Employee Satisfaction and Citizenship Performance Among Generation X and Y

Wan Fauziah Wan Yusoff
Director Centre for Business and Entrepreneurship
Universiti Tun Hussein Onn Malaysia
86400 Parit Raja, Johor, Malaysia, Email: fauziahy@uthm.edu.my

Tan Shen Kian
Faculty of Technology Management and Business
University Tun Hussein Onn Malaysia, Email: shenkian@yahoo.com

Sivan Rajah
Faculty of Technical and Vocational Education
University Tun Hussein Onn Malaysia, Email: schruti06@yahoo.com

Abstract

This study examines the relationship between Herzberg's Two Factors Theory and Citizenship Performance for generation X and generation Y employees. A sample of 124 respondents from two multinational electronic manufacturing companies was invited into this research. Seven Motivation and Hygiene Factors that adduced in this research are Achievement, Recognition, Work Itself, Promotion, Company Policy and Administration, Pay and Benefit, and Work Condition; while Citizenship Performance is measured by 15 items scale of Organization Citizenship Behaviour (OCB) that combine all causations as one unit of variable. The study revealed the differences in satisfactions on Motivational and Hygiene factors among generation X and generation Y respondents' and their levels of Citizenship Performance. It further concluded with correlations between Motivational and Hygiene factors towards Citizenship Performance for the two selected generations.

Key Words: Generation X, Generation Y, Motivation Factors, Hygiene Factors, Citizenship Performance, Electric & Electrical Industry

Introduction

The current Global rivalry factors are diverting their focuses from labour, land, and natural resources to knowledge-based business activities. Hence, factors that determine today's organization success no longer rely on their technology assets or capital power as before. As alternatives, employees' contributions as well as willingness of abidance are becoming more important in deciding an organizations' competitiveness. Employees' job satisfactions issues and level of participations will be the linchpin in deciding the speed of organization and country advancement. However, motivating employees in today business activities are much different from 1880s and early 1990s. Despite standard of living and economic effects, employees are found much difference in how they being motivated. This phenomena may resulted by generational differenceson their preference in working environment and expectations from their contributions (see Tim, 2012).

Organization nowadays therefore should give more attentions inunderstanding their differences in job satisfactions thus stimulate and sustain their fellows' effectiveness and efficiency. The better organizations in exploring their employees' potentials and maximize their contributions, the higher organizations will gain sustainable competitiveness. As one of the outcome from job satisfactions that play a critical role in total organizations' effectiveness, Contextual Performance has been concluded with several benefits. As contextual performance involve employees' persistence, efforts, compliance and self-discipline, a positive improvement in contextual performance will place an impact on increasing employees' performance and effectiveness. Besides, positive contextual performance will

also better up teamwork, cooperative behaviours and considerate among superiors, peers and subordinates to promote organization welfare that will facilitate group task performance. With proper implementation of contextual performance in organization, it will reduce disciplinary problems, conflicts, and communication difficulties that will require closer monitoring and time consumptions for managements in planning, organizing, controlling and monitoring their subordinates (see Borman et. al., 1993; Podsakoff&MacKenzie 1997; Motowidlo et al., 1997).

Since generational differences have indeed impacted organizations' practices that relates to motivation issues such as professional development preferences, workplace expectations, compensation needs, and the effectiveness of reward and recognition systems (see Haeberle and Kevin, 2011). As results, this study is designed to investigate the extent of satisfactions on motivations and their relationship towards Citizenship Performance on Generation X and Generation Y employees.

Review of Literature

Who are Generation X and Y?

The term generation is widely define as being people that are clustered within a certain range of age, location they live and significant life events that was experienced by them at development stages. These groups are identified as cohorts, whereby the individuals during their formative years are linked through shared life experience and are influenced by generational markers The impact of events on all the generational grouping also influences the members of cohort as they are succumbed by their environment. In relation to this, every single individual generation are effected uniquely by combination of experience, expertise, prospective and expectations. It is believed that haemophilic historical, economic, and social experiences shape the resemblances in areas of work values, attitudes, preferences, expectations, perceptions and behaviours. Organisations may manipulate these generations by utilizing and sharing their unique experiences and expertise by simply having greater understanding, accepting and cooperation (see Kupperschmidt, 2000; Zemke et al. 2000; Smola& Sutton, 2002).

Generation X

Generation X refers to those born between 1966 – 1976, as of year 2012 their age between 36 to 46 years old and who are also known as Lost Generation (William, 2008, Tay, 2011). For generation X job security is least related to following company rules and regulation; a lesson learn from their elders. Greater significance is given to maintaining their work-life balance and constantly seeking for a balance between family, life and work. Therefore, greater relevance is given to family and personal time to a level where it is improbable for them to sacrifice their leisure hours to go for work. Working on weekend is not an option they would consider as this is the time their engage with family activities. Strict demand are shown when they are faced with issues that has effect on their lives (see Cole et.al., 2002;Dougan et. al., 2008; Gursoy et. al., 2008; Kayleneet. al., 2010).

Numerous studies have revealed that generation X possesses imperative characteristics. Santos and Cox (2000) discovered that preference is given to organisations that are able to secure them flexible working schedule, high autonomy, interesting yet challenging work, and continuous opportunity for professional growth. Therefore, works are treated as tasks and they prefer to do it on their own (Murphy, 2010). Tasks are performed independently and, personal skills and judgement are given preference (Richard, 2007). Gursoy et al. (2008) professed that Gen X employees as employees that prefer to work smart; they will be on constant look out for their own ways to carry out their task than just follow what their seniors usually do. With the aid of their characteristic nature in technological literacy, they displayed high favour in working environment that fill up by high technology that allowing them to carry out their task independently(Douganet al., 2008)..

Furthermore, generation X give more emphasis on self-career developmentand motivated by desire to enhance their professional skills to increase their marketability for future career prospects. Opportunities for professional development and preference for direct and immediate recognition and reward are what motivates them to remain or leave an organisation. They have low tolerance in queuing their turns for promotions and are looking forward. They demand immediate recognitions and rewards, and lack tolerance to queue for promotion. Besides, Generation X employees are being commented in low resistance for job hopping and are less interested to remain long in an organization, but believe that with their sufficient and competitive capabilities, job hopping will provide higher promotion opportunities and higher salary(see Santos & Cox, 2000; Hammil, 2005; Altimier, 2006; Richard, 2007; Dougan et. al., 2008).

Besides, Asian Financial Crisis in year 1997 and limited job opportunities in their young ages were among the experience suffered by most generation X employees. These experiences were among the reason they have low trust on their organisation. And growing up watching their elders that exerted time and loyalty in return of being sacrifice from economic depressions, they were sceptical for their organizations and have very low tolerance for bureaucracy and organizational regulations, especially regarding procedures that will obligate their performance (see Lager, 2006; Crumpacker&Crumpacker, 2007).

Generation Y

Generation Y; also known as Millenniums born in between 1980 to 2000 (William, 2008, Tay, 2011). As most of them have high educational background or professional training that giving them a well practice in teamwork and higher self-confidence, this cohort of generationis more cooperative and optimistic than their elders. Most of them are graduated with at least with Diploma or Degree in colleges or universities. Furthermore, they usually prefer to be casual in workplaces and expecting their managers to care for their well-being. Yet, they have a greater lenience in diversity in age, ethnicity, and gender orientation because they want this world to be a better place for everyone to live (see Zemke et al., 2000; William, 2008; Gursoy et al., 2008).

In addition, generation Y are great collaborators in workplace. They are constantly showing a high favour in teamwork and prefer to follow directions as long as there is flexibility for them to get the work done. They are well motivated by good teamwork and their team members are the greatest source of motivation. Since they experienced an equal status and opportunities to voicing up their comments and ideas in schools' extra-curriculums, they are also showing their capabilities in group activities; accustomed to practicing instant communication and expecting almost immediate feedback in their workplaces (see Dougan et al., 2008; Gursoy et al., 2008; Iyer&Reisenwitz, 2009; Murphy, 2010).

Lastly, generation Y is found to be grown up with advanced technology. They are proficient in assimilating information quickly, grabbling for wider knowledge, and high capability in multitasking as they are aided by high technology. Consequently, generation Y employees would remain longer in organizations that invest and supplies sophisticated technologies and make their jobs interesting, challenging and entertaining (see Spiro, 2006; Dougan et. al., 2008; Tay, 2010).

Motivation

The level of individuals' motivation is highly affecting human behaviour and performance towards their organizations. As a field of study that widely being research by various researchers throughout years, the term of motivation has being richly discussed and conceptualized. Early age of motivation was described as something that stimulates individuals to take action. The stimulation is concerned with the choices the individual makes that will have direct or indirect drive to reach their goals(see Wregner and Miller, 2003). Fuller et.al (2008) on the other hand, stated motivation as a person's intensity, direction and persistence of efforts to attain a specific objective. Recent research is defined by Saraswathi (2011) as the willingness to exert high levels of effort, toward organizational goals,

conditioned by the effort's ability to satisfy some individual need. Hence, by combining various definitions provided, individuals' motivations may conclude as human behaviours in showing additional efforts that they believed the successful effort will return with desired outcome. The behavioursstart with continuous action in recognition of a desire that is not present at the time the individual noticed, followed by mental desire to achieve something, thus following by physical actions to obtain the desire.

All aspects of organizational performance rely much on the level of motivation an individual or team exerted in their work task. Among all content and process theories of motivation, Frederick Herzberg's well known Two-Factor Theory has introduce a simple yet distinctive factors of employees' motivations. The setting of theory has separated employees' motivation factors into extrinsic Hygiene factors and intrinsic Motivation factors. Extrinsic Factors are also well known as job context factors.Sources of satisfactions are supply from extrinsic environment like other people for employees (Robbins, 2009). They serve as guidance for employers in creating a favourable working environment where employees feel comfortable working inside. However, the successfully supply of such factors will not return with individuals' job satisfaction, but only prevent job dissatisfactions. On the other hand, the one that actually contribute to employees' level of job satisfactions are Intrinsic factors. It aims to provide employees meaningful works that are able to intrinsically satisfy themselves by their works outcomes, responsibilities delegated experience learned, and achievements harvested (Robbins, 2009). Intrinsic Factors has much better capacity to create and maintain more durable positive effects on employees' performance towards their jobs as these factors are human basic needs for psychological growth.

Recent empirical evidences have challenged the theory where extrinsic factors either prevent job dissatisfactions or neutralize individuals' feeling towards their jobs; whereas present of intrinsic factors will return with job satisfactions. For example, Lahoud (2006) discovered that motivation factors are associated positively with person's education and life experience.

Various findings have queried deeper into inclinations of Intrinsic and Extrinsic Motivation Factors for Generation X and Generation Y. Compared to elder generations Generation Y employees have heavier needs in Extrinsic Motivations from their jobs.For examples, Ringer and Garma (2006) stated that Generation X was found to display higher preference for intrinsic motivations compared to Generation Y. In addition, it was concluded by Jang (2008) that Generation Y employees seem to be more motivated by extrinsic motivation than their elder generations. The chances of them leaving jobs are more likely when another company provides better Extrinsic factors such as pay and benefits.In addition, Leahy et. al. (2011) also concluded that Generation X have higher preferences on Intrinsic Motivation Factors, while Generation have mixed preferences for both Extrinsic and Intrinsic Motivation Factors. Alley (2011) also supported that Generation Y is motivated by Extrinsic Factors than Intrinsic Factors and they are highly oriented towards achievement value. A similar statement was arrived by Lourdes et. al. (2011) that Generation Y give their priorities to Extrinsic Motivations such as fixed working hours and job security, while Generation X give greater importance to Intrinsic Motivation Factors such as Recognitions for their work and sense of Achievements received from their community. In a more recent study conducted by Zhou (2012) found similar result in which Gen Y's are largely discontented with their work, significantly more than their elder generations. Lastly, a recent research that focuses on total of 370 individuals for Work Preference Inventory, Shea (2012) has suggested that Generation Y were greatly motivated by Extrinsic Motivation Factors compared to Generation X. Vice versa, they are less intrinsically motivated than their previous generations.

In summary, this research accepted that both Intrinsic and Extrinsic Factors have individual motivational effects towards the two generation cohorts, rather than following conventional setting of theory where Extrinsic Factors will either arises job dissatisfaction or being neutral toward jobs, while Intrinsic will be the factors of employees' motivations. A numbers of research finding have further introduced to support this research model.

Performance

Employees' performance is very critical in deciding organizations' success and competitive advantages. In order to supply acceptable quality and value of products and services as to meet organizational goal, highly performing employees were serve as critical factors for organization to meet or fail in achieving their goal setting. Performance was elaborated by Campbell et. al., (1993) as "Performance is what an organization hires individual to do, and do well."

Employee performance is further distinguished into task and contextual performance (see Borman&Motowidlo, 1997). Task performance refers to employees' proficiencies in performing their work tasks that will direct or indirect contribute to their organizations' business activities. Direct contribution refers to quantitative performance results like productivity and speed that have very factual numerations; while indirect contribution refers to qualitative influence on performance results like management and motivations that will boost out the numerations. Despite the direct or indirect contributions to organization activities, Task performance is said to directly engage into organization technical core and less contribute in servicing the core.

In contrast to behaviours that support the organization's technical core that named as task performance, Borman and Motowidlo (1993) defined contextual performance as behaviours that support the overall organizational, social, and psychological environment of the organization and enhance its' psychological climate in which the technical core in embedded. Contextual performance is further distinguished from task performance in that it is typically more discretionary as opposed to role prescribed. It is aim in improving the organizational social context where members involved in the task operations may have a better working environment.

Recent researchers have summarized and configured the numerous dimension sets of contextual performance into one performance domain named as Citizenship Performance (Coleman &Borman, 2000). In fact, the term contextual performance and Citizenship Performance have no substantive difference between the two labels (see Borman*et. al.*, 2001). Referring from 14 sets of OCB related studies; researchers employed 47 industrial-organizational psychologists to sort 27 dimensions of behavioural examples into categories based on their content similarities. According to Coleman &Borman, (2000), there are three factors for Citizenship Performance included: Personal Support, Organizational Support, & Conscientious Initiative.

According to Coleman and Borman (2000) on their Taxonomy of Citizenship Performance, Personal support was differentiated into four sub-dimensions as Helping, Cooperating, Courtesy, and Motivating. **Helping** was elaborated by Coleman and Borman (2000) as organizations' members were voluntarily involve in helping other members in organizations for the purpose of improving personal or team performance. The voluntary activity that offer by organization members towards other members may in form of offering suggestions that will improve their work outcome; coaching them how to accomplish difficult tasks, teaching them useful knowledge or skills that may require for them to perform their work tasks or even directly involve in performing their work task; and providing emotional support for their personal problems. Second sub-dimension named **Cooperating** involves members' participations between other members in teams or whole organizations for the purpose of improving overall synergy. The behaviour may be forms of cooperating with other members by accepting their suggestions; follow their leads and self-practice as good followers, putting team objectives over personal interests, and informing other members of events or requirements that are likely to affect them. **Courtesy** as third sub-dimension was elaborated as individual positive behaviour in organizational sociality. The behaviours include organization members' consideration, courtesy, and voluntarily tact in relation with other members. Lastly, forth sub-dimension named as **Motivating** involve members' actions in motivating other members by applauding their achievements and success, cheering them on in times of adversity, showing confidence in their ability to succeed, and helping them to overcome setbacks.

Methodology

This research was designed based on quantitative approach. A research model that based on Frederick Herzberg's Two-Factor Theory has been developed to study the relationship towards Citizenship Performance (Figure 1). Based on the model one set of questionnairesconsisted of both extrinsic and intrinsic motivation factors as well as Citizenship Performance were designed.The questionnaire will determine targeted respondents' extents of satisfactions in Intrinsic and Extrinsic Factors as well as their extent of Citizenship Performance. The respondents were asked to answer each statement using Five point Likert Scale ranging from 1 (strongly dissatisfied) to 5 (strongly satisfied).

The process of data collection is using drop-and-collect method. A total of 124 respondents from Electric and Electronic companies in Johor, Malaysia answered the questionnaires. The data captured then were analysis using SPSS version 20. Two types of data analysis have been performed are descriptive and T-test.
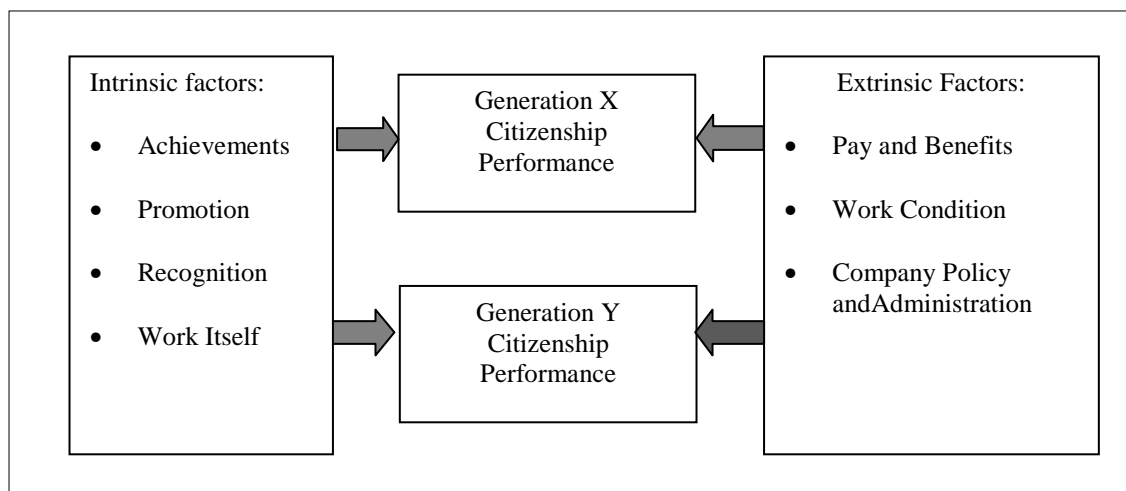

Figure 1: Research Model

Results and Discussions

The findings as shown in Table 1 show that significant differences on extents of satisfactions for both Intrinsic and Extrinsic Factors on Generation X and Generation Y respondents. Generation X respondents were found high satisfaction on Work Itself and moderate satisfaction for Achievements, Recognition, and Promotion under Intrinsic Factors; while high satisfaction with Work Condition and Company Policy and Administration and moderate satisfaction with Pay and Benefit under Extrinsic Factors. In contrast, Generation Y respondents were found moderate satisfaction on Promotion, Recognition, Achievements and slightly satisfaction in Work Itself that categorised under Intrinsic Factors; while moderately satisfied for all three extrinsic Work Condition, Company Policy and Administration as well as Pay and Benefit.

Table 1: Summary of Satisfactions on Motivation Factors

Factors		Mean		Extents of Satisfaction	
		Generation X	Generation Y	Generation X	Generation Y
Intrinsic	Work Itself	3.60	2.49	High	Slightly
	Achievements	3.36	2.60	Moderate	Moderate
	Recognition	3.35	2.61	Moderate	Moderate
	Promotion	3.33	2.83	Moderate	Moderate
Extrinsic	Work Condition	3.61	2.75	High	Moderate
	Company Policy and Administration	3.51	2.81	High	Moderate
	Pay and Benefit	3.23	2.59	Moderate	Moderate

Among sixteen items designed for the purpose of identifying Generation X respondents' extents of practicing Citizenship Performance, Take Initiative to Solve Work Task has the highest mean score of 3.76. The second highest mean score among the items is Comply With Instructions (3.67), following by Display Company Appearance (3.62), Following Standard Operating Procedures (3.59), Voluntary for Responsibilities (3.52), Support and Encourage Workers with Problems (3.48), Render Business Courtesy and Defend Supervisor's Decision with a same mean score of 3.47, Offer to Help Others (3.43), Cooperate With Others (3.41), Pay Close Attentions to Important Details (3.38), Look for Challenging Assignments (3.34). Lastly, the lowest mean score obtain is Persistence in Overcoming Obstacles (3.17). In summary, Table 2 illustrated mean score of 3.3599 for Citizenship Performance from Generation X respondents. Refer to the mean ranking, Generation X respondents are moderate likely to perform their citizenship performance in workplace.

Table 2: Descriptive Statisticsfor Generation X

	N	Min	Max	Mean	S. D.	Ranking
Citizenship Performance	58	3.06	3.69	3.3599	.14915	Moderate Likely

In contrast, Table 3 below also presented another detailed mean scores for all items under Citizenship Performance analysed from Generation Y respondents. The item of Support and Encourage workers with Problems has the highest mean score of 2.92. The following items with descending mean score is Take Initiative to Solve Work Task (2.76), Voluntary for Responsibilities (2.73), Pay Close Attentions to Important Details and Look for Challenging Assignments with a same mean score of 2.65, Offer to Help Others (2.64), Display Company Appearance (2.58), Defend Supervisor's Decision (2.56), Comply With Instructions (2.55), Cooperate With Others (2.53), Following Standard Operating Procedures and Render Business Courtesy with another same mean score of 2.50. The lowest mean score recorded from data analysis is Persistence in Overcoming Obstacles (2.36). Generation Y respondents achieved mean score of 2.6553 for their Citizenship performance. As illustrated on Table 4.34, Generation Y respondents are also shows a moderate likely to perform their citizenship performance in workplace.

Table 3: Descriptive Statisticsfor Generation Y

	N	Min	Max	Mean	S. D.	Ranking
Citizenship Performance	66	1.94	3.31	2.6553	.31646	Moderate Likely
Valid N (listwise)	66					

Table 4 provides correlation coefficients for the three variables introduced in this research. Intrinsic factors is positively related to Citizenship Performance with Pearson correlation coefficient of r= .254 and the significance value is more than .05 (p= .027 > .05). Since Intrinsic Motivation Factors have high significance value than are more than 0.05, this research concluded with positive correlations between Intrinsic factors and Citizenship Performance. As Intrinsic Factors satisfied by generation X respondents increase, Citizenship performance embodied by them will be increased as well.

Table 4: Correlation between Intrinsic Motivation Factors towards Citizenship Performance among Generation X

		Citizenship Performance
Intrinsic Factors	Pearson Correlation	.254[*]
	Sig. (1-tailed)	.027
	N	58

*. Correlation is significant at the 0.05 level (1-tailed).

As shown in Table 5, Extrinsic Factors is negatively related to Citizenship Performance with r= -.136 and the significance value of .155 is more than .05 (p= .155 > .05). Since Extrinsic factors have high significance value than are more than 0.05, this research concluded with negative correlations between Extrinsic factors and Citizenship Performance two correlations. Extrinsic Factors satisfied by generation X respondents increase, they will reduce their extents of Citizenship Performance.

Table 5: Correlation between Extrinsic Motivation Factors towards Citizenship Performance among Generation X

		Citizenship Performance
Extrinsic Factors	Pearson Correlation	-.136[*]
	Sig. (1-tailed)	.155
	N	58

*. Correlation is significant at the 0.05 level (1-tailed).

Refer to Table 6 below, Intrinsic Factors is negatively related to Citizenship Performance with r= -.078 and the significance value of .155 is more than .05 (p= .267 > .05). This research concluded with negative correlations between Intrinsic factors and Citizenship Performance. As Intrinsic Factors satisfied by generation Y respondents' increase, their Citizenship Performance will be reduced.

Table 6: Correlation between Intrinsic Motivation Factors towards Citizenship Performance among and Generation Y

		Citizenship Performance
Intrinsic Factors	Pearson Correlation	-.078[*]
	Sig. (1-tailed)	.267
	N	66

*. Correlation is significant at the 0.05 level (1-tailed)

Refer to Table 7 below, Extrinsic factors for Generation Y respondents was found positively related to Citizenship Performance with Pearson correlation coefficient of r= .122 and the significance value is more than .05 (p= .164 > .05). This research concluded with positive correlations between Extrinsic factors and Citizenship Performance. As Extrinsic Factors satisfied by generation Y respondents' increase, their Citizenship Performance will be increased.

Table 7: Correlation between Extrinsic Motivation Factors towards Citizenship Performance among and Generation Y

		Citizenship Performance
Extrinsic Factors	Pearson Correlation	.122[*]
	Sig. (1-tailed)	.164
	N	66

*. Correlation is significant at the 0.05 level (1-tailed)

Findings arrived have concluded with a positive correlation between Intrinsic factors towards Generation X respondents' Citizenship Performance and a negative correlation between Extrinsic factors towards Citizenship Performance. Conversely, correlations for Generation Y respondents have found a positive correlation between Extrinsic factors towards Citizenship Performance; while another negative correlation between Intrinsic factors towards Citizenship Performance.

The variance on job satisfactions and its relationship towards Citizenship Performance have been confirmed by the factor of generation. As defined by various researchers, generation are groups of people that are categorized according to their range of ages, location they lived, and significant life events they experienced at critical developmental stages. Employees that are grouped together according to their year of birth or ages have expected to have a similar life events and living experiences that further influenced their work values, attitudes, and even behaviours. These variances will thus eventually results in different combination of preferred working environment and expectation from contributions.

This research result may mirror out a circumstance where same Intrinsic and Extrinsic Factors provided for generation X and generation Y employees have turned up different extent of satisfactions and thus varied the correspondent Citizenship Performance. This findings is supported by several researchers by commented that as job satisfaction is a contributing factor to the physical and mental well-being of the employees; therefore, it has significant influence Citizenship Performance; however, the levels of influences will varies among different generations as these generations cohorts are holding their diverse groups of characteristics, aspirations, and expectations (see Becker, 2004; Cennamo& Gardner, 2008).

Conclusion

A successful determinant for impetus for employees' Citizenship Performance in this research has provided ideas for organizations to design motivation factors for employees in promoting the practice of Citizenship Performance. Successful implementation of such behaviours in workplace will better serve organizations' psychological climate in improving the organizational social context where members involved in the task operations may have a better working environment. Besides, employees with highextent of Citizenship Performance will also encourage a continuous learning culture and teamwork-based working environment to better adapt with global rivalry market.

Citizenship Performance is much concluded to be facilitating by motivation factors. As discussed, employees' motivation is one of the most important factors in affecting human behaviour and performance that will affect all aspects of organizational performance. Recent researchers have

defined Motivation as individuals' intensity, direction and persistence of efforts to achieve a specific objective. However, in understanding that individual specific objectives will not be the same among each other's, one set of motivation package designed for an individual or groups may not match their expectations for return thus varies the effect on others. As results, this study has provided clear understandings in generational needs and preference for motivation factors will upsurge the return of employees' Citizenship Performance.

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