

MOTIVATION AND CITIZENSHIP PERFORMANCE OF GENERATION X & Y IN  
ELECTRIC AND ELECTRONIC INDUSTRY

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## ABSTRACT

Malaysia is facing distinct competition where national competitive advantages are now focus on potential to produce, acquire, utilize and disseminate knowledge rather than labour, land and natural resources. In order to support implementation of knowledge-based economy, this study serve a purpose to examines the relationship between Motivation and Citizenship Performance for Generation X and Generation Y employees. Quantitative approach was used in this research. A set of structured questionnaire were distributed based on Cluster Sampling method to reach 124 respondents from two multinational electronic manufacturers. Seven Intrinsic and Extrinsic Motivation Factors that adduced in this research are Achievement, Recognition, Work Itself, Promotion, Company Policy and Administration, Pay and Benefit, and Work Condition; while Citizenship Performance is measured by 15 items scale of Organization Citizenship Behaviour (OCB) that combine all causations as one unit of variable. This research exposed the extents of satisfactions for Intrinsic and Extrinsic Motivation Factors as well as levels of Citizenship Performance for Generation X are higher than Generation Y respondents. The following Pearson Correlation further revealed a positive correlation between Intrinsic Motivation Factors towards Citizenship Performance and a negative correlation between Extrinsic Motivation Factors towards Citizenship Performance on Generation X respondents. Conversely, Generation Y respondents have found a contrariwise correlation for the two Extrinsic and Intrinsic Motivation Factors towards Citizenship Performance. This study concluded that the two Generations are significantly different in Motivation Factors as encouragements towards Citizenship Performance.



## ABSTRAK

Malaysia sedang menghadapi persaingan ekonomi global. Untuk mengekalkan daya saing Negara, Kerajaan Malaysia kini lebih memberi tumpuan kepada pembangunan K-ekonomi yang melibatkan pembangunan sumber manusia berbanding dengan pembangunan sumber semulajadi sebagaimana sebelumnya. Dalam usaha untuk menyokong pelaksanaan ekonomi berasaskan pengetahuan ini, satu aspek yang amat perlu diberi perhatian ialah motivasi dan prestasi pekerja. Justeru itu kajian ini dijalankan bertujuan untuk mengkaji tahap motivasi dan hubungannya dengan Prestasi Kewarganegaraan di kalangan pekerja dari kumpulan Generasi X dan Generasi Y. Untuk mencapai objektif tersebut kajian ini menggunakan pendekatan kuantitatif. Data kajian telah dikumpul dengan menggunakan borang soal selidik berstruktur yang mengandungi tujuh faktor motivasi dalaman dan luaran (pencapaian, pengiktirafan, kerja, kenaikan pangkat, dasar dan pentadbiran syarikat, manfaat, dan situasi kerja). Prestasi kewarganegaraan pula telah diukur dari aspek gelagat kewarganegaraan organisasi menggunakan 15 skala. Seramai 124 responden yang terdiri dari pekerja dua syarikat elektrik dan elektronik antarabangsa telah terlibat dalam kajian ini. Hasil kajian mendapati tahap motivasi dalaman dan luaran serta tahap prestasi Kewarganegaraan di kalangan Generasi X adalah lebih tinggi dari Generasi Y. Analisis korelasi pula menunjukkan terdapat hubungan yang positif di antara motivasi dalaman dan prestasi kewarganegaraan di kalangan Generasi X. Walau bagaimanapun didapati hubungan negatif berlaku di antara motivasi luaran dan prestasi kewarganegaraan di kalangan Generasi X. Berbeza dengan Generasi X, Generasi Y pula menunjukkan hubungan yang berbeza bagi kedua-dua faktor motivasi dan Prestasi Kewarganegaraan. Kajian ini merumuskan bahawa Generasi X dan generasi Y mempunyai tahap motivasi dan kesan yang berbeza.



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## CHAPTER 1

### INTRODUCTION

The current Global rivalry factors are diverting their focuses from labour, land, and natural resources to knowledge-based business activities. Hence, factors that determine today's organization success no longer rely on their technology assets or capital power as before. As alternatives, employees' contribution as well as willingness of abidance are becoming more important in deciding an organizations' or a country's competitiveness. Employees' motivation issues and level of participations will be the linchpin in deciding the speed of organization and country advancement. For instance, Newman (2000) has proposed that employees' contributions on ideas and exploitations have become organizations' essential currency to compete in new economy.

However, motivating employees in today business activities are much different from 1880s and early 1990s (Tim, 2012). Despite standard of living and economic effects, employees are found much difference in how they being motivated. Each generation have their own preference in working environment and expectations from their contributions. Therefore, organization must find the best ways to stimulate and sustain their fellows' effectiveness and efficiency. The better organizations in exploring their employees' potentials and maximize their contributions, the higher organizations will gain sustainable competitiveness.

This research serves a purpose to provide organizations' awareness on their current business practice in understanding generations' differences hence, motivating employees to increase their Citizenship Performance. It is hoped that this research will determine the motivation factors satisfied by Generation X and Y, their relationship towards Citizenship Performance. With proper exertion of Generation X's and Y's behaviours and motivation factors in the workplace, it is expected that

they will be impressed with job satisfactions that will improve their task performance and increase their Citizenship Performance towards knowledge-based economy.

## 1.1 Background of the Study

Malaysia is facing an economical conjuncture where labour intensive and low-end manufacturing investments are less attractive than other countries such as China, Indonesia, and Thailand that promoting their cheaper labour wages and lower fix costs. In order to uphold competitiveness in competing with other countries, Malaysia's industries have to aggressively improve their technology level and knowledge capabilities towards higher range of service and productivity (Third Outline Prospective Plan, 2011).

Third Outline Prospective Plan, 2011 has explained benefits of knowledge-based economy as a platform to sustain rapid economic growth and enhance international competitiveness in order to achieve the objective of Vision 2020 (OPP3, 2011). It also aims to strengthen Malaysians' capabilities in innovation, adaption and creativity in the field of technology for the purpose of design, development and marketing new products. Moreover, OPP3 will highlight efforts in complement and accelerate Malaysia from input-driven into productivity-driven strategy.

In order to successfully develop and implement strategy of knowledge-based economy, Third Outline Perspective Plan has highlighted the importance of Human Resource Development, Science and Technology, and Research and Developments. These areas will be critical in determining Malaysia's degree of prominence in global market. Although traditional factors such as labour, capital, and natural resources as basic production requirements still play their important parts in global rivalry; but the key for international competitiveness are now focusing on knowledge-related factors that will supplement with long term growth in values.



As one of the most important backbone for manufacturing exports and overseas investments, Electric and Electronics industry sector has being heavily highlighted in the OPP3. With reference to Malaysia Industry Development Authority (in Schwab, 2012), electric and electronic industry currently has more than 1,695 organizations retaining more than 600,000 local workforces. With capabilities and skills acquired throughout the years, this industry sector is strengthening its global competitiveness by continuing its developments to move up their value chain to produce higher value-added products (Brandt & Yong, 2011). Detail information of Malaysia economy and development is further explained in chapter 2 of this research.

## 1.2 Problem Statement

The Third Outline Prospective Plan has highlighted that Malaysia is now facing distinct national competition. National competitive advantages are now focus on potential to produce, acquire, utilize and disseminate knowledge rather than labour, land and natural resources that were once serve as global rivalry factors. The shuffles of these competitive advantages are mainly due to the rapid advancements of technologies. Knowledge sharing is becoming so easy that opportune lower cost for developing countries to acquire high level of knowledge. With their economic labour cost equipped with same levels of technology or knowledge, these developing countries are now threatening existing global players in promoting cheaper price that bundle with same or similar qualities or even higher value added advantages.

In order to overcome this sticky situation since 1990s, Malaysia's government has started to transform Malaysia into knowledge-based economy. Knowledge is now part of important inputs to industrial productions that allowing industries to supply higher value added products and services. The early success on economic transformation can be easily notice from technology manufacturing industry. In 2009, total manufacturing export has dominated by High and Medium-High technology manufacturing sectors with more than 50% export rate among other manufacturing products (Global Enabling Trade Report, 2010).

With the intention to continue sustaining global competitiveness in technology manufacturing industry, factors of higher quality human resource, advance technology, rapid research and development, strong innovative capabilities and sufficient infrastructure were highlighted under OPP3. The willingness of employees in performing Citizenship Performance that will support the overall organizational, social, and psychological environment of the organization to enkindle sharing knowledge among colleagues will be one of the most critical factors in achieving knowledge-based economy.

Despite such development, employees' motivation issues and its effect towards Citizenship Performance are still found to be as a hidden value in most Malaysia organization today. The issue still found as intangible assets to sustain their competitive advantages as technology firms still putting their efforts in tangible assets like equipment and buildings; leaving least concentration on intelligence capital (Noruzi, 2010).

On the other hand, most of the organizations' management practices nowadays also being commented as out-dated. According to Brusman (2012), organizations are still ignoring the influence of intrinsic motivation, while believing compensations and benefits are still effective to advance employees' performance. As resulted from the conventional practice, employees will only focus in achieving task performance that will return for rewards, rather than taking additional efforts for Citizenship Performance for developing a harmony and continuous-learning environment.

In order to be successful in today's global rivalry market, knowledge organizations have to lay more focus in transforming their working environments to be able to motivate their employees to engage in behaviour consistent with their organization goal (Amar, 2004). Organizations nowadays not only need to understand the importance of motivations towards their organizations' successes; at the same time they should also realize the differences in preferences of motivation factors between their Generation X and Generation Y employees. No doubt that different generations have different group personalities and motivation factors (Melissa et al., 2008); failure in satisfying hence motivating either group of the two generations stated will not only reduce organizations' total effectiveness, at the same time it may miss the benefits of Citizenship Performance and hinder employees' contributions towards casting into knowledge-based economy.



### 1.3 Research Question and Objective

Full understandings in motivation issues are no longer sufficient in sustaining organizational competitive advantages. Organizations should take in generational difference in designing their motivation packages in order to maximize employees' Citizenship Performance. As it, this research has design three research questions as follows:

- i. Are there any differences in term of motivation factors between Generation X and Generation Y in Electric and Electronic Industry?
- ii. Are there any differences in term of Citizenship Performance between Generation X and Generation Y in Electric and Electronic Industry?
- iii. Is there any relationship between motivation factors and Citizenship Performance of Generation X and Generation Y in Electric and Electronic Industry?

The general objectives of this study are to investigate motivation factors and their impact on Citizenship Performance between Generation X and Generation Y in Electric and Electronic Industry. Specifically this study will try to achieve the following objectives:

- i. To compare motivation factors between Generation X and Generation Y in Electric and Electronic Industry,
- ii. To compare Citizenship Performance between Generation X and Generation Y in Electric and Electronic Industry,
- iii. To examine the relationship between motivation factors and Citizenship Performance of Generation X and Generation Y in Electric and Electronic Industry.



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#### 1.4 Research Model and Hypothesis

This research serves a purpose of distinguishing differences in Motivation factors posed by Generation X and Generation Y employees and their correspondent Citizenship Performance that currently working in Malaysia's Electric and Electronic industry. No doubt there are lots of researches in discussing employees' motivation factors for variety of industries, as well as sufficient resources in determining generational issues. However, less research were found in studying motivation factors and its relationship towards Citizenship Performance in Electric and Electronic industry.

Herzberg *et al.* (1959) proposed that employees are motivated by their own sets of internal attitudes, while managements should understand their distinct demands in motivation factors in order to rightly motivate them. From his research results on employees' attitudes, Herzberg *et al.* (1959) successfully developed two distinct lists of factors in explaining employees' motivation. One set of factors were grouped and named Motivators or Intrinsic factors, it arise from work related causes that will increase employees' motivations. When these factors were not supplied, they will not be motivated and remain themselves in neither satisfied nor unsatisfied for their work. Another set of factors were named Hygiene Factors or Extrinsic factors for employees' surrounding work conditions. When these factors are well supplied, employees will feel satisfaction for their work, but not to the level of motivation; if absent, job dissatisfactions will arise (Robbins, 2009).

On the other hand, Podsakoff and MacKenzie (1993) stated that employees that engaged in Citizenship Performance are expected to synergize by high job motivation and job satisfaction. Citizenship Performance provides several advantages for organizations to overcome knowledge barriers for innovations. Proper practice of Citizenship Performance within organizations will imbue employees in helping each other to improve work outcome and sharing useful knowledge or skills. Besides, it also promotes members' voluntary activities in organizational improvements. Moreover, organization members with high citizenship performance are found more willing to continuously improve their knowledge and skills (Coleman and Borman's 2000).



By employing Herzberg's Two-Factor theory, this research will study the differences for satisfactions for Intrinsic and Extrinsic Motivation Factors for Generation X and Generation Y employees. Subsequently this research will further study the relationship between Intrinsic and Extrinsic Motivation Factors towards Citizenship Performance displayed by Generation X and Generation Y employees. The concept of this research is supported by Smola and Sutton (2002) where their statements claimed that the differences in motivation factors between Generation X and Generation Y may cause by generational work values and expectation they hold in their workplaces. Different generations of workers will accord their generational perceptions to decide the levels of satisfactions on motivation factors supplied by their organizations and correspondently project themselves with Citizenship Performance.

The Research Model is illustrated below as Figure 1.1 and the model shows that Intrinsic and Extrinsic factors are served as independent factors, while Citizenship Performance for two generation of employees are categorised as dependent variable.

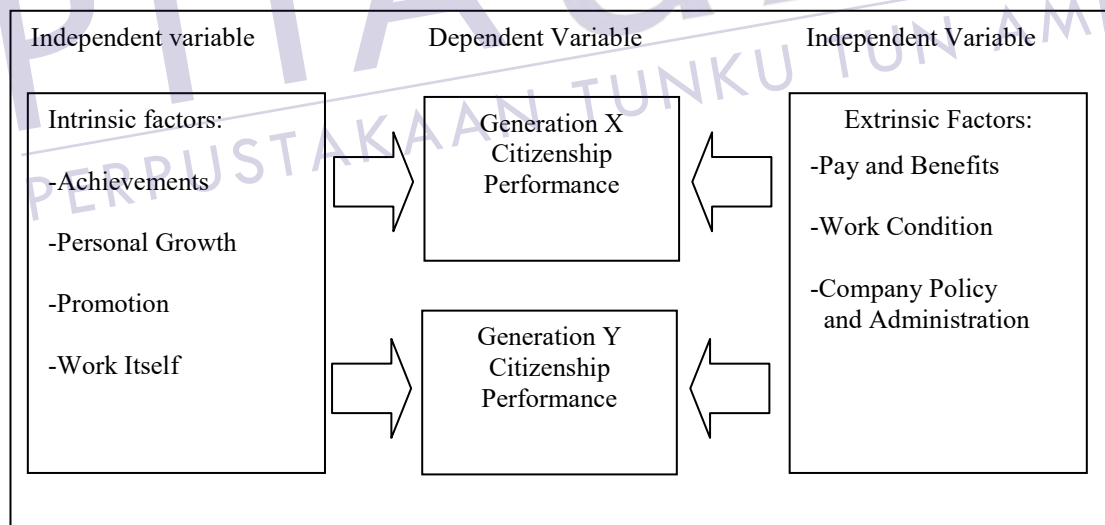


Figure 1.1: Research Model



Based on the model, hypotheses of this study are:

H<sub>0</sub>1: Generation X and Generation Y employees in Electric and Electronic Industry do not differ in their Intrinsic Factors.

H<sub>a</sub>1: Generation X and Generation Y employees in Electric and Electronic Industry differ in their Intrinsic Factors.

H<sub>0</sub>2: Generation X and Generation Y employees in Electric and Electronic Industry do not differ in their Extrinsic Factors.

H<sub>a</sub>2: Generation X and Generation Y employees in Electric and Electronic Industry differ in their Extrinsic Motivation Factors.

H<sub>0</sub>3: Generation X and Generation Y employees in Electric and Electronic Industry do not differ in their Citizenship Performance.

H<sub>a</sub>3: Generation X and Generation Y employees in Electric and Electronic Industry differ in their Citizenship Performance.

H<sub>0</sub>4: There is no relationship between Intrinsic Factors and Citizenship Performance of Generation X employees.

H<sub>a</sub>4: There is a relationship between Intrinsic Factors and Citizenship Performance of Generation X employees.

H<sub>0</sub>5: There is no relationship between Extrinsic Factors and Citizenship Performance of Generation X employees.

H<sub>a</sub>5: There is a relationship between Extrinsic Factors and Citizenship Performance of Generation X employees.

H<sub>0</sub>6: There is no relationship between Intrinsic Factors and Citizenship Performance of Generation Y employees.

H<sub>a</sub>6: There is a relationship between Intrinsic Factors and Citizenship Performance of Generation Y employees.

H<sub>0</sub>7: There is no relationship between Extrinsic Factors and Citizenship Performance of Generation Y employees.

H<sub>a</sub>7: There is a relationship between Extrinsic Factors and Citizenship Performance of Generation Y employees



## 1.5 Scope of the Study

This research covers two groups of samples that are currently working in Electric and Electronic Industry in Malaysia. The reason that Electric and Electronic Industry was selected into this research was mainly due to its economical values. This industry is the largest subsector of manufacturing and the spearhead of industrialisation drive in Malaysia. Besides, the industry also heavily contributed to overall High Technology and Medium High-Technology industries that reported more than 50% in Malaysia total manufacturing export.

Two groups of samples in this research is categorised by its generational cohorts. By the year of this survey is conducting, employees that age between 32 to 47 years old are categorised into sample group of Generation X; while employees that age between 18 to 31 years old are categorised into sample group of Generation Y. Both groups are required to answer their extents of satisfactions for each motivation factors provided as well as to indicate their extents of Citizenship Performance towards working environment.



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## **1.6 Significance of the Study**

Since there are quite a numbers of researches and studies that focuses on employees' motivation and performance alone, this research serve a purpose to discover a variation on the wide topic of generations, motivation, and Citizenship Performance in Electric and Electronic Industry in Malaysia. This research is supported by previous bodies of knowledge and ideals. It is expected to present a generational diversity on matters relating to satisfactions in motivation factors and peeping into its effects towards improvement of Citizenship Performance.

### **1.6.1 Theory Practicability/ Knowledge**

This research serves a purpose to enhance the idea of Herzberg's Two Factors Theory on employees' motivation issues. Results of these findings are expected to differentiate and sequentially categorize extents of satisfactions in Intrinsic and Extrinsic factors into two classifications according to Generation X and Generation Y employees in Electric and Electronic industry. As Herzberg's Two Factors Theory is well known in its applicability, this research will further increase the theory's practicality by bringing in better image to the public in meeting generational issues nowadays.

### **1.6.2 Practical or practitioner**

This research also serves a purpose to enhance organizations' understanding in generations' difference in satisfactions for motivation factors. As both generations have their own combinations of behaviours and preferences, failure in distinguishing their demands for motivation will follow by reduction of quantity and quality of their output. A same motivation package may be useful in either generation, but it will not promise the same effects on another generation. The outcome of this research is able to provide some input in different generations of employees' satisfactions for

motivation factors thus benefit organization for higher quality of employees' contributions.

Lastly, findings of this research can pinpoint the most virtuous motivation factors that will improve Generation X and Generation Y employees' indirect contributions towards overall organizational excellence. With proper exertion of Generation X and Generation Y's motivation factors in workplace, employees will increase their performance and loyalty to their organizations as well as our country, at the same time increase their voluntary efforts in performing Citizenship Performance towards harmonious working environment and continuous learning culture.



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## **1.7 Operational Definitions**

Several important definitions are required for this research for generational satisfactions in motivation factors and its relationship with Citizenship Performance, this part has abstracted some importance from afterward chapters.

### **Achievements**

This factor is defined as individual satisfaction on completing a job, solving problems, and experiencing his or her results accomplished by their efforts. Further researchers defined Achievement as an instinct that prompt individual to complete their tasks delegated (McClelland, 1958; Epstein and Harackiewicz, 1992; Robbins, 2009).

### **Citizenship Performance**

Citizenship Performance is defined as behaviours that support the overall organizational, social, and psychological environment of the organization and enhance its' psychological climate in which the technical core in embedded. It is summarized and configured from numerous dimension sets of contextual performance. (Coleman & Borman, 2000).

### **Company Policy and Administration**

This factor is more towards employees' feelings about the adequacy or inadequacy of company organization and management procedures and regulations. This factor includes communications, authority delegation, policies, procedures, and rules. Further research has replaced the term into organizational operating procedures and in detailed defined it as rules, regulations, procedures and requirements of the job individual hold and have to be performed under the nature of job and values of his or her organization (Robbins, 2009; Danish and Usman, 2010).

## **Contextual Performance**

Contextual performance refers to employees additional efforts to support the overall organizational, social, and psychological environment of the organization and enhance its' psychological climate in which the technical core is embedded. It aims in improving the organizational social context where members involved in the task operations may have a better working environment (Borman & Motowidlo, 1997).

## **Extrinsic Factors**

Extrinsic factors or Hygiene factors are job context where factors are more towards for employees' job environment or scenario. These factors will only eliminate job dissatisfaction when physiological working environment or scenario is considered good or acceptable for employees; however, it will not lead to job satisfactions (Robbins, 2009; French, 2011).

## **Growth**

This factor of growth is defined as individual improvements include actual learning of new skills, with greater possibility of advancement within the current occupational specialty as well as personal growth (Robbins, 2009).

## **Intrinsic factors**

Intrinsic factors or motivation factors as job content where the factors are attached in employees' work tasks. When these factors are properly presented in employees' job duties, it will result in increase of job satisfactions and productivity. In contrast, when these factors are absent from employees' job, it will not lead to job dissatisfactions, but only reduce productivity to standard rate (Robbins, 2009; French, 2011).

## **Job Security**

This factor is explained as extends to which organizations provide stable employment for their employees. Further research have rounded up this definition as employees' needs in safe and secure positions with predictable future events in their organization, employers-employees' relationship and employees-organizational commitments (Probst, 2002; Emberland & Rundmo, 2009; Robbins, 2009).



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### **Pay and Benefits**

Pay and benefits are all forms of compensation from employers to employees. In the theory of Two-Factors, it is defined as a relationship that inadequate financial rewards will de-motivate employees, however, when they are happy with the rewards, it will only satisfied themselves but will not be motivated (Jenkins *et. al.*, 1998; Anthony & Govindarajan, 2007; Robbins, 2009).

### **Personal Life**

This factor is defined as individuals' time and activities experienced out of their works. Further researchers have introduced measurements to a balance between personal life and working hours as Work/Life Balance (Robbins, 2009; French, 2011).

### **Promotion**

This factor refers to the actual change in upward status within organization that employee is serving. Further researches defined it as the opportunity for employees to increase their levels of responsibility and reach a higher social standing according to his or her abilities, skills and works (Robbins, 2001; Robbins, 2009).

### **Recognition**

Recognition was defined as confirmation of an employee for a successful task accomplished. Recent researchers further describe it as how employees' work accomplished being evaluated and how the appreciations from employers are given as return for the accomplishments (Robbins, 2009; Danish & Usman. 2010).

### **Relationship with Co-workers**

This factor is job related interactions and social interactions within the work environment. Further researchers used the term *Professional Interactions* to define employees' behaviours in accepting and supporting their colleagues and relationship between colleagues as friendship, acceptance and loyalty (Fiedler *et. al.*, 1977; Hart *et. al.*, 1996; Robbins, 2009).



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### **Responsibility**

This factor is defined as the responsibility as employee's control over his or her own job or being given the responsibility for the work of others (Shannon, 2005; Robbins, 2009).

### **Status**

This factor involves some indication of individual position in organization. As all individual possess a certain levels of sense-of-self, an increase of individual self-esteem and performance were found being affected by positive sense of status obtained from direct interpersonal or intergroup comparisons with other reference groups (Layard, 2005; Robbins, 2009).

### **Supervision**

This factor is the willingness and fairness arriving from competencies and technical abilities of supervisors to teach, mentor or delegate authority to their subordinates. Further definition includes individual who are responsible to coordinate work of others includes planning, scheduling, allocating, instructing, monitoring actions and interface between management and the workforce (Mintzberg, 1979; Anon, 1999).

### **Task Performance**

Task performance refers to employees' proficiencies in performing their work tasks that will directly or indirectly contribute to their organizations' business activities. It is said to contribute directly into organization technical core and less contribute in servicing the technical core (Borman & Motowidlo, 1997).

### **Working Condition**

This factor is the physical environment or the circumstance in which an individual or staff carrying out their work (Robbins, 2009).

### **Work Itself**

The factor of work itself is defined as the actual content of the job an individual or groups are carrying out and its positive or negative emotion towards the job (Robbins, 2009).



## 1.8 Organization of the Thesis

Figure 1.2 present an organization of this thesis. It begins with an introduction to this research. This section provides a theoretical framework by describing key issues related to the thesis topic and how this study will contribute to the body of research. Besides, this part also provides the significances of this study.

Chapter 2 includes comprehensive descriptions of the related literatures for this study. It includes independent and dependant variable identified from previous chapter are reviewed and rationally justified. A brief introduction to the background of targeted research industry is covered in this chapter as well.

Chapter 3 is a detailed discussion of the research design and process. It includes descriptions of the research methods, research design, participants, materials, research procedure, and data collection method. In order to achieve high validity, justifications of methods chosen for similar past researches also included in this chapter.

Chapter 4 comprises descriptions of all research results and data collected from respondents. Tables and figures regarding the statistics calculated from SPSS are attached in this section.

Lastly, chapter 5 provides an interpretive critiques and discussions of the results. Conclusions are drawn from the data analysis in Chapter 4 and literature review in chapter 2. Limitations of the study, recommendations and implications for future research are included as well.



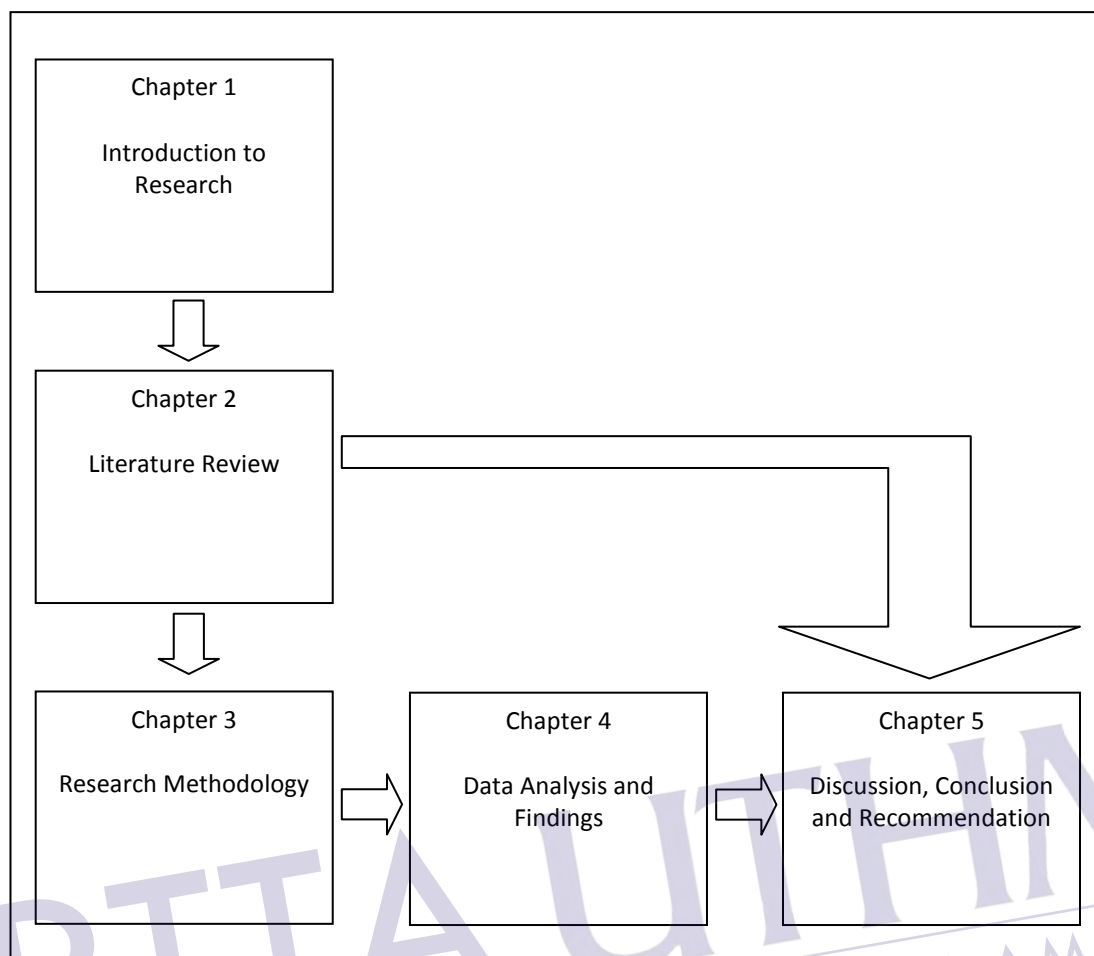


Figure 1.2: Organization of Thesis

## 1.9 Summary

Overall, this study is undertaken to distinguish Generation X and Generation Y employees' Motivational factors and their correspondent Citizenship Performance. Following Third Outline Perspective Plan, knowledge-related factors are playing important role in sustaining long term international competitiveness. Organizations nowadays should acquaint themselves with motivation factors among Generation X and Generation Y employees in order to encourage their additional efforts in performing Citizenship Performance. The benefits of Citizenship Performance will encourage employees to share their knowledge among colleagues and promote continuous learning, rather than still having their conventional working attitude that focus in achieving numerical task performance.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.0 Introduction

According to Donald et.al. (2010), literature review should be done before the actual commencement of the study. Knowledge acquired from previous related researches not only prevents researchers in making repeated studies, at the same time it will provide ideas for researchers to define a frontier results in the field of studies. Hence, this chapter review the existing literatures in the several related fields of technology manufacturing backgrounds, generation characteristics, motivation factors, and Citizenship Performance. The topics covers in this chapter are divided into four sections as in figure 2.1.

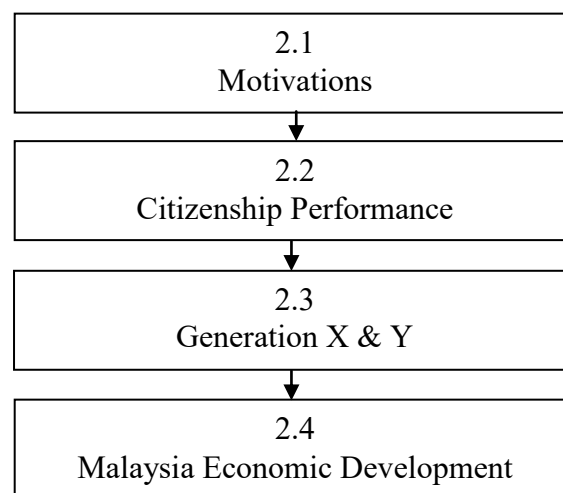


Figure 2.1: Organization of Chapter Two

## 2.1 Motivation

In early ages of industrialization, unskilled agrarians' workers are the major contributors in productivity. Direct extrinsic incentives like higher pay or corporal punishments are the main thrust to increase employees' productivity or discourage poor performance (Wren, 1994). In a study conducted by Elton Mayo in year 1924 and 1932 that is later well known as Hawthorne Study, employees' requirements for higher performance have being discovered with more than just incentives. The studies illuminated the extent to which workers were affected by external factors of work and how they organised themselves into informal groups. In conclusion, Hawthorne study has demonstrated the importance of workers' perceptions and complexity of behavioural variables, thus further imposed public the importance on human relation approach and understanding of factors towards workplace motivation (Nickson, 1973, as cited in Saraswathi, 2011).

The term motivation has being discussed and conceptualized by various researchers. In early years, Whiseand and Rush (1988) explained motivation as the willingness of an individual to do something and conditioned by actions to satisfy needs. Later, Wregner et. al. (2003) described motivation as something that energized individuals to take action and which is concerned with the choices the individual makes as part of his or her goal-oriented behaviour. Following the recent definition contributed by Fuller *et.al.* (2008), motivation is a person's intensity, direction and persistence of efforts to attain a specific objective. From the statement provided, intensity as further elaborated as how hard an individual tries to attain the specific objective while direction is the channel of intensity towards the objective; whereas persistence refers to how long someone maintains an effort to attain the specific objective. Furthermore, motivation is defined by Saraswathi (2011) as the willingness to exert high levels of effort, toward organizational goals, conditioned by the effort's ability to satisfy some individual need. Three key elements in the definition are further provided as effort, organization goal, and need.

Definitions of motivation contributed by various researchers above are apparently in similar meaning as drive, energize and action. Researchers are agreeing on individuals' motivations start with recognition of a desire that is not present at the time the individual noticed, followed by mental desire to achieve something, thus following by physical actions to obtain the desire.

Motivation is one of the most important factors in affecting human behaviour and performance. The level of motivation an individual or team exerted in their work task can affect all aspects of organizational performance. As mentioned by Project Management Institute (2008), the overall success of the organizational project depends on the project team's commitment which is directly related to their level of motivation. As employees are the main resources for organizations' business activities, the issues of employees' motivation will critically decide organizations' success. However, in understanding that human needs and preferences will not be the same among each other's, one set of motivation package designed for an individual or groups may not turn up a same effect on others. With statement supported by Burke (2007), what makes individual do something is not necessary the same for another individual. Moreover, Saraswathi (2011) also commented individuals are showing discrepancies on their basic motivation drives. Bourgault *et al.* (2008) stated that organizations should obtain a clear understanding in employees' dissimilarities in needs and preferences for motivation factors to boost up their performance towards overall organization goal.



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### 2.1.1 Classification of Workplace Motivation Theories

Variety of workplace motivation theories are classified as either Process Theory or Context Theory (Campbell *et. al.*, 1970; Lynne, 2012). Based on Content theory that emphasize on factors and needs that encourage and inspire employees' behaviour as well as performance, employees will gain their job satisfaction when their work tasks give them sense of self-improvement. In short, Content Theory is based on various factors which will influence job satisfactions. Motivation theories classified under Content Theory undertake all employees in the organization have the same set of needs, therefore allowing organizations to predict the characteristics that should be present in the job (Lynne, 2012).

Oppositely, Process Theory emphasized on employees' behaviours that driven by their individual needs. Employees will gain their job satisfactions when their expectations and values are match with their jobs. This theory included the process by which variables such as employees' expectations, needs and values, and comparisons interact with their job tasks to determine satisfactions. Variety of workplace motivation theories that classified under Process Theory shares a same notion where employees' diverse needs and the cognitive process behind these diversities are given attentions (Lynne, 2012). In Process Theory, attentions are given on sources and causes of employees' behaviours, as well as the motives that affect the intensity and direction of those behaviours.

### 2.1.1.1 Content Theory

Content theory is focusing on employees' internal factors that energize and direct their working behaviour (Campbell *et. al.*, 1970; Lynne, 2012). Motivation theories that are categorized under Content Theory regards motivations as the product of internal drives that compels individuals to act or move toward their satisfactions. The Content Theory of motivation is based on large part on early theories of motivation that traced the paths of action backward to their perceived origin in internal drives. Major content theories of motivation are Maslow's Hierarchy of Needs, Alderfer's ERG theory, Herzberg Two-Factors Theory, and McClelland's Theory of Needs (Lynne, 2012).

i. Maslow's Hierarchy of Needs (Maslow, 1970):

The theory of Maslow's Hierarchy of Needs suggests that individual needs exist in an upward orderly hierarchy that starts from basic Physiological Needs, Security Needs, Belongingness Needs, Esteem Needs, and Self-Actualization Needs. The term upward order means that lower-level needs must be met before upper-level needs can be motivated. When an individual is satisfied or achieved the current level of need, that individual will not be motivated unless he or she continues in achieving the upper hierarchy of need. Physiological are the most basic needs for factors that necessary for survival. Security includes needs for safety in one's physical environment, stability, and emotions. Belongingness relate to desires for friendship, love, and acceptance within a given community. Esteem is associated with obtaining the respect of one's self and others. Lastly, Self-Actualization is corresponding to the achievement of own potential to become the expected or desired person (Robbins, 2009).

ii. Alderfer's ERG Theory (Alderfer, 1972)

The ERG theory is an extension of Maslow's Hierarchy of Needs that re-categorised Maslow's five motivational needs into three categories. These three types of needs are Existence, Relatedness, and Growth. Existence is similar to Maslow's physiological and Safety. Relatedness involves interpersonal relationships and are comparable to aspects of Maslow's

Belongingness and Esteem. Growth is those related to the attainment of one's potential and are associated with Maslow's Esteem and Self-actualization needs. The major distinct of ERG towards Hierarchy of Needs is that it does not suggest that lower-level needs must be completely satisfied before upper-level needs become motivational (Robbins, 2009).

iii. Herzberg Two-Factors Theory (Herzberg, 1959)

Two-Factors Theory or sometime called Motivation-Hygiene Theory was introduced by Frederick Herzberg. This theory is closely related to Maslow's Hierarchy of Needs but it introduced more factors to measure how individuals are motivated in the workplace. This theory argued that meeting the lower-level needs (Extrinsic or Hygiene Factors) of individuals would not motivate them to exert effort, but would only prevent them from being dissatisfied. In order to motivate employees, higher-level needs (Intrinsic Factors or Motivators) must be supplied. The implication for organizations to use this theory is that meeting employees' Extrinsic or Hygiene Factors will only prevent employees from becoming actively dissatisfied but will not motivate them to contribute additional effort toward better performance. To motivate employees, organizations should focus on supplying Intrinsic Factors or Motivators (Robbins, 2009).

iv. McClelland's Theory of Needs (McClelland, 1955)

McClelland's Theory of Needs suggests three of the primary needs. These are the need for Affiliation (n Aff), the need for Power (n Pow), and the need for Achievement (n Ach). The need for Affiliation is a desire to establish social relationships with others. The need for Power reflects a desire to control one's environment and influence others. The need for Achievement is a desire to take responsibility, set challenging goals, and obtain performance feedback. The main point of the theory is that when one of these needs is strong in a person, it has the potential to motivate behaviour that leads to its satisfaction. Thus, organizations should attempt to develop an understanding of whether and to what degree their employees have one or more of these needs, and the extent to which their jobs can be structured to satisfy them (Robbins, 2009).





### 2.1.1.2 Process Theory

Process Theory of motivation focus on sensible human decision processes as an explanation of motivation. The theory is concerned with determining how individual behaviour is motivated and maintained in the self-directed human cognitive processes. The major Process Theory of motivations are Vroom's Expectancy Theory, Adam's Equity Theory, Latham & Locke's Goal-Setting Theory, and Skinner's Reinforcement Theory.

i. Expectancy Theory (Vroom, 1964)

Expectancy Theory suggested that individuals believed that working behaviours that they chose to display in workplace will return with outcomes they value for. Unlike Maslow and Herzberg's theories that suggest performance are much depend on motivational input, this theory focuses on performance output to decide individuals' performance. The Expectancy Theory states that employee's motivation is an outcome of how much an individual wants a reward (Valence), following by the assessment that the probability of the effort will lead to expected performance (Expectancy), and the belief that the performance will lead to desired reward (Instrumentality). Thus, organizations should ensure that their employees believe that their increased effort will improve their performance and that performance will lead to valued rewards they expected (Robbins, 2009).

ii. Equity Theory (Adams, 1965)

Equity Theory suggests that individuals will constantly engage in social comparison by comparing their efforts and rewards with those of relevant others. Levels of motivations are resulted from the perception of individuals about the fairness of their rewards relative to others. Equity exists when individuals perceive that the ratio of efforts to rewards is the same for them as it is for others to whom they compare with. Inequity exists when individuals perceive that the ratio of efforts to rewards is inequity for them and others to whom they compare with. Inequity may be under-reward or over-reward. Under-reward occurs when a person believes that a person is either puts in more efforts than another, yet receives the same reward, or puts in the same



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