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FACTORS AFFECTING JOB MOTIVATION AMONG
GENERATION Y IN CO-OPERATIVE SECTOR

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By

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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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Management**

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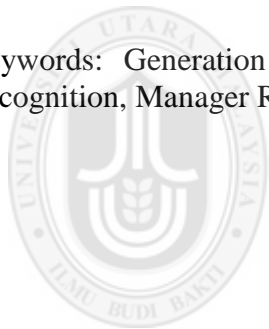
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ABSTRACT

Job motivation is an important factor to enhance employees' performance and retain talented and high performance employees towards achieving the organizational goals. This research aim to identify factors affecting job motivation of generation Y employees in the co-operative sector. The research conducted using survey method and a total of 220 questionnaires were distributed to the generation Y in the co-operative apex organization and managed to collect 181 responds. The results were analyzed by using Statistical Package for Social Science (SPSS) Version 22.0. From the data analyzed, the results revealed that only one of the three factors which is the manager relationship have a significant relationship to job performance of the respondents. The other two factors which are the work life balance and rewards and recognition did not have significant influence on job performance. The limitations of the present study and some suggestions for future research and to further to improve the job motivation among the generation Y in the co-operative sector are highlighted and discussed.

Keywords: Generation Y, Job Motivation, Work Life Balance, Rewards and Recognition, Manager Relationship, Co-operative

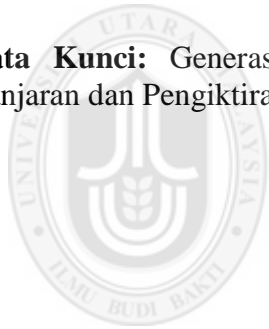


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ABSTRAK

Motivasi pekerjaan merupakan factor penting bagi meningkatkan prestasi pekerja dan mengekalkan pekerja yang cemerlang dan berbakat ke arah mencapai sasaran organisasi. Matlmat kajian ini adalah untuk mengenalpasti factor-faktor yang mempengaruhi motivasi pekerjaan generasi Y yang bekerja di sektor koperasi. Kajian ini dibuat menggunakan kaedah kaji selidik yang mana sebanyak 220 borang soal selidik telah diagihkan kepada generasi Y yang bekerja di koperasi apeks dan sebanyak 181 maklumbalas telah diterima. Keputusan kajian telah dianalisa menggunakan Sistem *Statistical Package for Social Science (SPSS)* Versi 22.0. Daripada data yang telah dianalisa, didapati hanya satu daripada tiga faktor iaitu Hubungan dengan Pengurus, mempunyai hubungan yang ketara dengan motivasi pekerjaan responden. Manakala dua lagi faktor iaitu keseimbangan budaya kerja dan ganjaran dan pengiktirafan tidak mempengaruhi motivasi pekerjaan. Batasan dan kekurangan dalam kajian ini bersama cadangan untuk kajian masa hadapan dan untuk meningkatkan motivasi pekerjaan generasi Y di sector koperasi telah dibincangkan.

Kata Kunci: Generasi Y, Motivasi Pekerjaan, Kesimbangan Budaya Kerja, Ganjaran dan Pengiktirafan, Hubungan dengan Pengurus, Koperasi.



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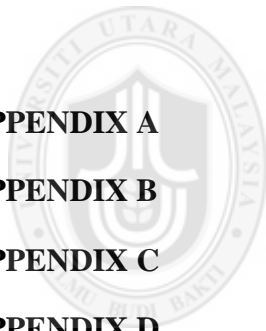
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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

In the present work environment, employers are facing challenging and complex situation in managing their employees due to the more diversity of employees than before (Crampton & Hodge, 2009). In any organizations, we can observe multi-generations working together side by side at the workplace. This mixed and multi-generational environment has become a new diversity challenge to the employers especially when dealing with the young generation working together with the older generation. Managers have to face situation and challenges in managing their current employees which consist of three distinct generations that are; the Baby Boomers, Generation X and Generation Y whom often colliding as their paths cross while working together (Hay Group Survey, 2010).

Different generation have been brought up in a different era and environment. Due to this, many researchers found that there are significance differences between these generations in terms of their work values, types of behaviors as well as the factors that motivate their engagement and performance as employee.

A lack of understanding about the differences of every generation may cause problem at the workplace such as conflict among the generations due to misunderstanding and negative perception about other generations, demotivated and demoralized employees, low job performance and productivity and high turnover.

Generation Y, who born between 1980 and 2000, are now has become the second biggest group in the workforce after the Baby Boomers (Zemke, Raines & Filipczak, 2000). In Malaysia, according to statistic; more than 50% of the total workforce constitutes the generation Y (Malaysian Statistical Department, 2011). Due to this, generation Y have large influence power in the society and in the workplace (Allen, 2004; Strauss & Howe, 2006). As they enter into the workforce, they have higher expectation and different goals as compared to the previous generation.

Many researchers agreed that the upbringing of generation Y has moulded them to become different in their characteristics as compared to the generations before them (Eisner, 2005; Glass, 2007; Meier, Austin & Crocker, 2010; Weyland 2011). They are known as the generation that are highly talented, full of creativity, optimistic, high confident level, ambitious and in fact, eager to be successful (Eisner, 2005; Glass, 2007; Martin & Tulgan, 2001; Meier et al., 2010; Zemke, et al., 2000). Most of them are highly educated due to they have been forced by their parents to further study immediately after graduate from school (Martin & Tulgan, 2001; Strauss & Howe, 2006; Zemke et al., 2000).

However, on the negative side, this generation could be seen as impatient, rude, easily get bored and hate rigid rules and restriction (Chester, 2002; Lowe, Levitt & Wilson, 2008). This generation are also known as generation that prefer job hopping which has make this generation always being relate to the issue of high turnover.

According to Hay Group Survey (2010), the common reasons of employees leave the organizations are due to lack of recognition, dissatisfied with salary and ineffectual of their immediate manager or supervisor. However, these reasons for leaving the job may not be the same for the young generation. Many researchers agreed that generation Y shows notable differences in their work values, expectations of job and job motivating factors (Kim, Knight & Crutsinger, 2009; Kunreuther, 2003; Meier et al., 2010; Weyland 2011) as compared to the older generations.

Even though the current economic situation in Malaysia may slow down or perhaps delay the intention and decision of the employees to change job, employers should not take this for granted. They must ensure that existing employees are motivated to boost their performance and productivity to achieve the organizational goals. Otherwise the demotivated employees could lead to poor performance issue, disciplinary problems, and resistance to change, rebellious behaviour, and many more. This is because motivation was described as something that energize an individual to act, which concerning to the choices that a person make as part of his or her goal-oriented behaviour (Wregner & Miller, 2003). Motivation can make a person to choose which job they want, stay with the job as well as work hard in that particular job that he or she chooses (Lin, 2007).

In the current situation, despite most of organizations have limitation to provide attractive monetary rewards to their employees, the organization must ensure that their employees sustain to provide excellent services and/or product to their customers in order to remain competitive in the market. According to Petcharak

(2002), motivated employees can provide excellent services and create lasting positive experience to customers. Not only that, the motivated employees could result to low turnover rate, increase loyalty with harmonious working environment, high performance employees which will contribute to success and development of an organization (Lai, 2009).

Conversely, if employees' motivation is lacking, it may lead to poor work performance and high employees' turnover that will make an organization unable to achieve its objectives and goals (Hossain & Hossain, 2012). Therefore, it is important to study the factors that affect the job motivation of the current largest workforce, which is generation Y.

In this study, the factors that influence the job motivation based on the existing literatures will be evaluated among the generation Y that work in the co-operative sector in Malaysia. This sector was chosen due to there is no previous studies found that examine the job motivation factors of the generation Y workforce in the co-operative sector.

1.2 Problem Statement

Organizations today not only in Malaysia but also other parts of the worlds as well, are facing a massive demographic change of workforce. The older cohorts like baby boomers are now becoming the “aging workforce” and approaching the retirement age. Day by day, we can observe more of them are leaving the organization due to retirement and soon, all the baby boomers will be leaving the workforce.

Eventually, it will leave to the generation X and generation Y employees to take over to manage the organization.

Employees' motivation is an important factor in achieving organizational and individual goals. Employees who are work-oriented and hardworking are usually motivated by the incentive compensation system which will lead them for higher productivity and higher-quality work (Ivancevich, 1998).

Motivation can result to a high performance and productive employees and harmonious work environment. Motivation can affect organizational climate such as employees' development and team performance. Motivation is also related to job performance and effectiveness of employees as well as design and reward strategies of an organization (Zainal Ariffin et.al., 2009).

The way to motivate employees in the current working environment are different compared to years ago due to every generation have their own preference, culture, work attitudes, lifestyles, communication preferences, learning approaches and expectation from their contribution (Agarwal, Ferrat, & De, 2007). In order to compete in global rivalry market, employers need to transform the working environment to match with factors that able to motivate their employees to ensure that their behaviour is consistent with the organizational goals (Amar, 2004).

Researchers claim that the generation Y may also be perceived as spoiled generation, lazy to work, poor work ethic, less respect to authority, no work commitment, little respect for authority, impatient, inexperienced, overly confident,

and naive (Ballone, 2007; Hansen, 2015). These findings become another worry about the existing generation Y workforce because it will affect their performance in the organization. This scenario could be highly possible to happen today due to the current economy in Malaysia that does not permit them to change job as they desired. They could have remained working with the existing organization because they have no other choice even though they are unhappy and not motivated.

It is important for employers not only to ensure the existing employees are motivated and perform well but also to retain the high performer employees in the organization. It is a challenge to the employers to comprehend the variances in preferences of motivation factors among the generation group, especially the young generation as being the largest cohort group in the current workforce (Wan Yusoff & Kian, 2013). Furthermore, the war for talent among the employers in the labour market has make the situation becoming more challenging and critical (Hewlett, Sherbin, & Sumberg, 2009; Kofman & Eckler, 2005).

The issue of job mobility which cause the high turnover among the generation Y employees has become a problem not only to the effectiveness of the organization in terms of their financial and non-financial cost but also becomes a threat to Malaysia economic growth (Queiri, Wan Yusoff, & Dwaikat, 2014). Statistics show that approximately 300,000 of Malaysia's youngest workforce (generation Y) have been immigrating to other countries. Most of these immigrants are absorbed by Singapore and Australia (Choong, Keh, Tan, & Lim, 2013).

This situation has become more worries to the country especially when it was reported recently by the Malaysia Home Ministry that 54,406 Malaysians have relinquished citizenship since 2010. They have chosen not to continue to be a Malaysian citizen and have acquired the citizenship of another country (BERNAMA, 15 March 2016).

The said scenario perhaps relates closely to the motivational factors of the generation Y in Malaysia. There could be some factors that motivate them to work abroad, or the worst scenario, to relinquish citizenship and acquire to be other country's citizen. Malaysia will be losing more young talent workforce if we do not care about what these youngsters wants and what motivate them to work. Their expectation of the job and their motivational needs are much different compared to previous generations (Glass, 2007; Kim et al., 2009; Kunreuther, 2003, Meier et.al., 2010).

In addition, it was reported that the Malaysian generation Y (who are working in Malaysia) prefer to work with the Multi-National Company (MNC) (Hay Group Malaysia, 2010; PricewaterhouseCoopers, 2009; Szamosi, 2006). Given the current drought of talent, the co-operative sectors have got no other choice but need to begin addressing these generational differences especially the needs of the young generation or otherwise the co-operative organization may have to face risk of losing this young talent to the Multi-National Company (MNC).

As a result, employers find it more challenging to not only to manage their generation Y employees but also to motivate them because of the expectation gap

that exist between this generation and the offer that they get from their organizations (Eisner, 2005; PricewaterhouseCoopers, 2009).

There are various determinant of motivation that has been studied by past studies such as pay and benefits, challenging work, conducive work environment, the job itself, leadership style, relationship with peers and many others (Zainal Ariffin et al., 2009; Colquitt, Lepine, & Wesson, 2010; Nayak & Pandey, 2014; Schermerhorn, Hunts, & Osborn, 2001) However, in the present study, the concern is on the work life balance, rewards and recognition and managers relationship. The reason for the researcher to choose these three factors are based on the result of the previous recent researches on the generation Y's beliefs, mindsets, attitudes and preferences which could have an impact to the organizations.

One of the factors that could have been effecting the gen Ys' job motivation is the work life balance. The changing life style and diversified working needs especially for the young generations have compelled employers to give attention on the work life balances of their employees. This is due to the increased multiple responsibilities of their employees as they need to manage the competing demand between work and life. According to Nayak and Pandey (2014) poor work-life adversely affects not only the employee and their family but also the society as a whole. The ability to cope with their personal life and work helps to increase satisfaction, motivation, commitment, productivity and leads to organizational excellence.

The second factor that is believed to have been affected the employees' motivation is the rewards and recognitions. Many researchers relate pay, rewards and recognition as way to motivate employees. In fact, many motivational theories relate rewards and recognition with motivation. Many organizations are also using various types of compensation practices to increase the employees' motivation (Colquitt, et.al., 2010).

Manager relationship is another factor that is predicted could motivate the employees today. Many recent researches show that employees are motivated when they have good relationship with their managers and being treated as what they expected from their bosses. According to a survey by Daneshkohan, (2015), some aspects in the management relationship that affecting the employees job motivation are good management, social support at the workplace, good working relations, fair treatment, recognition and appreciation and participating in decision making (empowerment). Poor manager relationship will lead to low motivation among the employees and give negative impact result at the workplace. These three predicted motivating factors will be discussed further in the literature review under chapter two.

In this study, researcher will explore on existing literature on generation Y and understand factors, affecting job motivation of generation Y employees in the co-operative sectors. Co-operatives in Malaysia were introduced during the British colonial rule with the initial objectives to encourage saving and to curb debt problems among farmers and Government servants. After independent in 1957, the Malaysian Government continue to strengthen co-operatives as an institution to

eradicate poverty and restructure society and as well as to improve standard of living of the community.

Since its inception, the number of co-operatives increasing rapidly from year to year not only on membership and capital but also in terms of all types of activities carried out. As published in Suruhanjaya Koperasi Malaysia (SKM) website, in 2015, the number of co-operatives registered with SKM is 12,769 with membership of 7.5 million people and total assets worth RM123 million.

Started with the thrift and loan activities in 1922, the co-operative movement in Malaysia continues to expand with various types' activities and functions namely consumer, agriculture housing, transportation, industrial, construction and services. There are also co-operatives that carry out various business activities and are categorized as multi-purpose co-operatives.

Hence, as this sector is equally important with other sectors in contributing to the Malaysian economy growth. The employees working in this sector must be motivated and the organization must retain the good talented young people to work in the organization in order to serve the members and their customers for the success of the industry.

In short, this study aims to examine the effects of these three motivation determinants among the generation Y employees in the co-operative sectors with the objective to use such knowledge to increase their work performance and talent retention.

1.3 Research Questions

The main research question of this research is:

“What are the factors that influence the job motivation of generation Y employees in the co-operative sector?”

The specific research questions to be answered are:

- i. What is the relationship between work life balance and job motivation among generation Y in the co-operative sector?
- ii. What is the relationship between rewards and recognition and job motivation among generation Y in the co-operative sector?
- iii. What is the relationship between manager relationship and job motivation among generation Y in the co-operative sector?
- iv. Which of the three independent variables is the strongest predictor on the job motivation?

1.4 Research Objectives

The following are the main research objective of this research:

“To examine the factors that have an influence on the job motivation generation Y in co-operative sector.”

The following are the sub research objectives:

- i. To determine the relationship between work life balance and job motivation among generation Y in co-operative sector.
- ii. To determine the relationship between rewards and recognition and job motivation among generation Y in co-operative sector.

- iii. To determine the relationship between manager relationship and job motivation among generation Y in co-operative sector.
- iv. To identify the strongest predictor among the three independent variables.

1.5 Scope and Limitations of the Study

In this study, the scope focuses on generation Y employees who are born between the years 1981 to 2001 that currently working in the co-operative organizations in Malaysia.

To identify the factors that could have influence the job motivation of the target group, three factors were identified from the existing literature that has been most used to prove the relationship with the job motivation. The factors selected are work life balance, rewards and recognition, and manager relationship.

Several limitations have been identified in this study. First, since the study will be conducted to the generation Y employees in co-operatives in Malaysia, the result of the study may not be applicable to represent the generation Y employees in other sectors or industries due to different nature of work and environment.

Second limitation is, the factors that to measure the relationship to the job motivation are limited to only three factors. There are could be other factors that contribute to the job motivation of the respondent.

The third limitation is, the data of this study will be gathered only through questionnaire survey. Thus, the feedback and results of the survey depends on the cooperation of the individuals.

Finally, the fourth limitation of this research is the uneven distribution of respondents based on demographic categories. For example, about half the respondents are single or unmarried generation Y, meaning that do not have family obligation. Therefore the data collected could result to biasness (Greener, 2008).

1.6 Significant of the Study

The researcher wishes that this research would benefit the employers especially in the co-operative sector by increasing the profit and enhancing the economy through excellent productivity of motivated young generation's employees.

A quantitative study was conducted to execute on a sample of generation Y in the co-operative sector to test whether the factors have positive relationship their job motivation. The results of this research will be compared with past literatures in order to derive suggestions for improvement for employers in this sector.

The findings of this research will also expected to contribute to existing pool of knowledge on generation Y job motivational factors especially in the co-operative sector. It will assist employer to get a better understanding on ways to further improve in managing and motivating gen Y. This might be useful to get a better

understanding on how to motivate them towards increasing their job performance to serve the community. This is because happy employees are always related to better work performance. Finally, the result of this study is also expected to give an idea to the future researcher as a guide and reference.

1.7 Definition of Key Terms

Job Motivation: Job Motivation refers to the attitudes and values that influence an employee to act towards the job on a specific or goal-directed manner.

Work Life Balance: Work life balance is defined as the healthy balance between work life and personal or family life as these two elements are important to the individual's personal life as well as for businesses (Hill, Hawkins, Ferris, & Weitzman, 2001).

Rewards and recognition means engaging in regular and appropriate financial compensation as well as team celebrations, recognition of years served at work, the success and/or milestones reached in the personal and professional lives of employees (Great West Life Centre for Mental Health in the Workplace, 2012).

Manager Relationship: Is the measurement to the measure the level of working relationship among the generation Y employees with their managers that relates to the job motivation

Generation Y: Or Gen Y means those who were born between 1981 to 2001 (Dries, Pepermans, & Kerpel, 2008; Strauss & Howe, 2006).

1.8 Organization of the Research

In this report, it will be organized into five chapters. The first chapter provides the background of the research, the problem statement, the research questions and objectives, the limitations of the study and definition of key terms. The second chapter explains and reviews the literature that will support this study which focus on the literature of the dependent and independent variables and also review on the related theories. Chapter three discussed on research methodology, research design and instrument to be used as the measurement tool. Chapter four will report the findings and the result from the data analysed and demonstrates the results of the research hypothesis as well as examines and discusses the interpretation of the research findings. Finally, chapter five will discuss the summary of the findings and make comparisons with the literature review, highlight the managerial implications and suggestions for future research.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In this chapter researcher, will discuss on several literatures that are related to this study, which include; the job motivation, the generations/cohort groups specifically in generation Y and the factors that could have influence generation Ys' job motivation. The three predicted motivational factors are work life balance, rewards and recognition, and manager relationship. Finally, the researcher will review two of the most well-known motivation theories.

2.2 Generation / Cohort Groups

A generation or so called a cohort group has been described as a group of individuals that are born within a specific duration of years that have sharing similar behaviours, values, characters as well as personality, because of the upbringing experienced they have been through (Howe & Strauss, 2000; Meier & Crocker, 2010). Currently, there are three cohort groups in the workforce, namely; Baby Boomers, Generation X and the Generation Y.

This Baby Boomers Generation, is born from year 1946 to 1964, is known as the post-World War II generation, which they have experienced significant social and technological changes (Howe & Strauss, 2007; Tay, 2011). This generation are known as idealistic, optimistic, reliable, ambitious and competitive. As employees, they have high work commitment, loyal to the employer, workaholics, willing to

sacrifice their personal life for working extremely hard and long hours for their career as well as to please their bosses (Crampton & Hodge, 2009; Eisner, 2005; Zemke et al., 2000).

Generation X is the individual that was born between years 1965 to 1980. Being the child of workaholic Baby Boomers parents, this generation always feeling less appreciated, overlooked and were describes as, “the most ignored, misunderstood, and disheartened” generation (Terri Nagle, 1999). Since they always being left alone at home and grew up unsupervised by their busy working parents, they become independent and self-reliant (Eisner, 2005; Howe & Strauss, 2000; Martin & Tulgan, 2006; Zemke et al., 2000). Gen X were brought up in the era of technology which computers and the internets are widely used, therefore they are technologically literate in fact they were the first generation that regularly use technology such as computers (Martin & Tulgan, 2006; Meier et. al., 2010; Pekala, 2001; Zemke et al., 2000).

As employee, generation X are known as the individualistic with sceptical attitude and seem to dislike to work in a team (Eisner, 2005; Glass, 2007; Martin & Tulgan, 2006). They seemed to actively seek for work life-balance and they refused to be workaholic like their parents, appear to be less loyal to their organizations as compared to the previous generation but still support change, especially if it relates to technology; (Glass, 2007; Pekala, 2001; Smola & Sutton, 2002; Zemke et al., 2000).

2.2.1 Generation Y: Born From 1981-2001

The generation Y are those who are born from year approximately 1981 to 2001. This young generation are also being called as ‘Gen Y’, ‘Nexters’, ‘Echo Boomers’, and ‘Generation Why-or Why Me’ attitude (Chester, 2002; Strauss & Howe, 2006; Zemke et al., 2000). According to Chester (2002), they are called generation *Why* because they are always curious to know ‘why’ before they make decision or agree on any matters. This generation are becoming a large workforce group after the Baby Boomers group which make many researchers agree that they are likely to have the power to shape society (Allen, 2004; Howe & Strauss, 2000; Zemke et al., 2000).

Generation Y is the most well educated, travelled and technology savvy generation, as compared to the generations before them. As their life are surrounding with technology such as computers and Internet, as well as hand phones, it would probably make them seem to be less focused on the outcome (Crampton & Hodge, 2009).

Generation Y’s attitude and values is distinct and very unique as compared to the generation before them (Eisner, 2005; Glass, 2007; Meier & Crocker, 2010; Pricewaterhouse Coopers, 2009; Weyland, 2011). Gen Y is known as individuals with confident, ambitious, optimistic and competitive (Eisner, 2005; Glass, 2007; Martin & Tulgan, 2001; Zemke et al., 2000).

On the other hand, researchers argue that generation Y negative characteristics are impatient, blunt and rude, pampered, lazy and less of respect (Buckley, Beu, Novicevic, & Sigerstad, 2001; Chester, 2002; Glass, 2007; Strauss & Howe, 2006; Weyland, 2011). They tend to detest restrictions and get bored quickly (Lowe, Levitt & Wilson, 2008; Pekala, 2001).

However, they are also having some similarities when compare to the generation X. Generation Y is also independent, techno-savvy, entrepreneurial, very talented, thrives on flexibility and hardworking (Eisner, 2005; Martin & Tulgan, 2001). At work, these two generations (X and Y) tend to be less committed to work if compare to the Baby Boomers counterparts. They tend to have lack of patience and whatever is wanted should occur now or else they get bored and dissatisfied (Crampton & Hodge, 2009).

According to Crampton and Hodge (2009), generation X and Y believe there is more to life than work or in other word, work toward a more balanced life especially for generation Y because they have faced experience observing their parents worked for long hours but finally being retrenched.

Gen Y is also been called as 'Trophy Generation' because of they were brought up in an environment that nobody will be a loser and everybody get a trophy just for showing up (Meier & Crocker, 2010). This generation always received constant feedback and praise especially by their parents. Therefore, since this 'Trophy Generation' always being praised, it may require more finesse approach in preparing them for receiving negative feedback from managers in order to make

them improve their performance. Failure to explain ‘why’ when giving instructions and orders to them may only gain compliance for a while, however later it may lead to potential resistance or lack of commitment (Crampton & Hodge, 2009).

This generation is also obsessed with their career development and promotions and wants the employer to promote base on skills, rather than seniority (Healy, 2008). Generation Y describe the ideal boss as someone who is flexible and empowering (Crampton & Hodge, 2009).

2.3 Job Motivation

Motivation is the set of attitudes that energizes channels and sustains human behaviour towards achieving their goals. Whereas, job motivation concerning with attitude which drive an individual’s behaviour towards their job (Ivancevich, 1998). Song, Wang and Wei. (2007) defined motivation as a set of attitudes and values which can drive people to behave on a specific or goal-directed manner while Guay et. al. (2010) refers motivation as “the reasons underlying behaviour”.

Employees motivation is one of the most important and challenging aspects of management (Robbins, & Judge, 2015). Gredler, Broussard and Garrison (2004) defined motivation as “the attribute that moves a person to do or not to do something”. Intrinsic motivation is motivation that is animated by personal enjoyment, interest, or pleasure.

According to Deci, Koestner and Ryan (1999), “Intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifest in behaviours such as play, exploration, and challenge seeking that people often do for external rewards”. Researchers always have different opinion to differentiate the intrinsic motivation with extrinsic motivation. However, educators’ traditional opinion considers intrinsic motivation to be more desirable than extrinsic motivation (Deci et al., 1999).

Robbins and Judge (2015) defined motivation as a process that account for an individual’s intensity, direction and persistence of effort towards achieving the goal and when it is discussed about work-related behaviour, it will refer specifically to the organizational goals.

Job Motivation is the motivation that exists among the employees in the workplace. Mathauer and Imhoff (2006) defined job motivation as “the willingness to exert and maintain an effort towards organizational goals”.

Based on the various definitions of motivation and job motivation, for the purpose of this study, the researcher concluded that the job motivation can be defined as the attitudes and values that influence an employee to act towards the job on a specific or goal-directed manner.

Olcer, as cited in Safiullah (2015) determined the ranked of employees motivating factors that are; job security, good relations with superiors, wage and appreciation on fair performance, trustful and cooperative relations with colleagues, appropriate

work environment, social development opportunities, group work, appropriate work and work rotation.

A recent study conducted by Hossain and Hossain (2012) revealed some new and different factors that affecting the job motivation, that are; good wages, job security, training and development, benefits, fair performance evaluation, positively accepting mistakes, availability of logistics supports, career development opportunity, flexible working hours (work life balance), recognition, challenging work and reasonable work.

For the purpose of this research, three predicted motivating factors have been selected based on the recent past studies that could have matched with the generation Y work values and preferences. The factors selected are work life balance, rewards and recognition and manager relationship.

2.4 Factors that Influence Generation Y's Job Motivation

As the largest cohort group in the workforce after the Baby Boomers, generation Y would bring a lot of impact to their organizations (Allen, 2004; Meier et.al., 2010; Zemke et al., 2000). The way to motivate the generation Y employees are differ from the generation before (Eisner, 2005; Glass, 2007; Kim et al., 2009; Kunreuther, 2003, Meier et al. 2010). Many researchers claimed that Gen Ys' are too demanding employees due to their high expectation and tend to have everything (Eisner, 2005; Lowe et al., 2008; Zemke et al., 2000).

Gen Y is known as the generation that like to change jobs many times as they wish in order to get what they need and expected from the organization (Kofman & Eckler, 2005; PricewaterhouseCoopers, 2009). That means if they are not satisfied at the organization that they are working, they will not hesitate to resign (Martin, 2005; Pricewaterhouse Coopers, 2009). Refer to PWCs' Malaysian survey, the result shows that 78% of gen Y respondents admitted that they are willing to be loyal and retain in the organization only if the organization willing to fulfill their requirement (PricewaterhouseCoopers, 2009).

During the tight labour market, employers have no choice but to fulfill the demand of generation Y, because these young generation could help to increase organizations' performance (Eisner, 2005; Kofman & Eckler, 2005; Myers and Sadaghiani, 2010; Weyland, 2011). Hence, employers must prepare to revise their current practices in order to meet to generation Ys' demand in order to motivate them to be a increase productivity and highly perform (Chester, 2002; Eisner 2005; Glass, 2007; Meier et al., 2010; Smola & Sutton, 2002; Tulgan, 2004; Weyland, 2011; Zakaria, Zainal & Nasurdin, 2012). Hence, this study will investigate the factors that were mostly reported by scholars to have influence on generation Ys' job motivation, which the researcher has identified into three factors categories that are; Work Life Balance, Rewards and Recognition, and Manager Relationship.

2.4.1 Work Life Balance

Work life balance, is a new concept for the young generation to achieve the balance between their personal life and working life (Jyothi & Jyothi 2012). Hill et al.

(2001) defined as the healthy balance between the two elements of life; work and private/family which is important to the individual's personal life and for businesses. Although in earlier studies the work life balance was relate to 'women's' issue, latter researches have agreed that men are also want to have a balance between work life and family life (Hill et al., 2001). In fact, previous studies also indicated that work life balance contributes to employee's motivation and job satisfaction, for instance, having the family-friendly programs at work and more flexible work schedules would be able to increase job satisfaction and productivity of the employees (Saltzstein, Ting & Saltzstein, 2001).

However, according to Twenge (2010) the work life balance is not equally important across generations as over time, generations tend to be less work-centric. For example, the Baby Boomers clearly are more focus on their work, while the younger generations; X and Y choose to live around their family life.

There are several past research proves that the work life balance factor have an influence on gen Y's job motivation. A survey conducted by Hewlett (2009) revealed that 87% of generation Y respondents agree that work life balance has a great influence on their motivation at work. These generation Y try very hard for achieving work life balance as they value their relationship and the quality of life with their families, more than they value for money (Buckley et al., 2001; Eisner, 2005; Tulgan, 2004; Weyland, 2011).

The reason for them to value this work life balance factor could be after experiencing how their boomer parents have sacrificed their personal life because of

work. This situation had make them developed a mentality of ‘work to live’ rather than ‘live to work’ (Eisner, 2005; Loughlin & Barling, 2001; PricewaterhouseCoopers, 2009; Weyland, 2011).

On the other hand, according to the research findings by PricewaterhouseCoopers (2009), they concluded that the work life balance is only accentuated more in Western cultures, whereas Asian countries show little shifts in cultures since the Asian employees do not expect this to occur anytime soon.

From the above literature, many researchers agreed that work life balance is an important motivation factor to the young generation. Therefore, it is predicted that work life balance have positive relationship with job motivation of the generation Y at the workplace and the first hypotheses is developed.

Hypotheses 1: There is a significant relationship between work life balance and job motivation of generation Y in co-operative sector.

2.4.2 Rewards and Recognition

Rewards are defined as financial factors to be paid in accordance with the employee’s work performance, and will follow up to improve fiscal and material gift (Rowley, 1996). Mondy (2012) defines rewards as all financial and non-financial compensation and incentives provided by organizations to their employees in return for their services.

According to Armstrong (2002), how people being rewarded financially and non-financially are based on how they have been valued by the organisation. This rewards concept is focussing on people instead of job, for example the individual performance-related pay scheme reflecting the financial compensation provided to the employees. Financial rewards can be given in a variety of forms such as increment, bonuses, profit-sharing plans and commission (Maimunah, 1992). Whereas, for non-financial rewards, five areas have been suggested by Armstrong (2002) that are: achievement, recognition, responsibility, influence and personal growth.

Szamosi, (2006) divided rewards into two categories which are tangible and intangible rewards. According to him, the generation Y agreed that both tangible and intangible rewards are important factors to motivate them at work. Since this 'trophy generation' always given at least a participatory prize even if they did not win when they were kids (Meier & Crocker, 2010), they demand for rewards for all their efforts (Ng, Schweitzer & Lyons, 2010; Pekala, 2001).

Recognition is defined as a way managers communicate to their employees to acknowledge and appreciate them because of their achievement towards specific goals or high performance results in the workplace (Glanz, 2002). This is a form of appreciation by the employers desired by the employees when they perform well which can make them motivated and productive. Recognition is a way to honour employees for a certain level of service for the purpose to encourage them to repeat such actions. (Glanz, 2002).

Rewards and recognition means engaging in regular and appropriate financial compensation as well as team celebrations, recognition of years served at work, the success and/or milestones reached in the personal and professional lives of employees (Great West Life Centre for Mental Health in the Workplace, 2012). Rewards and recognition has been used as motivational factor enhance employees' performance towards achieving organizational goals (Zakaria et al., 2012).

There are several past research proves that the rewards and recognition factor have an influence on gen Y's job motivation which includes financial rewards, non-financial rewards and recognition.

Many researchers agree that salary or cash is one of the biggest job motivator for generation Y (Hay Group Malaysia, 2010; Meier et al., 2010). Survey done in Malaysia revealed that financial rewards than non-financial reward are the motivating factors for gen Y (PricewaterhouseCoopers, 2009). This young generation expect their employers to reward them based on their performance instead of only based on age, experience and ranking (Eisner, 2005; Hill, 2002; Meier et al., 2010). They demand for instant rewards whenever they do well and have little confident in long term rewards (Eisner, 2005; Lowe et al., 2008; Martin & Tulgan, 2006; Meier et al., 2010).

Gen Y employees are also believed to get motivated with non-financial rewards. According to Glass, (2007) and Hewlett (2009) gen Y may not be motivated by money alone to retain in an organization. They are seemed to be interested more in non-financial rewards such as recognition, challenging work, work life balance and

opportunity to gain new experiences (Eisner, 2005; Hewlett et al., 2009).

In terms of recognition, according to Meier (2010), lack of praise and recognition at the workplace is one of the most demotivating factors for gen Y. Generation Y agreed that being recognized for their efforts encourage them to work harder whereas lacking of recognition would probably be one of the main reasons they leave the organizations (Meier et al., 2010).

Gen Y craves to receive consistent and timely basis recognition and feel meaningless if it is delayed (Ng et al., 2010; PricewaterhouseCoopers, 2009). Their impatient nature make them eager to get promoted and become successful (Chester, 2002; Gursoy, Maier, & Chi, 2008; Lowe et al., 2008; Ng et al., 2010).

On the other hand, there are also several past research shows that the rewards and recognition do not have relationship with job motivation of gen Y. Myers and Sadaghiani, (2010) also agreed that generation Y are more motivated in other aspects such as opportunity to gain for new experience, rather than money alone. (Hewlett et al., 2009).

Many authors in an opinion that even though monetary rewards is important, it does not become the first priority for gen Y (Hewlett et al., 2009; PricewaterhouseCoopers, 2009; Szamosi, 2006). Meier and Crocker, (2010) indicated that salary became number two after managers/supervisors' roles; which imply that salary may not be the factor that influent gen Y the most.

Eisner (2005) and Hewlett (2009) also agreed that this young generation are more motivated by non-financial rewards such as recognition, to gain new experience, challenging work and work life balance which means for them money is not the only reason that makes them work and retain in an organization. (Glass, 2007; Hewlett et al., 2009)

Although there are contradict opinion from previous researchers on the relationship between the rewards and recognition and job motivations of generation Y employees, researcher believes that there is positive relationship between this factor and the job motivation of gen Y based on more findings are supporting the positive relationship between these two. Therefore, it is predicted that rewards and recognition is positively related to the job motivation of the generation Y at the workplace and the second hypotheses is developed.

Hypotheses 2: There is a significant relationship between rewards and recognition and job motivation of generation Y in co-operative sector.

2.4.3 Manager Relationship

Management issues is one of the factors that always been associated with the employees' motivational characteristic at work, in fact could be one of the major sources that drives to employees' turnover (Society of Human Resource Management (SHRM), 2014; Meier et al., 2010). A survey conducted by SHRM (2014) revealed that for the third consecutive years, employees rated the relationship with managers' factor among the top five in the job satisfaction's

contributor list. Good management, support from immediate superiors and managers when occurring problems are among the main job motivation factors which can improve the employees' performance (Daneshkohan et.al. 2015).

Conversely, according to Hossain & Hossain (2012), employees' bad feelings towards their immediate superiors and managers lead to dissatisfaction and demotivation which will affect their performance. Unfair treatment, unfavourable supervision, bad interpersonal relationship, poor management skills and lack of appreciation are among the main factors that demotivate employees (Daneshkohan et al., 2015; Tyilana, 2005).

In order to increase job motivation and employees' performance, it was suggested that the employers need to strengthen their management capacities by focusing on the aspects such as management competencies, social support and responsibility, fairly treatment of employees and adopting effective performance management system (Daneshkohan, et al., 2015).

The relationship between the employees and their managers can be developed through task such as giving constant feedback, willing to accept ideas from employees, provide consultation, and non-task such as showing respect and caring employees as individual (Hossain & Hossain, 2012).

As referring to findings from previous study, some aspects that do have an impact on the employee's motivation are supervisors feedback about employee's performance, accepting their mistakes positively, accepting their comments and

suggestions, showing respect, showing interest on their personal matters and problems, caring, treat them as individual, trust and have confidence in them (Cook & Wall, 1980; Flaherty & Pappas, 2000; Glanz, 2002; Hossain & Hossain, 2012; Lai, 2009).

Empowerment is also another dimension that researcher include under Manager Relationship. Empowerment is defined as a process which managers and the subordinates help each other to acquire and use the power that affecting their work for making decisions (Schermerhorn et al., 2001). It is a process of power sharing by all for strategic understanding and decision making in such organization (Ahmad et al. 2009). A good practice of empowerment is usually related with a good relationship between the managers and the subordinates.

There are also several past research proves that the manager relationship factor has an influence on gen Y's job motivation such as the managers' interpersonal skills and management style, how the managers empower their employees and give them challenging task.

The relationship between the managers and the young employees at the workplace is very important. According to Deal (2007) there are always complain from gen Y employees that there is a lack of respect towards them in the workplace whereas older employees complain about the attitude of the young and new employees towards management.

Tolbize (2008) agreed that the young employees want to be respected, to be listened to and to be paid attention to what they want to say. He added that although gen Ys are comfortable with authority figures, they are not impress with titles, which make them want to interact naturally with their superiors. For example, they want to ask question on everything they want to know since gen Ys have been taught to ask anything they wanted to know. From their perspective, asking question does not mean disrespect and they do not believe in unquestionable respect. (Tolbize, 2008)

Gen Y employees are also demand for their managers to always be transparent, 100% honest and open with them, even on the information that only meant for senior employees. (Eisner, 2005; Gursoy et al., 2008). They are expecting for open and honest communication with their colleagues, immediate superiors, managers and also with their top-level bosses (Gursoy et al., 2008; SHRM, 2014). As the honesty and open communication are important to gen Y, open door policy and info sharing could help to instil a sense of trust and commitment in them (Chester, 2002; Glass, 2007; Lowe et al., 2008; PricewaterhouseCoopers, 2009).

The style of the managers in managing their employees must also suits with the gen Y desire. Rigid rules and regulations seem not to work well on generation Y employees as they do not favour micromanagement. They want to have some freedom at the workplace as well as in performing their task (Chester, 2002; Eisner, 2005; Lowe et al., 2008; Meier et al. 2010).

In the aspect of work, it is reported that clear instructions and guidance and timely feedbacks by the managers have positive relationship with job motivation of the

Generation Y employees (Eisner, 2005; Glass, 2007; Meier et al. 2010; Szamosi, 2006; Zemke et al., 2000).

As for challenging task and empowerment, according to Meier, (2010), gen Y are all geared up and eagerly want to be entrusted with challenging work and responsibilities. It was claimed that generation Y will get motivated and perform better when being assigned with challenging tasks (Chester, 2002; Eisner, 2005; Pricewaterhouse Coopers; 2009). If gen Y's talent is not fully maximized, they will be losing their interest to work and finally will resign (Lowe et al., 2008; Martin, 2005).

From the above literature, many researchers agreed that the manager relationship is an important motivation factor to the young generation. Therefore, it is predicted that manager relationship is positively related to the job motivation of the generation Y at the workplace and the third hypotheses is developed.

Hypotheses 3: There is a significant relationship between manager relationship and job motivation of generation Y in co-operative sector.

2.5 Motivation Theories

Motivation is defined as the psychological force which drives an individual's behaviour, determination and persistence in an organization (Jones & George, 2008). It is a process that directs, encourages and sustains behaviour and performance of a person (Luthans, 1998). Marchington and Wilkinson, (2008)

indicates that demotivated employees are likely to perform poorly and finally it will make the person leave the organization. According to them the understanding on what and how to motivate the employees at work is a very complex matter. That was the reason why there are many motivational theories that have been widely used to discuss and address on the employees' motivational needs in order to boost their performance towards achieving organizational goals.

The best-known theory of motivation is Abraham Maslow's hierarchy of needs. In this theory, Maslow hypothesized that a person's motivational needs are categorized in five levels of hierarchical; starts with physiological, safety and security, love and belongingness (social), self-esteem, and self-actualization needs (Ahmad, et.al., 2009). Figure 2.1 illustrates the hierarchical order of needs by Maslow.

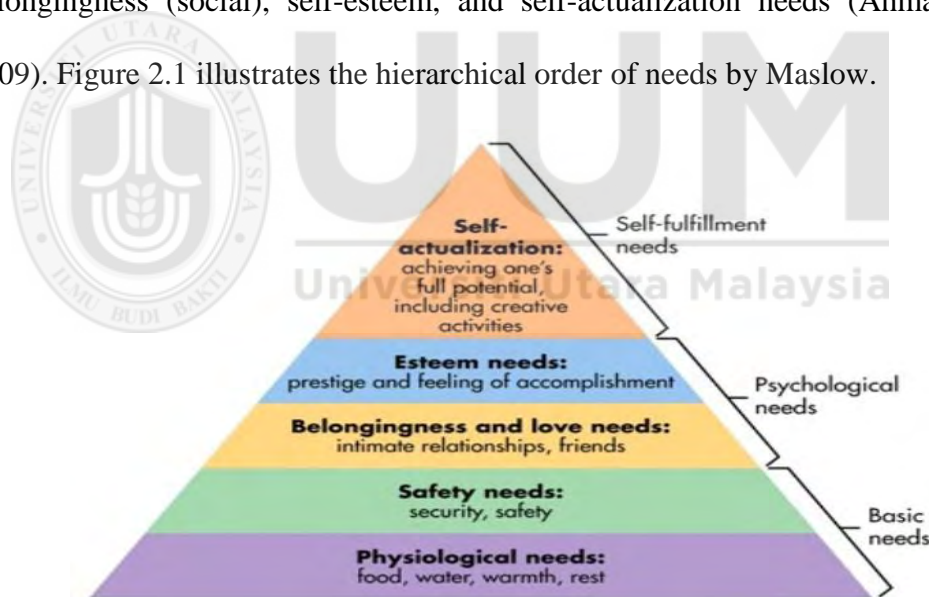


Figure 2.1
Maslow's Hierarchy of Needs (Source: McLeod, S., 2016)

Physiological is the lowest and the most basic needs of a human being in the hierarchical. It refers need for food, water, sleep, rest etc. The next level of the needs is safety needs which mean physical safety and security. The third level is social or love/belonging needs. This level of needs corresponds to the affection and

affiliation needs including the need in social acceptance. The next level of the needs is esteem needs which represents the higher needs of human. At this level, an individual is desired for power, need for achievement or status. The highest level of human being needs is self-actualization. At this level, the person is self-fulfilled and aware of his or her potential (Zainal Ariffin et.al., 2009).

The model illustrates that an individual will seek to fulfil his or her lower level of needs before move to the next higher level of needs. Once the need was fulfilled, it will not become an effective motivator anymore. An individual's level of motivation will depend on which stage of the hierarchy a he or she is at (Maslow, 1943).

Another well-known motivational theory is Herzberg Two-Factor theory. This theory is also being called as a motivation-hygiene theory which relates to intrinsic factors that lead to job satisfaction and associate extrinsic factors that lead to dissatisfaction (Herzberg, 1959). Figure 2.2 illustrates the Herzberg's Two-Factor Theory.



Figure 2.2
Herzberg's Two-Factor Theory (Source: Bosman, M., 2011)

In this theory, Herzberg postulated that in any work situation, individuals can distinguish between the factors that satisfy and those that dissatisfy them. He identifies hygiene factors as the reasons for job dissatisfaction and motivation factors as the reason for dissatisfaction (Zainal Ariffin et.al., 2009)

Herzberg hypothesized that when the motivator factors such as promotion, recognition, challenging work, etc., are in place, the people will be motivated, and when hygiene factors such as salary, benefits, good working conditions, etc., are in place, it will prevent the feeling dissatisfaction.

Based on the above elaborations, it is possible to conclude that job motivation could be affected by the internal and external forces which influence individual's degree of willingness and choice to engage in a certain specified behaviour and action. These motivational theories are to analyse and predict the reasons that arouse and direct people to choose certain behaviours at the workplace, specifically.

2.6 Conclusion

In this chapter, some areas that covered on this research were reviewed. These areas included the Generation/Cohort groups, three factors that were identified to have influence on generation Ys' job motivation and the Motivation theories that able to motivate employees. The literatures are discussed, to determine the best that explains factors that influence generation Ys' job motivation in co-operative sector.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

Research method is defined by Sekaran (2003) as techniques to be used to conduct research. In this chapter, it will cover the Research Framework of this study, Research Design, Measurement of Variables/Instrumentation, Data Collection and its Procedure, Sampling and Data Analysis Techniques. The researcher will also explain the theoretical framework, hypothesis formulation and the pilot test result as well as the discussion on the statistical techniques for the purpose of data analysis.

3.2 Research Framework

This study is specifically to examine the relationship between factors that have influences with generation Y's job motivation in the Co-operative Sector. The dependent variable for this study is; Job Motivation whereas the independent variables are the three factors; Work Life Balance, Rewards and Recognition, and Manager Relationship. The research framework for this study is as shown in Figure 3.1.

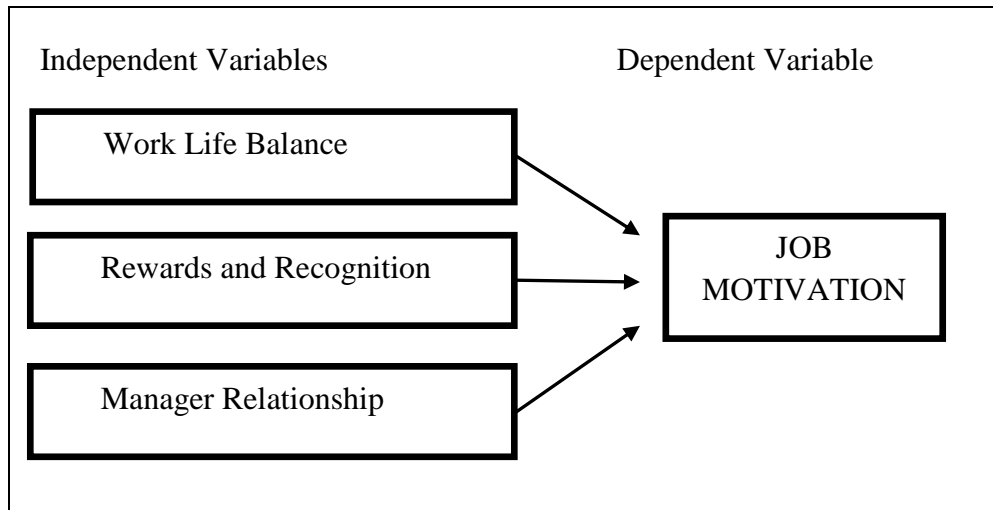


Figure 3.1
Research Framework

3.3 Hypotheses Development

Research hypotheses are the specific testable predictions made about the independent and dependent variables in the research. Hypotheses are developed based on the particular independent and dependent variables that to be used in the research (Sekaran & Bougie, 2010).

In this study, the hypotheses will examine the relationship between generation Ys' job motivation (dependent variable) and the three motivational factors (independent variables); Work Life Balance, Rewards and Recognition, and Manager Relationship. Each variable could have different effect on job motivation of respondents and thus respective finding and outcome for each variable will have been at great attention of this study. Hence, the hypotheses of this study are as follows:

Hypotheses 1: There is a significant relationship between work life balance and job motivation of generation Y in co-operative sector.

Hypotheses 2: There is a significant relationship between rewards and recognition and job motivation of generation Y in co-operative sector.

Hypotheses 3: There is a significant relationship between manager relationship and job motivation of generation Y in co-operative sector.

3.4 Research Design

This research is specifically analysing connection within the dependent variable (DV) which represents by job motivation of generation Y in co-operative sector and the independent variables (IV) which represent by three motivating factors that are: Work Life Balance, Rewards and Recognition, and Manager Relationship. The study will comprise of descriptive and inferential statistics.

The study attempted to quantify three of the motivating factors and the generation Ys' job motivation in co-operative sector. Quantitative research will be used for this study to determine the relationship between the three motivating factors and the job motivation.

The quantitative method will be used because it allows statistical analysis to ensure reliability and validity of the data (Ghauri & Gronhaug, 2005). Quantitative data can be transformed into numbers, in a formal, objective and systematic process to

produce information and describe variables and examine their relationship (Brink & Wood 1998; Burns & Grove 1993).

Therefore, questionnaires will be used to collect the data to determine the relationship between independent variables and dependent variables of this study. Thus, data will be collected from a number of generation Y working in the co-operatives sector.

3.5 Measurement of Variables/Instrumentation

The instrument used to measure the variables is through the data collection process. The researcher is using primary data that is survey questionnaires. The survey questionnaire was developed by previous researchers that were selected as a result of an analysis of previous studies and a review of the literature.

The survey questionnaire is divided into three sections; Section A - Respondent's Profile, Section B - Factors that Influence the Job Motivation of Generation Y and Section C – Job Motivation (refer to Appendix A).

Section A serves to gather demographic information of the respondents, which are: gender, age, marital status, race, highest education, years of working experience in co-operative and monthly income. Nominal scale is used for this section.

Section B is designed to assess the degree of influence of these three factors on the job motivation of generation Y. Respondents were asked to respond to the items by

indicating their level of agreement with the statements in the questionnaire using a 5 - point Likert scale (1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Agree). This category of scale was chosen because based on Hair et al. (2007) which usually being used by respondents to avoid the extremes in responding to the questionnaire items.

Section C is designed to measure the overall job motivation level of generation Y employees in the co-operative sector which relates to the three motivating factors using a 5-point Likert scale as well. The questionnaires that the researcher used is adopted and adapted from the previous studies by various researchers as stated in Table 3.1.

Table 3.1
Measurement of Variables and Sources

Measurement of Variables	No of Questions	Source
i) Work Life Balance (IV)	6	Hill et al. (2001)
ii) Rewards and Recognition (IV)	6	Weiss et al. (1967)
iii) Manager Relationship (IV)		
- Interpersonal and Management Style	4	Cook & Wall (1980)
- Empowerment (Self-Determination)	3	Spreitzer (1995)
iv) Job Motivation (DV)	7	Weiss et al. (1967)
Total	26	

3.6 Population and Sampling

Population is an entire group of entities which can be people, events or things of interest that sharing some common set of characteristics which the researcher wishes to investigate. Whereas sampling is an element of data collection, which

defined as a fragment of the population that is selected for the research process. It usually involves in any procedures and use small number of items or parts of the whole population to make conclusions regarding the whole population (Sekaran & Bougie, 2010).

In regards to this study, researcher decided to select the generation Y employees in Angkatan Koperasi Kebangsaan Malaysia Berhad (ANGKASA), as the population to represent the generation Y employees of co-operative sector. The reason for the researcher to select the gen Y employees of ANGKASA is because ANGKASA is recognized by the Malaysian government as an apex co-operative to represent the Malaysia Co-operative Movement nationally and internationally. ANGKASA has 15 branches all around Malaysia.

After determining the selected co-operative to conduct the study, the selection of respondents' population was decided to be the generation Y employees of ANGKASA. As provided by Human Resource Development Department of ANGKASA, the total number of generation Y employees as at 31 May 2016, is 340 which is the population; $N=340$.

The sample size is determined using the scientific guidelines for sample size decision table by Krejcie and Morgan (1970), as cited in Sekaran and Bougie, (2010). According to Krejcie and Morgan (1970), the acceptable sample size for 340 populations is 181.

A list of all the gen Y employees of ANGKASA with information on their name, department and location was obtained to represent the population. Researcher identified sub-groups of the gen Y employees within the population based on the location or branches. The reason for doing this is to get information from representatives of all the branches that are different by geographical areas which probably have different work culture and motivating factors.

Researcher personally decided to use disproportionate stratified random sampling procedure to collect data from gen Y employees. Stratified random sampling is an efficient research sampling design because it provides more information for a given sample size (Cavana, Delahaye & Sekaran, 2001) whereby, for this research stratification of the population is by geographic areas which is by region. Disproportionate sampling decision are made is because some strata or in this case the region, have large number of gen Y employees and some are only few number of them.

3.7 Data Collection

Data for research or study was obtained from two ways which are primary and secondary data. According to Sekaran (2003), the primary data is acquired through individuals or focus group, while the secondary data can be acquired from organization record, government distribution or from the site.

In this regard, this study focuses on using the primary data and secondary data. Primary research data consists of a collection of original primary data collected by

the researcher. The researcher also reviewed secondary research data or by analysing journals, books, articles and organization record or data after the researcher has gained some insight into the issue.

Upon receiving the list of gen Y employees from Human Resource Development Department, the population of all the ANGKASA's branches were segregated into five regions; northern, central, southern, east coast and East Malaysia. Northern region represents respondents from in Perlis, Kedah, Langkawi and Perak. Central region represents respondents from Kelana Jaya (headquarters), Wilayah Persekutuan, Selangor and Negeri Sembilan. Southern region represents respondents from Malacca and Johor. East coast region represents respondents from Pahang, Terengganu and Kelantan, and finally East Malaysia represents Sabah and Sarawak respondents.

Quantitative data collection started from 1st June 2016 and ended on 30th June 2016. A total of 220 questionnaires were distributed to the respondents in order to get sample size of 181 based on guideline provided by Krejcie and Morgan (1970) for the population of 340. The questionnaires were personally distributed to the target group by hand and via e-mail for the respondent who are based at branches. Respondents were informed briefly on what they were supposed to do during the distribution of questionnaire. The respondents will also be given an opportunity to ask and highlight any questions that they do not understand.

Respondents were given a week to complete and return the completed answered questionnaire. Some of the questionnaires were collected after one day of

distribution and few respondents returned the completed questionnaires immediately on the day they received it. However, some respondents returned it after a week due to they were outstation. This study managed to collect 181 questionnaires out of 220 distributed or 82% of the total questionnaires as targeted. Table 3.2 shows the samples collected based on region by using disproportionate stratified random sampling.

Table 3.2:
Data Collected: Disproportionate Stratified Random Sampling

Regions	No of Elements	Questionnaires Distributed	Sampling Collected
i) Northern	26	18	15
ii) Central	251	170	138
iii) Southern	11	6	4
iv) East coast	20	10	8
v) East Malaysia (Sabah & Sarawak)	32	16	16
Total	340	220	181

3.8 Techniques of Data Analysis

The types of data analysis techniques used for this study are as follows:

3.8.1 Descriptive Analysis

Descriptive analysis is the basic features of the data in a research. It provides simple summary about the data of the sample that was tested and the statistics. It describes about what the data is and what the data shows. In this context, it is the mean and the percentage.

3.8.2 Data Analysis System

The quantitative data collected from the respondents were analysed using Statistical Package for the Social Science (SPSS) version 22.0 software. SPSS is computer software which commonly used by researchers to run a test and do statistical analysis. SPSS is a good statistical package that usually use by those who want to do quantitative research because this system is simple and easy to use. The frequency, mean and standard deviation that are computed, is used to measure the average and the variations of the results. A correlation test has also been carried out for the motivation factors and the level of motivation of the respondents in order to determine whether there is a positive relationship between the independent variables and dependent variable.

3.8.3 Correlation Test

Pearson Correlation Coefficient analysis will be carried out to identify as to whether there are significant relationships between the independent variables (Motivating Factors) and the dependent variable (Job Motivation). Davies (1971) describes the relationship between the independent variables and the dependent variable as below:

- i. 0.7 and above – very strong relationship,
- ii. 0.50 to 0.69 – strong relationship,
- iii. 0.30 to 0.49 – moderate relationship,
- iv. 0.10 to 0.29 – low relationships and
- v. 0.01 to 0.09 – very low relationship.

To find out whether the data is reliable, the researcher tests the data collected to obtain the Cronbach's Alpha as well as to measure the internal consistency, that is, how closely the set of the items are related as a group.

3.8.4 Pilot Study

A pilot study is a mini version of data collection before the final data collection commences to test for validity and reliability. Reliability and validity verification of a methodology is an integral part of a research (Morse et al., 2002). This test is able to reduce the failure risks of the research as it helps researchers find out if there is anything wrong with their survey before they proceed further (Van Teijlingen & Hundley, 2001). In this research, researcher uses Cronbach's Alpha Coefficient to measure the internal consistency of the scale. The result of the Cronbach's Alpha Coefficient must be above 0.7 for a scale to be considered as valid and reliable (DeVellis, 2003).

The pilot test conducted for this research was done on a sample of 30 co-operative's employees using a convenience sample. The Cronbach's Alpha Coefficient is as shown in Table 3.2. All scales have Cronbach's Alpha Coefficients 0.7 and above. This signifies that the scales are valid and reliable.

Table 3:3
Cronbach's Alpha Coefficient for pilot study

Motivating Factors	Cronbach's Alpha	No. of Questions
(I) Work Life Balance	0.830	6
(II) Rewards and Recognition	0.778	6
(III) Manager Relationship		
- Interpersonal & Leadership	0.785	4
- Empowerment (Self- Determination)	0.745	3
(VI) Job Motivation	0.849	7

3.8.5 Multiple Regressions

The variables are jointly regressed against the dependent variables in order to explain the variance. As for analysis, a multiple regression analysis exists once there is more one indicator is together relapsed against the criterion variable. The result can be clarified once it is reached at the point when the R-square value, the F statistic, and its noteworthiness level are known. Here, the value or the total variance in the dependent variable described by the predictor is represented by the square of the multiple r , R-square or R^2 .

3.9 Conclusion

This chapter discussed about the test used by the researcher which include the descriptive statistic, reliability test, Pearson's Coefficient and multiple regression. A pilot study was conducted to test the validity and reliability of the instrument. It is also discussed about the data collection process and data analysis. SPSS program version 22 are used to analyse data and the result.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the result obtained from the research that has been conducted on 181 generation Y employees working in the co-operative sector. The findings of the data collected from the sample population were analysed using SPSS version 22.0 software. Description on the results of this study is divided into four sections. The first section analyses the reliability of the findings of the variables. The second section will present on the respondents' profile which is on the respondents' demographic characteristics. A summary of descriptive statistical analysis of all the independent and dependent variables in this study will also be presented. The fourth section presents the result on the relationship between the variable of the study and regression analysis.

4.2 Reliability of Instrument

A set of questionnaire has distributed to 220 respondents from selected sample within four weeks and managed to collect a total of 181 copies from the respondents for analysis. The questionnaire consists of 26 questions that are divided into three parts, which are demographic profile, job motivational factors and overall evaluation of job motivation. As for the job, motivational factors, it has been segregated into work life balance factor, rewards and recognition factor and manager relationship factor derived from discussion on theoretical framework and

previous study.

The Cronbach Alpha (α) test has been used to see the reliability of the questionnaire. The researcher used the reliability for the three job motivational factors that were chose as independent variables and the overall evaluation of job motivation as a dependent variable.

The first job motivational factor tested was Work Life Balance which consists of six items. The result (Appendix A) shows that the value of Cronbach Alpha (α) for all the six items under Work Life Balance factor. The result the first-time tested shows that the value of overall Cronbach Alpha (α) is 0.526 which means it is not reliable. However, when item 5 was removed from the list, the overall Cronbach Alpha (α) for the Work Life Balance factor shows 0.79.

As for the second independent variable; Rewards and Recognition, there are six items were tested under this factor. The result of the test shows that the value of the overall Cronbach Alpha (α) for this factor is 0.845. Manager Relationship is the third independent variable tested which have seven items under this factor. The result of Cronbach Alpha (α) value of this factor shows 0.893. Lastly for overall evaluation of the Job Motivation, the value of the Cronbach Alpha (α) is 0.845. Table 4.1 shows the results of the final reliability test as explained above.

Table 4.1
Reliability of Test

Variables	No of Items	Cronbach Alpha (α) Value (n = 181)
Work Life Balance	5	0.790
Rewards and Recognition	6	0.845
Manager Relationships	7	0.893
Job Motivation	7	0.845

Since the reliability coefficient of 0.70 or higher is considered reliable and acceptable in most social science research study, it can be concluded that the instruments used by the researcher are acceptable and reliable because the value of the Cronbach Alpha (α) are all above 0.70.

4.3 Demographic Analysis

This section reports on the background of respondents from several aspects such as gender, age, marital status, race, educational level, salary range and years of experience in co-operative sector. A total of 181 Co-operative's generation Y employees were involved in this study.

Table 4.2 shows the information on the respondents' gender, age, marital status, and race. From the table, the findings of the demographic analysis on gender show that out of 181 generation Y respondents; 43.6% were male and 56.4% were female.

Table 4.2

Demographics Profile of Respondents: Gender, Age, Marital Status and Race

Demographics	Characteristics	Frequency (N=181)	Percent (%)
Gender	Male	79	43.6
	Female	102	56.4
	Total	181	100
Age	20 years old & below	3	1.7
	21 – 30 years old	85	47.0
	Above 30 years old	93	51.4
	Total	181	100
Marital Status	Single	55	30.4
	Married	125	69.1
	Others	1	0.6
	Total	181	100
Race	Malay	175	96.7
	Chinese	1	0.6
	Indian	0	0
	Others	5	2.8
	Total	181	100

About half (51.4%) of the respondents are above 30 years old, follow by 47% of the respondents aged between 21 to 30 years old and 1.7% aged 20 years and below.

Figure 4.1 shows the findings in a format of a pie chart.

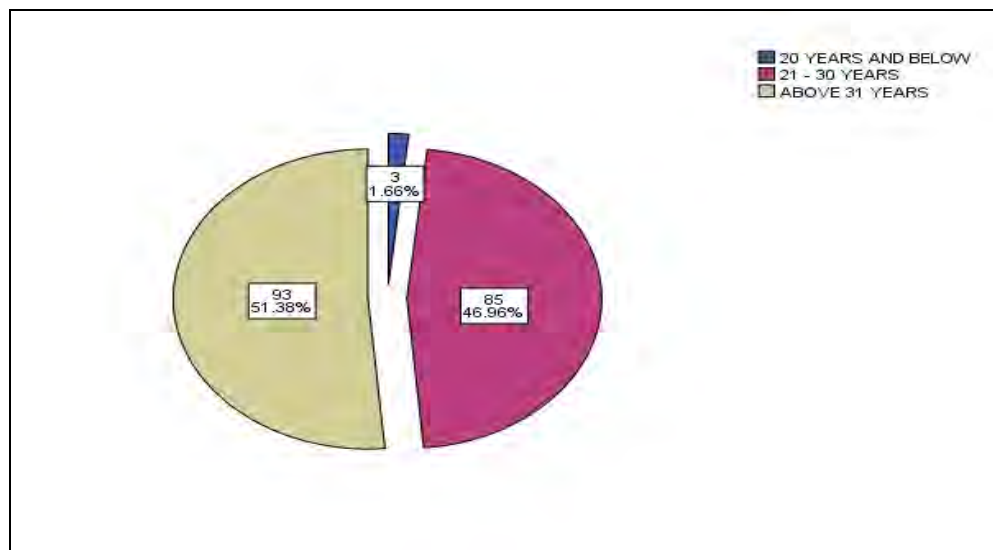


Figure 4.1

Respondents Age Range

The next category is the marital status which shows that more than half (69.1%) of the respondents are married, 30.4% are single and 0.6% are others which referring to divorced or widow.

As for respondents' race, Figure 4.2 shows that Malay represents the largest group in this survey which is 96.7%, other races about 2.8% and Chinese represents 0.6%. There is no Indian respondent participated in this survey because there is no Indian employees working in the co-operative where the study has been conducted.

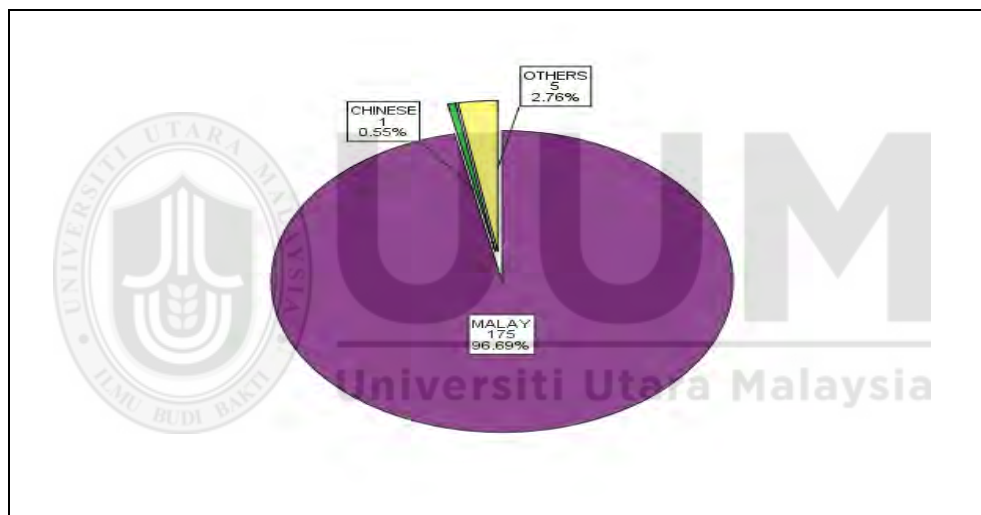


Figure 4.2
Respondents Race

Table 4.3 shows the information on the respondents' highest qualification, salary range and years of joined co-operative.

Table 4.3

Demographics Profile of Respondents: Qualification, Salary Range and Years of Experience

Demographics	Characteristics	Frequency (N=181)	Percent (%)
Highest Qualification	PMR	1	0.6
	SPM /Certificate	66	36.5
	STPM / Diploma	60	33.1
	Degree	49	27.1
	Master and above	5	2.8
Total		181	100
Salary Range	RM900 – RM2000	79	43.6
	RM2001– RM3,000	49	27.1
	RM3001 – RM4000	40	22.1
	RM4001 and above	13	7.2
Total		181	100
Years of Joined Co-operative	Less than 2 years	19	10.5
	2 – 5 years	67	37.0
	6 – 10 years	81	44.8
	Above 10 years	14	7.7
Total		181	100

The next category is the highest education of the respondents. Referring to figure 4.3, the gen Y employees who have SPM represent the highest percentage which is 36.5%. It was followed closely by the respondents who have STPM / Diploma with 33.1%, a Degree holder which represent 27.1%. Only 2.8% of the respondents have a Master Degree and above the remaining of 0.6% passed PMR.

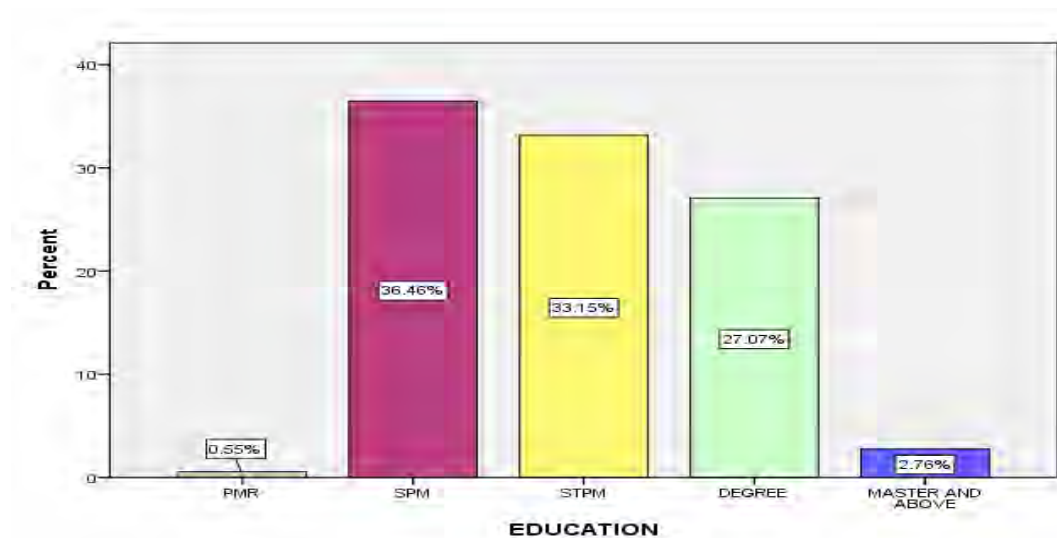


Figure 4.3
Respondents Highest Education

Derived from the same table, it shows that the most of the respondents are earning salary between RM900 to RM2000 per month which represent 43.6%. Those earning salary between RM2001 to RM3000 represents 27.1%, follow by those who earning RM3001 to RM4000 with 22.1%. Only 7.2% of the respondents are earning the salary above RM4000 per month.

Lastly, the figure 4.4. below, shows the category for the years of experience in co-operative. By referring to this, the majority of the respondents work in the co-operative between 6 to 10 years which represents 44.8% follows by 37% of those years of experience between 2 to 5 years. 10.5% of the respondents work less than 2 years in co-operative and the remaining of 7.7% work above 10 years in co-operative.

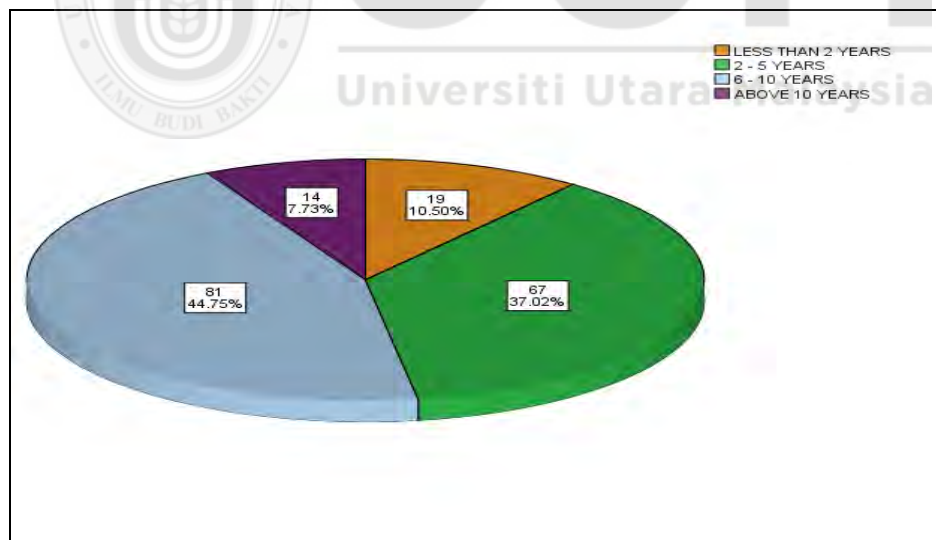


Figure 4.4
Respondents Years of Experience in Co-operative

4.4 Descriptive Statistics – Job Motivational Factors Analysis

This section represents the findings on the job motivational factors towards the gen y employees' job motivation. There are there job motivational factors that were identified to be tested in this study which are work life balance, rewards and recognition and manager relationship.

Table 4.4:
Analysis of Minimum, Maximum, Mean and Standard Deviation

Variables	N	Minimum	Maximum	Mean	Standard Deviation
Work Life Balance	181	2	5	3.75	0.44
Rewards and Recognition	181	1	5	3.65	0.64
Manager Relationship	181	2	5	3.93	0.60
Job Motivation	181	2	5	3.97	0.47

Table 4.4 presented the descriptive statistics of four variables. The independent variables are work life balance, rewards and recognition and manager relationship while the dependent variable is job motivation. The table shows the data result from the analysis of minimum, maximum, mean and standard deviation.

From the table, the mean of all the variables are observed as above moderate to high. The highest mean value for independent variable is 3.93 for manager relationship which indicates that most respondents agreed that they have good relationship with their managers. On the other hand, the lowest mean value among the variables is 3.65 for rewards and recognition factor.

As for the job motivation, the values of the minimum and maximum indicate the

lowest and highest level of the respondents' job motivation. The data shows that the minimum value of the respondents' job motivation is 2 and the maximum value of the respondents' job motivation is 5. The mean value of this dependent variable is 3.97 which indicate more than average of the respondents is motivation in their job.

As for the standard deviation, by referring the findings from the same table, it shows that the values of all the standard deviation variables are low and below the mean value. It indicates that the data of all the variables are closely clustered around the mean of every variable respectively. Therefore, the result shows that the data of all the variables is statistically significant.

4.5 Relationship Between Variables

In this research, correlation test has been used to investigate the relationship between each independent variable; which is work life balance, rewards and recognition and manager relationship, with the dependent variable, which is job motivation.

Table 4.5:
Correlation of Variables with Job Motivation

Variables	r Value	p Value
Work Life Balance	.195**	0.008
Rewards and Recognition	.187*	0.012
Manager Relationship	.407**	.000

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4.5 shows a weak positive correlation between work life balance and job

motivation of the respondents ($r=0.195$, $p < 0.01$). A p-value of 0.008 means that the result of the test is significant at 99% confidence interval.

As for the second independent variable, the result indicates a weak, positive correlation between rewards and recognition factor and the job motivation ($r= .187$, $p < 0.05$). The Rewards and Recognition appears to have the weakest correlation with the job motivation of gen Y in co-operative sector among the three independent variables. A p-value of 0.012 means that the result of the test is significant at 95% confidence interval.

Result shows a moderate positive correlation between manager relationship and job motivation ($r= .407$, $p < 0.01$). A p-value of 0.000 means that the result of the test is significant at 99% confidence interval. In comparison, it shows that among all the independent variables, the manager relationship has the strongest correlation with the current respondents' job motivation. The results of correlation analysis provide initial support for the study of the alternate hypotheses. Those variables are predicted to have an association with the dependent variable, which is job motivation.

4.6 Multiple Regression Analysis

Multiple Regression analysis was used to examine the relationship between variables. The results of the test are usually used by researcher to ascertain the casual effect of one variable upon another. In this study, the researcher used multiple regression analysis to test the influence of work life balance, rewards and recognition and manager relationship towards job motivation.

Table 4.6:
Multiple Regression Analysis on Job Motivation

Variables	Beta (β)	Sig
Work Life Balance	.051	.493
Rewards and Recognition	-.015	.850
Manager Relationship	.395	.000
R Square (R^2)	.168	
Adjusted R Square (R^2)	.154	
F value	11.907	
Sig F	0.000	

* $p < .05$, ** $p < .01$

The result of multiple regression analysis is presented in table 4.6. As can be seen, the whole model explained only 17% of the variance in the job motivation. This result indicates that there are other factors that contribute the job motivation of the gen Y employees in co-operative sector.

This statistic (β and sig value) is use to determine whether the respondents agree that there is a relationship between every independent variable and the dependent variable. The result shows that of the three independent variables, only manager relationship ($\beta=0.395$, $p<0.01$) is significantly related to job motivation as the test has reached the statistical significant of 0.000 which is $p<0.01$. The other two independent variables; work life balance ($\beta=0.051$, n.s.) and rewards and recognition ($\beta=-0.015$, n.s.) are not significantly related to job motivation of the respondents.

In chapter 3, the researcher has developed hypotheses to be tested in this research. Therefore, based on findings, only one hypotheses tested is proven to have

relationship with job motivation which is the manager relationship factor. The Beta (β) value of 0.395 and sig. 0.000 proved that the manager relationship have positive relationship with job motivation of the gen Y employees in co-operative sector.

Whereas the Beta (β) value of 0.051 and sig. is 0.493 for work life balance and the Beta (β) value of -0.015 and sig. is 0.850 for rewards and recognition, rejected the hypotheses tested. In another word, the work life balance and the reward and recognition factors have no significant relationship with job motivation of generation Y in co-operative sector.

4.7 Conclusion

In this chapter, researcher use SPSS to process the data. Based on the data collected, analysis of reliability, validity, descriptive statistic and correlation coefficient test have been conducted. Hypotheses developed earlier are also tested. Refers to the results of findings in this chapter, only one of the three hypotheses developed is proven.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 Introduction

The main objective of this research is to examine the three predicted factors that could have an influence on generation Ys' job motivation in the co-operative sector. The sub research objectives are as follows:

- i. To determine the relationship between work life balance and job motivation among generation Y in co-operative sector.
- ii. To determine the relationship between rewards and recognition and job motivation among generation Y in co-operative sector.
- iii. To determine the relationship between manager relationship and job motivation among generation Y in co-operative sector.
- iv. To identify the strongest predictor among the three independent variables.

Regarding that, the hypotheses were tested and demonstrated that only one out of three factors is significant and has positive relationship. Therefore, this chapter will summarize the key findings according to the research objective and discusses the significance of the findings. This chapter will end with recommendations for future research to be carried out where appropriated.

5.2 Significant of the Findings

This section will compare the key findings for this study with the literature review from Chapter Two and the current practices and cultures of co-operative sector that could affect the result of the findings. The following discussion of arguments and justifications were then conferred.

5.2.1 Discussion on Findings for Work Life Balance

The first research objective is to determine the relationship between work life balance and job motivation among generation Y in co-operative sector. The results of correlation analysis provide initial support for the study of the hypotheses. This variable is predicted to influence the dependent variable, which is job motivation.

The data from the questionnaires reveals that majority of the respondents agree that they are able to balance their work and personal life. The mean for the work life balance factor is 3.75, which shows that it is somewhat high. That means that the respondents feel that they are able to balance their work and their life.

The reason of this result could be because the employees who are working in the big co-operative organization have been provided with many facilities. One of the facilities provided is a nursery for the employees to send their children there. Not only that, the non-rigid working environment in this sector could have made the young employees feel comfortable and able to balance their work and personal life. The co-operative organization is also hold many social activities that involves

families and communities such as family day and trips, sports and recreation activities, co-operative days (school, states and national level), co-operative voluntary team activities, etc. In addition, there are also facilities provided by co-operative that have extended to the families and communities such as gymnasium, co-operative shops and education and personal loan facilities.

These facilities are able to cater to the needs and the lifestyle of the generation Y and also the diverse workforce. When their needs on personal and family have been taken care, they are less worry and their mind could focus on other matters including their work.

However, after researcher analysed the data collected to examine the relationship between variables by using multiple regression analysis, the result shows that the work life balance does not have an influence towards the job motivation of the gen Y employees. Although many previous studies and literatures have proved that work life balance is important to young employees' motivation (Buckley et.al., 2001; Eisner, 2005; Hewlett, 2009; Saltzstein et.al., 2001; Tulgan, 2004; Weyland, 2011), the result of this study shows that this factor does not drive the job motivation of the gen Y employees in the co-operative sector.

The reason could be because they are enjoying these facilities provided by the organization and experiencing the lenient and flexible work culture from the day they join the organization. They already feel that the work life balance is part of their working life or in other word; they have already experience the work life balance at the workplace. They probably feel that this kind of environment and

work culture is the corporate social responsibility of the employer towards their employees. They probably do not feel the impact and cannot imagine if such facilities is no longer being provided in the organization and the working culture become rigid and strict.

If we relate to the Herzberg Two-Factor Theory, the work life balance factor is categorized under hygiene factors and not under motivator factors. Under this hygiene factors when this factor is in place, it will prevent the feeling dissatisfaction but if it is not, a person will become dissatisfied. Meaning that if the young generation feel that this work life balance factor is absent or lacking it could result to dissatisfaction which may distract their work. This results somehow seems to support this theory as this factor is under the hygiene factors and not under motivator factors.

5.2.2 Discussion on Findings for Rewards and Recognition

The second research objective is to determine the relationship between rewards and recognition and job motivation among generation Y in co-operative sector. The result of correlation analysis shows that this variable is predicted to influence the dependent variable, which is job motivation which provides initial support of the hypotheses for the study.

However, after researcher analysed the data collected by using multiple regression to examine the relationship between variables, the result shows that the rewards and recognition also does not have an influence towards the job motivation of the gen Y

employees. This result supported the previous studies and literatures by some researchers such as Eisner (2005), Glass (2007), Hewlett (2009), Meier and Crocker (2010) and Szamosi (2006), agreed that rewards and recognition that do not have relationship with the job motivation of generation Y.

There could be few reasons to justify that the rewards and recognition factor is not significant with job motivation of gen Y in the co-operative sector. One of the possible reason is the working culture in the co-operative which promoting working togetherness. Besides the individual job responsibilities, as mentioned earlier, co-operatives have many programmes that involve community such as Hari Koperasi Negeri and Kebangsaan, Hari Koperasi Sekolah, Hari Wanita Desa etc. which the employees used to work together as a team to ensure the success of the programs because the support from the community and co-operators are important to the existence of the co-operatives. Therefore, team rewards across the board seems to be more important than the individual rewards. In co-operative, it is believed that everybody should work as a team to contribute to the success of the organization.

Hence, the rewards are designed more to suits with the team performance or across the board in the organization rather than on merit for individual performance or in other words, very little on individual rewards or merit.

As the work culture encourage more on team performance, it is possible that the individual competitiveness among the employees is lacking in this sector. Employees are comfortable to work together in a team. The co-operative work environment encourages for high team spirit rather than the individual performance.

However, this culture could make the high performer employees feel demotivated. They could feel disappointed because after they have put an effort to perform well, they will still be getting the same pay or rewards like others who are an average performer. This will make them feel that their hard work and effort were not noticed and recognized. The high performer employees will feel that they are not being rewarded the way they should be and not being paid for the work they have done.

This situation proves the findings from the previous researcher about the gen Y that expected to be rewarded based on their performance instead of only based on age, experience and ranking (Eisner, 2005; Meier et al., 2010; Hill et.al., 2002). They demand for instant rewards whenever they do well and have little confident in long term rewards (Eisner, 2005; Lowe, et al., 2008; Martin & Tulgan, 2006; Meier, et al., 2010).

The descriptive analysis statistics also shows that the mean of the rewards and recognition factors are the lowest among the other two factors. The data from the questionnaires reveals that most of the respondents feel that they did not get a noticed when doing a good job and do not have a bid chance for promotion on their job.

The reasons for the respondent to feel such ways could be because of the limited chances for promotion in the co-operative sector. Although the promotion procedure in the co-operative sector is not too rigid and bureaucratic as compared to the public sector, the opportunity to be promoted could be limited due to the limited

vacant position available in the co-operative organization. Unlike the employees in the public sector where they can be transferred to other department for promotion, the employees in the co-operative organization cannot be transferred to other co-operative organization due to different entity.

Another possible reason that makes generation Y employees feel that this rewards and recognition factor not able to motivate them could be because they already feel comfortable with their current income. Many of them could have come from families that already have disposable income so that they feel that they do not have to work hard for money like their parents did (Weyland, 2011). In fact, many of them could have been receiving financial support from their parents (Hewlett et al., 2009; Myers & Sadaghiani, 2010).

Based on these previous literatures and the researcher's findings on this factor, if we relate to Maslow's Hierarchy of Needs theory, we can make assumption that generation Y are already satisfied with their basic needs and moving to the higher level of needs which is the esteems needs. That is the reasons why they are strive for recognition and promotion. Furthermore, this generation are also known as impatient generation that always seek for fast promotion (Chester, 2002; Gursoy et.al., 2008; Lowe et.al., 2008; Ng et.al., 2010).

Herzberg's two-factor theory categorized the salary, wages and benefits under hygiene factors category which means that when this is in place it will result to general satisfaction but when it is not in place, it will make them dissatisfied. As for promotion and recognition, this theory categorized them under motivator factors

which when it is in place, employees will be motivated. The findings of this study indicate that the respondents feel lacking in recognition and promotion which resulted that this rewards and recognition factor does not have significant relationship with their job motivation.

Based on the finding on this factor, it is recommended that co-operative should redesign the rewards system in order to motivate the young employees. Instant rewards should be introduced to the employees whenever they do well rather than only focusing more on the long-term rewards such as the retirement benefits and other rewards that based on seniority. This is because generation Y are impatient and expect to being rewarded as soon as they produced good results (Eisner, 2005; Martin & Tulgan, 2006; Ng et al., 2010, Weyland, 2011).

Employees are recommended to foster more challenging task so that they can show and prove their capabilities. The working concept such as job rotation and job enlargement that ties with suitable rewards is recommended to be introduced for implementation. By loading the gen Y employees with bigger and more responsibilities, it can make them intellectually stimulated and motivated (Martin, 2005; Weyland, 2011). These working concepts could increase the motivation of gen Y employees especially when the chance for promotion is limited in co-operative. It will be able to prevent the employees from feeling bored for being stagnant for too long in their current position.

5.2.3 Discussion on Findings for Manager Relationship

The results of correlation analysis provide initial support for the study of the hypotheses. Those variables are predicted to influence the dependent variable, which is job motivation.

After researcher analysed the data collected by using multiple regression to examine the relationship between variables, the result shows that the manager relationship is the only factor among the three factors tested, that have significant relationship with the job motivation. In other words, the manager relationship factor has an influence on the job motivation of the gen Y employees in the co-operative.

The result reveals that the respondents have good relationship and can get along well with their managers. The reason could be due to the working culture and environment in co-operative that encourage teamwork and working togetherness. In co-operative working environment, employees always work closely not only with their managers but also with the board members especially when organizing programs and events.

This healthy working environment is not only able to motivate the generation Y employees but also able to build a good relationship between the employees and their managers. This proves the previous studies and literatures from number of previous researchers (Chester, 2002; Deal, 2007; Eisner, 2005; Gursoy et.al., 2008; Tolbize, 2008), that the generation Y employees really appreciate and want to work with the managers whom they can get along with, understand them and can depend

on when they encounter difficulties.

As we relate to the Maslow's Hierarchy of Needs theory, it seems that the needs or motivation level of the generation Y employees in this sector has increase to the level of self-esteem needs and probably moving towards self actualization. The reason could be because of the respondents are strive for higher position in the organization. Based on the demographic data, about more than half (53%) of the respondents have already work in the co-operative sector more than five years and about 63% of the respondent have qualification at least at Diploma level. Therefore, as they are striving for higher position, good relationship with their managers becomes an important factor to them.

On the other hand, if we refer to Herzberg Two-Factor Theory, the Herzberg hypothesis on the hygiene and motivator factors shows that the manager relationship factor is classified under the hygiene factor and not the motivator factor. That means if the manager relationship is in place it will prevent the feeling of dissatisfaction of the employees but this factor does not motivate employees. However, the finding from this study shows that the manager relationship has significant relationship with job motivation of the respondent. As discussed earlier, the reason could be because of the respondents are striving for higher position which make the relationship with their managers would probably become important to them and able to increase their job motivation.

Based on the findings, this factor is proven to have significant relationship with job motivation of the young employees. Therefore, managers are expected to

continuously providing support to their employees to ensure the job motivation of employees remains high. They should play role as coach and mentor to their employees especially to the young generation. Many academic literatures agreed on the importance of conducting coaching and mentoring to the relationship between the managers / supervisors and Generation Y employees to keep them motivated (Eisner, 2005; Lowe, et al., 2008; Martin & Tulgan, 2001; Weyland, 2011; Zemke, et al., 2000).

5.2.4 Discussion on Findings for Overall Job Motivation

As for the findings on the overall job motivation for the gen Y employees in the co-operative organization, the data shows the mean value of this dependent variable is 3.97 which indicate that the respondents' job motivation level is high. The findings from the questionnaires reveals that majority of the respondents are excited to go to work, enthusiastic and enjoy their job. This make the overall job motivation of the generation Y employees in the co-operative organization is high.

However, although the level of job motivation is high, the result of multiple regression analysis shows that the whole model explained only 17% of the variance in the job motivation. This result indicates that there are other factors that contribute the job motivation of the gen Y employees in co-operative sector.

In chapter 1, researcher has developed a research question on which of the three independent variables is the strongest predictor on the job motivation. Based on the findings, only one of the three independent variables which is manager relationship

shows significant relationship with job motivation. Therefore, this factor is the strongest predictor on the job motivation as compared to the other two factors.

5.3 Suggestion for Future Research

In this study, researcher only focused on three factors that predicted to be contributed to job motivation of gen Y in the co-operative sector. There are more variables that can be tested towards job motivation of these young employees.

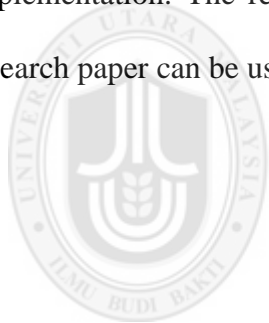
As for the future research, some other variables which possibly may have an impact to the job motivation of the generation Y employees in co-operative sector should be explored. For better accuracy, researchers should attempt to collect data from larger samples of a few more co-operatives with different nature of business. The higher populations across several co-operative organizations will help to strengthen the findings and improve the weakness on this research since the data was collected from one co-operative in Malaysia.

In addition, as this study only focused on the co-operative sector, the result could not provide a real picture of job motivation factors for generation Y employees in another sector. Therefore, future researcher could also conduct the study at other sectors as well to get wider picture of job motivations factors of the generation Y employees.

5.4 Conclusion

This final chapter provides the conclusion and recommendation of the study. The study indicated that only one out of the three factors affecting the job motivation of the generation Y employees in the co-operative sector. Thus, this study suggests future researcher to examine other predicted motivating factors and to collect larger samples.

In order to further increase the job motivation of the young employees in the co-operative sector, researcher also submitted a few recommendations are implementation. The researcher hopes that all the findings or information in this research paper can be useful for managers out there especially the fields of research



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APPENDIX A

UUM

Universiti Utara Malaysia

KEDAH AMAN MAKMUR • BERSAMA MEMACU TRANSFORMASI

Our Ref : UUM/ UUMKL /P-39/8_8

Date : 24th May 2016

TO WHOM IT MAY CONCERN

COLLECTION OF DATA FOR RESEARCH PURPOSES

We are pleased to inform you that the following individual is UUM Kuala Lumpur student who is presently pursuing his Master of Human Resource Management. She is required to collect data from your organization as a requirement for the BPMZ69912 Research Paper courses that she is pursuing this semester.

No.	Name	Matric No.	I/D No.
1.	Siti Zaharah Binti Ahmad Basheer	818533	690726075150

Since she has chosen your organization as her assignment, we would be most grateful if you could render all assistance to her to carry out the project successfully.

Please be informed that the data collected is purely for academic purposes and we assure you that all information or data will be kept strictly confidential.

We really appreciate your kindness and cooperation in the above matter.

Thank you.

"SCHOLARSHIP, VIRTUE AND SERVICE"

Sincerely yours,



DR. AHMAD RIZAL BIN MAZLAN
Director
Universiti Utara Malaysia
Kuala Lumpur (UUMKL)



APPENDIX B

UUM

Universiti Utara Malaysia

Serial No. / No. Siri _____



GRADUATE BUSINESS SCHOOL

College of Business

University Utara Malaysia

Dear Respected Respondents

I am Siti Zaharah bt Ahmad Basheer, final semester's student of **Master of Human Resource Management** in Universiti Utara Malaysia. I hereby attached questionnaires to study on the factors affecting job motivation among the Generation Y employees in co-operative sector.

The questionnaire is divided into three parts which is Part A, B and C. For each question, there is no right or wrong answers. Please be informed that your identity and all information provided will be kept confidential. The information will be analyzed as a group rather than individual.

My appreciation for your cooperation and time to answer this question.

Yours sincerely : *Siti Zaharah Ahmad Basheer*

Responden yang dihormati

Saya Siti Zaharah bt Ahmad Basheer, pelajar semester akhir Master of Human Resources Management dari Universiti Utara Malaysia. Bersama-sama ini dilampirkan soal selidik tentang kajian faktor-faktor yang mempengaruhi motivasi pekerjaan Generasi Y di sektor koperasi.

Soal selidik ini dibahagikan kepada tiga bahagian iaitu Bahagian A, B dan C. Tiada jawapan betul atau salah untuk setiap soalan. Dimaklumkan bahawa identiti anda dan maklumat yang diberi akan dirahsiakan. Maklumat yang diberi akan dianalisa secara berkumpulan, bukannya individu.

Setinggi penghargaan atas kerjasama anda meluangkan masa untuk menjawab soalan kaji selidik ini.

Yang benar : *Siti Zaharah Ahmad Basheer*

Serial No. / No. Siri _____

PART A : DEMOGRAPHIC PROFILE
BAHAGIAN A : PROFAIL DEMOGRAFI

Please tick (/) the appropriate answers for each question without leaving any questions unfilled.
Sila tandakan (/) pada jawapan yang bersesuaian untuk setiap soalan tanpa meninggalkan tempat kosong

1. Gender / Jantina ☐ Male / Lelaki ☐ Female / Perempuan
2. Age / Umur ☐ 20 years and below / 20 tahun ke bawah
☐ 21 – 30 years / tahun ☐ Above 31 years / 31 tahun ke atas
3. Marital status / Status Perkahwinan ☐ Single / Bujang ☐ Married / Berkahwin
☐ Others / Lain-lain
4. Race / Bangsa ☐ Malay / Melayu ☐ Chinese / Cina
☐ Indian / India
☐ Others, please state / Lain-lain, sila nyatakan :
.....
5. Highest Education Level / Kelulusan Akademik Tertinggi ☐ PMR ☐ SPM / Certificate
☐ STPM/Diploma ☐ Degree / Ijazah Sarjana Muda
☐ Master and above / Ijazah Sarjana dan ke atas
6. Salary Range / Tangga Gaji ☐ RM900 - RM2,000 ☐ RM2, 001 – RM3,000
☐ RM3,001- RM4,000 ☐ RM4, 001 and above / dan ke atas
7. Years of joined Co-operative / Jumlah tahun berkhidmat di koperasi ☐ Less than 2 years / kurang dari 2 tahun
☐ 2 – 5 years / tahun ☐ 6 -10 years / tahun
☐ Above 10 years / 10 tahun ke atas

Serial No. / No. Siri _____

PART B : JOB MOTIVATIONAL FACTORS
BAHAGIAN B : FAKTOR-FAKTOR MOTIVASI PEKERJAAN

Please circle your agreement with each of the following statements / Sila bulatkan jawapan anda berdasarkan kenyataan yang berikut:

Strongly Disagree / Sangat Tidak Setuju	Disagree / Tidak Setuju	Uncertain / Tidak Pasti	Agree / Setuju	Strongly Agree / Sangat Setuju
1	2	3	4	5

WORK LIFE BALANCE / KESEIMBANGAN HIDUP DAN KERJAYA

<u>Statement / Kenyataan</u>	<u>Score / Skor</u>				
1. It is easy for me to balance the demands of my work and my personal and family life. Adalah mudah bagi saya untuk mengimbangi tuntutan pekerjaan dengan kehidupan peribadi dan keluarga saya.	1	2	3	4	5
2. I have sufficient time away from my job to maintain adequate work and personal/family life balance. Saya dapat membahagikan masa dengan seimbang dan mencukupi di antara kerjaya dan kehidupan peribadi / keluarga.	1	2	3	4	5
3. When I take a vacation, I am able to separate myself from work and enjoy myself. Apabila saya sedang bercuti, saya dapat menikmati percutian saya sepenuhnya tanpa mencampur adukkan hal kerja.	1	2	3	4	5
4. I feel that I am successful in balancing my work and personal/family life. Saya merasakan yang saya berjaya mengimbangi di antara pekerjaan dengan kehidupan peribadi /keluarga.	1	2	3	4	5
5. I always feel drained when I go home from work because of work pressures and problems. Saya selalu berasa lemah dan lesu apabila pulang ke rumah disebabkan masalah dan tekanan kerja.	1	2	3	4	5
6. I have sufficient flexibility in my current job to maintain adequate work and personal and family life balance. I mempunyai fleksibiliti yang mencukupi dalam mengekalkan keseimbangan kerja dan kehidupan peribadi / keluarga.	1	2	3	4	5

Serial No. / No. Siri _____

REWARDS AND RECOGNITION / GANJARAN DAN PENGHARGAAN

<u>Statement / Kenyataan</u>	<u>Score / Skor</u>				
1. I get praised for doing a good job Saya mendapat pujian apabila melaksanakan tugas dengan baik.	1	2	3	4	5
2. My pay amount fair for the work I do. Gaji yang saya terima adalah setimpal dengan kerja yang saya lakukan.	1	2	3	4	5
3. I am satisfied with my chances for salary increases. Saya berpuas hati dengan peluang kenaikan gaji saya.	1	2	3	4	5
4. I get a noticed when I do a good job. Saya mendapat perhatian apabila melaksanakan kerja dengan baik.	1	2	3	4	5
5. There is really a bid chance for promotion on my job. Terdapat sedikit peluang kenaikan pangkat dalam pekerjaan saya	1	2	3	4	5
6. I can feel my efforts are rewarded the way they should be. Saya merasakan ganjaran yang saya terima bersesuaian dengan usaha saya	1	2	3	4	5

MANAGER RELATIONSHIP / PERHUBUNGAN DENGAN PENGURUS

<u>Statement / Kenyataan</u>	<u>Score / Skor</u>				
1. I can count on my manager when I encounter difficulties in my work. Saya boleh mengharapkan pengurus saya apabila saya menghadapi kesulitan dalam kerja saya.	1	2	3	4	5
2. I get on well with my manager. Saya mempunyai hubungan yang baik dengan pengurus saya.	1	2	3	4	5
3. My manager is friendly towards me. Pengurus saya mesra terhadap saya.	1	2	3	4	5
4. My manager encourages and supports my career development. Pengurus saya menggalakkan dan menyokong perkembangan kerjaya saya.	1	2	3	4	5

Serial No. / No. Siri _____

<u>Statement / Kenyataan</u>	<u>Score / Skor</u>				
5. I have significant autonomy in determining how I do my job. Saya mempunyai kebebasan mutlak dalam menentukan cara pelaksanaan kerja saya.	1	2	3	4	5
6. I can decide on my own how to go about doing my work. Saya boleh membuat keputusan sendiri tentang bagaimana hendak melaksanakan kerja saya.	1	2	3	4	5
7. I have considerable opportunity for independence and freedom in how I do my job. Saya mendapat peluang yang luas untuk berdikari dan kebebasan dalam menentukan cara saya bekerja.	1	2	3	4	5

PART C : JOB MOTIVATION
BAHAGIAN C : MOTIVASI PEKERJAAN

<u>Statement / Kenyataan</u>	<u>Score / Skor</u>				
1. Doing my job well really motivated me to work. Melaksanakan kerja dengan baik benar-benar memotivasikan saya terhadap kerja saya.	1	2	3	4	5
2. I am really excited when going to work. Saya benar-benar teruja apabila hendak pergi bekerja.	1	2	3	4	5
3. I give considerable attention on my job. Saya banyak memberi tumpuan terhadap pekerjaan saya.	1	2	3	4	5
4. I give considerable effort on my job. Saya menyumbangkan usaha yang besar terhadap pekerjaan saya.	1	2	3	4	5
5. I rarely feel my job is taking for granted. Saya jarang merasakan bahawa pekerjaan saya tidak dihargai.	1	2	3	4	5
6. I am enthusiastic about my job for the time being. Saya begitu bersemangat terhadap pekerjaan saya sekarang.	1	2	3	4	5
7. I feel real enjoyment in my job. Saya benar-benar sukakan pekerjaan saya.	1	2	3	4	5

Thank you for your cooperative to participate in this survey.
Terima kasih atas kerjasama anda dalam kajian ini.



UUM

APPENDIX C

Universiti Utara Malaysia

Reliability

Scale: WORK LIFE BALANCE (WLB)

Case Processing Summary

		N	%
Cases	Valid	181	100.0
	Excluded ^a	0	.0
	Total	181	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.526	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
WLB1	18.6022	4.741	.535	.355
WLB2	18.5083	4.829	.529	.363
WLB3	18.5856	4.511	.373	.423
WLB4	18.5691	4.958	.591	.356
WLB5	19.7459	7.579	-.290	.790
WLB6	18.6133	5.394	.444	.422

Reliability

Scale: WORK LIFE BALANCE (WLB)

Case Processing Summary

	N	%
Case Valid	181	100.0
s Excluded ^a	0	.0
Total	181	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.790	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WLB1	15.8232	5.135	.564	.751
WLB2	15.7293	5.043	.626	.732
WLB3	15.8066	4.524	.504	.793
WLB4	15.7901	5.178	.698	.717
WLB6	15.8343	5.650	.539	.762

Reliability

Scale: REWARDS AND RECOGNITION (RR)

Case Processing Summary

	N	%
Cases Valid	181	100.0
Excluded ^a	0	.0
Total	181	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.845	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
RR1	18.1768	10.535	.642	.817
RR2	18.2541	10.991	.600	.825
RR3	18.2155	11.037	.590	.827
RR4	18.2873	9.850	.746	.795
RR5	18.3425	10.938	.455	.858
RR6	18.1436	10.190	.760	.795

Reliability

Scale: MANAGER RELATIONSHIP (MR)

Case Processing Summary

		N	%
Cases	Valid	181	100.0
	Excluded ^a	0	.0
	Total	181	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.893	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
MR1	23.5193	13.351	.674	.880
MR2	23.2707	13.543	.754	.872
MR3	23.3425	13.026	.788	.866
MR4	23.3315	13.112	.782	.867
MR5	24.0000	13.044	.589	.895
MR6	23.7293	13.476	.670	.880
MR7	23.6575	14.115	.641	.884

Reliability

Scale: JOB MOTIVATION

Case Processing Summary

		N	%
Cases	Valid	181	100.0
	Excluded ^a	0	.0
	Total	181	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.845	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JM1	23.5912	8.810	.449	.846
JM2	24.0000	8.156	.688	.811
JM3	23.6961	8.757	.664	.819
JM4	23.8122	8.465	.583	.826
JM5	24.1934	7.724	.540	.841
JM6	23.7569	7.963	.701	.808
JM7	23.5580	8.170	.672	.813

Frequencies

		Statistics						
		GENDER	AGE	MARITAL	RACE	EDUCATION	SALARY	YEARS
N	Valid	181	181	181	181	181	181	181
	Missing	0	0	0	0	0	0	0
Mean		1.5635	2.4972	1.7017	1.0884	2.9503	1.9282	2.4972
Std. Deviation		.49732	.53359	.47075	.49769	.87735	.97201	.78616
Minimum		1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum		2.00	3.00	3.00	4.00	5.00	4.00	4.00

Frequency Table

		GENDER			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	79	43.6	43.6	43.6
	FEMALE	102	56.4	56.4	100.0
	Total	181	100.0	100.0	

		AGE			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 YEARS & BELOW	3	1.7	1.7	1.7
	21 - 30 YEARS	85	47.0	47.0	48.6
	ABOVE 31 YEARS	93	51.4	51.4	100.0
	Total	181	100.0	100.0	

		MARITAL			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	55	30.4	30.4	30.4
	MARRIED	125	69.1	69.1	99.4
	OTHERS	1	.6	.6	100.0
	Total	181	100.0	100.0	

RACE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALAY	175	96.7	96.7	96.7
	CHINESE	1	.6	.6	97.2
	OTHERS	5	2.8	2.8	100.0
	Total	181	100.0	100.0	

EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PMR	1	.6	.6	.6
	SPM	66	36.5	36.5	37.0
	STPM	60	33.1	33.1	70.2
	DEGREE	49	27.1	27.1	97.2
	MASTER & ABOVE	5	2.8	2.8	100.0
	Total	181	100.0	100.0	

SALARY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM900 - RM2,000	79	43.6	43.6	43.6
	RM2,001 - RM3,000	49	27.1	27.1	70.7
	RM3,001 - RM4,000	40	22.1	22.1	92.8
	RM4,001 AND ABOVE	13	7.2	7.2	100.0
	Total	181	100.0	100.0	

YEARS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LESS THAN 2 YEARS	19	10.5	10.5	10.5
	2 - 5 YEARS	67	37.0	37.0	47.5
	6 - 10 YEARS	81	44.8	44.8	92.3
	ABOVE 10 YEARS	14	7.7	7.7	100.0
	Total	181	100.0	100.0	

Descriptives

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
WLB	181	2.00	5.00	3.7541	.44151
RR	181	1.00	5.00	3.6473	.64101
MR	181	2.00	5.00	3.9250	.60432
JM	181	2.00	5.00	3.9669	.47383
Valid N (listwise)	181				

Correlations

		Correlations			
		WLB	RR	MR	JM
WLB	Pearson Correlation	1	.280**	.376**	.195**
	Sig. (2-tailed)		.000	.000	.008
	N	181	181	181	181
RR	Pearson Correlation	.280**	1	.475**	.187*
	Sig. (2-tailed)	.000		.000	.012
	N	181	181	181	181
MR	Pearson Correlation	.376**	.475**	1	.407**
	Sig. (2-tailed)	.000	.000		.000
	N	181	181	181	181
JM	Pearson Correlation	.195**	.187*	.407**	1
	Sig. (2-tailed)	.008	.012	.000	
	N	181	181	181	181

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
JM	3.9669	.47383	181
WLB	3.7541	.44151	181
RR	3.6473	.64101	181
MR	3.9250	.60432	181

Correlations

		JM	WLB	RR	MR
Pearson Correlation	JM	1.000	.195	.187	.407
	WLB	.195	1.000	.280	.376
	RR	.187	.280	1.000	.475
	MR	.407	.376	.475	1.000
Sig. (1-tailed)	JM	.	.004	.006	.000
	WLB	.004	.	.000	.000
	RR	.006	.000	.	.000
	MR	.000	.000	.000	.
N	JM	181	181	181	181
	WLB	181	181	181	181
	RR	181	181	181	181
	MR	181	181	181	181

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	MR, WLB, RR ^b	.	Enter

a. Dependent Variable: JM

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.410 ^a	.168	.154	.43587

a. Predictors: (Constant), MR, WLB, RR

b. Dependent Variable: JM

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6.787	3	2.262	11.907	.000 ^b
Residual	33.627	177	.190		
Total	40.413	180			

a. Dependent Variable: JM

b. Predictors: (Constant), MR, WLB, RR

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	WLB	RR	MR
1	1	3.962	1.000	.00	.00	.00	.00
	2	.019	14.627	.09	.13	.78	.00
	3	.012	17.960	.08	.05	.21	.99
	4	.007	24.197	.84	.82	.01	.00

a. Dependent Variable: JM

Casewise Diagnostics^a

Case Number	Std. Residual	JM	Predicted Value	Residual
144	-3.300	2.43	3.8670	-1.43847

a. Dependent Variable: JM

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.3735	4.3074	3.9669	.19417	181
Residual	-1.43847	1.17981	.00000	.43222	181
Std. Predicted Value	-3.056	1.754	.000	1.000	181
Std. Residual	-3.300	2.707	.000	.992	181

a. Dependent Variable: JM

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	2.585	.309		8.358	.000					
WLB	.055	.080	.051	.687	.493	.195	.052	.047	.846	1.183
RR	-.011	.058	-.015	-.189	.850	.187	-.014	-.013	.763	1.311
MR	.310	.064	.395	4.854	.000	.407	.343	.333	.711	1.407

a. Dependent Variable: JM

WORK LIFE BALANCE (WLB)

It is easy to balance the demands of my work and my personal and family life.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY DISAGREE	1	.6	.6	.6
DISAGREE	13	7.2	7.2	7.7
UNCERTAIN	12	6.6	6.6	14.4
AGREE	128	70.7	70.7	85.1
STRONGLY AGREE	27	14.9	14.9	100.0
Total	181	100.0	100.0	

I have sufficient flexibility in my current job to maintain adequate work and personal and family life balance.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid DISAGREE	4	2.2	2.2	2.2
UNCERTAIN	30	16.6	16.6	18.8
AGREE	125	69.1	69.1	87.8
STRONGLY AGREE	22	12.2	12.2	100.0
Total	181	100.0	100.0	

When I take a vacation, I am able to separate myself from work and enjoy myself.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY DISAGREE	3	1.7	1.7	1.7
DISAGREE	15	8.3	8.3	9.9
UNCERTAIN	29	16.0	16.0	26.0
AGREE	77	42.5	42.5	68.5
STRONGLY AGREE	57	31.5	31.5	100.0
Total	181	100.0	100.0	

I feel that I am successful in balancing my work and personal / family life.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	4	2.2	2.2	2.2
	UNCERTAIN	28	15.5	15.5	17.7
	AGREE	121	66.9	66.9	84.5
	STRONGLY AGREE	28	15.5	15.5	100.0
	Total	181	100.0	100.0	

I always feel drained when I go home from work because of work pressures and problems.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	17	9.4	9.4	9.4
	DISAGREE	64	35.4	35.4	44.8
	UNCERTAIN	55	30.4	30.4	75.1
	AGREE	32	17.7	17.7	92.8
	STRONGLY AGREE	13	7.2	7.2	100.0
	Total	181	100.0	100.0	

REWARDS AND RECOGNITION (RR)

I get praised for doing a good job.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid DISAGREE	19	10.5	10.5	10.5
UNCERTAIN	42	23.2	23.2	33.7
AGREE	93	51.4	51.4	85.1
STRONGLY AGREE	27	14.9	14.9	100.0
Total	181	100.0	100.0	

My pay amount fair for the work I do.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY DISAGREE	2	1.1	1.1	1.1
DISAGREE	16	8.8	8.8	9.9
UNCERTAIN	43	23.8	23.8	33.7
AGREE	106	58.6	58.6	92.3
STRONGLY AGREE	14	7.7	7.7	100.0
Total	181	100.0	100.0	

I am satisfied with my chances for salary increases.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY DISAGREE	3	1.7	1.7	1.7
DISAGREE	15	8.3	8.3	9.9
UNCERTAIN	34	18.8	18.8	28.7
AGREE	116	64.1	64.1	92.8
STRONGLY AGREE	13	7.2	7.2	100.0
Total	181	100.0	100.0	

I get a noticed when I do a good job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	1	.6	.6	.6
	DISAGREE	20	11.0	11.0	11.6
	UNCERTAIN	56	30.9	30.9	42.5
	AGREE	78	43.1	43.1	85.6
	STRONGLY AGREE	26	14.4	14.4	100.0
	Total	181	100.0	100.0	

There is really a bid chance for promotion on my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	3	1.7	1.7	1.7
	DISAGREE	24	13.3	13.3	14.9
	UNCERTAIN	55	30.4	30.4	45.3
	AGREE	70	38.7	38.7	84.0
	STRONGLY AGREE	29	16.0	16.0	100.0
	Total	181	100.0	100.0	

I can feel my efforts are rewarded the way they should be.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	1	.6	.6	.6
	DISAGREE	13	7.2	7.2	7.7
	UNCERTAIN	44	24.3	24.3	32.0
	AGREE	97	53.6	53.6	85.6
	STRONGLY AGREE	26	14.4	14.4	100.0
	Total	181	100.0	100.0	

MANAGER RELATIONSHIP (MR)

I can count on my manager when I encounter difficulties in my work.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY DISAGREE	1	.6	.6	.6
DISAGREE	9	5.0	5.0	5.5
UNCERTAIN	28	15.5	15.5	21.0
AGREE	102	56.4	56.4	77.3
STRONGLY AGREE	41	22.7	22.7	100.0
Total	181	100.0	100.0	

I get on well with my manager.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid DISAGREE	4	2.2	2.2	2.2
UNCERTAIN	17	9.4	9.4	11.6
AGREE	98	54.1	54.1	65.7
STRONGLY AGREE	62	34.3	34.3	100.0
Total	181	100.0	100.0	

My manager is friendly towards me.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid DISAGREE	6	3.3	3.3	3.3
UNCERTAIN	23	12.7	12.7	16.0
AGREE	93	51.4	51.4	67.4
STRONGLY AGREE	59	32.6	32.6	100.0
Total	181	100.0	100.0	

My manager encourages and supports my career development.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	7	3.9	3.9	3.9
	UNCERTAIN	18	9.9	9.9	13.8
	AGREE	98	54.1	54.1	68.0
	STRONGLY AGREE	58	32.0	32.0	100.0
	Total	181	100.0	100.0	

I have significant autonomy in determining how I do my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	3	1.7	1.7	1.7
	DISAGREE	33	18.2	18.2	19.9
	UNCERTAIN	34	18.8	18.8	38.7
	AGREE	97	53.6	53.6	92.3
	STRONGLY AGREE	14	7.7	7.7	100.0
	Total	181	100.0	100.0	

I can decide on my own how to go about doing my work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	15	8.3	8.3	8.3
	UNCERTAIN	38	21.0	21.0	29.3
	AGREE	106	58.6	58.6	87.8
	STRONGLY AGREE	22	12.2	12.2	100.0
	Total	181	100.0	100.0	

I have considerable opportunity for independence and freedom in how I do my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	12	6.6	6.6	6.6
	UNCERTAIN	26	14.4	14.4	21.0
	AGREE	126	69.6	69.6	90.6
	STRONGLY AGREE	17	9.4	9.4	100.0
	Total	181	100.0	100.0	

JOB MOTIVATION

Doing my job well really motivated me to work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	6	3.3	3.3	3.3
	UNCERTAIN	8	4.4	4.4	7.7
	AGREE	115	63.5	63.5	71.3
	STRONGLY AGREE	52	28.7	28.7	100.0
	Total	181	100.0	100.0	

I am really excited when going to work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	4	2.2	2.2	2.2
	UNCERTAIN	49	27.1	27.1	29.3
	AGREE	113	62.4	62.4	91.7
	STRONGLY AGREE	15	8.3	8.3	100.0
	Total	181	100.0	100.0	

I give considerable attention on my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNCERTAIN	17	9.4	9.4	9.4
	AGREE	134	74.0	74.0	83.4
	STRONGLY AGREE	30	16.6	16.6	100.0
	Total	181	100.0	100.0	

I give considerable effort on my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNCERTAIN	40	22.1	22.1	22.1
	AGREE	109	60.2	60.2	82.3
	STRONGLY AGREE	32	17.7	17.7	100.0
	Total	181	100.0	100.0	

I rarely feel my job is taking for granted.

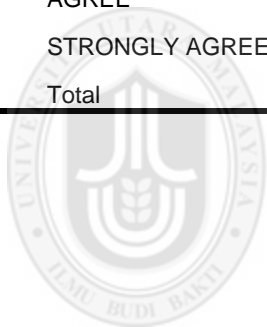
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	2	1.1	1.1	1.1
	DISAGREE	15	8.3	8.3	9.4
	UNCERTAIN	63	34.8	34.8	44.2
	AGREE	79	43.6	43.6	87.8
	STRONGLY AGREE	22	12.2	12.2	100.0
	Total	181	100.0	100.0	

I am enthusiastic about my job for the time being.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	4	2.2	2.2	2.2
	UNCERTAIN	26	14.4	14.4	16.6
	AGREE	115	63.5	63.5	80.1
	STRONGLY AGREE	36	19.9	19.9	100.0
	Total	181	100.0	100.0	

I feel real enjoyment in my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	3	1.7	1.7	1.7
	UNCERTAIN	12	6.6	6.6	8.3
	AGREE	110	60.8	60.8	69.1
	STRONGLY AGREE	56	30.9	30.9	100.0
	Total	181	100.0	100.0	



UUM
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APPENDIX D

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FACTORS AFFECTING JOB MOTIVATION AMONG GENERATION Y IN CO-OPERATIVE SERCTOR

ORIGINALITY REPORT

% 13	% 6	% 0	% 10
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to University of Nottingham Student Paper	%5
2	ep3.uum.edu.my Internet Source	%1
3	Submitted to Multimedia University Student Paper	%1
4	www.ukessays.com Internet Source	%1
5	Submitted to Universiti Teknologi MARA Student Paper	<%1
6	workplacestrategiesformentalhealth.com Internet Source	<%1
7	www.scribd.com Internet Source	<%1
8	Submitted to KDU College Sdn Bhd Student Paper	<%1
9	eprints.utm.my Internet Source	<%1