

# **Relationship between Motivations and Citizenship Performance among Generation X and Generation Y**

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## **Abstract**

This empirical paper has examined the motivational factors subtracted from Herzberg's Two-Factors Theory towards Citizenship Performance for employees categorized into Generation X and Generation Y. A sample of 124 respondents from two market leading electric and electronic manufacturing companies in Malaysia 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 that combine all causations as one unit of variable. Findings of this study have presented the directions of motivational factors towards Citizenship Performance for Generation X and Generation Y.

Key Words – Generation X, Generation Y, Intrinsic Factors, Extrinsic Factors, Citizenship Performance

## **Introduction**

In today's organizations' competitive conditions where Innovations and Research and Development are the strongest jetton for global rivalry, measurements for employees' values towards organizations that focus only on their task performance are becoming less and less irrelevant for organization successes. Even though employees score flying colours on their

factual numerical performance, however, without additional efforts for their continuous learning attitudes, teamwork, knowledge sharing or willingness to teach and mentor peers that will increase employees' competencies and encourage continuous learning culture, organizations will still find it hard to transform themselves from production-based to knowledge-based.

Employees' indirect contributions towards organizations' environment as well as willingness of abidance are becoming more important in deciding an organizations' competitiveness. The better organizations in motivating their employees to maximize their indirect contributions towards servicing organizations' technical core, the better organizations will gain sustainable competitiveness. As one of the outcome from motivation that plays a critical role in total organizations' effectiveness, Citizenship Performance has been concluded with several benefits. It involves employees' persistence, efforts, compliance and self-discipline that will contribute positive improvement towards employees' performance and effectiveness. Besides, Citizenship 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 Citizenship 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). Organizations therefore should have their distinct understanding in generational differences in motivation factors that will result in higher satisfactions, thus promote them to exert additional efforts in performing Citizenship Performance.

## **Review of Literature**

### ***Generation***

Generation is defined as people that grouped within a certain range of ages, location they lived, and significant life events they experienced at critical developmental stages (Kupperschmidt, 2000). These generational groups are often referred to cohorts, whose members are linked to each other through shared life experiences during their formative years. As each cohort ages, it is influenced by what sociologists call generational markers. As products of their environment, members of the cohort are influenced by events that have an impact on all members of the generational grouping. Employees that are grouped together according to their year of birth or ages have expected to have a similar life events and living experiences. Besides, their work values, attitudes, preferences, expectations, perceptions and even behaviours are also found common to each other. It is believed that these similarities are fettle from same or haemophilic historical, economic, and social experiences (Smola & Sutton, 2002; Zemke et al., 2000). Therefore, significant life experiences of individuals belonging to each generational group will turn up their own group of characteristics, aspirations, and expectations (Cennamo & Gardner, 2008).

### **Generation X**

Generation X refers to people that are born between 1965 - 1980 and reaching their age of 32 to 47 years old as of year 2012 (William, 2008; Tay, 2011). According to Kupperschmidt, (2000) and Zemke et al. (2000), the people within this range of ages that group as Generation X are sharing the most similar life events during their formative years. The similar life events has further shaped their work values, attitudes, preferences, expectations, perceptions and even behaviours into a collective style.

The most significant life event from Generation X is the beginning of computer usage (Dries et. al., 2008). This generation has experienced the rapid advancement of computers. Knowledge in utilizing computer has become a plus point to compete with their seniors in organizations. With higher paid and better working environment than agricultural activities, these generations of people has being pushed by their parents to obtain higher academic qualification in order to apply for industrial positions (Tay, 2011).

As generation X has experienced economic depressions, they have developed a low trust on their organization. Besides, as they watched their elders that exerted time and loyalty in return of being sacrificed 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 (Crumpacker & Crumpacker, 2007). Thus, Generation X prefers organization that grant them flexible working schedule, high autonomy, interesting yet challenging work, and continuous opportunity for professional growth. Their attentions are less in contributions for their organizations, but they much focus on self-career development (Santos & Cox, 2000). They are much motivated by a desire to enhance their professional skills to increase their marketability for future career prospects (Richard, 2007; Dougan et. al., 2008). Their decision to whether remain or leave organization basely depends on opportunities for professional developments. Altimier (2006) found that much of the Generation X employees are not resisted in job hopping. They are less interested to remain themselves long in an organization, but much believing that with their sufficient and competitive capabilities, job hopping will provide higher promotion opportunities and higher salary. Thus, they were found loyal in their organisations if the organization offered them interesting jobs, flexible work schedules, and opportunities for internal promotion. Besides, Generation X employees are very self-reliance. In fact, with aid of their characteristic nature in technological literacy, they displayed a high favour in working environment that fill up by high technology that allowing them to carry out their task independently. Thus, they are willing to adapt to changes even with low level of training where given particularly in technological aspects. Still, information and technology are important to them.

### **Generation Y**

Generation Y is well known as Millennials that born in between 1981 to 2001 (William, 2008; Tay, 2011). According to William (2008), this generation is rise up by their nurturing parents with well-structured and abounded activities and schedules. They were having most of their time in school activities and curriculums, mix around with their friends and collaborating in organizing activities. Most of them are well graduated at least with Diploma or Degree in colleges or universities. The categorization of Generation Y is mostly based on their life event in technology expansions (Zemke, 2002; Tay, 2011). This generation has witness the boom of

internet usage and actively participate in social network activities. Compare with other generational cohorts, this group of people has very unique life event that computers and internet technology are not use for working purpose. With more affordable price of computers and internet services, these cohorts of people are interacting with computer and internet as part of their life.

The most significant characteristic pose by generation Y is their high comfort with rapid technology advancements. Generation Y has grown up with advanced technology such as high speed internet services and hand phones and are very proficient in the use of technology, more prosperous, better educated and ethnically more diverse than previous generations (Spiro, 2006). Generation Y takes electronic collaboration as granted as they were the first generation born with high technology like personal computers, internet services, and cellular phones. With aids of high technologies, they are well practiced in assimilating information quickly, grabbing for knowledge wider, and high capability in multitasking (Dougan et. al., 2008). Tay (2010) pointed out that Gen Y employees would remain longer in organizations that invest in sophisticated technologies and make their jobs interesting, challenging and entertaining. Gen Y employees prefer organisations that supply them sophisticated technologies to make their jobs interesting, challenging and entertaining. Interestingly, they have a high tolerance in diversity in age, ethnicity, and gender orientation because they want this world to be a better place for everyone to live (Gursoy et al., 2008; Zemke et al., 2000).

Generation Y are great collaborators and showing a high favour in teamwork (Dougan et al., 2008). With sufficient practice from their extra-curriculum in schools, they are well-socialized, optimistic, high in tenacity and compliant. Zemke et al., (2000) perceived that Generation Y employees are more cooperative and optimistic than their elders as most of them have high educational background or professional training. Since they experienced an equal status and opportunities to voice in schools' extra-curriculum, they are also showing their capabilities in group activities, practicing instant communication and expecting feedback in their workplaces (Gursoy et al., 2008). They are well favour in teamwork and prefer to follow directions as long as there is flexibility for them to get the work done in their own way (Gursoy et al., 2008; Iyer & Reisenwitz, 2009). Their motivations are much relying on good teamwork with their team members (Murphy, 2010). Generation Y were keen "make an important impact immediately on projects they are involved with" and are "looking for immediate gratification and an opportunity to excel" (Spiro, 2006). Unlike their elders, this generation place an expectation on their managers to listen to their ideas and provide them prompt feedback or rewards which they think they deserved (Tay, 2011). Generation Y also seems as generation who are easily motivated by prompt praises and recognitions resulted from a very stable economic and living environment. Generation Y employees were identified to have a high desire for a work-life balance (Barron et al., 2007). They value their leisure time very much. Even they are enjoying their work, they will not allow the job dominate their lives. However, they will still show themselves as hardworking and ambitious workers, but yet a distance to be called workaholics. Besides, Gen Y employees are casual in workplaces and expecting their managers to remember their names, to understand their needs and job expectations, as well as to care for their well-being (Gursoy et al., 2008). Generation Y employees also show a characteristic in low loyalty to their companies. They prefer to keep their career option open. The major difference between themselves and their elder generation they will not limiting

themselves in hopping in similar jobs, but making a total career change or build parallel career (Dougan *et al.*, 2008).

### **Motivation**

In early ages of industrialization, unskilled agrarians' workers are the major contributors in productivity. Direct extrinsic incentives like higher pay or corporal punishments are the main thrust to increase employees' productivity or discourage poor performance (Wren, 1994). In a study conducted by Elton Mayo in year 1924 and 1932 that is later well known as Hawthorne Study, employees' requirements for higher performance have being discovered with more than just incentives. The studies illuminated the extent to which workers were affected by external factors of work and how they organised themselves into informal groups.

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

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

### **Citizenship 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." 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.

Citizenship Performance was developed by recent researchers that summarized and configured numerous dimension sets of Contextual Performance into one performance domain (Coleman & Borman, 2000). 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.

The second factor is Organizational Support which can be further distinguished into three sub-dimensioned as Representing, Loyalty, and Compliance. **Representing** involves organization members representing and showing their organization favourably to outsiders by defending it when others criticize their organizations and promoting organization's

achievements and positive attributes, as well as expressing own satisfaction with their organizations. Second sub-dimension named **Loyalty** involves organization members showing their loyalty by staying with their organization despite temporary hardship, tolerating occasional difficulties and adversity cheerfully and without complaining, and publicly endorsing and supporting the organization's mission and objectives. Last sub-dimension is **Compliance**, it involves organization members self and encouraging other members to comply with organizational rules and procedures. Besides, it also includes members' voluntary activities in suggesting procedural, administrative, or organizational improvements.

The third factor brought is Conscientious which can also be distinguished into three sub-dimensions as Persistence, Initiative, and Self Development. **Persistence** involves organization members' persistence with extra effort to complete work tasks successfully despite difficult conditions and setbacks, accomplish goals that are more difficult and challenging than normal, completing work on time despite unusual short deadlines, and performing at a level of excellence that is significantly beyond normal expectations. **Initiative** as second sub-dimension explaining organization members showing their initiative to do all that is necessary to accomplish team or organizational objectives even if not typically a part of own duties, correcting non-standard conditions whenever encountered, and finding additional work to perform when own duties are completed. Lastly, third sub-dimension named **Self-Development** include organization members' behaviour in developing own knowledge and skills by taking courses on own time, volunteering for training and development opportunities offered within their organization, and trying to learn new knowledge and skills on the job from others or through new job assignment.

## **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 questionnaires consisted 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). A total of 124 respondents selected from simple random sampling method from Electric and Electronic manufacturing companies in Malaysia have responded the questionnaires. The data captured then were analysis using SPSS version 20 for descriptive and T-test.

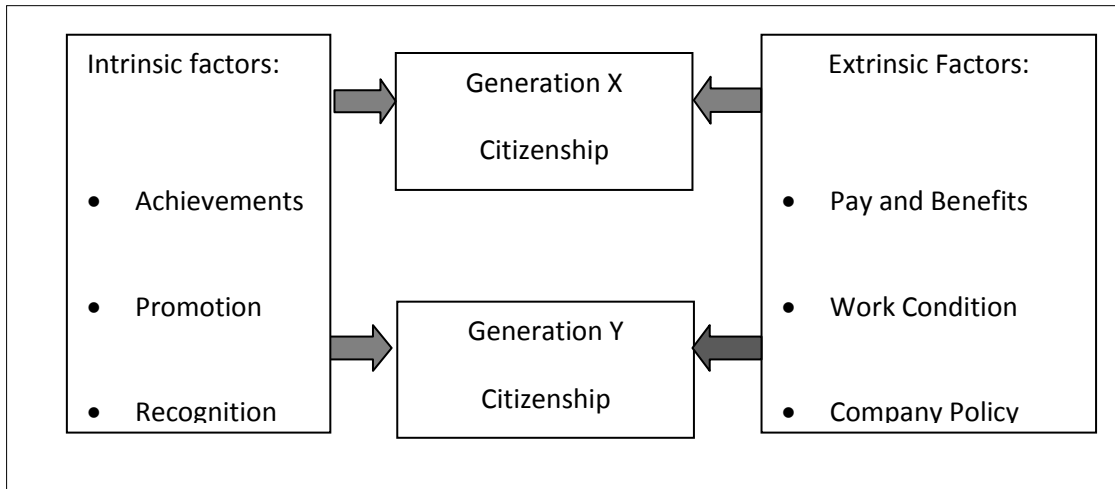


Figure 1: Research Model

## Results

Table 1 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 1: 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 2, 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 2: 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 3 below, Intrinsic Factors is negatively related to Citizenship Performance with  $r = -.078$  and the significance value of  $.267$  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 3: 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 4 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 4: 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)

**Discussion and Conclusion**

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. Table 5 below further presented the summary of correlation between Extrinsic and Intrinsic Factors towards Citizenship Performance.

**Table 5: Summary of Correlation between Extrinsic and Intrinsic Factors towards Citizenship Performance**

		Motivation	
		Extrinsic	Intrinsic
Citizenship Performance	Generation X	Negative	Positive
	Generation Y	Positive	Negative

The variance on motivation 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.

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. Citizenship Performance is much concluded to be facilitating by motivation factors. 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 (Becker, 2004); however, the levels of influences will varies among different generations as these generations cohorts are holding their diverse groups of characteristics, aspirations, and expectations (Cennamo & Gardner, 2008).

Based on the research findings, Citizenship Performance of Generation X are affected by Intrinsic Factors such as Work Itself, Achievements, Recognition and Promotion; whereas Generation Y's Citizenship Performance are affected by Extrinsic Factors such as Work Condition, Company Policy and Administration, and Pay and Benefit. As a result, organizations should take more consideration towards delivering distinct motivation factors for Generation X and Generation Y employees. In order to cultivate a culture that will support practice of Citizenship Performance, organizations should design variety of motivation packages that will be satisfied by either generation cohorts. Nevertheless, the scope of this research is limited to organizations that categorized under Electric and Electronic Industry small geographical radius. As different geographical area that attached with cultural contrast and organizational practices, it may turn up with dissimilar generations' preferences and extents of satisfactions towards motivations factors. As results, further research should be conducted in other geographical area and industries in order to provide a complete the picture of generational differences in Motivation factors towards Citizenship Performance.

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