

RELATIONSHIP BETWEEN WORK MOTIVATION AND
WORK SELF-EFFICACY, AND MOTIVATING FACTORS
OF GENERATION Y

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UNIVERSITI TUNKU ABDUL RAHMAN

FEBRUARY 2017

WORK MOTIVATION AND WORK SELF EFFICACY

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By

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A dissertation submitted to the Department of Psychology

and Counselling, Faculty of Arts and Social Science,

Universiti Tunku Abdul Rahman,

in partial fulfilment of the requirements for the degree of

Master of Psychology (Industrial and Organisational

Psychology)

February 2017

ABSTRACT

RELATIONSHIP BETWEEN WORK MOTIVATION AND WORK SELF-EFFICACY, AND MOTIVATING FACTORS OF GENERATION Y

Tan Ting Ying

Work motivation is important as it concerns the level and direction of effort at work. Understanding employees' motivation will be beneficial to company as individual performance contribute to team and organizational performance. Understanding motivating factors of Generation Y employees (who are perceived as job hopper) will help organisations to design a better retention program to keep talents. This study aims to explore the types of work motivation of Generation Y employees and identify the motivating factors ranked by the Generation Y employees. This study adopted the concept of work motivation based on self-determination theory, which described motivation in terms of continuum rather than intrinsic-extrinsic dichotomy. A total of 301 participants aged 21 to 30 took part in this study. The Work Extrinsic and Intrinsic Motivation scale (WEIMS) developed by Tremblay et al. (2009) was used to identify participants' types of motivation. Work Self-Efficacy scale (WSES) developed by Avallone et al. (2007) was used to measure participants' work self-efficacy. Participants were asked to rank the given motivating factors from one to eight. Research findings show that the participants displayed highest level for intrinsic motivation ($M = 15.92, SD = 4.12$), followed by identified regulation ($M = 14.48, SD = 4.29$) and extrinsic motivation ($M = 14.07, SD = 4.06$). The top three motivating factors ranked by Generation Y employees was income, sense of achievement, and self-interest. It was found that among the six types of work motivation, Intrinsic Motivation ($\beta = .62, p < .001$) and External Regulation ($\beta = .18, p < .001$) significantly predicted work self-efficacy. The employers can use performance management technique such as giving constructive feedback to the employees from time to time to keep them motivated.

WORK MOTIVATION AND WORK SELF EFFICACY

ACKNOWLEDGEMENT

I am thankful to my main supervisor, Dr. Kok Jin Kuan, in spending her time and effort in guiding me throughout the writing process, her support made it possible for me to complete the work. It was pleasure to have her as my main supervisor.

I would like to show my gratitude towards my co-supervisor, Ms. Low Sew Kim, I want to thank her for being so kind to show interest in my research and spending weekend's time to read my work as well as giving me suggestion to improve the ideas.

I am thankful to Dr. Tan Chee Seng for spending the time to guide me in statistical analysis. Thank you for encouraging me with your kind words and being strict for me to meet deadlines.

I would like to express my gratitude to all my lecturers and friends who put their faith in me and motivated me to do better.

WORK MOTIVATION AND WORK SELF EFFICACY

APPROVAL SHEET

This dissertation entitled “**RELATIONSHIP BETWEEN WORK MOTIVATION AND WORK SELF-EFFICACY, AND MOTIVATING FACTORS OF GENERATION Y**” was prepared by TAN TING YING and submitted as partial fulfilment of the requirements for the degree of Master of Psychology (Industrial and Organisational Psychology) at Universiti Tunku Abdul Rahman.

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SUBMISSION OF DISSERTATION

It is hereby certified that **Tan Ting Ying** (ID No: **14AAM01366**) has completed this dissertation entitled “RELATIONSHIP BETWEEN WORK MOTIVATION AND WORK SELF-EFFICACY, AND MOTIVATING FACTORS OF GENERATION Y” under the supervision of Dr. Kok Jin Kuan from the Department of Psychology and Counselling, Faculty of Arts and Social Science, and Ms. Low Sew Kim from the Department of Psychology and Counselling, Faculty of Arts and Social Science.

I understand that the University will upload softcopy of my dissertation in pdf format into UTAR Institutional Repository, which may be made accessible to UTAR community and public.

Yours truly,

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DECLARATION

I, Tan Ting Ying, hereby declare that the dissertation is based on my original work except for quotations and citations which have been duly acknowledged.

I also declare that it has not been previously or concurrently submitted for any other degree at UTAR or other institutions.

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Date: 6 February 2017

WORK MOTIVATION AND WORK SELF EFFICACY

TABLE OF CONTENTS

	Page
ABSTRACT	ii
ACKNOWLEDGEMENTS	iii
APPROVAL SHEET	iv
SUBMISSION SHEET	v
DECLARATION	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS	xi
CHAPTER	
1.0 INTRODUCTION	1
2.0 LITERATURE REVIEW	13
2.1 Theoretical Background	13
2.2 Work Motivation	19
2.3 Motivating Factors of Generation Y	20
2.4 Work Self-Efficacy	24
2.5 Work Motivation and Work Self-Efficacy	25
2.6 Conceptual Framework	27
3.0 METHODOLOGY	29
3.1 Participants	29

WORK MOTIVATION AND WORK SELF EFFICACY

3.2 Measurements	32
3.3 Procedure	34
3.4 Data Analysis	35
4.0 RESULTS	37
4.1 Types of Work Motivation of Generation Y	37
4.2 Motivating Factors among Generation Y in Malaysia	39
4.3 The Prediction of Work Motivation Types to Work Self-Efficacy	40
4.4 Additional Analysis	43
5.0 DISCUSSIONS	51
5.1 Types of Work Motivation of Generation Y	51
5.2 Motivating Factors among Generation Y in Malaysia	52
5.3 The Prediction of Work Motivation Types to Work Self-Efficacy	56
5.4 Implications for Employees Organisations	58
5.5 Limitations	60
5.6 Recommendations	60
6.0 CONCLUSIONS	62
REFERENCES	63
APPENDICES	76

WORK MOTIVATION AND WORK SELF EFFICACY

LIST OF TABLES

Table		Page
1.1	Motivating Factors for Generation Y	21
1.2	A Comparison of the Ranks of the Motivating Factors for Malaysian Employees	23
2.1	Participants' Demographic Profile	30
2.2	Participants' Occupations	32
3.1	Types of Work Motivation	38
3.2	Motivating Factors of Generation Y	40
3.3	Statistical Significance of the Result	41
3.4	Variables that Contributed in the Prediction Model	42
3.5	Total Variance Explained by the Model	42
3.6	Gender and Motivating Factors	45
3.7	Ethnicity and Motivating Factors	46
3.8	Intention to Quit and Ranking of Motivating Factors	47
3.9	Number of Previous Jobs and Ranking of Motivating Factors	49
3.10	Duration of Service and Ranking of Motivating Factors	50
4.1	A Comparison of the Ranks of the Motivating Factors for Malaysian Employees	53

WORK MOTIVATION AND WORK SELF EFFICACY

LIST OF FIGURES

Figure		Page
1.1	Conceptual framework	27
2.1	Regression model of six types of work motivation	41

WORK MOTIVATION AND WORK SELF EFFICACY

LIST OF ABBREVIATIONS

AMO	Amotivation
CIPD	Chartered Institute of Personnel and Development
EM	Extrinsic motivation
EXT	External regulation
IDEN	Identified regulation
ILO	International Labour Organisation
IM	Intrinsic motivation
INTEG	Integrated regulation
INTRO	Introjected regulation
SDT	Self-determination theory
SCT	Social Cognitive theory
SERC	Scientific and Ethical Review Committee
SPSS	Statistical Package for the Social Science
UTAR	Universiti Tunku Abdul Rahman
WEIMS	Work Extrinsic and Intrinsic Motivation scale
WSE	Work self-efficacy
WSES	Work Self-Efficacy scale

CHAPTER 1

INTRODUCTION

This study focused on the current trend of work motivation among Generation Y employees. Understanding work motivation is important to organisations as employees' performance contribute to organisation performance and success. This research aims to provide information about Generation Y employees to organisations by investigating their type of work motivation, work self-efficacy, and motivating factors.

1.1 Background Information

A normal working employee spends most of their time at work. They exchange their expertise and knowledge with the employer in return for pay. The U. S. Bureau of Labour Statistics reported a survey on the proportion of time per day used for a particular activity. It showed that a person aged 25 to 54 years old with children, spent around 8.8 hours at work, 7.7 hours sleeping, 2.6 hours for leisure and sports, 1.2 hours caring for others, 1.1 hours for eating and drinking, 1.0 hour for household activity, and 1.6 hours for other activities (Trent, 2014). This mean employees spend more than half of their waking time at work. In Asia, Jon Messenger, an International Labour Organization (ILO) expert on working hours found that employees from Asian countries tend to

WORK MOTIVATION AND WORK SELF EFFICACY

work the longest hours, for example, an employee can work more than 48 hours a week (Wesley, 2012). The duration spent at work is the longest compared to other activities, but, what are the factors that sustain the workers to work for such long hours? This is important as the factors will influence employees' job performance. For instances, factors like motivation and self-efficacy could actually affect employees' emotions and behaviours in the workplace, hence affecting their job performance.

Employees are important as they are the fundamental source for company success. Employees need to have satisfaction and commitment towards their job in order to achieve company goals (Pinder, 2008; Tella, Ayeni, & Popoola, 2007). Thus, in order to enhance employees' satisfaction and commitment at work, there is a strong need to enhance work motivation (Dobre, 2013). Motivation act as a basic psychological process (S. F. Ahmad, Gilkar, & Darzi, 2008), it relates to all working people and all levels of workers. Lack of motivation in a job will have negative impact on job performance and job satisfaction, which might also lead to absenteeism and high employee turnover (Raza & Nawaz, 2011).

WORK MOTIVATION AND WORK SELF EFFICACY

Working life generally starts at the age of 25 years old or younger (Conover, 2012). According to the Malaysia Labour force, statistics for the year 2013, the largest workforce comprises of employees with age ranging from 20 to 34 was 6,110,300 from the total number of 13,634,600 labour force (Department of Statistics, 2013). The largest workforce refers to Generation Y, who was born between 1980 and 1999. However, Generation Y employees are generally being described as job hopper. According to some studies, Generation Y employees are uninterested in a job for life, they also seek flexibility and work-life balance (Richardson, 2010). Overall, they have high expectations towards their job such as good income, chances of promotion and self-development. In Malaysia, most of the Generation Y employees left their jobs in less than three years (Dass, 2013). Are they lacking in motivation? It is important to find out what motivates them and why employees did not stay longer in their jobs. This is because motivation is important to regulate employees' behaviour and it also serves as one of the drives for employees to achieve their goals. Motivated employees are full of energy and they can help to increase work productivity (Srivastava & Barmola, 2011).

The drive or force that a person possesses for completing tasks is termed, motivation. Motivation is originated from the Latin word, *movere*, meaning to move (Dornyei & Ushioda, 2013). In other words, people whose behaviour is driven by motivation will have movement or the action of doing. For example,

WORK MOTIVATION AND WORK SELF EFFICACY

an employee is motivated to complete the project given by the supervisor. He or she will not be able to complete it merely by thinking, but he or she has to convert the ideas into actions. Motivation can be further divided into six types, they are, intrinsic motivation, identified regulation, extrinsic motivation, integrated regulation, introjected regulation, and amotivation. Types of motivation will be further discussed in the next chapter.

In the past, employees were seen as input towards production of goods and services. The perceptions about workers changed after the Hawthorne Studies which was conducted by Elton Mayo from 1924 to 1932. The study found that employees were not motivated only by money (Lindner, 1998). Thus, it is important to find out employees' motivating factors. However, the motivating factors differ across different generations and changing over time. For example, when an employee's income increases, good pay become less of a motivator (Kovach, 1987, as cited in Lindner, 1998). In that case, his or her motivating factors had changed. Different countries also has different working environment and culture, thus conducting a research on motivating factors for Generation Y in Malaysia is necessary. This is because there is a lack of study in this area in Malaysia.

WORK MOTIVATION AND WORK SELF EFFICACY

Self-efficacy according to Albert Bandura's social learning theory, refers to an individual's belief that he or she is capable to perform a particular task successfully (Schunk, 1995). Employees will learn and perform work-related tasks that they believe they are able to complete the tasks successfully, thus, certain level of employee motivation do contributes to self-efficacy (Lunenburg, 2011).

The relationship between motivation and self-efficacy at work had been studied in the past (Landy, 1989; Vancouver, Thompson, Tischner, & Putka, 2002, as cited in Judge, Jackson, Shaw, Scott, & Rich, 2007). Most of the findings from past research viewed motivation and self-efficacy as individual differences leading to better job performance. These two separate entities might be related to each other because Jungert, Koestner, Houlfort, and Schatke (2013) suggested that it is important to examine how motivation can predict self-efficacy to help employees more satisfied and succeeded at work.

1.2 Problem statement

Crabtree (2013) reported that only 13% of employees worldwide were motivated at work. In other words, among 180 million employees from 142

WORK MOTIVATION AND WORK SELF EFFICACY

countries, 1 in 8 employees were motivated to their jobs. 63% of employees reported that they were lacking in motivation to work and were less likely to commit more at work. Furthermore, only 11% from around 300 employed employees in Malaysia were motivated (Crabtree, 2013). The research continues by Mann and Harter (2016) to evaluate incentive programmes to boost up work motivation, still, only 13% of employees worldwide are motivated at work. With so many companies investing money in motivating employees, the motivation level remains constant.

According to Darling, Arn, and Gatlin (as cited in Ismail & Ahmed, 2015), employers spend thousands of dollars on incentive programmes that employees do not want. Researchers have been exploring employees' motivating factors in the last 60-70 years in Western countries (Islam & Ahmed, 2014). However, the nature of human beings is different, thus their motivating factors also differ (Ismail & Ahmed, 2015). For the fact that high percentage of employees worldwide remain unmotivated, there is a need to conduct a research on motivation. In addition, the motivating factors for Generation Y in Malaysia would be very different from findings from another context. There is a lack of study in this topic.

WORK MOTIVATION AND WORK SELF EFFICACY

On the other hand, accordingly to Dass (2013), ninety-one percent of the young generations left their jobs in less than three years to look for another job. This behaviour brings an image of Generation Y as job hopper and does not stay long in a job. Voluntary resignation is common for every company, but if the employees keep changing their jobs, it will become a threat to the company (Langove, Isha, & Javaid, 2016). Firstly, the company need to bear the cost in re-hiring new staff and spending money in training and development (Noe & Hollenbeck, 2010). Secondly, the company image also may be affected due to the continuing trend of voluntary resignation (Marerwa, Bux, & Karodia, 2014).

1.3 Significance of research

This research aims to contribute to organisational psychology by providing useful and the latest information about the types of motivation of young working adults, especially Generation Y in Malaysia. This is because the work setting will be dominated by Generation Y and it is important to understand their unique features in work motivation. This study also intends to find out the motivating factors among Generation Y employees.

WORK MOTIVATION AND WORK SELF EFFICACY

Having employees with motivation is crucial to an organisation both in the short-term and long-term (Björklund, Jensen, & Lohela-Karlsson, 2013). When employees are motivated to achieve their career goal, they will perform better too. Furthermore, the research scope on work motivation has shifted from performance-centric to person-centric view in the 20th century (Kanfer, Chen, & Pritchard, 2008). This means the researchers' focus has shifted to employees' work characteristics, instead of the end-product of work. Thus, it is appropriate to explore the inherent motivating factors.

Both work motivation and work self-efficacy contribute to organisational development and add competitiveness to a company (Pinder, 2008; Tenai, Bitok, Cheruiyot, & Maru, 2009). If work motivation can predict work self-efficacy, fostering work motivation can have influence on work self-efficacy as well (Lai, 2011). Work self-efficacy is important to help employees in the workplace adapt and deal with challenges (Del Líbano, Llorens, Salanova, & Schaufeli, 2012). It also has positive effects on performance and work engagement (Cherian & Jacob, 2013).

WORK MOTIVATION AND WORK SELF EFFICACY

The study of work motivation and work self-efficacy can serve as a learning paradigm in organisational psychology and company management, as well as employees. The participants will be able to understanding their motivation profile and their motivating factors. This study's goal is to provide overview of work motivation among Malaysian Generation Y employees and serve as a point of reference. As such, incentive programmes can be used in a more efficient and effective way by understanding employees' motivating factors specifically. This is beneficial to both employer and employee as employer investing money on the suitable incentive programmes and employee gain advantage from the right incentive programmes that match their needs.

1.4 Research Objectives

1. To identify the types of work motivation among Generation Y employees
2. To determine the motivating factors for Generation Y employees
3. To examine the model of prediction of work motivation types to work self-efficacy

1.5 Research Questions

1. What is Generation Y employees' work motivation style?
2. What are the motivating factors for Generation Y employees?
3. How well do the six types of motivation (intrinsic motivation, integrated regulation, identified regulation, introjected regulation, external regulation, and amotivation) predict work self-efficacy among Generation Y employees?

1.6 Hypothesis

Research Hypothesis: The six types of motivation (intrinsic motivation, integrated regulation, identified regulation, introjected regulation, external regulation, and amotivation) can significantly predict work self-efficacy among Generation Y employees.

1.7 Operational Definition

Spector (2008) defined motivation as an internal state that stimulates a person to engage in a particular behaviour. Ogunnaike, Akinbola, and Ojo (2014) refer motivation as the psychological attributes that direct a person's action towards his or her goals. Tremblay, Blanchard, Taylor, Pelletier, and

WORK MOTIVATION AND WORK SELF EFFICACY

Villeneuve (2009) defined motivation as a construct consists of attention, effort, and persistence in organisation setting. Motivation processes not only rule the direction and intensity of actions, but also the persistence of action, over days, months, and years (Kanfer et al., 2008). In this research, work motivation is defined as either an internal and/or external drive or force towards achieving work-related tasks. It comprises the psychological states, a goal or need, a person's engagement in work, and the person's behaviour. Types of work motivation vary across different job and it is determined by an individual's motivating factors.

This research aims to study the trend among Generation Y, thus, the age of sample ranges from 15 to 34 years old, who was born between year 1980 to 1999 (McCrinkle, 2014), on condition that they are currently working full-time under legal age and belongs to Generation Y.

Motivating factors are drivers of human behaviours at work, it can be intrinsic in nature or related to surrounding environment, which includes

1. good relationship with colleagues, which defined as a working relationship which employees can work effectively together (Willcock, 2016),

WORK MOTIVATION AND WORK SELF EFFICACY

2. have a sense of achievement, refers to a proud feeling for having done work task given (Dwivedula, Bredillet, & Müller, 2015),
3. recognition, defined as work that performed by an employee is regarded as important (Tan & Yusoff, 2012),
4. income, refers to wages received monthly result from work (Ismail & Ahmed, 2015),
5. self interest, refers to the work that is interesting to an employee (Islam & Ahmed, 2014),
6. bonus and compensation, refers to other benefits except income which includes healthcare benefit (Leavitt, 2014),
7. reputation, which means how an employee is being viewed by others by looking at the work position (Singh, Lim, & Kheng, 2010), and
8. company brand, refers to identity of a company (Singh et al., 2010).

According to social cognitive theory, efficacy beliefs act as the foundations of human agency. (Bandura (1997) defined self-efficacy as one's own beliefs in capabilities to carry out the courses of action needed for desired outcomes. Self-efficacy defined as knowledge structures which reflect the degree to which people control over the events that affect their lives (Avallone, Pepe, & Farnese, 2007). Besides, it is defined as mastery expectations and individual competency (Skaalvik & Skaalvik, 2014). Schwarzer (2014) viewed self-efficacy as one of the personal resource factors which will counterbalance

WORK MOTIVATION AND WORK SELF EFFICACY

taxing environmental demands in the stress appraisal process. Work self-efficacy (WSE) refers to the capability of managing work related issues such as interpersonal relationships (Pepe, Farnese, Avallone, & Vecchione, 2010). There is no specific definition for work self-efficacy. However, it is proven that work self-efficacy is related to stressors at workplace and job performance. According to Avallone et al. (2007) work self-efficacy is the extent to which employees believe he or she can successfully perform the given work tasks. As self-efficacy can be viewed from different perspectives, work self-efficacy is more suitable to use in this research. This is because work self-efficacy focuses on work-related issues, which refers to the employees' capability to complete work task in an efficacious way.

CHAPTER 2

LITERATURE REVIEW

2.1 Theoretical Background

2.1.1 Self-Determination Theory

Self-determination theory (SDT) is a well-known theory which is used to explain motivation in terms of the continuum of intrinsic and non-intrinsic motivational styles. This theory is developed by Deci and Ryan and they do not see motivational styles as distinct elements. In other words, SDT did not perceive motivation as intrinsic-extrinsic dichotomy but as a spectrum moving from intrinsic motivation, extrinsic motivation, and amotivation (Chen & Bozeman, 2013). In addition, this theory have stated that different types of external reward seem to have different effects on intrinsic motivation, thus, clarifying that extrinsic motivation is not a monolithic construct (Pinder, 2008). SDT suggested that extrinsically motivated activity can be internalised based on the value of activity. By understanding the dynamics of extrinsic and intrinsic motivation, meaningful insights can be gathered for designing a proper incentive model (Naderi, Wechsung, Polzehl, & Moller, 2014).

WORK MOTIVATION AND WORK SELF EFFICACY

Intrinsic motivation (IM) refers to an employee discharges behaviour to experience pleasure and satisfaction at work (Proenca & Cristina, 2013). SDT states that IM plays a crucial role as it reflects the natural human tendency to learn and to achieve a high performance (Proenca & Cristina, 2013). For example, a social worker is committed in helping others because he or she is enjoying the process, rather than for monetary rewards.

Extrinsic motivation (EM) refers to employees who conduct an activity due to instrumental reason. Employees' behaviour driven by EM are due to external rewards (Dornyei & Ushioda, 2013). There are two sub-types of EM, which are introjected regulation (INTRO) and external regulation (EXT). Behaviour that is regulated through self-worth contingencies like ego-involvement and guilt refers to INTRO (Gagne et al., 2010). Generally, the behaviour of INTRO is not affected by external factors but it is resulting from internal conflict within the self which is not corresponding to the person's values (De Bilde, Vansteenkiste, & Lens, 2011). For example, a social worker is engaged in work to get recognition from the society.

WORK MOTIVATION AND WORK SELF EFFICACY

EXT implies that an employee is motivated when carrying out an activity to avoid punishment or gain rewards (Gagne et al., 2010). Since SDT discusses motivation based on social context, EXT refers to an employee performing certain act to satisfy an external demand that is presented in the social environment (Friederichs, Bolman, Oenema, & Lechner, 2015). For instance, a social worker might perform the work because he or she do not want to get scolded by his or her supervisor.

The other two types of motivation are integrated regulation (INTEG) and identified regulation (IDEN). IDEN refers to the assimilation between the value of an activity with a person's habitual functioning (Gagne et al., 2010). For example, a social worker might help a patient with low income because he or she holds a belief that it is a responsibility to help people who are in need. The social worker performs the job not because he or she is enjoying it, thus differentiating it with IM. INTEG occurs when the value or the meaning for work is regarded as personally valuable (De Bilde et al., 2011). In other words, a person performs his or her work duty because he or she perceives the task as meaningful.

WORK MOTIVATION AND WORK SELF EFFICACY

Amotivation (AMO) refers to employees who either lack intention to do something or act passively. They are neither intrinsically motivated nor extrinsically motivated (Tremblay et al., 2009). Employees who are amotivated does not seem to care about their work and only do the work when other people give them instructions.

2.1.2 Social Cognitive Theory

Social Cognitive Theory (SCT) is derived from Albert Bandura in broadening social learning theory (Larson, 2008). SCT states how behavioural patterns were acquired and maintained through environment factors (Dreeben, 2010). The environmental factors include family members, colleagues, and physical setting. A person's mental representation towards environmental factors will affect the person's behaviour (Borgogni, Dello Russo, Miraglia, & Vecchione, 2013). Three factors are constantly influencing each other, which are, environment, people, and behaviour (Dreeben, 2010). As such, Bandura provided concept of self-efficacy in 1977 to explain behavioural change result from a person's belief (Curtin, Molineux, & Webb, 2009).

WORK MOTIVATION AND WORK SELF EFFICACY

In Albert Bandura's social cognitive theory, efficacy beliefs are regarded as the foundations of human agency (Pepe et al., 2010). In other words, a person who has strong efficacy beliefs will be more confident and determined in doing work. Bandura also perceived self-efficacy as an important component of self-regulation in order to achieve goals (Bononcontro, 2012). In addition, research had found that self-efficacy is significantly and positively related to work performance (Walumbwa et al., 2011).

Bandura had conducted many researches dating back from the late 1970s to prove that people with high self-efficacy has a sense of belief that he or she is capable of dealing with the diverse situations in his or her lives (Schultz & Schultz, 2011). Different types of self-efficacy have evolved from his studies such as perceived self-efficacy in cognitive development and functioning (Bandura, 1993), sport performance (Moritz, Feltz, Fahrback, & Mack, 2000), obesity prevention (Wright, Adams, Laforge, Berry, & Friedman, 2014), post-cardiac rehabilitation (Sweet, Fortier, & Strachan, 2014), intercollegiate athletes (Shelangoski, Hambrick, Gross, & Weber, 2014), and work self-efficacy (Pepe et al., 2010).

2.2 Work Motivation

Although work motivation has been formally introduced in the 1930s in western countries, there is still room for further research (Donovan, 2005), especially in Malaysia. In line with the vision and mission of Malaysia, the workforce is very important in helping to achieve the national goals successfully. The types of motivation vary for different individuals and it will change across time due to environmental influences and developmental stages (Latham, 2012). Work motivation can arise from the internal factor of a person such as needs, self-efficacy, personality traits, and determination to reach the goal. It can also be affected by external reasons such as money, reputation, and recognition from others (Breedlove, 2015).

As work motivation becomes an area of interest for the researcher regarding its contribution to the company, it has been defined as a driver for the organisation's performance (Dwivedula et al., 2015). For instance, an individual is highly motivated to complete the task and accept the challenging job, he or she will take the initiative to accomplish the work, and his or her performance at work will contribute to a better organisational performance. Thus, having employees with work motivation will contribute to the organisations' success.

2.3 Motivating Factors of Generation Y

Generation Y, also known as the Millennial (Twenge & Campbell, 2012), born between the years of 1980 to 1999, grew up together with the transformation of Malaysia from agriculture focused to high-end manufacturing, so Generation Y is seen as living in an environment of lesser hardship and they may expect everything to be taken care at the workplace.

According to the Manpower and Social Statistics Division, Department of Statistics, Malaysia, in the year 2012, the number of generation Y at work was 36.20% and it is expected to increase drastically. Soon, the workforce will be comprised of the newly evolved generation. The Millennial in the organisation may bring hard times to the management team due to lack of understanding of what challenges, inspires and motivates Generation Y employees (Twenge & Campbell, 2012). Thus, it is important to identify Generation Y's motivating factors (Ismail & Ahmed, 2015) to help the organisation in keeping the talents since the company had spent money in training them.

WORK MOTIVATION AND WORK SELF EFFICACY

Table 1.1

Motivating factors for Generation Y

Motivating Factors
1. Respect for me as a person
2. Good pay
3. Getting along well with others on the job
4. Chance for promotion
5. Opportunity to do interesting work
6. Opportunity for self-development and improvement

Note. Adapted from “Motivating and managing generation X and Y on the job while preparing for Z: A market oriented approach,” by P. Montana and F. Petit, *Journal of Business & Economics Research*, 6, p. 36

The first factor indicated the motivating factors which influence Generation Y employees the most. Respect for me as a person was rated as the top motivating factor. The subsequent motivating factors were good pay and getting along well with others on the job. This showed that Generation Y employees value the importance of income as well as interpersonal relationship (Montana & Petit, 2008). In contrast, Twenge and Campbell (2012) reported that Generation Y placed the least importance in social rewards and intrinsic values.

WORK MOTIVATION AND WORK SELF EFFICACY

Singh et al. (2010) surveyed Malaysians on the reasons why employees stay in their company and found Generation Y employees value both external rewards and personal development. This means that money is important to them, but they also value career opportunities. From the survey, competitive pay was the top motivating factor followed by accelerated career development opportunity. Opportunity to learn new skills was ranked as third motivating factors followed by short term incentives and clarity of career path within the organisation. For example, the employee will be motivated to work if the company provides good pay and supports the employees to learn new skills that are related to work.

In this study, the motivating factors were compiled from the existing literature from USA and Malaysia (Ahmad & Singh, 2001; Islam & Ahmed, 2014; Islam & Ismail, 2008; Ismail & Ahmed, 2015; Leavitt, 2014; Montana & Petit, 2008). This research also aims to replicate studies that had been conducted in USA since 1946 and Malaysia between 2004 and 2011 but there were no similar studies since 2011 in Malaysia. As the literature above includes all employees from different generations, thus slight changes were done for this research which only focus on characteristics of Generation Y employees. Motivating factors (sensible company rules, regulations, procedures, and policies, and management help to solve personal problems) at the rank 9th and 10th was removed (see Table 1.2) and one motivating factor (bonus and

WORK MOTIVATION AND WORK SELF EFFICACY

compensation) was added after reviewing characteristics of Generation Y employees (Henson, 2012; Leavitt, 2014; Shea, 2012; Twenge & Campbell, 2012).

Table 1.2

A comparison of the ranks of the motivating factors for Malaysian employees

Motivating factor	2004 (Malaysia)	2011 (Malaysia)
High wages (income)	1	4
Good working conditions/relationship with colleagues	2	1
Promotion/personal reputation	3	8
Job security/company brand	4	2
Interesting work/self interest	5	3
Full appreciation of work done/recognition	6	7
Providing opportunities to grow through learning new things	7	5
Job responsibility/sense of achievement	8	6
Sensible company rules, regulations, procedures, and policies	9	9
Management help to solve personal problems	10	10

Note. Adapted from “Do managers and employees perceive motivating factors differently in Malaysia?” by Islam and Ahmed, *International Journal Business and Systems Research*, 8(1), p. 73

2.4 Work Self-Efficacy

For employees who perform job task by holding a belief that they can complete the task successfully, the process of believing in oneself is called self-efficacy (Borgogni et al., 2013). It is concerned with how much a person believes he or she can perform the required behaviour in any given situation (Arnold et al., 2010). Self-efficacy is characterized as a personality concept which can reinforce human capabilities and personal well-being (Antoniou & Cooper, 2011). Self-efficacy can lead to persistent effort at work and promote work engagement, which illustrates its importance.

Work self-efficacy (WSE) is widely research in the fields of business and organizational psychology (Larson, 2008). It can be applied on general or specific manner, in this study, it is conceptualized in a generalized manner (applied to any job). According to Pepe at al. (2010), the organisational setting is influenced by employees' efficacy belief. When an employee believes that he or she can complete the tasks, then it is more likely that he or she will put more effort and time in completing the task, hence, achieving his or her goals. When the frequency of completing the task increases, this will reinforce his or her self-efficacy. Having strong WSE can leads to employees' sense of accomplishment in performing work task (Idan, Braun-Lewensohn, & Sagy, 2013). Willis (2003) found that high WSE leads to better work outcomes, supporting WSE is one of the important elements at work. Furthermore, Michon, Weeghel, Kroon, and

WORK MOTIVATION AND WORK SELF EFFICACY

Schene (2005) reported that WSE serves as a predictor for good work performance even for people with psychiatric disabilities.

2.5 Work Motivation and Work Self-Efficacy

Work motivation and self-efficacy at work setting are being used as independent variables constantly as predictors towards job satisfaction and job performance (Adebomi, Hannah Olufunke, & Oluyemisi B., 2012; Adio & Popoola, 2010; Olusola, 2011). However, limited research studies on prediction of motivation towards self-efficacy.

On the other hand, motivation can regulate daily efficacy belief at work (Tims, Bakker, & Derks, 2014). In other words, work motivation can predict self-efficacy at work, however, Tims, Bakker, and Derks (2014) used general self-efficacy instead of work self-efficacy. Thus, to obtain a more specific result, work self-efficacy is used in this research.

WORK MOTIVATION AND WORK SELF EFFICACY

Checko (2007) reported that IM can predict self-efficacy. The study focused on the motivation of health behaviour, the participants who were intrinsically motivated showed higher self-efficacy and they also had a feeling of competence. Besides, White (2014) also found that motivation can predict self-efficacy. Specifically, IM was found to predict a higher level of self-efficacy. The participants who possessed intrinsic motivation demonstrated that they feel capable of accomplishing the given task in the study.

EXT and INTEG are unable to predict WSE due to their nature (Schwarzer, 2014; Sweet et al., 2014). Both types of motivation originated from external surroundings thus unable to predict WSE which is an internal factor. INTRO cannot predict WSE under general conditions, unless participants with INTRO are able to resolve their internal conflict, if not, they will have low WSE (Sweet et al., 2014). IDEN can only predict behaviour but WSE is a belief, thus it cannot predict WSE as well (Thøgersen-Ntoumani & Ntoumanis, 2004). AMO has not been proven to be one of the predictors of WSE, this is because participants with AMO lack of action to perform at work which leads to low WSE (Sweet et al., 2014).

WORK MOTIVATION AND WORK SELF EFFICACY

It is still unsure how work motivation can predict work self-efficacy (Jungert et al., 2013). If the prediction is valid, the finding of the study can contribute to employees' satisfaction and success. This research aims to fill the research gap on how the prediction model works.

2.6 Conceptual Framework

The focus of this research is on work motivation and the motivating factors among Generation Y employees. The conceptual framework for this research is postulated in Figure 1.1.

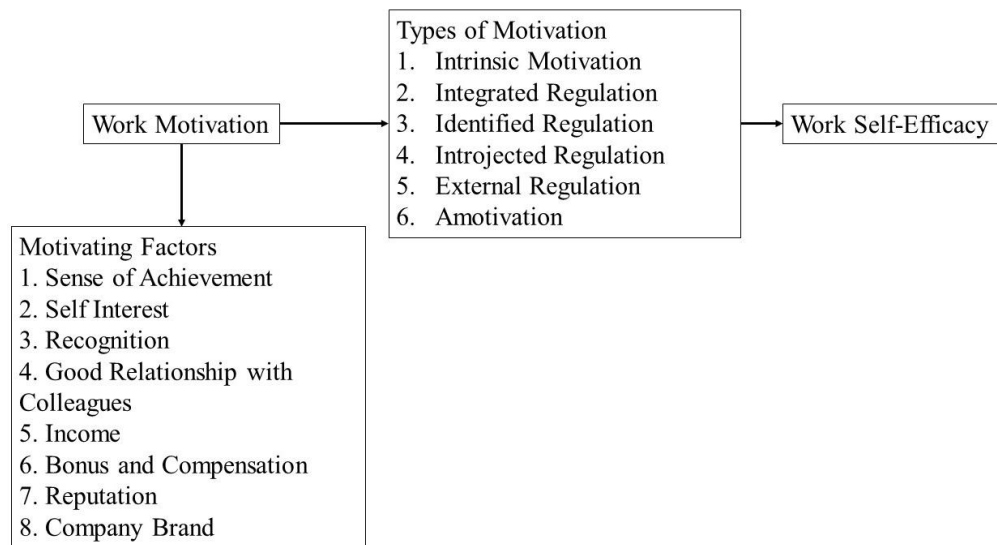


Figure 1.1. Conceptual Framework

WORK MOTIVATION AND WORK SELF EFFICACY

Work motivation can be classified into six types as shown in Figure 1.1 for data interpretation purpose. The six types of motivation are hypothesised to predict work self-efficacy. There are 8 motivating factors as described in literature review. The prediction model between work motivation and work self-efficacy will be examined using the quantitative method (Regression analysis). The six types of motivation are, intrinsic motivation, integrated regulation, identified regulation, introjected regulation, external regulation, and amotivation.

CHAPTER 3

METHODOLOGY

This research used quantitative design to collect and analyse data. A cross-sectional design was used on Generation Y employees during the data collection. The research findings were based on the product of statistical summary and analysis (Shaughnessy, Zechmeister, & Zechmeister, 2009). As non-probability sampling was used, there is no guarantee that everyone has a chance to participate in this research. In other words, not every employee in the Malaysia's workplace has a chance to be included in the sample. Purposive sampling was used, as the participants were recruited based on the criteria that match with the research purpose. Homogenous sampling was used as this research focuses on Generation Y, the participants were born between 1980 and 1999 at the time of data collection (December 2014 – March 2015). Homogenous sampling is a purposive sampling technique that is targeted on a sample who shares the same characteristic.

3.1 Participants

All participants are drawn from the working samples from Johor, Kuala Lumpur, Perak, and Penang. A total of 382 survey questionnaires were sent out via email and face-to-face survey. The response rate was 78.8%, which means

WORK MOTIVATION AND WORK SELF EFFICACY

301 responses were collected. The participants' demographic profile is presented in Table 2.1. The participants' age ranged from 20 to 34 ($M = 26.11$, $SD = 2.04$). The targeted participants' email addresses were taken from the official websites of organisations and universities. Since the research focuses on Generation Y, the response from participants who were not from this generation were eliminated even if they have completed the survey.

Table 2.1

Participants' Demographic Profile

Participant Profile		<i>n</i>	Percent
Gender	Male	152	50.5
	Female	149	49.5
Ethnic Background	Malay	130	43.2
	Chinese	149	49.5
	Indian	22	7.3
	Others	0	0

Note. Frequency table for participants' demographic profile ($n = 301$)

WORK MOTIVATION AND WORK SELF EFFICACY

The participants' occupation information was summarised in Table 2.2. The grouping of the jobs refers to the Standard Classification of Occupations from the Ministry of Human Resources Malaysia (*Malaysia standard classification of occupations, 2010*) (refer to Appendix A). There are 10 major groups in the source, which are managers; professionals; technician and associate professionals; clerical support workers; service and sales workers; skilled agricultural, forestry, livestock and fishery workers; craft and related trades workers; plant and machine operators and assemblers; elementary occupations; and armed forces occupations. From the returning surveys, there were only 6 major groups. The 6 major groups were managers; professionals; technicians and associate professionals; clerical support workers; service and sales workers; and armed forces occupations. The researcher classified the research participants according to the jobs listed in the manual.

Most of the participants' occupation fall under the category of professionals ($n = 121$), for example mechanical engineer, medical doctor, and teaching professions. The least number of participants work in the armed forces occupations ($n = 2$). The second highest group of participants were clerical support workers ($n = 103$), such as general office clerk, receptionist, personnel clerk, and enquiry clerk.

WORK MOTIVATION AND WORK SELF EFFICACY

Table 2.2

Participants' Occupations

Occupation	Frequency
Managers	20
Professionals	121
Technicians and Associate Professionals	36
Clerical Support Workers	103
Service and Sales Workers	19
Armed Forces Occupations	2
Total	301

Note. Participants' occupations distributed according to Malaysia Standard Classification of Occupations

3.2 Measurements

There are four sections in the questionnaire. Part I presents the participants' demographic data, which includes, gender, age, race, occupation, work location, years of service in the current company (refer to Appendix B). Part II shows the Work Extrinsic and Intrinsic Motivation scale (WEIMS) developed by Tremblay et al. (2009), which consists of 18 questions measuring the participants' motivational types (refer to Appendix C). The Cronbach's alpha coefficient for WEIMS was .84. Each statement is being rated using the 7-point Likert scale where 1 indicates "does not correspond at all" and 7 indicates "corresponds exactly". WEIMS has six subscales which consists of intrinsic motivation (item 4, 8, 15); integrated regulation (item 5, 10, 18);

WORK MOTIVATION AND WORK SELF EFFICACY

identified regulation (item 1, 7, 14); introjected regulation (item 6, 11, 13); external regulation (item 2, 9, 16); and amotivation (item 3, 12, 17). The participants were required to rate for each statement by answering “why do you do your work?” The examples of item includes, “because this is the type of work I choose to do to attain a certain lifestyles”, “because it has become a fundamental part of who I am”, “because it allows me to earn money”, and “because this type of work provides me with security”. The six sub-scale correlated well with each other which provided support to the construct validity of the WEIMS. The type of motivation is determined by adding up the scores for each subscale, the scores ranged from 1 to 21. There is no reverse score in this questionnaire.

Part III covers the Work Self-Efficacy scale (WSES) developed by Avallone et al. (2007) consisting of 10 questions measuring the perceived work capability (Pepe et al., 2010). A rating of 1 indicates “not well at all” and a rating of 5 indicates “very well” for each of the statement given (refer to Appendix D). The high scores on this scale indicate that the person possesses a high work self-efficacy. There is no reverse items in the questionnaire.

WORK MOTIVATION AND WORK SELF EFFICACY

Part IV of the questionnaire consists of three questions (refer to Appendix E) that seek to ask about the participants' motivating factors, intention to quit within six months, and the number of jobs they have switched (if any). The 8 motivating factors are adopted from Henson (2012), Leavitt (2014), Shea (2012), and Twenge and Campbell (2012). The participants were asked to rank the factors in terms of their effectiveness, the most effective motivating factor was assigned to rank as 1, the second most motivating factor as 2 and the least effective factor as 8.

3.3 Procedure

A pilot study had been conducted on 80 working staff, of which 62 responses were collected. For the pilot study sample, the Cronbach alpha coefficient of Work Extrinsic and Intrinsic Motivation scale was .74. The Cronbach alpha for WSES was .93.

As a result of the pilot test, minor changes were made on identifying motivating factors. Initially, the participants were asked to fill in their motivating factors, but most of the participants did not answer the

WORK MOTIVATION AND WORK SELF EFFICACY

question, so the question was amended by giving options for participants to rank their motivating factors.

Before the data was collected, the researcher had obtained prior approval from Universiti Tunku Abdul Rahman (UTAR) Scientific and Ethical Review Committee (SERC). Informed consent was attached to the first page of the questionnaire, participants needed to read and sign the consent form if they were willing to take part in the research. The consent form stated the purpose of the research and the participant's right in taking part in the research. Participants were informed that they had the right to choose whether they wanted to contribute their responses as data for the research. Participants was also given a clear explanation about the nature of the research in written format. There is no consequence of withdrawal from the participation and no risk was involved by taking part in the research. All participants' information was being kept confidential.

3.4 Data Analysis

After the scores had been totalled up, the data was analysed using the Statistical Package for the Social Science (SPSS) version 21. The first research

WORK MOTIVATION AND WORK SELF EFFICACY

question was assessed using descriptive statistics. The second research question, participants were asked to rank the motivating factors from 1 to 8. 1 is the most motivating factor to them and 8 is the least. The third research question was assessed by using Multiple Regression to find out if types of work motivation can predict work self-efficacy.

CHAPTER 4

RESULT

This section starts by presenting the findings obtained from this study. The sequence is arranged according to the research questions.

The total number of participants were 301, 149 are male and 152 are female. Among them, 49.5% are Chinese, 43.2% are Malay, and 7.3% are Indian. The reliability of the Work Extrinsic and Intrinsic Motivation scale (WEIMS) for this sample was calculated, it has good internal consistency with a Cronbach alpha coefficient which was reported as .80. Whereas Cronbach alpha coefficient of Work Self-Efficacy Scale (WSES) was .94.

4.1 Types of Work Motivation of Generation Y

The participants displayed the highest level for intrinsic motivation ($M = 15.92$, $SD = 4.12$). This means the participants are doing their work because they are enjoying the work. This trend is followed by the identified regulation ($M = 14.48$, $SD = 4.29$), which refers to employees who are motivated by

WORK MOTIVATION AND WORK SELF EFFICACY

perceiving the work as personally valuable. The types of motivation showed the least level for Generation Y employees in amotivation ($M = 8.66$, $SD = 3.90$). The results of types of work motivation among Generation Y employees was presented in Table 3.1. Research question 1 is answered.

Table 3.1

Types of Work Motivation

	N	Mean	Std. Deviation
Intrinsic Motivation	301	15.92	4.12
Identified Regulation	301	14.48	4.29
External Regulation	301	14.07	4.06
Integrated Regulation	301	13.78	4.57
Introjected Regulation	301	13.03	4.86
Amotivation	301	8.66	3.89

Note. The mean score of the types of work motivation for Generation Y employees

4.2 Motivating Factors among Generation Y in Malaysia

Employees were asked to rank 8 motivating factors which they feel very important in their workplace. The most important item was ranked as 1 and the least important item was ranked as 8. All items had to be ranked and no rank could be used more than once. The ranking was based on mean values. The lowest mean value was assigned as rank 1 which indicates the most important motivation factor. The highest mean was assigned as rank 8 which indicates the least important motivating factor. Table 3.2 presents the ranking of motivating factors among Generation Y employees. Income has been placed at the first position among the 8 motivating factors, followed by sense of achievement, self interest, recognition, and good relationship with colleagues. The least motivating factor was company brand. Research question 2 is answered.

WORK MOTIVATION AND WORK SELF EFFICACY

Table 3.2

Motivating Factors of Generation Y

Motivating Factors	Rank
Income	1
Sense of Achievement	2
Self Interest	3
Recognition	4
Good Relationship with Colleagues	5
Bonus and Compensation	6
Personal Reputation	7
Company Brand	8

Note. The motivating factors ranked by the Generation Y employees from highest to lowest

4.3 The Prediction of Work Motivation Types and Work Self-Efficacy

A linear regression was conducted to see if 6 types of work motivation have predicted work self-efficacy. A regression model was expressed in Figure 2.1.

WORK MOTIVATION AND WORK SELF EFFICACY

Model:

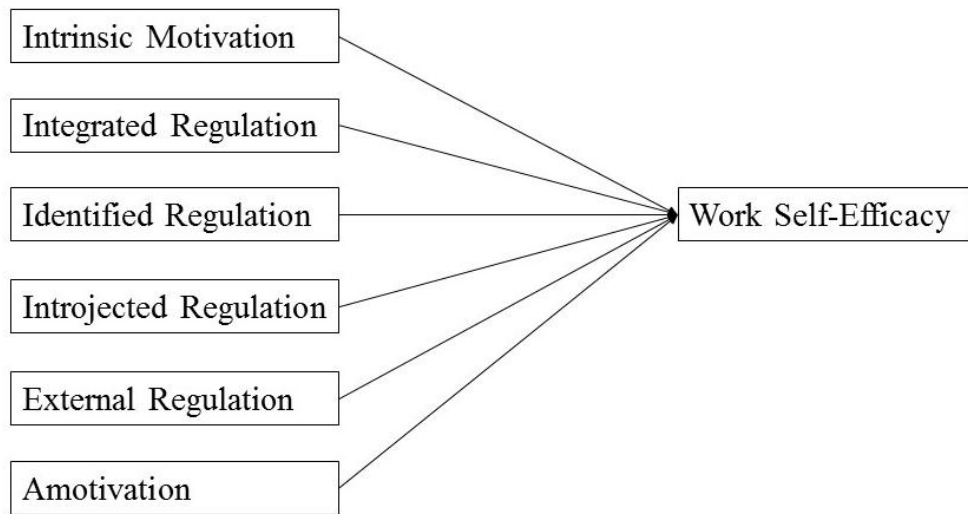


Figure 2.1. Regression model of six types of work motivation

Table 3.3

Statistical significance of the result

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7085.824	6	1180.971	51.254	.000 ^a
	Residual	6774.176	294	23.041		
	Total	13860.000	300			

Note. a. Predictors: (Constant), amotivation, identified regulation, introjected regulation, external regulation, intrinsic motivation, integrated regulation

b. Dependent Variable: work self-efficacy

WORK MOTIVATION AND WORK SELF EFFICACY

Table 3.4

Variables that contributed in the prediction model

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	19.749	1.378		14.332	.000
intrinsic motivation	1.017	.102	.617	9.995	.000
integrated regulation	-.137	.114	-.092	-1.198	.232
identified regulation	.059	.116	.037	.511	.610
introjected regulation	.065	.073	.047	.888	.375
external regulation	.298	.088	.178	3.384	.001
amotivation	.121	.074	.070	1.631	.104

Note. a. Dependent Variable: work self-efficacy

Table 3.5

Total variance explained by the model

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715 ^a	.511	.501	4.80015

Note. a. Predictors: (Constant), amotivation, identified regulation, introjected regulation, external regulation, intrinsic motivation, integrated regulation

b. Dependent Variable: work self-efficacy

Linear regression analysis was used to test if the six types work motivation significantly predicted the participants' work self-efficacy. The

WORK MOTIVATION AND WORK SELF EFFICACY

model was statistically significant, $F(6, 294) = 51.25, p < .001$ and accounted for 50.1% of the variance. It was found that among the six types of work motivation, Intrinsic Motivation ($\beta = .62, p < .001$) and External Regulation ($\beta = .18, p < .001$) significantly predicted work self-efficacy. Research hypothesis is partially supported.

4.4 Additional Analysis

4.4.1 Motivating Factors and Work Self-Efficacy

In terms of motivating factors studied in this research, a linear regression analysis was performed to evaluate the specific motivating factors that affect work self-efficacy. From the findings, the sense of achievement and good relationship with colleagues can predict work self-efficacy. A significant regression equation was found ($F(7, 293) = 4.14, p < .000$), with an R^2 of .09. In the final model, only two motivating factors were statistically significant, with a good relationship with colleagues recording a higher beta value ($\beta = .15, p < .001$) than the sense of achievement ($\beta = .13, p < .001$).

4.4.2 Gender and Motivating Factors

The most important item was ranked as 1 and the least important item was ranked as 8. All items had to be ranked and no rank could be used more than once. The ranking was based on mean values. The lowest mean value was assigned as rank 1 which indicates the most important motivation factor. The highest mean was assigned as rank 8 which indicates the least important motivating factor. The top motivating factors in terms of gender was different. For male participants, they ranked income as their top motivating factors but female prefer good relationship with colleagues. Income was the fourth motivating factor for female. Male participants ranked good relationship with colleagues as their second motivating factor. Table 3.6 showed the ranking of motivating factors for male and female participants.

WORK MOTIVATION AND WORK SELF EFFICACY

Table 3.6

Gender and ranking of motivating factors

Motivating Factors	Gender	
	Male	Female
Income	1	4
Sense of Achievement	4	3
Self Interest	7	7
Recognition	3	2
Good Relationship with Colleagues	2	1
Bonus and Compensation	6	6
Personal Reputation	8	8
Company Brand	5	5

4.4.3 Ethnicity and Motivating Factors

The most important item was ranked as 1 and the least important item was ranked as 8. All items had to be ranked and no rank could be used more than once. The ranking was based on mean values. The lowest mean value was assigned as rank 1 which indicates the most important motivation factor. The highest mean was assigned as rank 8 which indicates the least important motivating factor. For ethnicity, Malay and Chinese participants ranked income as their top motivating factor while Indian ranked recognition as their top motivating factor. Malay and Indian ranked good relationship with colleagues

WORK MOTIVATION AND WORK SELF EFFICACY

as their second motivating factor whereas Chinese ranked sense of achievement as their second motivating factor. The results were showed in Table 3.7.

Table 3.7

Ethnicity and ranking of motivating factors

Motivating Factors	Ethnicity		
	Malay	Chinese	Indian
Income	1	1	4
Sense of Achievement	5	2	3
Self Interest	7	7	6
Recognition	3	4	1
Good Relationship with Colleagues	2	3	2
Bonus and Compensation	6	6	8
Personal Reputation	8	8	7
Company Brand	4	5	5

4.4.4 Intention to Quit and Motivating Factors

Among the 301 participants, 66 participants intended to quit their current jobs, 149 participants had no intention to quit and remaining participants were unsure

WORK MOTIVATION AND WORK SELF EFFICACY

of their intention to quit. Further analysis on intention to quit and ranking of motivating factors was presented in Table 3.6. The most important item was ranked as 1 and the least important item was ranked as 8. All items had to be ranked and no rank could be used more than once. The ranking was based on mean values. The lowest mean value was assigned as rank 1 which indicates the most important motivation factor. The highest mean was assigned as rank 8 which indicates the least important motivating factor.

Table 3.8

Intention to quit and ranking of motivating factors

Motivating Factors	Intention to Quit		
	Yes	No	Not Sure
Income	1	1	1
Sense of Achievement	2	5	2
Self Interest	7	4	4
Recognition	3	2	3
Good Relationship with Colleagues	5	3	6
Bonus and Compensation	4	8	7
Personal Reputation	8	6	8
Company Brand	6	7	5

WORK MOTIVATION AND WORK SELF EFFICACY

Despite the intention to quit, all participants ranked income as their top motivating factors. The participants intended to quit probably because of the current income cannot meet their requirement, in contrast the participants had no intention to quit because of the income, and those not sure still retain in the company also due to income.

4.4.5 Number of Previous Jobs and Motivating Factors

In terms of number of previous jobs, 135 participants currently holding their first job, 60 participants had switch one job, 57 participants had 2 previous jobs, and 49 participants had 3 previous jobs. The most important item was ranked as 1 and the least important item was ranked as 8. All items had to be ranked and no rank could be used more than once. The ranking was based on mean values. The lowest mean value was assigned as rank 1 which indicates the most important motivation factor. The highest mean was assigned as rank 8 which indicates the least important motivating factor.

WORK MOTIVATION AND WORK SELF EFFICACY

Table 3.9

Number of previous jobs and ranking of motivating factors

Motivating Factors	Number of previous jobs			
	0	1	2	3
Income	1	1	1	1
Sense of Achievement	3	3	5	3
Self Interest	8	8	8	6
Recognition	2	2	3	2
Good Relationship with Colleagues	4	5	2	7
Bonus and Compensation	6	6	6	8
Personal Reputation	7	4	7	4
Company Brand	5	7	4	5

Despite the participants having previous jobs or currently doing their first job, all of them ranked income as their top motivating factor. Recognition was second motivating factor except for participants had 2 previous jobs. The trend is the same for sense of achievement (third motivating factor).

4.4.6 Duration of Service and Motivating Factors

The most important item was ranked as 1 and the least important item was ranked as 8. All items had to be ranked and no rank could be used more than once. The ranking was based on mean values. The lowest mean value was

WORK MOTIVATION AND WORK SELF EFFICACY

assigned as rank 1 which indicates the most important motivation factor. The highest mean was assigned as rank 8 which indicates the least important motivating factor. No matter how long the participants had worked in the company, income was the top motivating factor. Participants who worked less than one year prefer recognition (second motivating factor) and sense of achievement (third motivating factor). Participants who worked more than one year prefer good relationship with colleagues (second motivating factor) and recognition (third motivating factor).

Table 3.10

Duration of service and ranking of motivating factors

Motivating Factors	Duration of service	
	Less than 1 year	More than 1 year
Income	1	1
Sense of Achievement	3	6
Self Interest	8	7
Recognition	2	3
Good Relationship with Colleagues	4	2
Bonus and Compensation	7	8
Personal Reputation	6	5
Company Brand	5	4

CHAPTER 5

DISCUSSION

5.1 Types of Work Motivation of Generation Y

From the research findings, it was established that the work motivation style of Generation Y was intrinsic motivation. This finding was consistent with Michael's study (2014). He also found that Generation Y employees were more intrinsically motivated at work. Dogan, Thomas, and Christina (2008) explained that one of the characteristics of Generation Y is focused on self-career. This means Generation Y employees tend to choose the job they want and pursue their career goal. According to Dent et al. (2011), intrinsic work motivation reflects the employees' need for self-development. Thus, when they are working in the company of their choice, they will develop and grow at the workplace.

Amotivation was found as least motivation type possessed by Generation Y, the finding was consistent with Friederichs et al. (2015). Generation Y employees were less likely to display inactive behaviour at workplace.

WORK MOTIVATION AND WORK SELF EFFICACY

The organisations can provide recognition and rewards in terms of material and spirituality (A. K. Ahmad & Singh, 2001), to suit the different needs of employees. For example, giving out awards to the best worker to recognise his or her hard work during the company's annual dinner. Employees who are motivated to work intrinsically should be praised once they had accomplished a task. Employees who displayed identified regulation should not be having job rotation or position transfer as they are motivated to work due to the meaning of the task. Changing the nature of the task may alter their motivation orientation.

5.2 Motivating Factors among Generation Y in Malaysia

Participants rated income as their main motivating factor. According to Jang (2008), Generation Y employees were more motivated by extrinsic motivation compared to other generations. They are more likely to leave their jobs for better pay and benefits. This finding was consistent with Shea (2012), who stated that Generation Y were greatly motivated by extrinsic motivation factors. For employees who are motivated by extrinsic motivation, increment in income, bonus, or other monetary rewards can be used to retain them to work in their current company for short-term basis. Table 4.1 showed the comparison of ranks of motivating factors.

WORK MOTIVATION AND WORK SELF EFFICACY

Table 4.1

A comparison of the ranks of the motivating factors for Malaysian employees

Motivating factor	2004 (Malaysia)	2011 (Malaysia)	2017
High wages (income)	1	4	1
Good working conditions/relationship with colleagues	2	1	5
Promotion/personal reputation	3	8	7
Job security/company brand	4	2	8
Interesting work/self interest	5	3	3
Full appreciation of work done/recognition	6	7	4
Job responsibility/sense of achievement	7	5	2
Bonus and compensation	-	-	6

Note. Adapted from “Do managers and employees perceive motivating factors differently in Malaysia?” by Islam and Ahmed, *International Journal Business and Systems Research*, 8(1), p. 73

Generation Y showed that behaviour will lead to tangible outcomes which includes pay and bonuses (Leavitt, 2014). This is because their priority for work is money, so if they are being offered a better opportunity to earn more, they will most likely resign. The motivating factors can also give the company some clue about how to motivate their employees.

WORK MOTIVATION AND WORK SELF EFFICACY

The rising cost of living in Malaysia makes the young generation opt for income as their motivating factors (Nadaraj, 2015). In Kuala Lumpur, a family need a survivable household income of MYR 7000 to MYR 10000 which includes living expenses, transportation, children's education fee, healthcare, housing, and saving. However, in 2014, the median monthly household income in Malaysia was MYR 4585. In this research sample, professionals occupied the largest group ($N = 121$), the average salary for professionals was MYR 5500 in year 2015 according to Jobstreet.com. It is obvious that employees were struggling for higher pay to cope with the living cost. Therefore, income was found to be the top motivating factor in this study.

However, Generation Y employees are unique in a way that they possessed intrinsic motivation but chose income as their motivating factor. This research findings seems contradictory if motivation is separated into intrinsic and extrinsic dichotomy. However, this finding is consistent with Dent et al. (2011) that Generation Y yields a mix of both intrinsic motivation and extrinsic motivating factor. Similarly, Yusoff and Tan (2013) also reported the finding Generation Y employees in Malaysia possess a mixture of intrinsic motivation and opt for money.

WORK MOTIVATION AND WORK SELF EFFICACY

Thus, dichotomization of intrinsic and extrinsic seems not sufficient to provide a comprehensive explanation for Generation Y employees (Islam & Ahmed, 2014). It is more appropriate to utilize the continuum of motivation according to SDT in this case.

Income was ranked as more preferable motivating factors than bonus and compensation, this finding is consistent with Meier, Austin, and Crocker (2010). Generation Y employees were more concerned about decent pay and issues related to salary such as salary freeze and pay compared to area wages (Brown et al., 2009).

Furthermore, the finding also consistent with Yusoff and Tan (2013) that Generation Y employees rated income, achievement and self-interest as their top 3 motivating factors. They showed moderate motivation on recognition, reputation, and bonus and compensation. Personal reputation was ranked as seventh motivating factor as Asian are more collectivistic (Meier et al., 2010). Thus, Generation Y employees may prefer team reputation rather than personal reputation. Company brand is the least important motivating factors as

WORK MOTIVATION AND WORK SELF EFFICACY

Generation Y employees willing to enter in any company that will give them high pay (Islam & Ahmed, 2014).

5.3 The Prediction of Types of Work Motivation to Work Self-Efficacy

Regression analysis showed that intrinsic motivation and external regulation can predict work self-efficacy. This means that when employees are motivated by intrinsic motivation or external regulation, they tend to possess work self-efficacy. From this research, Generation Y employees had intrinsic motivation as their type of motivation, this means their WSE's level is high too. Generation Y employees who have IM tend to be competent and autonomous hence possess WSE as well (Skaalvik & Skaalvik, 2014). Since Generation Y employees possess a mixture of intrinsic and extrinsic motivation (Dent et al., 2011), this finding suggested that both intrinsic and extrinsic (external regulation) can predict WSE as well. External regulation will tend to perform under external demand or possible rewards (Sweet et al., 2014). This showed in the trend of their motivating factors as well. When Generation Y employees have sense of achievement at work, they tend to satisfy external demand (EXT), thus having them to have high WSE (Schwarzer, 2014).

WORK MOTIVATION AND WORK SELF EFFICACY

From the research findings, external regulation can predict work self-efficacy, it means when the employees possess external regulation type of motivation, they will have work self-efficacy as well. According to SDT, employees have an organismic tendency to internalised motivation for unenjoyable and unpleasant activities. In order for internalisation to occur, three psychological needs are needed, they are, competence, relatedness, and autonomy (Kaplan, 2010). Autonomy and relatedness can be achieved by a meaningful relationship (Ryan & Deci, 2010), which includes relationship with colleagues, supervisor, and managers. Working in teams can also help to foster a good relationship at workplace. An employee's competence level can be enhanced by assisting him or her in setting clear and realistic goals at work (McLachlan, Chan, Keatley, & Hagger, 2013).

The finding also consistent with Fernet, Austin, and Vallerand (2012) that amotivation cannot predict work self-efficacy. Amotivation is likely to result in lack of work self-efficacy due to its nature. Introjected regulation cannot predict WSE as well, if the employees have internal conflict, they tend to result in lack of WSE (Sweet et al., 2014).

WORK MOTIVATION AND WORK SELF EFFICACY

Integrated regulation cannot predict self-efficacy due to its nature, people with integrated regulation only perform task to get external rewards (Pinder, 2008), while self-efficacy is an internal factor (Sweet et al., 2014), thus integrated regulation cannot predict self-efficacy. Identified regulation cannot predict work self-efficacy because work self-efficacy is a belief. Identified regulation can predict adaptive behavior but not employees' belief (Thogersen-Ntoumani & Ntoumanis, 2004).

5.4 Implication for Employees and Organisations

The participants will be able to understanding their type of work motivation and their motivating factors. Hence, they can fully utilize their potential and improve the weakness. This is beneficial to both employer and employee as employer can invest on the suitable incentive programmes and employee gain advantage from the right incentive programmes that match their needs.

Organisations can design different motivation programme to fulfil employees' needs. For example, managers and supervisors can give verbal praise to intrinsically motivate employees and consider distributing some

WORK MOTIVATION AND WORK SELF EFFICACY

challenging tasks to them. This is because intrinsically motivated employees want to develop their skills at work, therefore, accomplishing challenging tasks will be good for their working and learning experience.

As Malaysian employees value interpersonal relationship with those they work with, managers can generate a harmonious working environment where the employees feel “valued” (A. K. Ahmad & Singh, 2001), thus they are more motivated to work. Other than managers, management can consider to provide a supportive work culture to help employees grow (Giri, 2008). Organisations can introduce mentor and mentee programme for new employees to give guidance and advice to new employees. Organisations can also promote an employee based culture so that an employee knows that the organisation will support them when they are in need. By giving employees recognition and appreciation, employees will feel their effort is being appreciated by the company, thus, they will be more loyal to the company to be more efficient at work and reduce the turnover rate.

5.5 Limitations

The limitations of this research include the use of self-report measures. The used of self-report may be affected by social desirability. They do not want to be perceived as having undesirable actions such as low motivation and high turnover intention.

The use of questionnaire in cross-sectional design is powerful and can collect large amount of data in short period of time, however, this design cannot examine the changes of motivation trend across time for Generation Y as the data was collected at one point of time only.

5.6 Recommendations

Future research can consider to have survey on both employees and employers instead of self-report from employees only. This can detect whether employees only reported responses that are socially desirable when match with report from employers (most likely their immediate supervisor). Future research can use other measure such as focus group interview to further enhance the significance of the findings.

WORK MOTIVATION AND WORK SELF EFFICACY

Future research can use combination of qualitative research design and cross-sectional design to explore deeper understanding about this topic, probably new themes will be discovered while interviewing the employees and employers. Besides, longitudinal research is recommended too to study the changes of work motivation over time.

CONCLUSIONS

The research findings showed that Generation Y employees are motivated by intrinsic process and enjoyed doing their current work, although they still prefer tangible outcomes such as income to keep them motivated. It is critical for employees and employers to understand the role of motivation because it is crucial to improve productivity and eventually to the health of every industry and our nation as a whole. It is important to note that survey can only showed the empirical data but cannot solve the motivational problems. It is the responsibility of both employees and employers to work together to find the best solutions.

WORK MOTIVATION AND WORK SELF EFFICACY

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APPENDIX A

Malaysia Standard Classification of Occupations

Standard Classification of Occupations	Group Titles
Major Group 1	Managers
Major Group 2	Professionals
Major Group 3	Technician and Associate Professionals
Major Group 4	Clerical Support Workers
Major Group 5	Service and Sales Workers
Major Group 6	Skilled Agricultural, Forestry, Livestock and Fishery Workers
Major Group 7	Craft and Related Trades Workers
Major Group 8	Plant and Machine Operators and Assemblers
Major Group 9	Elementary Occupations
Major Group 10	Armed Forces Occupations

Adapted from Standard Classification of Occupations, Ministry of Human

Resources Malaysia (2010)

APPENDIX B

**WORK MOTIVATION AND ITS RELATIONSHIP WITH SELF-
EFFICACY**

UNIVERSITI TUNKU ABDUL RAHMAN

CONSENT FORM

You are invited to participate in this research study to explore the work motivation among Generation Y (who born in year 1980-1999) graduates working full-time and examine the relationship between work motivation and self-efficacy.

Voluntary participation

You understand that participation in this study is voluntary and that if you decide not to participate, you will experience no penalty or loss of benefits to which you would otherwise be entitled. If you decide to participate, you may subsequently change your mind about being in the study, and may stop participating at any time.

There are no known risks associated with this research.

Confidentiality

All information and responses given by you in the research will be kept confidential by the principal investigator and will not made available to the public unless disclosure is required by law.

Data and information obtained from this study will not identify you individually. The data and information may be published or be reused for research purpose not detailed within this consent form. However, your identity will not be disclosed. The original records will be reviewed by the principal investigator and the research team, the UTAR Scientific and Ethical Review Committee and regulatory authorities for the purpose of verifying research procedures and/or data.

Contact information

If you have any questions or concerns about this study or if any problems arise, please contact Tan Ting Ying at 0177310128.

By signing this consent form, you authorize the record review, publication and re-utilisation of data, information and sample storage and data transfer as described above

WORK MOTIVATION AND WORK SELF EFFICACY

Declaration

I have read or have the information above read to me, in the language understandable to me. The above content has been fully explained to me. I have asked all questions that I need to know about the study and this form. All my questions have been answered. I have read, or have had read to me, all pages of this consent form and the risks described. I voluntarily consent and offer to take part in this study. By signing this consent form, I certify that all information I have given, including my medical history, is true and correct to the best of my knowledge. **I will not hold UTAR or the research team responsible for any consequences and/or liability whatsoever arising from my participation in this study.**

Consent

If you wish to participate in this study, please sign below.

Signature	
Date	

Statement

I have fully explained to the volunteer taking part in this study what he / she can expect by virtue of his / her participation. The volunteer who is giving consent to take part in this study

- Understands the language that I have used.
- Reads well enough to understand this form, or is able to hear and understand the contents of the form when read to him or her.
- Is of the age of majority of 18 or above.

To the best of my knowledge, when the volunteer signed this form, he or she understands:

- That taking part in the study is voluntary.
- What the study is about.
- What needs to be done.
- What are the potential benefits.
- What are the known risks.

Name of the researcher		IC. Number	
Signature of the researcher		Date	

WORK MOTIVATION AND WORK SELF EFFICACY

Dear All,

I am a postgraduate student from Master of Psychology (Industrial & Organisational Psychology). This is a survey on your views and how you feel about yourself at work. There is no right or wrong answers. This is not a test. Please be assured that all information given to you will be kept completely confidential. The information that you give will help in the research on work motivation and its relationship with self-efficacy. Therefore, I would appreciate if you could respond to this survey in as open and honest as possible. You can withdraw from participating in this research anytime if the questions bring you discomfort feeling. There will be no risk in taking part in this research.

There are four parts in the questionnaire, please answer **all** questions.

Thank you for your cooperation.

WORK MOTIVATION AND WORK SELF EFFICACY

PART I DEMOGRAPHIC

Gender: Male / Female

(Circle the one applies to you)

Age: _____

Race: _____

Occupation: _____

Position: _____

Work location: _____

Year of graduation: _____ (secondary school/college/university)

Years of service in current company: _____ (years / months)*

**delete the one not applicable*

APPENDIX C

PART II WORK EXTRINSIC AND INTRINSIC MOTIVATION

Using the scale below, please indicate to what extent each of the following items corresponds to the reasons why you are presently involved in your work

Does not correspond at all	Corresponds a little	Corresponds moderately	Corresponds a lot	Corresponds exactly		
1	2	3	4	5	6	7

WHY DO YOU DO YOUR WORK?

1. Because this is the type of work I chose to do to attain a certain lifestyle.
2. For the income it provides me.
3. I ask myself this question, I don't seem to be able to manage the important tasks related to this work.
4. Because I derive much pleasure from learning new things
5. Because it has become a fundamental part of who I am.
6. Because I want to succeed at this job, if not I would be very ashamed of myself.
7. Because I chose this type of work to attain my career goals.
8. For the satisfaction I experience from taking on interesting challenges.
9. Because it allows me to earn money.
10. Because it is part of the way in which I have chosen to live my life.
11. Because I want to be very good at this work, otherwise I would be very disappointed.
12. I don't know why, we are provided with unrealistic working conditions.
13. Because I want to be a "winner" in life.
14. Because the type of work I have chosen to attain certain important objectives.
15. For the satisfaction I experience when I am successful at doing difficult tasks.
16. Because this type of work provides me with security.
17. I don't know, too much is expected of us.
18. Because this job is a part of my life

WORK MOTIVATION AND WORK SELF EFFICACY

APPENDIX D

PART III WORK SELF-EFFICACY SCALE (WSES)

For the following questions, please respond on the scale of 1 to 5 by circling the appropriate number.

Thinking of future work, how well can you

	Not well at all	Not well	Fair	Well	Very well
1. Achieve goals that will be assigned	1	2	3	4	5
2. Respect schedules and working deadlines	1	2	3	4	5
3. Learn new working methods	1	2	3	4	5
4. Concentrate all energy on work	1	2	3	4	5
5. Finish assigned work	1	2	3	4	5
6. Collaborate with other colleagues	1	2	3	4	5
7. Work with people of diverse experiences and ages	1	2	3	4	5
8. Have good relationships with direct superiors	1	2	3	4	5
9. To behave in an efficacious way with clients	1	2	3	4	5
10. To work in a team	1	2	3	4	5

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WORK MOTIVATION AND WORK SELF EFFICACY

APPENDIX E

PART IV

1. Rank your source of motivation at work. (number 1 = best motivates you, number 8 = least motivates you)

	Income
	Recognition
	Reputation
	Self interest
	Sense of achievement
	Bonus and compensation
	Company brand
	Good relationship with colleagues
	Others: _____

2. Do you intend to quit from current job within 6 months?

	Yes
	No
	Not sure

3. This is my first job after graduate

	Yes
	No, please state ____ (the number of jobs you have before)

- Thank You for Your Participation -