

The Relationship between Intrinsic Motivation and Job Engagement among Gen Y Employees at National Heart Institute, Work-Life Balance as Moderating Effect

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Abstract

Job Engagement among Gen Y employees become an issue in today's world. This is due to the higher percentage of job hopping among Gen Y employees in which 65% of Gen Y employees work at their job less than two years. Besides that, there is a new gap about the relationship between Intrinsic Motivation among Gen Y employees towards Job Engagement. Hence, the paper shares two research objectives. The first objective is on the relationship between Intrinsic Motivation dimension (Job Autonomy, Competency, and Relatedness) and Job Engagement among Gen Y employees. Secondly, is the moderating effect of Work-life balance towards the relationship between Intrinsic Motivation and Job Engagement among Gen Y employees at the National Heart Institute (IJN). The unit analysis of this study is among Gen Y employees in the National Heart Institute (IJN). Data was conducted by using parametric analysis, which is the Pearson Correlation to determine first objective and PROCESS SPSS by Hayes was used to test moderator effect of moderating variable towards the relationship between Intrinsic Motivation and Job Engagement. Hence, the findings show that there is a relationship between Intrinsic Motivation (Job Autonomy, Competency, and Relatedness) and Job Engagement among Gen Y employees in IJN. The findings also show that there is moderator effect of Work-Life Balance towards the relationship between Intrinsic Motivation and Job Engagement. Thus, there is two recommendations for future research, firstly is to conduct the study with larger sample size and focus group is among Gen Y employees who are working in the public department agencies and ministry and secondly is conduct the study about technology as a moderator factor between Independent Variable and Dependent Variable.

Keywords: Intrinsic Motivation, Job Engagement, Gen Y, Work-Life Balance

Introduction

Generation Y or also known as Gen Y is a millennial generation who are born in between 1980 until 2000 in which the age between 17 until 37 years old as stated by the Department of Statistic Malaysia. Gen Y is the new generation workers that had joined the workforce and their number nowadays will keep increasing as the survey conducted by the Millennial Branding (2013), in 2025 this generation will become 75% of the global workforce. Hence, Gen Y is the largest generation in the workforce and they will become the biggest influence on organization performance, sustainability, and continuous improvement. This shows that Gen Y plays an important role towards the success of the organizational performance. An Organization who is maintaining the job engagement towards Gen Y will become a competitive advantage because past researcher has proved in their finding, 100% agree Gen Y will give a positive impact on organizational profitability and productivity (Fadilah, Maniam, & Nafis, 2015). However, there is a major concern among Gen Y employees towards job engagement. This is because Gen Y

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employees keep changing their job or job hopping and the level of job engagement among them are lower. The issues are stated as in Table 1.

Table 1

The problem of job engagement and job hopping among Gen Y employees

Surveys	Findings
JobStreet.com, 2013	-65% of 2642 of Gen Y employees are worked at their job less than two years -Most of them have switched job twice in the past five years.
Global Workforce Study (2014), Talent Management & Rewards Study (2014) and Towers Watson (2014)	-Job Engagement among employees in Malaysia is still very low at 40% -There are increasing number of employees who are like to leave the organization within two years, from 29% to 36% in 2014

Apart from that, Gen Y has unique characteristics, traits and personality which also different from past generation such as Gen X (1961 until 1979) and Baby Boomers (1941 until 1960). For Baby Boomers and Gen X, they are more focusing on stability in the long term that leads them more to the organization. On the other hand, Gen Y performs their work to meet their need such as self-esteem and self-actualization (Naim & Lenkla, 2016a) lead them to job hopping if the job does not meet their needs. Hence, the difference in motivation of Gen Y employees who are more motivated by growth needs such as self-esteem and self-actualization show that Intrinsic Motivation may become a key factor to increase the job engagement among Gen Y employees (Wee, 2013).

Besides, most past studies focused on the relationship between leadership and job engagement, antecedents and consequences of job engagement (Abraham, 2012; Clifford, 2010; Colbert, 2012 and et al.) but little research about the relationship between intrinsic motivation and job engagement among Gen Y. More than that, work-life balance become important element in nowadays workforce especially for generation Y to be engaged in their job (Choi, Kwon, & Kim, 2013; Erica, 2012; Naim & Lenkla, 2016b; Weyland, 2011a; Wiedmer, 2015) and this becomes a gap for the study whether work-life balance may influence the relationship between Intrinsic Motivation and Job Engagement among Gen Y. Hence, the study helps to determine the moderation effect of Work-life balance towards the relationship between Intrinsic Motivation and Job Engagement among Gen Y employees.

Objective of the Study

- i) To determine the relationship between Intrinsic Motivation dimension (Job Autonomy, Competency, and Relatedness) and Job Engagement among Gen Y employees at National Heart Institute (IJN),
- ii) To determine the moderation effect of Work-life balance towards the relationship between Intrinsic Motivation and Job Engagement among Gen Y employees at National Heart Institute (IJN).

Literature Review

Gen Y

Gen Y is the workforce who are grown up in the digital world in which the advances technology have developed their personality to learn and process information with faster (Martin, 2005). Hence, Gen Y adaptability with technology and innovation make them more demand on

the flexibility (Gillen & Cheshire, 2015) in term of working hour, the way they do their job, the places to do the job and type of training they need (Martin, 2005). The research omits have done by Gillen and Cheshire (2015) in “Innovation fit outs, are generation Y and technology firms heralding a new trend?” found that gen y will be more productive when they are given flexibility in which employees are given choice to choose their own holiday as long as achieve organization target.

More than that, the personality and characteristics of Gen Y who are creative, care free and risking lead them to job hopping. This is because of the changing of psychological contract where is lifetime employment and job security that inherent by baby boomer and Gen X are replaced multitasking, flexibility and employability skill among Gen Y (Naim & Lenkla, 2016a). Besides that, fully utilize technology and innovation by Gen Y make them effective and efficient in performing their work lead them to become more productive at once make Gen Y demand on a more flexible working hour (Weyland, 2011b). Therefore, Gen Y demand on greater flexibility in their career and balance between families and work (Wee, 2013) shows that work-life balance is important among Gen Y employees.

Job Engagement

Definitions of job engagement among employees become a wide discussion among researchers and practitioners. Job engagement of employees can be defined as employees with positive attitude, behaviour and positive psychological state (Bhuvanaiah & Raya, 2014). Whereas, according to Glantz (2010), job engagement of employees is an employee that is connected to the organization in terms of physical, emotional and behavioral lead to full involvement in and commitment to an organization’s success. However, Rurkkhum (2010) in his research found there are three levels of connection in order to be a highly-engaged employee. The three level is the rational level in which employees understand their role and responsibility towards their job. Secondly is the emotional level or employees are really passionate and energetic in performing their job. Finally, the motivational level in which employees perform well in their job is because employees understand well their role. Whereas, Kahn, (1990) defines job engagement as employees that are cognitively, emotionally, and behaviourally or physically involved in helping the organization perform better and achieve organization’s goal. The cognitive engagement factor is the employees thought and perceive towards their job and organization, whereas the emotional engagement factor is the employee’s feeling and finally, the behavioral engagement factor is the behavior of the employees that meets or exceeds organizational outcomes (Rurkkhum, 2010).

Employees who are engaged in their job does not only perform work at a superior level but also to actively perform their job beyond formal job requirements (Rurkkhum, 2010). This is because an employee with emotional attachment to their organization and highly involved in their job has a great enthusiasm for the success of their employer, besides going the extra mile beyond formal job requirements (Markos & Sridevi, 2010; Rurkkhum, 2010). Therefore, job engagement among employees can be a key driver of organization’s success (Ying, 2009).

Intrinsic Motivation

Motivation can be described as the internal and external forces that lead to initiation, direction, intensity, and persistence of behavior (Vallerand, 2004). Motivation is the something powerful because only a little motivation, employees can do a great impact towards their behaviors. Ryan & Deci, (2000) said to be motivated means to be moved to do something. More importantly, intrinsic motivation is an important element of human development and refers to the doing of an activity for its internal satisfactions rather than for some external intention (Ryan & Deci, 2000 and Vallerand, 2004). Therefore, employees with motivation will have inspiration and energized to start and finish their job.

Intrinsic motivation derives from within the person. It can be referred to the direct relationship between employees and the task is usually self-applied (Afful-Broni, 2012). According to Self Determination Theory, Deci and Ryan (2000) have suggested that there are three psychological needs required for good and personality integration which are 'autonomy', 'competence', and 'relatedness'. These needs are the source of individual's need to be self-determined in their actions. Zimmer (2010), in his studies, said intrinsic motivation can be increased in a situation that facilitates autonomy, competence, and relatedness.

Job Autonomy

According to self-determination theory, job autonomy is the psychological need of employees that can make choices, desire and freedom to initiate and regulate their behavior in their way in order to perform their job (Ryan & Deci, 2000) and feeling of need to engage in a task or participate in an activity. Generally, autonomy is something powerful only for an employer or upper management in the organization. However, according to Higgins (2005), the given of job autonomy to the employees gives employees the sense that they can control their action and have the opportunity and authority to make decisions. The freedom of employees to make a decision towards their task will enhance the confidence of employees in doing wider job role and performing new ways (Hornung & Rousseau, 2007) resulted to good outcome and performance in an organization. This is because, employees who are given autonomy and freedom to perform the job by following their own way, could feel a sense of responsibility for their tasks and activities. This will lead to activate a sense of engagement to their job that enhances job engagement in the organization and lead to a work environment that has low turnover in the an organization (Galletta, Portoghese, & Battistelli, 2011).

Competency

The competitive advantage of organization is the organization who have competent employees. Competencies employees are those possessing knowledge, skills, attitude, behavior, and attitude that are required in performing the job with success (Naim & Lenkla, 2016a). Therefore, competency is one of the elements of intrinsic motivation in which the feeling of the individual feels skillful and abilities in performing the task (Quigley & Tymon, 2006). Supported by self-determination theory, the feeling of skillful is the psychological need among employees (Ryan & Deci, 2000). An Employee with competency become energised, and it gives guidelines to employee's willingness to perform the task even though there are optimal challenges and, in doing

so, they highly tend to perform and extend their abilities to interact more effectively with their environmental surroundings (Lee, 2011).

Relatedness

Relatedness can be defined as a need that people want to have close emotional bonds with other people (Lee, 2011). It is the psychological need for relatedness that leads employees to desire close, affectionate bonds or attachments with the employer and colleagues in the organization. According to social determination theory, psychological need of relatedness among employees is when employees feel a sense of belongingness and connected with their group in the organization (Ryan & Deci, 2000). This element is important to make the employee feel part of a team and feel free to express their work-related and personal difficulties and this fulfilled employees needed because employees being connected to people in the organization and receive social supports (Dysvik & Kuvaas, 2010).

The ability of the employer to create a positive environment in the organization may lead the positive behavior of employees. The environment such as sense of mutual respect and trust (Louka, 2011) lead the development of the secure and stable relationship between employer and employee and colleagues (Carlton & Winsler, 1998). The respect and trust culture in organization encourage employees to feel valued. Hence, the employee will feel the of relatedness that will lead to intrinsically motivate because of the value by others (Ryan & Deci, 2000). Thus, relatedness builds a positive environment in the organization.

Work-Life Balance

Work-life balance is the balancing between employment and personal life (Deery, 2008; Kottabi, 2011; Mas-Machuca, Berbegal-Mirabent, & Alegre, 2016) given by supervisor or part of organization policies to the employees. The employees are given the option to choose the best for them to make a suitable decision according to with their current situation and goal. Work-life balance of employees can be flexible work schedule, offering cross training, providing competitive time and job sharing (Deery, 2008; Kottabi, 2011; Mas-Machuca et al., 2016).

The organization who are providing work-life balance for their employees is a better organization and may become a competitive advantage to the organization. This is because, work-life balance in the organization will promote flexible working hour and arrangement as well as better work support (Deery, 2008). As a result, work-life balance will give satisfaction to the employees due to choices they able to made lead to the employee's happiness and wellness at work (Nicole and David, 2015). Besides, work-life balance also is the formally and informally adjust employees work schedule that leads to maximum productivity, business goals achievement and improve life and work integration (Hutcheson, 2012) resulted in higher employees job performance and organization performance. For omit further discussion of the literature, there are relations how Work-Life Balance may influence the relation between Intrinsic Motivation and Job Engagement among Gen Y.

Hence, when work-life balance is given to the employees to manage and balance between their work time, family or personal activities it will stimulate job autonomy among employees because Mas-Machuca et al., (2016) in their finding have found work-life balance is positively

related to job autonomy. Thus, the freedom of employees to make a decision towards their work will enhance the confidence of employees in doing wider job role and performing new ways (Hornung & Rousseau, 2007) resulted to job satisfaction among employees (Mas-Machuca et al., 2016) lead to a good outcome and job performance in an organization. This is because, employees who have autonomy and freedom about how and when to do work, could feel a sense of responsibility for their tasks and activities. This would activate a sense of engagement to their job that enhances employees engagement in the organization and lead to a work environment with low turnover in the organization (Galletta, Portoghese, & Battistelli, 2011).

Second Intrinsic Motivation is competency in which competencies among employees are their abilities in possessing knowledge, skills, attitude, behaviour and aptitude that are required in performing the job with success (Naim & Lenkla, 2016a). Employees who are given opportunities to develop their self through learning and development such as training, new experience, challenging task and offering global assignment (Weyland, 2011b) are part of competencies stimulation. Thus, to be competence, work-life balance in the organization is important, in which employer or supervisor give opportunities to the employees to increase their competency through the flexibility to choose their competitive training, career and development and opportunities to involve in a new project for the new experience. (Deery, 2008). Hence, it will enhance Intrinsic Motivation of the employees because opportunities and responsibilities given by supervisor or employer through work-life balance give means to the employees to prove their skills and abilities (Martin, 2005).

Thirdly is relatedness in which according to social determination theory, psychological need of relatedness among employees is when employees feel a sense of belongingness and connected with their group in the organization (Ryan & Deci, 2000). This element is important to make the employee feel part of a team and feel free to express their work-related and personal difficulties. This shows that relatedness fulfilled employees needed because employees being connected to people in the organization and receive social supports (Dysvik & Kuvaas, 2010).

Conceptual Framework

Base on the Self-Determination Theory by Ryan and Deci (2000), they have created the Dimension of Intrinsic Motivation Model which are Job Autonomy, Competency and Relatedness in which from the model, Intrinsic Motivation become independent variables that lead to the dependent variable of Job Engagement among Gen Y employees.

Figure 1 is the conceptual framework of the relationship between Intrinsic Motivation, Work-life balance and Job Engagement among Gen Y employees. There is a relationship between Intrinsic Motivation and Job Engagement as in the literature reviews have stated that employees may engage towards their job when there is a autonomy in performing their job (Bhattacharya & Mukherjee, 2009; Lakshmi, 2012), employers give opportunities to employees develop their talent, skill and knowledge in which this is competency (Bhattacharya & Mukherjee, 2009) and there are positive relationship between employer employees and colleague in the organization (Walton, 2009) in which this is Intrinsic Motivation Dimension of relatedness.

H₁: There is positive relationship between Job Autonomy and Job Engagement among Gen Y employees

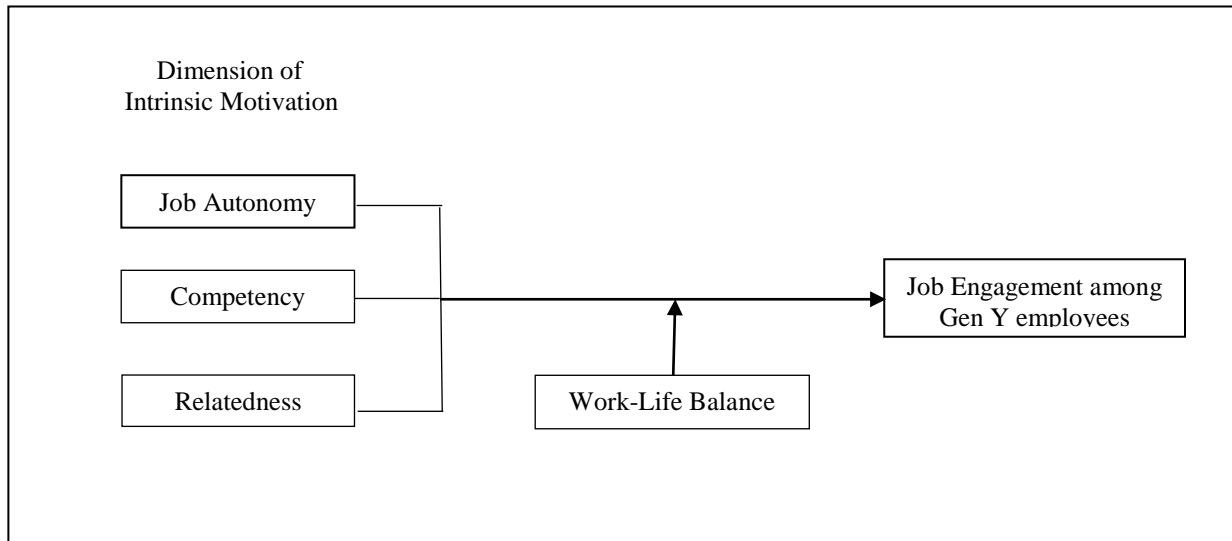


Figure 1
The Relationship Between Intrinsic Motivation, Work-Life Balance and Job Engagement among Gen Y Employees in Government Linked Companies (GLC)

- H₂: There is positive relationship between Competency and Job Engagement among Gen Y employees
- H₃: There is positive relationship between Relatedness and Job Engagement among Gen Y employees

Therefore, from the conceptual framework, Intrinsic Motivation is the independent variables whereas Job Engagement is a dependent variable of the research. However, from the literature reviews, found that Work-life balance may influence the relationship between Intrinsic Motivation and Job Engagement because Gen Y employees will be more productive when they are given work-life balance by the organization. Hence, Work-life balance is the moderating variable that moderates the strength of causal effects from Intrinsic Motivation to Job Engagement.

- H₄: Work-Life Balance (Moderator variable) moderate the relationship between Intrinsic Motivation and Job Engagement among Gen Y employees

Methodology

In this research, the quantitative method was used to determine the relationship between Intrinsic Motivation and Job Engagement among Gen Y employees. The population of the study is among Gen Y employees that work at National Heart Institute (IJN), Kuala Lumpur. A letter of permission to conduct a research was sent to National Heart Institute administration to get permission and inform the objectives of the research. After that, data was distributed to the sample by using questionnaire. Due to the time factor, purposive sampling techniques were used to determine the specific age employees 17 years old 37 years old as the subset of the general population of the study at NHI that fits the criteria of respondents for the study. Hence, based on the table of a sample size of Krejcie and Morgan (1970) with sample proportion within 0.05 of the population proportion and 95% level of confidence, 240 of Gen Y employees were selected as a sample to represent the 1,395 of the population.

In order to measure the variables, the questionnaires were developed through adopting and adapt techniques from past research. The questionnaire was adapted from an original instrument of past research and adapt technique was used because of modification was made in order to ensure questionnaire are significant with a background of study which is Gen Y employees. The questionnaires are divided into four sections, section A for demographic data, section B for Intrinsic Motivation, Section C for Job Engagement and section D for Work-Life Balance. Demographic data of the respondents of these studies were obtained by using a researcher-constructed demographic questionnaire adopted and adapted from Rurkkhum, (2010). While, for Intrinsic Motivations in which have three dimensions in this research which are job autonomy, competence, and relatedness, therefore, each of the elements has 5 item statements and the questions for each dimension was adopted and adapted from the past researcher Lee, (2011) and Louka, (2011). Whereas, in order to measure the Job Engagement in the organization, 8 item statements were adopted from Rurkkhum, (2010) which developed from 9-item Utrecht Work Engagement Scale (UWES-9) (Schaufeli, Bakker, & Salanova, 2006). However, item statements of Job Engagement in this study were modified by the researcher by adding 2 item statements in order to make sure questionnaire is in line with research objectives. Lastly, the work-life balance was measured by using 10 items statement that was adopted from Bley, (2015).

Findings

240 data was distributed to the samples among Gen Y employees in National Heart Institute (IJN) using hard copy questionnaire. However, only 132 of respondents were given feedback from the data survey. Statistical Package for Social Science (SPSS v22) was used to analyze the data.

Table 2

Profile of Respondents (N=132)

Items	Frequency	Percentage %
Gender		
Male	66	50
Female	66	50
Year of Birth		
1980s	43	32.6
1990s	75	56.8
2000s	14	10.6
Highest Level Education		
SPM	10	7.6
Diploma	37	28
Degree	76	57.6
Master	9	6.8
Respondent has Worked in the Organization		
Less than 1 year	30	22.7
1-2 years	34	25.8
2-3 years	37	28
3-4 years	22	16.7
More than 5 years	9	6.8
Frequency Respondents Change Job For Past 5 Years		
Once	63	47.7
Twice	41	31.1
3 times	22	16.7
4 times and above	6	4.5
Job Specialization		

Services	22	16.7
Administration/Management	37	28
Computer/IT	16	12.1
Healthcare	16	12.1
Financial/Accounting	15	11.4
Engineering	25	18.9
Other	1	0.8

Tables 2 shows the profile of the respondents in which described the characteristics of the samples. From the 132 of respondents, male and female data were equally collected among Gen Y employees in which (50%) each. The highest respondent is among Gen Y who are born in the 1990s which are 75 of respondents (56.8%), whereas 43 respondents are born in 1980s (32.6%) and 14 of respondents are born in 2000s (10.6%). Whereas for the level education among samples of Gen Y in IJN, 10 of the respondents (7.6%) held Sijil Pelajaran Malaysia (SPM), 37 respondents (28%) held Diploma, 76 respondents (57.6%) held Degree and the remaining which are 9 respondents (6.8%) reported holding a Master's degrees. From the data that have been collected, reported that most of the respondents of the Gen Y in IJN organization which are 37 respondents (28%) have been working in the organization between 2 to 3 years. Followed by working in the organization between 1-2 years 34 respondents (25.8%), less than 1 year 30 respondents (22.7%), 22 respondents (16.7%) working between 3 to 4 years and only 9 respondents of Gen Y employees (6.8%) have been working in IJN more than 5 years.

Results also showed that 63 respondents of Gen Y employees (47.7%) had changed their job once in the past five years in which this are the highest respondents. Followed by whom had changed their job two times for the past 5 years with 41 respondents (31.1%), while 22 respondents of Gen Y employees (16.7%) had changed their job three times and the rest which are 6 respondents (4.5%) had changed their job 4 times and above. For the job specialization, 22 respondents (16.7%) are working in services, 37 respondents (28%) are in administration/management, 16 respondents (12.1%) specialize in both computer/IT and 16 respondents (12.1%) specialize in healthcare. Whereas for job specialization in financial/accounting, engineering and others are 15 respondents (11.4%), 25 respondents (18.9%) and 1 respondents (0.8%).

Reliability and Normality Test

Table 3
Reliability Statistics

Variables	Cronbach's Alpha	N of items
Job Autonomy	0.74	5
Competency	0.72	5
Relatedness	0.83	5
Job Engagement	0.86	10
Work-Life Balance	0.77	5

Table 4
Descriptives

Variables	Skewness	Kurtosis
Job Autonomy	-0.254	1.155
Competency	-0.169	0.355
Relatedness	-0.137	0.393
Job Engagement	0.046	0.739
Work-Life Balance	-0.434	0.245

The reliability test of Cronbach's Alpha shows all the variables were above the scale 0.6 which indicated sufficiently reliable internal consistency as shown in table 3. Whereas in table 4, provides the statistical value for Skewness and Kurtosis which is relevant to prove the normal univariate distribution. The Skewness and Kurtosis values for all the variables are within the acceptable values, which are +2 and -2 respectively. Therefore, Pearson Correlations is used to determine the relationship between Intrinsic Motivation and Job Engagement among Gen Y employees. While process SPSS by Andrew F. Hayes was conducted in order to determine the moderation effect of Work-life balance towards the relationship between Intrinsic Motivation and Job Engagement among Gen Y employees.

Objective 1

Table 5
Pearson Correlations

	Job Autonomy (IV1)	Competency (IV2)	Relatedness (IV3)	Job Engagement (DV)
Job Autonomy	1.000			
Competency	0.509**	1.000		
Relatedness	0.500**	0.690**	1.000	
Job Engagement (DV)	0.439**	0.641**	0.587**	1.000

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

Table 5 shown there is a significant relation with the low positive relationship between Job Autonomy and Job engagement ($r=0.439$, $p=0.00$). Therefore, the higher the job autonomy given to Gen Y employees the higher job engagement among them. Thus, objective 1 is achieved and hypothesis 1 H_1 is accepted.

H₁: There is positive relationship between Job Autonomy and Job Engagement among Gen Y employees

The result also showed that there is a significant relationship between Competency and Job Engagement with moderate positive relationship ($r=0.641$, $p=0.00$). Thus, the higher competency the higher job engagement among Gen Y employees. So that, hypothesis 2 H_2 is accepted.

H₂: There is positive relationship between Competency and Job Engagement among Gen Y employees

Lastly, there is a significant relationship with the moderate positive relationship between Relatedness and Job Engagement ($r=0.587$, $p=0.00$). The results show that, the higher relatedness the higher job engagement among Gen Y employees. Therefore, we can be conclude that there is a relationship between Intrinsic Motivation and Job Engagement among Gen Y employees in National Heart Institute. Hence, hypothesis 3 H_3 is accepted.

H_3 : There is positive relationship between Relatedness and Job Engagement among Gen Y employees

Objective 2

The moderating effect is tested by observing whether the R-square (R^2) change is significant. Table 6 shows the overall model in which $F(3,128) = 134.62$, $p=0.000$, $R^2 = 0.759$. Therefore, there is 75.9% of the variance of moderation effect towards Intrinsic Motivation and Job Engagement.

Table 6

Moderator Summary for Dependent Variable (Job Engagement)

	F Statistic	p Value	Interaction	p Value	R ² Change	F Change	Condition al Effect of Moderator of X and Y	Effect	P Value
Intrinsic Motivation (IV)	134.622	0.000	-0.1097	0.2146	0.759	1.5553	2.1697	1.2056	0.000
							2.7742	1.1393	0.000
							3.3788	1.0729	0.000

Whereas for the conditional effect of the moderator of X and Y presented that at lower moderator variable (Work-Life Balance) value (2.1697) the effect of X and Y is highest 1.2056 ($p=0.000$). At medium moderator variable (Work-Life Balance) value (2.7742) the effect is higher 1.1393 ($p=0.000$). At highest moderator variable (Work-Life Balance) value (3.3788) the effect is lower 1.0729 ($p=0.000$).

From the results, it can be concluded that Work-Life Balance as a moderator has a moderating effect towards the relationship between Intrinsic Motivation (IV) and Job Engagement (DV) of Gen Y employees which indicates p value $p<0.005$. Thus, H_5 is accepted

H_4 : Work-Life Balance (Moderator variable) moderate the relationship between Intrinsic Motivation and Job Engagement among Gen Y employees

Discussion

The Relationship between Intrinsic Motivation Dimension (Job Autonomy, Competency, and Relatedness) and Job Engagement

From the research findings, there is a positive relationship between Job Autonomy and Job Engagement among Gen Y employees in the National Heart Institute (IJN). Job Autonomy is

important among generation Y in order to them highly engaged in the organization. The leader nowadays must aware that, generation Y does not like to be controlled, but they just want clear advice and regular support from leaders, then give them autonomy and freedom for them to complete their task (Carolyn, 2005).

There is also a positive relationship between Competency and Job Engagement among Gen Y. This means that the higher competencies of Gen Y employees, the more they will be engaged on their job. Competency among Gen Y is when they have high abilities, knowledge and skillful in performing their job (Naim & Lenkla, 2016a). The competencies among Gen Y are important as this related to Gen Y attitude and behaviours in which enthusiastic with stimulation and challenges (Weyland, 2011a). The leaders must aware this situation in the organization in which they must provide and give opportunities to Gen Y employees to improve their skills, abilities, and knowledge from time to time so that Gen Y intrinsically motivated lead to high performing job.

The third Intrinsic Motivation dimension of relatedness has a moderate relationship with the Job Engagement among Gen Y employees in National Heart Institute This shows that relatedness also plays role in order to engage Gen Y employees in their job and in the organization. In which Gen Y employees need to feel that they are connected and belongs to the organization. The feeling of connection and belongingness may come from the communication in which it must be two-way communication because actively communication among Gen Y will become an opportunity to organization to build a strong sense of connection (Reynolds, Campbell Bush, & Geist, 2008). Perhaps, through this connection, the organization may apply the mentor-mentee system in which this will help generation Y to learn something new from the older generation at once perform their job.

Work-Life Balance is the Moderating Effect between Intrinsic Motivation and Job Engagement

This study discovers that the relationship between Intrinsic Motivation and Job Engagement may influence by Work-Life Balance that Gen Y receives by Gen Y. Supported by past researcher Erica, (2012) work-life balance is important among Gen Y in which she found that 50% of Gen Y employees place higher priority on family than work, whereas, 37% of Gen Y employees put equal priority between their family and work and only 13% Gen Y employees put higher priority on their work than family. This shows that Gen Y employees are family-centric rather than work-centric (Wiedmer, 2015). This result in line with the characteristics and personality of Gen Y employees in which like with flexibility. The flexibility that is needed omit in term of hours and schedule that leads to a balance between work and life.

Limitation and Recommendation

There are several potential limitations was expected in this research. The first limitation of the research is, the research was conducted only focus on one organization which is National Heart Institute (IJN) in which sample size are small and not fully representing Gen Y employees among Government Linked Cooperation (GLC) and also Gen Y in Malaysia. More than that, National Heart Institute (IJN) is the organization that categorizes as the health sector so that there is no diversity of sector of industry in this study such as education, business, manufacturing, engineering, hospitality and other. The second limitation is the study focusing on Gen Y employees including all level of the position. This may create biases between levels of position.

This is because higher level employees may have different needs besides intrinsic motivation comparing with lower level employees. Higher level employees basically they have the power to lead other employees in which they are the people who will enhance Intrinsic Motivation to the lower level employees.

For the future research, recommended to the future researcher to conduct the study with larger sample size and focus group is among Gen Y employees who are working in the public department agencies and ministry. This is because, the larger sample size, the more accurate of the data analysis. Besides, data outliers can be avoided and goodness of the measurement is more reliable and valid. More than that, Public Agencies are more focus on extrinsic rewards such as pension, bonus, KPI and etc. but the importance of Intrinsic Motivation that leads to job engagement among Gen Y employees in Malaysia can become questionable for future research to study about it. The second recommendation is to conduct the study about technology as a moderator factor towards the relationship between Intrinsic Motivation and Job Engagement among Gen Y employees. Gen Y is the generation that rises with technology and globalization. Lastly, recommended to future researchers to do a study on how generation Y can contribute to the development of an organization. As there are an increasing number of generation Y in today's workforce as well as become the largest workforce in the future. Besides personality of Gen Y who are innovative and creative in which may give value added to the organization.

Conclusion

In conclusion, the study has discovered that there is a relationship between Intrinsic Motivation (Job Autonomy, Competency, and Relatedness) and Job Engagement among Gen Y employees in National Heart Institute (IJN). Research has shown that Job Autonomy, Competency, and Relatedness may influence Job Engagement among Gen Y employees. This shows that Intrinsic Motivation need to become part of organizational practices so that, lead to organizational success and sustainability. This is because the organization must realize that 75% of Gen Y are in the workforce in the future.

The study also found that there is moderating effect of Work Life Balance towards the relationship between Intrinsic Motivation and Job Engagement. This shows that work-life balance may influence the relationship intrinsic motivation of Gen Y employees towards their job engagement. This is because work-life balance is become essential among Gen Y employees because Gen Y employees are seeking for flexibility and autonomy.

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