*. SAGE Publications.
- Johnson, R. E., King, D. D., Lin, S.-H. J., Scott, B. A., Jackson Walker, E., & Wang, M. (2020). Regulatory Focus Trickle-Down: How Leader Regulatory Focus and Behavior Shape Follower Work Outcomes. *Journal Of Applied Psychology*, 105(3), 250-267.
- Kalshoven, K., & Boon, C. (2021). Ethical Leadership, Employee Well-Being, And Helping: The Moderating Role of Human Resource Management. *Journal Of Human Resource Management*, 32(1), 74-88.
- Kellerman, B., & Rhode, D. L. (2020). Women At the Top: The Pipeline Reconsidered. *Organizational Dynamics*, 49(3), 100719.
- Khan, M. A. S., Nawaz, A., & Khan, M. A. (2020). Leadership Theories and Styles: A Literature Review. *Journal Of Management Policies and Practices*, 8(2), 1-12.
- Kim, Y., & Beehr, T. A. (2020). Can Empowering Leaders Affect Subordinates' Well-Being and Careers Because They Encourage Subordinates' Job Crafting Behaviors? *Journal Of Leadership & Organizational Studies*, 27(1), 44-57.
- Kline, R. B. (2020). *Principles And Practice of Structural Equation Modeling* (4th Ed.). Guilford Press.
- Latham, G. P., & Locke, E. A. (2018). Goal Setting Theory: Controversies And Resolutions. In D. S. Ones, N. Anderson, C. Viswesvaran, & H. K. Sinangil (Eds.), *The SAGE Handbook of Industrial, Work, & Organizational Psychology* (2nd Ed., Vol. 1, Pp. 49-68). SAGE Publications.
- Latorre, F., Guest, D. E., Ramos, J., & Gracia, F. J. (2020). High Commitment HR Practices, The Employment Relationship and Job Performance: A Test of A Mediation Model. **European Management Journal*
- Lee, T. W., Hom, P. W., Eberly, M. B., & Li, J. (2018). Managing Employee Retention and Turnover With 21st Century Ideas. *Organizational Dynamics*, 47(2), 88-98.
- Locke, E. A., & Latham, G. P. (2002). Building A Practically Useful Theory of Goal Setting and Task Motivation: A 35-Year Odyssey. *American Psychologist*, 57(9), 705-717.
- Meyer, J. P., & Allen, N. J. (1991). A Three-Component Conceptualization of Organizational Commitment. *Human Resource Management Review*, 1(1), 61-89.

- Myers, K. K., & Sadaghiani, K. (2010). Millennials In the Workplace: A Communication Perspective on Millennial's Organizational Relationships and Performance. *Journal Of Business and Psychology*, 25(2), 225-238.
- Ng, E. S. W., Schweitzer, L., & Lyons, S. T. (2010). New Generation, Great Expectations: A Field Study of The Millennial Generation. *Journal Of Business and Psychology*, 25(2), 281-292.
- Ng, T. W. H., & McGinnis Johnson, J. (2020). Millennials: Who Are They, How Are They Different, And Why Should We Care? In M. Finkelstein, V. Netto, & M. Machado (Eds.), *Generational Career Shifts: How to Prepare for The Future* (Pp. 67-91). Springer.
- Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N., & Hoagwood, K. (2015). Purposeful Sampling for Qualitative Data Collection and Analysis in Mixed Method Implementation Research. *Administration And Policy in Mental Health and Mental Health Services Research*, 42(5), 533-544.
- Peng, J., & Kim, H. K. (2021). The Influence of Ethical Leadership on Work Engagement: A Moderated Mediation Model. *Leadership & Organization Development Journal*, 42(2), 178-193.
- Ployhart, R. E., & Vandenberg, R. J. (2019). Longitudinal Research: The Theory, Design, And Analysis of Change. *Journal Of Management*, 36(1), 94-120.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2019). Sources Of Method Bias in Social Science Research and Recommendations on How to Control It. *Annual Review of Psychology*, 63, 539-569.
- Rahman, M. S., Haque, A., & Hasan, M. M. (2021). The Effect of Islamic Leadership on Organizational Commitment and Job Satisfaction: Evidence from The Banking Sector in Bangladesh. *Journal Of Islamic Marketing*, 12(5), 946-962.
- Ryan, R. M., & Deci, E. L. (2020). Intrinsic And Extrinsic Motivations: Classic Definitions and New Directions. *Contemporary Educational Psychology*, 25(1), 54-67.
- Schein, E. H. (2010). *Organizational Culture and Leadership* (4th Ed.). Jossey-Bass.
- Shakeel, F., Kruiyen, P. M., & Van Thiel, S. (2021). Ethical Leadership and Employee Performance: The Mediating Role of Organizational Citizenship Behavior and The Moderating Role of Workplace Ostracism. *International Journal of Public Administration*, 44(11-12), 901-913.
- Smith, J., & Nichols, T. (2015). Understanding The Millennial Generation. *Journal Of Business Diversity*, 15(1), 39-47.

Spector, P. E. (2019). Do Not Cross Me: Optimizing the Use of Cross-Sectional Designs. *Journal Of Business and Psychology*, 34(2), 125-137.

Stacho, Z., Stachova, K., Pajtinkova Bartakova, G., & Cagáňová, D. (2020). Employee Adaptation as A Key Activity in Human Resource Management Upon Implementing and Maintaining Sustainable Organizations. *Sustainability*, 12(3), 1121.

Tan, H. L., Goh, W. L., & Lim, Y. T. (2024). Future Directions in Organizational Research: A Longitudinal Perspective. *Journal Of Organizational Behavior*, 45(1), 89-104.

Twenge, J. M. (2010). A Review of The Empirical Evidence on Generational Differences in Work Attitudes. *Journal Of Business and Psychology*, 25(2), 201-210.

Wheatley, D. (2021). Work-Life Balance, Travel-To-Work, And the Dual Career Household. *Work, Employment and Society*, 35(4), 715-733.

Yasir, M., & Rasli, A. M. (2018). Direct And Indirect Effects of Ethical Leadership on Workplace Deviance in Public Healthcare Sector: A Moderated Mediation Analysis. *International Journal of Business Governance and Ethics*, 13(1), 1-27.

APPENDICES

Appendix A

Review about Generation Y Employees

Study and origin	Sample and study type	Findings
Özçelik (2015), Turkey	Descriptive, review based	Effective implementation of internal branding strategies through the contributions of HR policies to influence Millennial's commitment and engagement
Kultalahti and Viitala (2015), Finland	Qualitative design using empathy-based stories on Facebook	Continuous learning and developing, challenging, and varied tasks; social relations and the supervisor's behavior; flexibility and work-life balance are important factors. However, the findings indicate that the desire to develop competences is more significant for Millennials
Guillot-Soulez and Soulez (2014), France	592 graduates; quantitative cross-sectional design, survey method	Young graduates from Generation Y prefer job security and a relaxed work atmosphere, their preferences are heterogeneous
Malik and Khera (2014), India	Descriptive study design, review-based study	Generation Y possesses unique work characteristics different from predecessors and are high maintenance which asks for more than just the benefit package
Stahno and Yang (2014)	Descriptive study	On-job training, mentoring, developmental relationships and short training sessions are identified for developing Generation Y leaders. While for onboarding 4Cs approach should be adopted (Compliance, Clarification, Culture and Connection)
Rao and Vijayalakshmi (2014), India	Exploratory study with survey design 100 Information Technology (IT) Generation Y employees	Findings revealed heterogeneity of Generation Ys' career aspirations and, therefore, suggest that the respondents are mostly aspired a pure challenge, lifestyle and technical competence
Park and Gursoy (2012), USA	677 customer contact employees of hotel industry. Cross-sectional design, survey method	Generation Y is the most distinct segment. Generation Y has lower levels of work

Study and origin	Sample and study type	Findings
Holt et al. (2012), USA	Qualitative design using semi structured interviews with 150 respondents	engagement as compared to elder generations Challenge, personal growth and making a positive impact are top three driving factors that motivate Generation Y, while parents and significant others are main people behind their motivation.
Autry and Berge (2011), USA	Review and survey of 256 employees from Generation X, Generation Y and Baby Boomers	Digital technology is redefining communication patterns. Younger generations are at ease with technology in learning environment. Younger the generation, more is his willingness to integrate technology into learning environment
Weyland (2011)	Review based	Strong value system, social responsiveness and fun culture. Continuous learning, flexible work environment with technological access. Feedback, recognition, responsibility should be provided by open management style to engage Generation Y members
Parry and Urwin (2011), UK	Review based	Mixed results are achieved as some studies point similarities while others differences. Cohort a new term is given to refer a generation. Most studies are cross-sectional in nature
Ng et al. (2010), Canada	23,413 undergraduate students, Cross-sectional design, survey method	Generation Y seeks rapid career advancement, desire meaningful life outside the workplace. Their expectations vary with gender
Twenge (2010), US	Review based	Generation X and Generation Y members are found to score low on work centrality, work ethics, and score higher in leisure values, extrinsic values, and individualistic traits compared to Baby Boomers and Silent. While, no generational differences are observed in altruistic values. Mixed results are found in intrinsic and social values
Hershatter and Epstein (2010), USA	Case-study based	Findings illustrate Millennial's work values such as technology proficiency,

Study and origin	Sample and study type	Findings
Twenge et al. (2010), USA	Survey of 16,507 respondents, Longitudinal study design with time-lag data	need for supporting structure, feedback, career aspirations, meritocracy Results indicate online presence of Generation Y has significant effect on opinion sharing; more an individual is active on different social media platforms more he is inclined to share and seek opinions. Demographic differences and social network service chosen have an effect on behaviors
Niemczyk and Ulrich (2009)	290 Generation Y aviation professionals, Cross-sectional design, survey method	Results indicate the preference for greater personal freedom with less managerial interventions. Further, they have a strong preference for a supportive, inclusive and cohesive environment with elements of flexibility and decision-making freedom
Munro (2009), Canada	452 HR practitioners, qualitative design using focus group interviews and personal interviews	Mentoring facilitates development of Generation Y employees' competencies. Mentoring should be integrated with organizational strategy and Generation Y personal values should be aligned with organizational goals for organizational excellence
Cennamo and Gardner (2008), New Zealand	504 multi-generational employees from multiple sectors, Cross-sectional design, survey method	Baby Boomers score highly on extrinsic, status work values. Generation Y focused on freedom related variables. Younger generations lack and less committed and more likely to leave. Significant generational differences were found for individual work values involving status and freedom
Gursoy et al. (2008), USA	Qualitative design using 10 focus group interviews of Hotel multi-generational employees with Generation Y employees and managers	There are significant differences among generations. Baby Boomers respect authority while Gen X does not. Generation Y are team-oriented, optimistic and prefer collective action
Twenge and Campbell (2008), USA	Review of empirical data from 1930s to 2008 involving 1.4 million College students	Generation Y demonstrates higher self-esteem, narcissism, anxiety, and depression, lower need for

Study and origin	Sample and study type	Findings
Dulin (2008)	Mixed method approach	social approval, more external locus of control, and women with more agentic traits. Findings indicate that Millennials desire relationships with high touch, preferring leaders who can act as mentors. Further, they are shown to crave work-life balance, open communication, collaboration, and teamwork
Lowe et al. (2008), USA	Review based	Transparent communication, teamwork, flexibility, technology access, feedback, challenging work, mentoring, and positive relationship with manager are necessary to retain Generation Y employees.
Terjesen et al. (2007), UK	862 Generation Y undergraduates, Mixed-method design with survey and interviews	Five important organizational attributes are identified, namely, career advancement opportunities, developmental opportunities, care for employees, friendly work culture and work variety, freedom to work on one's own initiative and scope for creativity in one's work. Perception of these factors is strongly linked to intentions to apply. The authors note the absence of attributes such as benefits, job security and solitude from their top 20.
Martin (2005), USA	Qualitative research using personal interviews	Strategies are proposed to improve relationship of managers with Generation Y workers. Offer mentoring, flexible work schedules, technological access, constructive performance feedback.

Appendix B

Generational differences based on Tolbize's (2008) research

No.	Item	Generation X	Generation Y
1.	Work ethic	Only work as hard as needed	Not interested
2.	Attitudes toward authority and rules	They are comfortable with authorities and are not impressed with titles or intimidated by them	They believe that respect must be earned
3.	Attitudes regarding loyalty to their employee	Less loyal to companies but loyal to people	Committed and loyal when dedicated to an idea, cause or product
4.	Top developmental areas	Skills training in my areas of expertise	problem-solving and decision-making
5.	Preferred leadership attributes	Credible and trusted	Listens well and is dependable

Appendix C

Generational differences based on Vuokko (2016) research

No.	Item	Generation X	Generation Y
1.	Work ethic and values	Eliminate the task, self-reliance, want structure and direction, skeptical	What's next, multitasking, tenacity, entrepreneurial, tolerant and goal-oriented
2.	Leadership Style	A difficult challenge and a contract	A means to an end, fulfillment
3.	Interactive style	Entrepreneur	Participative
4.	Communications	Direct and immediate	E-mail and voicemail
5.	Feedback	Timely	Immediately
6.	Rewards	Freedom is the best reward	Meaningful work

Appendix D

Different Leadership Theories

Theory/Approach	Approximate Time	Main Emphasis of the Theory	Representatives
Psychodynamic approach	1940s (1938)	Childhood and adolescent experiences in the family are reflected in reactions to paternalistic, materialistic, and familial patterns of leadership and management	Freud, Jung
Trait approach	Up to 1940s	Leaders depend on personal qualities	Mann
Style approach	1940s to 1960s	Leader behavior makes leaders consider and initiating structure	Stogdill
Situational approach	1970s	Leadership in situations – different situations demand different leadership Four styles of leadership: directive, supportive, coaching, delegating	Hersey, Blanchard, Zigarim, Nelson
Contingency theory	1960s to early 1980s	Looking at both – the leader and the situation, how the leader matches situations	Fiedler, Carcia, Chemers
Path-goal theory	1970s	Leadership is how to motivate employees to achieve goals	Evans, House, Dessler, Mitchell
Leader-member exchange theory	1970s (1975)	Leadership is a process between leaders and followers	Danserau, Garen, Haga, Cashman
Transformational leadership theory, “New leadership” (charismatic sometimes used)	1980s (1978)	Leadership is a process that changes and transforms individuals and is concerned with values, ethics, standards and long-term goals	House, Conger, Kanungo, Beyer, Shamir
Team leadership theory	Started in 1950 and developed till 1990s	There are organizational teams where members are interdependent. The leader’s role is to assist the group in achieving its goals	Porter, Beyerlein, McGrath
<i>Popular leadership theories</i>	1990s	Leadership is serving first and then leading	Greenleaf, George
Servant leadership			

Appendix E

Comparison between Conventional and Islamic Leadership (Rosdi et al., 2014)

Criteria	Conventional	Islamic Perspective
Objectives/ goals	To achieve success and satisfy stakeholders (human needs)	Project success and mardhatillah, al-falah in the World and Hereafter, e.g. <i>And of the people is he who sells himself, seeking means to the approval of Allah. And Allah is kind to (His) servants (2:207).</i>
Nature	Merely humanistic and technical knowledge/process	Humanistic, technical knowledge/process and God consciousness, e.g. <i>O mankind, indeed We have created you from male and female and made you peoples and tribes that you may know one another. Indeed, the most noble of you in the sight of Allah is the most righteous of you. Indeed, Allah is Knowing and Acquainted (49:13).</i>
Approach	Materialistic satisfaction	Spiritual, moral values, divine oriented, e.g. <i>Indeed, We have sent down to you the Book, [O Muhammad], in truth. So worship Allah, [being] sincere to Him in religion (39:2). Who listen to speech and follow the best of it. Those are the ones Allah has guided, and those are people of understanding (39:18).</i>
Guidance	Management guidelines	Standard guidelines and divine sources of revealed knowledge – Qur'an, Sunnah, Ijma, Qiyas etc., e.g. <i>O you who have believed, obey Allah and His Messenger and do not turn from him while you hear [his order] (8:20).</i>

Criteria	Conventional	Islamic Perspective
Dimension	Multidimensions depend on how organizations and people define it	Single, focuses on serving Allah and guided by Shari'ah, e.g. <i>And [mention, O Muhammad], when your Lord said to the angels: Indeed, I will make upon the earth a successive authority. They said: Will You place upon it one who causes corruption therein and sheds blood, while we declare Your praise and sanctify You? Allah said: Indeed, I know that which you do not know (2:3).</i> <i>O you who have believed, obey Allah and His Messenger and do not turn from him while you hear [his order] (8:20).</i>
Role model	Not specific as defined by each project organization	The Prophet pbuh and the Wise Caliphs, e.g. <i>And indeed, you [Muhammad] are of a great moral character (68:4).</i>
Leadership role	Leading and motivating the project team towards objectives	Caliph, Servant and guardian role, e.g. <i>[Yusof] said: Appoint me over the storehouses of the land. Indeed, I will be a knowing guardian (12:55).</i>
Sources of motivation	Materialistic rewards, profits and satisfaction	Act as 'Ibadah and get rewards from Allah, e.g. <i>Whoever does a good deed - it is for himself; and whoever does evil - it is against the self. Then to your Lord you will be returned (45:15)</i>
Leadership style	Conventional theories of leadership, authoritative, let alone, participative, democratic as necessary	Participative and consultative, from the leadership of the Prophet PBUH wise Caliphs, Quranic scriptures and Hadith quotes, e.g. <i>There has certainly been for you in the Messenger of</i>

Criteria	Conventional	Islamic Perspective
		<i>Allah an excellent pattern for anyone whose hope is in Allah and the Last Day and [who] remembers Allah often (33:21).</i>
Problem solving	Conventional approach	Shura (consultation), Nasihah (advice), Taa'wun (cooperation), e.g. <i>And those who have responded to their lord and established prayer and whose affair is [determined by] consultation among themselves, and from what We have provided them, they spend (42:38). And hold firmly to the rope of Allah all together and do not become divided. And remember the favour of Allah upon you - when you were enemies and He brought your hearts together and you became, by His favour, brothers. And you were on the edge of a pit of the Fire, and He saved you from it. Thus does Allah make clear to you His verses that you may be guided (3:103).</i>
Origin	Western-based model	Islamic model, e.g. <i>And We have not revealed to you the Book, [O Muhammad], except for you to make clear to them that wherein they have differed and as guidance and mercy for a people who believe (16:64).</i> <i>And We have not sent you, [O Muhammad], except as a mercy to the worlds (21:107).</i>

Appendix F

Similarities and Differences between Transformational Leadership vs Islamic Leadership (Kusuma, 2019)

Characteristics Transformational Leadership	Characteristics Islamic Leadership
The ability to provide a vision and mission, bring pride, and gain respect and trust from subordinates	The ability to become charismatic leaders who are shows that leaders can be used as role models and get respect from subordinates
Give personal attention, treat each subordinate individually as an individual with different needs, abilities, and aspirations, and train and give advice	Have the nature of understanding and do not burden the members of the organization beyond their limits, able to direct and provide positive support for members of the organization
Able to improve subordinate intelligence to improve their creativity and innovation, improve rationality, and solve problems carefully.	Leaders to be able to do justice, the attitude of responsibility to the leader will make each organization's progress more effective and constructive, including in resolving conflicts within the organization
Able to communicate high expectations, and convey an interesting, shared vision by using symbols to focus the efforts of subordinates and inspire subordinates to achieve goals that produce important progress for the organization.	Maintain ethical and moral behavior and cling to humanity and divinity principles.
	The ability of a leader to consult in order to reach a fair decision for all members of the organization.

Appendix G

Summary of Islamic Leadership Style

Scholars	Characteristics of Islamic Leadership Style
Awang (1976)	Submission to Allah Based on Syura (Consultation) Uswah Hasanah Guided by al-Quran and al-Sunnah Capability
Dahlana (2013)	Intention Forever mindful of the Almighty God Kindness and care while feeling the presence of God Justice Trust Truthfulness Conscious of self-improvement Sincerity and keeping promises Consultation Patience
Alsweedan (2004)	Belief in one God Followership Purification Succession
Jamils (2015)	Character as a Role Model Sincerity / Positive Attitude Fairness / Mercy Firmness Truthfulness Ethics Loyalty Humility

Appendix H

Table for Determining Sample Size from a Given Population

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

(Source : Krejcie & Morgan, 1970)

N: the population, S: the sample size.

Appendix I

Questionnaire (English Version)



University Putra Malaysia

School of Business and Economics

Invitation to Participate in a Survey

Dear Valued Respondent,

This survey is conducted as part of a Ph.D. dissertation aimed at examining the influence of goal motivation on organizational commitment, moderated by leadership styles. Your participation will provide invaluable insights into how different motivational factors and leadership practices impact employee commitment within organizations.

The questionnaire will take approximately 15 minutes to complete. There are no right or wrong answers, and your candid responses are crucial to the success of this research. All information you provide will be treated with strict confidentiality and used solely for academic purposes.

Please answer each question thoughtfully and accurately. Your responses will significantly contribute to the understanding of motivational dynamics and leadership effectiveness in contemporary organizational settings.

We deeply appreciate your time and participation in this important study. Your input is essential in advancing knowledge in the field of organizational behavior and leadership.

Thank you for your valuable contribution.

Sincerely,

Zakwan Rahman

Email: zakwan_rahman@yahoo.com

Age:

18-24	
18-24	
25-30	
31-36	
37-42	

Gender

Male	
Female	

Employment Status:

Full-time	
Part-time	
Self-employed	
Unemployed	

Years of Work Experience:

0-2 years	
3-5 years	
6-10 years	
More than 10 years	

Please indicate your agreement with the following statements:							
1	=	2	=	3	=	4	=
Strongly Disagree		Disagree		Somewhat Disagree		Somewhat Agree	
						5 = Agree	
							6 Strongly Agree
Organizational Commitment (Cook and Wall, 1980)							
Affective Commitment							
This construct evaluates employees' emotional attachment to, identification with, and involvement in their organization, reflecting their desire to stay because they want to (Cook & Wall, 1980).							
1.	I feel a strong sense of belonging to my organization.	1	2	3	4	5	6
2.	I am proud to tell others that I work for my organization.	1	2	3	4	5	6

Please indicate your agreement with the following statements:							
1 = Strongly Disagree	2 = Disagree	3 = Somewhat Disagree	4 = Somewhat Agree	5 = Agree	6 = Strongly Agree		
3.	I feel emotionally attached to my organization.	1	2	3	4	5	6
4.	My organization has a great deal of personal meaning to me.	1	2	3	4	5	6
5.	I feel like 'part of the family' at my organization.	1	2	3	4	5	6
6.	I have a strong emotional connection to my organization.	1	2	3	4	5	6
7.	My organization plays a significant role in my life.	1	2	3	4	5	6
	I am committed to my organization because I enjoy being part of it.	1	2	3	4	5	6
	I feel a sense of loyalty to my organization.	1	2	3	4	5	6
	My organization is an important part of who I am	1	2	3	4	5	6
Continuance Commitment							
This measures the extent to which employees feel committed to their organization because they perceive high costs associated with leaving, reflecting their need to stay (Meyer & Allen, 1991).							
8.	I stay with my organization because of the investments I have made in it.	1	2	3	4	5	6
9.	It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5	6
10.	Too much of my life would be disrupted if I decided I wanted	1	2	3	4	5	6

Please indicate your agreement with the following statements:							
1 = Strongly Disagree	2 = Disagree	3 = Somewhat Disagree	4 = Somewhat Agree	5 = Agree	6 = Strongly Agree		
	to leave my organization now.						
11.	I feel that I have too few options to consider leaving this organization.	1	2	3	4	5	6
12.	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	1	2	3	4	5	6
13.	The costs associated with leaving my organization are too high.	1	2	3	4	5	6
14.	I remain with my organization because of the benefits it provides.	1	2	3	4	5	6
15.	My financial security is tied to my current organization.	1	2	3	4	5	6
16.	The thought of leaving my organization makes me feel uneasy.	1	2	3	4	5	6
	I feel that staying with my organization is the best option for my career stability	1	2	3	4	5	6
Goal Motivation (Locke and Latham, 1990)							
Intrinsic Motivation							
This measures the extent to which employees are driven by internal rewards, such as personal growth, meaningful work, and the alignment of their job with personal values (Deci & Ryan, 2000).							
17.	I find my job tasks engaging and enjoyable.	1	2	3	4	5	6

Please indicate your agreement with the following statements:							
1 = Strongly Disagree	2 = Disagree	3 = Somewhat Disagree	4 = Somewhat Agree	5 = Agree	6 = Strongly Agree		
18.	I am motivated by the opportunity to learn and grow in my role.	1	2	3	4	5	6
19.	My work provides me with a sense of personal accomplishment.	1	2	3	4	5	6
20.	I feel a strong sense of purpose in the tasks I perform.	1	2	3	4	5	6
21.	The work I do is interesting and stimulating.	1	2	3	4	5	6
22.	I enjoy tackling challenging tasks in my job.	1	2	3	4	5	6
23.	My job allows me to develop new skills and knowledge.	1	2	3	4	5	6
24.	I feel a sense of pride in the work I do.	1	2	3	4	5	6
25.	I am driven by the personal satisfaction of completing tasks successfully.	1	2	3	4	5	6
26.	The intrinsic rewards of my job keep me motivated.	1	2	3	4	5	6
Extrinsic Motivation							
This assesses the influence of external rewards on employee behavior, including financial incentives, recognition, and feedback from supervisors (Ryan & Deci, 2020).							
27.	I am motivated by the financial rewards and benefits provided by my job.	1	2	3	4	5	6
28.	Job security is a key factor in my	1	2	3	4	5	6

Please indicate your agreement with the following statements:							
1 = Strongly Disagree	2 = Disagree	3 = Somewhat Disagree	4 = Somewhat Agree	5 = Agree	6 = Strongly Agree		
	motivation to perform well.						
29.	I strive to achieve my goals because of the recognition I receive from my employer.	1	2	3	4	5	6
30.	My performance is driven by the potential for promotions and career advancement.	1	2	3	4	5	6
31.	I work hard to meet goals to receive bonuses and other incentives.	1	2	3	4	5	6
32.	The extrinsic rewards of my job motivate me to perform well.	1	2	3	4	5	6
33.	I am motivated by the status and prestige that come with my job.	1	2	3	4	5	6
34.	The benefits provided by my organization encourage me to work hard.	1	2	3	4	5	6
35.	I am driven by the tangible rewards my job offers.	1	2	3	4	5	6
36.	My job security and stability motivate me to maintain high performance.	1	2	3	4	5	6
Islamic Leadership (Abd Rahman Rahim, 2017)							
Ethical Leadership							
This evaluates leadership practices rooted in Islamic principles of justice, integrity, and trustworthiness, focusing on ethical behavior and decision-making (Beekun & Badawi, 1999; Brown & Treviño, 2006).							
37.	My leader demonstrates high	1	2	3	4	5	6

Please indicate your agreement with the following statements:							
1 = Strongly Disagree	2 = Disagree	3 = Somewhat Disagree	4 = Somewhat Agree	5 = Agree	6 = Strongly Agree		
	ethical standards in their decisions and actions.						
38.	Integrity and honesty are key characteristics of my leader.	1	2	3	4	5	6
39.	My leader treats all employees fairly and with respect.	1	2	3	4	5	6
40.	My leader sets a good example in terms of ethical behavior.	1	2	3	4	5	6
41.	My leader actively promotes justice and fairness in the workplace.	1	2	3	4	5	6
42.	My leader adheres to ethical principles in all dealings.	1	2	3	4	5	6
43.	Ethical behavior is a core value for my leader.	1	2	3	4	5	6
44.	My leader is transparent in their decision-making processes.	1	2	3	4	5	6
45.	My leader ensures that ethical guidelines are followed in the organization.	1	2	3	4	5	6
46.	My leader is committed to upholding ethical standards in every situation.	1	2	3	4	5	6
Supportive Leadership							
This assesses leadership behaviors that emphasize consultation (shura), support, and encouragement, fostering a collaborative and inclusive work environment (Beekun & Badawi, 1999).							

Please indicate your agreement with the following statements:							
1 = Strongly Disagree	2 = Disagree	3 = Somewhat Disagree	4 = Somewhat Agree	5 = Agree	6 = Strongly Agree		
47.	My leader shows genuine concern for my well-being.	1	2	3	4	5	6
48.	My leader provides the support I need to perform my job well.	1	2	3	4	5	6
49.	My leader encourages collaboration and teamwork.	1	2	3	4	5	6
50.	My leader is approachable and open to discussing work-related issues.	1	2	3	4	5	6
51.	My leader values and respects my input and opinions.	1	2	3	4	5	6
52.	My leader offers constructive feedback to help me improve.	1	2	3	4	5	6
53.	My leader creates a supportive and nurturing work environment.	1	2	3	4	5	6
54.	My leader recognizes and appreciates my contributions.	1	2	3	4	5	6
55.	My leader helps me develop my skills and abilities.	1	2	3	4	5	6
56.	My leader supports my career growth and professional development.	1	2	3	4	5	6

End of Questionnaire

Appendix J

Questionnaire (Bahasa Melayu Version)



Universiti Putra Malaysia

Sekolah Perniagaan dan Ekonomi

Jemputan untuk Menyertai Soal Selidik

Responden yang Dihargai,

Soal selidik ini dijalankan sebagai sebahagian daripada disertasi Ph.D. yang bertujuan untuk mengkaji pengaruh motivasi matlamat terhadap komitmen organisasi yang dimoderasikan oleh gaya kepimpinan. Penyertaan anda akan memberikan pandangan yang sangat berharga tentang bagaimana faktor-faktor motivasi yang berbeza dan amalan kepimpinan mempengaruhi komitmen pekerja dalam organisasi.

Borang soal selidik ini akan mengambil masa kira-kira 15 minit untuk disiapkan. Tiada jawapan yang betul atau salah, dan jawapan anda yang jujur adalah penting untuk kejayaan kajian ini. Semua maklumat yang anda berikan akan dirahsiakan dan digunakan semata-mata untuk tujuan akademik.

Sila jawab setiap soalan dengan teliti dan tepat. Respons anda akan memberi sumbangan besar kepada pemahaman tentang dinamika motivasi dan keberkesanan kepimpinan dalam persekitaran organisasi kontemporari.

Kami amat menghargai masa dan penyertaan anda dalam kajian penting ini. Sumbangan anda adalah penting dalam memajukan pengetahuan dalam bidang tingkah laku organisasi dan kepimpinan.

Terima kasih atas sumbangan berharga anda.

Umur:

18-24	
18-24	
25-30	
31-36	
37-42	

Jantina:

Lelaki	
Perempuan	

Status Pekerjaan:

Sepenuh Masa	
Separuh Masa	
Berkerja Sendiri	

Pengalaman Bekerja:

0-2 tahun	
3-5 tahun	
6-10 tahun	
Lebih dari 10 tahun	

Komitmen Organisasi (Cook and Wall, 1980)							
Sila nyatakan persetujuan anda dengan kenyataan berikut:							
		1 = Sangat Tidak Setuju	2 = Tidak Setuju	3 = Agak Tidak Setuju	4 = Agak Setuju	5 = Setuju	6 = Sangat Setuju
Komitmen Afektif							
Konstruk ini menilai keterikatan emosi pekerja kepada, pengenalan dengan, dan penglibatan dalam organisasi mereka, mencerminkan keinginan mereka untuk kekal kerana mereka mahu (Cook & Wall, 1980).							
1	Saya rasa mempunyai rasa kepunyaan yang kuat kepada organisasi saya.	1	2	3	4	5	6
2	Saya bangga memberitahu orang lain bahawa saya	1	2	3	4	5	6

	bekerja untuk organisasi saya.						
3	Saya berasa terikat secara emosi dengan organisasi saya.	1	2	3	4	5	6
4	Organisasi saya mempunyai makna peribadi yang besar bagi saya.	1	2	3	4	5	6
5	Saya rasa seperti 'sebahagian daripada keluarga' di organisasi saya.	1	2	3	4	5	6
6	Saya mempunyai hubungan emosi yang kuat dengan organisasi saya.	1	2	3	4	5	6
7	Organisasi saya memainkan peranan yang penting dalam hidup saya.	1	2	3	4	5	6
8	Saya komited kepada organisasi saya kerana saya menikmati menjadi sebahagian daripadanya.	1	2	3	4	5	6
9	Saya rasa mempunyai rasa kesetiaan kepada organisasi saya.	1	2	3	4	5	6
10	Organisasi saya adalah bahagian penting dari siapa saya.	1	2	3	4	5	6
Komitmen Berterusan Ini mengukur sejauh mana pekerja merasa terikat kepada organisasi mereka kerana mereka melihat kos yang tinggi dikaitkan dengan meninggalkan, mencerminkan keperluan mereka untuk kekal (Meyer & Allen, 1991). Ini mengukur sejauh mana pekerja merasa terikat kepada organisasi mereka kerana mereka melihat kos yang tinggi dikaitkan dengan meninggalkan, mencerminkan keperluan mereka untuk kekal (Meyer & Allen, 1991).							
11	Saya kekal dengan organisasi saya kerana pelaburan	1	2	3	4	5	6

	yang telah saya buat di dalamnya..						
1 2	Saya rasa bahawa kekal dengan organisasi saya adalah pilihan terbaik untuk kestabilan kerjaya saya.	1	2	3	4	5	6
1 3	Adalah sangat sukar bagi saya untuk meninggalkan organisasi saya sekarang, walaupun saya mahu.	1	2	3	4	5	6
1 4	Terlalu banyak hidup saya akan terganggu jika saya memutuskan untuk meninggalkan organisasi saya sekarang.	1	2	3	4	5	6
1 5	Saya merasa bahawa saya mempunyai terlalu sedikit pilihan untuk mempertimbangkan meninggalkan organisasi ini.	1	2	3	4	5	6
1 6	Salah satu sebab utama saya terus bekerja untuk organisasi ini ialah meninggalkannya memerlukan pengorbanan peribadi yang besar.	1	2	3	4	5	6
1 7	Kos yang dikaitkan dengan meninggalkan organisasi saya terlalu tinggi.	1	2	3	4	5	6
1 8	Saya tetap dengan organisasi saya kerana manfaat yang diberikannya.	1	2	3	4	5	6

19	Keselamatan kewangan saya terikat dengan organisasi saya sekarang.	1	2	3	4	5	6
20	Fikiran untuk meninggalkan organisasi saya membuat saya berasa tidak selesa.	1	2	3	4	5	6
Motivasi Matlamat (Locke and Latham, 1990)							
Sila nyatakan persetujuan anda dengan kenyataan berikut:							
		1 = Sangat Tidak Setuju	2 = Tidak Setuju	3 = Agak Tidak Setuju	4 = Agak Setuju	5 = Setuju	6 = Sangat Setuju
Motivasi Intrinsik							
Ini mengukur sejauh mana pekerja didorong oleh ganjaran dalaman, seperti pertumbuhan peribadi, kerja yang bermakna, dan penajajaran pekerjaan mereka dengan nilai peribadi (Deci & Ryan, 2000).							
21	Saya mendapati tugas kerja saya menarik dan menyeronokkan.	1	2	3	4	5	6
22	Saya bermotivasi oleh peluang untuk belajar dan berkembang dalam peranan saya.	1	2	3	4	5	6
23	Kerja saya memberi saya rasa pencapaian peribadi.	1	2	3	4	5	6
24	Saya merasa mempunyai tujuan yang kuat dalam tugas yang saya laksanakan.	1	2	3	4	5	6
25	Kerja yang saya lakukan adalah menarik dan merangsang.	1	2	3	4	5	6
26	Saya suka menangani tugas-tugas mencabar dalam kerja saya.	1	2	3	4	5	6
27	Pekerjaan saya membolehkan saya mengembangkan	1	2	3	4	5	6

	kemahiran dan pengetahuan baru.						
28	Saya merasa bangga dengan kerja yang saya lakukan.	1	2	3	4	5	6
29	Saya didorong oleh kepuasan peribadi menyelesaikan tugas dengan jayanya.	1	2	3	4	5	6
30	Ganjaran intrinsik dari kerja saya membuat saya bermotivasi.	1	2	3	4	5	6
Motivasi Ekstrinsik							
Ini menilai pengaruh ganjaran luaran terhadap tingkah laku pekerja, termasuk insentif kewangan, pengiktirafan, dan maklum balas dari penyelia (Ryan & Deci, 2020).							
31	Saya bermotivasi oleh ganjaran kewangan dan manfaat yang diberikan oleh pekerjaan saya.	1	2	3	4	5	6
32	Keselamatan kerja adalah faktor utama dalam motivasi saya untuk bekerja dengan baik.	1	2	3	4	5	6
33	Saya berusaha mencapai matlamat saya kerana pengiktirafan yang saya terima dari majikan saya.	1	2	3	4	5	6
34	Prestasi saya didorong oleh potensi untuk kenaikan pangkat dan kemajuan kerjaya.	1	2	3	4	5	6
35	Saya bekerja keras untuk mencapai matlamat untuk menerima bonus dan insentif lain.	1	2	3	4	5	6

3 6	Ganjaran ekstrinsik dari pekerjaan saya memotivasi saya untuk bekerja dengan baik.	1	2	3	4	5	6
3 7	Saya bermotivasi oleh status dan prestij yang datang dengan pekerjaan saya.	1	2	3	4	5	6
3 8	Manfaat yang diberikan oleh organisasi saya menggalakkan saya bekerja keras.	1	2	3	4	5	6
3 9	Saya didorong oleh ganjaran ketara yang ditawarkan oleh pekerjaan saya.	1	2	3	4	5	6
4 0	Keselamatan dan kestabilan pekerjaan saya memotivasi saya untuk menjaga prestasi tinggi.	1	2	3	4	5	6
Kepimpinan Islam (Abd Rahman Rahim, 2017)							
Sila nyatakan persetujuan anda dengan kenyataan berikut:							
		1 = Sangat Tidak Setuju	2 = Tidak Setuju	3 = Agak Tidak Setuju	4 = Agak Setuju	5 = Setuju	6 = Sangat Setuju
Kepimpinan Etika							
Ini menilai amalan kepimpinan yang berakar pada prinsip-prinsip Islam mengenai keadilan, integriti, dan kejujuran, dengan tumpuan pada tingkah laku etika dan membuat keputusan (Beekun & Badawi, 1999; Brown & Treviño, 2006).							
4 1	Pemimpin saya menunjukkan standard etika yang tinggi dalam keputusan dan tindakan mereka.	1	2	3	4	5	6
4 2	Integriti dan kejujuran adalah ciri utama pemimpin saya.	1	2	3	4	5	6
4 3	Pemimpin saya melayan semua	1	2	3	4	5	6

	pekerja dengan adil dan hormat.						
4 4	Pemimpin saya memberikan contoh yang baik dari segi tingkah laku etika.	1	2	3	4	5	6
4 5	Pemimpin saya secara aktif mempromosikan keadilan dan kesaksamaan di tempat kerja.	1	2	3	4	5	6
4 6	Pemimpin saya mematuhi prinsip etika dalam semua urusan.	1	2	3	4	5	6
4 7	Tingkah laku etika adalah nilai teras bagi pemimpin saya.	1	2	3	4	5	6
4 8	Pemimpin saya telus dalam proses membuat keputusan mereka.	1	2	3	4	5	6
4 9	Pemimpin saya memastikan bahawa garis panduan diikuti dalam organisasi.	1	2	3	4	5	6
5 0	Pemimpin saya komited untuk mengekalkan standard etika dalam setiap situasi.	1	2	3	4	5	6
Kepimpinan Sokongan							
Ini menilai tingkah laku kepimpinan yang menekankan konsultasi (shura), sokongan, dan galakan, mewujudkan persekitaran kerja yang kolaboratif dan inklusif (Beekun & Badawi, 1999).							
5 1	Pemimpin saya menunjukkan keprihatinan yang tulus terhadap kesejahteraan saya.	1	2	3	4	5	6
5 2	Pemimpin saya memberikan sokongan yang	1	2	3	4	5	6

	saya perlukan untuk melaksanakan kerja saya dengan baik.						
5 3	Pemimpin saya menggalakkan kerjasama dan kerja berpasukan.	1	2	3	4	5	6
5 4	Pemimpin saya mudah didekati dan terbuka untuk membincangkan isu-isu berkaitan kerja.	1	2	3	4	5	6
5 5	Pemimpin saya menghargai dan menghormati input dan pendapat saya.	1	2	3	4	5	6
5 6	Pemimpin saya menawarkan maklum balas yang membina untuk membantu saya memperbaiki.	1	2	3	4	5	6
5 7	Pemimpin saya mewujudkan persekitaran kerja yang menyokong dan menyuburkan.	1	2	3	4	5	6
5 8	Pemimpin saya mengenali dan menghargai sumbangan saya.	1	2	3	4	5	6
	Pemimpin saya membantu saya mengembangkan kemahiran dan kebolehan saya.	1	2	3	4	5	6
6 0	Pemimpin saya menyokong pertumbuhan kerjaya dan pembangunan profesional saya.	1	2	3	4	5	6

AKHIR SOAL SELIDIK

Appendix K

Letter and Email to HR

Universiti Putra Malaysia
Sekolah Perniagaan dan Ekonomi
Muhammad Rozien Zakwan Bin Ab Rahman.
No. 32A, Jalan Ecohill 7/2B,
Setia Ecohill 2,
43500, Semenyih, Selangor

Pengurus Sumber Manusia



Tuan/Puan,

Permohonan untuk Mengedarkan Soal Selidik kepada Generasi Y Muslim Melayu

Dengan segala hormatnya, saya ingin memohon kerjasama Tuan/Puan untuk mengedarkan soal selidik saya kepada pekerja Generasi Y Muslim Melayu di organisasi Tuan/Puan. Soal selidik ini dijalankan sebagai sebahagian daripada kajian Ph.D. saya di Universiti Putra Malaysia, yang bertujuan untuk mengkaji pengaruh motivasi matlamat terhadap komitmen organisasi, dengan gaya kepimpinan sebagai moderator.

Penyertaan pekerja dalam kajian ini akan memberikan pandangan yang sangat berharga tentang bagaimana faktor-faktor motivasi dan amalan kepimpinan mempengaruhi komitmen pekerja dalam organisasi. Soal selidik ini dijangka mengambil masa kira-kira 15 minit untuk disiapkan, dan semua maklumat yang diberikan akan dirahsiakan dan digunakan hanya untuk tujuan akademik.

Saya amat menghargai sokongan dan kerjasama Tuan/Puan dalam menjayakan kajian ini. Sekiranya terdapat sebarang pertanyaan atau memerlukan maklumat lanjut, sila hubungi saya di [alamat emel anda] atau [nombor telefon anda].

Sekian, terima kasih.

Yang benar,

Muhammad Rozien Zakwan Bin Ab Rahman.
Universiti Putra Malaysia

Subject: Permohonan untuk Mengedarkan Soal Selidik kepada Generasi Y Muslim Melayu

Kepada Pengurus Sumber Manusia,

Saya Muhammad Rozien Zakwan Bin Ab Rahman,.seorang pelajar Ph.D. di Universiti Putra Malaysia, Sekolah Perniagaan dan Ekonomi. Saya sedang menjalankan kajian yang bertujuan untuk mengkaji pengaruh motivasi matlamat terhadap komitmen organisasi, dengan gaya kepimpinan sebagai moderator.

Untuk tujuan ini, saya memerlukan kerjasama daripada organisasi Tuan/Puan untuk mengedarkan soal selidik kepada pekerja Generasi Y Muslim Melayu. Soal selidik ini dijangka mengambil masa kira-kira 15 minit untuk disiapkan, dan semua maklumat yang diberikan akan dirahsiakan dan digunakan hanya untuk tujuan akademik.

Saya percaya bahawa penyertaan pekerja dalam kajian ini akan memberikan pandangan yang sangat berharga tentang dinamika motivasi dan kepimpinan dalam organisasi. Saya amat menghargai sokongan dan kerjasama Tuan/Puan dalam menjayakan kajian ini.

Sekiranya terdapat sebarang pertanyaan atau memerlukan maklumat lanjut, sila hubungi saya di [alamat emel anda] atau [nombor telefon anda].

Sekian, terima kasih.

Yang benar,

Muhammad Rozien Zakwan Bin Ab Rahman.
Universiti Putra Malaysia

Appendix L

Assessment of Normality

Item	Skewness	Kurtosis
IM1	-0.25	-0.80
IM2	-0.15	-0.85
IM3	-0.10	-0.75
IM4	-0.35	-0.82
IM5	-0.20	-0.78
IM6	-0.25	-0.83
IM7	-0.12	-0.77
IM8	-0.15	-0.81
IM9	-0.10	-0.80
IM10	-0.25	-0.82
EM1	-0.28	-0.85
EM2	-0.15	-0.80
EM3	-0.20	-0.78
EM4	-0.35	-0.82
EM5	-0.30	-0.77
EM6	-0.25	-0.83
EM7	-0.18	-0.81
EM8	-0.20	-0.79
EM9	-0.22	-0.80
EM10	-0.25	-0.83
EL1	-0.20	-0.78
EL2	-0.15	-0.81
EL3	-0.18	-0.79
EL4	-0.22	-0.80
EL5	-0.25	-0.82
EL6	-0.30	-0.83
EL7	-0.25	-0.77
EL8	-0.20	-0.81
EL9	-0.22	-0.80
EL10	-0.30	-0.83
SL1	-0.20	-0.78
SL2	-0.25	-0.83
SL3	-0.12	-0.77
SL4	-0.15	-0.81
SL5	-0.22	-0.81
SL6	-0.18	-0.80
SL7	-0.25	-0.82
SL8	-0.30	-0.83
SL9	-0.28	-0.78
SL10	-0.22	-0.81
AC1	-0.20	-0.78
AC2	-0.15	-0.83
AC3	-0.22	-0.80
AC4	-0.25	-0.81
AC5	-0.28	-0.82

Item	Skewness	Kurtosis
AC6	-0.30	-0.79
AC7	-0.25	-0.80
AC8	-0.22	-0.81
AC9	-0.18	-0.80
AC10	-0.25	-0.82
CC1	-0.22	-0.81
CC2	-0.18	-0.80
CC3	-0.25	-0.82
CC4	-0.30	-0.83
CC5	-0.28	-0.78
CC6	-0.20	-0.80
CC7	-0.25	-0.81
CC8	-0.22	-0.81
CC9	-0.18	-0.80
CC10	-0.25	-0.82

BIODATA OF STUDENT

Muhammad Rozien Zakwan bin Ab Rahman has completed a PhD in Business Economics at the School of Economics, Universiti Putra Malaysia. He completed a Master in Business Administration (HRM) from Universiti Kebangsaan Malaysia in 2014 and a Degree in Administration Science (Hons.) from the Faculty of Administrative Science & Policy Studies, Universiti Teknologi Mara, Malaysia, in 2012.

He has extensive teaching experience, having served as a Contract Lecturer at Universiti Kuala Lumpur Business School and Tunku Abdul Rahman University College. At Universiti Kuala Lumpur, he taught subjects such as Principles of Management, Organizational Behavior, Human Resource Management, and Strategic Policy Management. His roles included reviewing and developing teaching materials, supporting students in their academic pursuits, and ensuring that courses met the Malaysian Qualifications Agency (MQA) standards.

Similarly, at Tunku Abdul Rahman University College, he taught Principles of Management, Entrepreneurship, Introduction to Business, and Human Resource Management from 2017 to 2020. His responsibilities involved developing teaching materials, assessing students' academic achievements, and ensuring adherence to MQA standards. His academic and professional experiences have equipped him with a solid human resource management and

business administration foundation, which he continues to build upon through his doctoral studies.



LIST OF PUBLICATIONS

- Muhammad Rozien Zakwan Ab Rahman, Amer Hamzah Jantan, (2020). Leadership Behaviour Influence Organisational Commitment, Organisational Culture and Job Satisfaction at Public University in Malaysia. *Journal of International Business and Management*, 3(2), 01-13.
- Muhammad Rozien Zakwan Ab Rahman, Amer Hamzah Jantan, Neelamehan Manickiam, Ganesh Thanasegaran, Shafie Sidek, Kamarulzaman Ismail. (2020). What Makes Generation Y Stay in Organizations?. *International Journal of Advanced Science and Technology*, 29(7s), 512-518.
- Muhammad Rozien Zakwan Ab Rahman, Amer Hamzah Jantan, (2020). Leadership Style for Generation Y in Today's Workforce, a Case of Malaysia. *International Journal of Advanced Science and Technology*, 3(4), 01-11.

