Impact of Motivation on Job Satisfaction among Gen-Z within FMCG industry in Klang Valley, Malaysia.

Pik Kuan, Law[1]
Post Graduate Research Student, FTMS College, Malaysia

Ananthalakshmi Mahadevan
Senior Faculty, SOABM, FTMS College, Malaysia

Abstract:
Several studies on generational differences of job motivational factors of employees from various industries in Malaysia have been carried out. Besides employment expectations from the older generations, unorthodox employment requirements are expected of the employers to cater to Generation Z (Gen-Z) but there is little research done on Gen-Z in Malaysia.
This research aims to study the impact of motivation on job satisfaction and performance among Generation Z in the Fast-Moving Consumer Goods (FMCG) sector within Klang Valley. The main objectives were to investigate what intrinsic and extrinsic motivations affecting job satisfaction and what do job satisfaction means to Gen-Z.
A structured questionnaire served as the primary tool for data collection for this study. The questionnaire was divided into five sections and respondents are to answer each question on a Likert scale of which participants are expected to rate their perceived intrinsic and extrinsic motivators and different measurements that will indicate the effective level of job satisfaction. The scale will be designed based on five indicators ranging from 1 (strongly disagree) to 5 (strongly agree) in sections B, C, and D. The last section was questioned on job happiness level and the intention to stay or look for a new job.129 completed questionnaires were collected, and the data set was then further analyzed using SPSS 26. Results from Pearson Correlation demonstrated that both variables (IM r= 0.657 and EM r= 0.740) are correlated with JS (Job Satisfaction) positively with a strong relationship where all the values are above 0.5. From the ANOVA result, it was concluded that the hypotheses studied are accepted and proven a strong positive relationship between IM (Intrinsic Motivation) and JS (Job Satisfaction), and EM (Extrinsic Motivation) and JS (Job Satisfaction).
This research concluded that H1: There is a significant positive relationship on intrinsic motivation affecting job satisfaction and H2: There is a significant positive relationship on extrinsic motivation affecting job satisfaction are supported and accepted in this study.
Key Word*: Generation z, Intrinsic motivation, Extrinsic motivation, Job satisfaction.*

I.   Introduction

Motivation generates drive and this drive fuels every individual to apply and perform their skill and knowledge. Motivation as explained by Cherry (2020) is a process that initiates and guides, and it involves biological, emotional, social, and cognitive forces that activate the behavior. It is an important aspect to have in life for pursuing and accomplishing goals (Singh & Sharma, 2017). As motivation is a guiding force for human behaviours, many researchers developed theories to understand what people or human needs and most of the motivational theories generally differentiate between intrinsic and extrinsic factors. Intrinsic motivation comes from within where you will do the activity because it is internally rewarding while extrinsic motivations stem from the outside for external gains such as money, fame, or power (Legg,2019).

Employees' job motivation is one of the contributing factors towards the sustainability of an organization such that a motivated workforce would increase the organization's productivity (Craig,2018; Behesthi,2019). Clark & Saksberg (2019) also highlighted that 40% success of team projects is contributed by employees' motivation to get the job done willingly and invest enough mental effort to succeed that procrastination. Managers need to identify factors and reasons affecting their motivation and strategize around them. Job satisfaction is often spoken, and it is being defined as the level of happiness or positive emotional response an employee feels when doing the job (Basumalick,2020). Just like motivational theories, job satisfaction was also heavily researched by the psychologist to conceptualize factors influencing the feeling an individual has about his or her job. Job satisfactions vary for every individual and it is crucial to recognize so

that employers can improve the known variables to strengthen work relationships and foster a satisfying work environment for everyone (Lotich,2018). It is even more important now because we are now in a multigenerational workforce where we have 5 working generations in an organization – Traditionalist (born 1945 and before), Baby Boomers (born between 1946 and 1964), Generation X (born between 1965 and 1976), Millennials (born between 1977 and 1995) and Generation Z (born in 1996 and after). Several studies on generational differences of job motivational factors of employees from various industries in Malaysia have been carried out. Besides employment expectations from the older generations, unorthodox employment requirements are expected of the employers to cater to Generation Z (Gen-Z) (Keszthelyi,2018).

It is known employees' high morale at work would assist the company in achieving its goals. Motivated employees increase productivity and attain a higher level of output and according to Mulcahy (2013), employees are more productive, satisfied, and fulfilled when they believe management is concerned about them. Some of the main motivating factors of pharmacists in the public healthcare industry and white-collar employees in Malaysia are flexible work schedules, and salary and promotion that signify outstanding job performance (Chang, et al.,2019; Ramakrishnan & Arokiasamy,2019). In a study by Islam & Ismail (2014) on employee motivation among Malaysian companies, the result findings show 27.9% desires 'high wages' as their number 1 factor followed by 'job security. In addition, positive personal values that motivate Malaysian employees of Islamic Banking are reported to impact the organization's productivity (Hamsah, et al.,2019). Similarly, another study has also shown that enhancement of work conditions, security, accountability, and wages improved productivity and work retention of millennial employees from the Malaysian oil and gas industry (Saeed, et al.,2019).

According to Dill (2015), Generation Z (aka Gen Z, iGen, or Post-Millennials) is the demographic succeeding Millennials born the mid-1990s to early 2000s. It is the generation that grew up with technology, the internet, and social media. Being true digital natives, they are most connected and sophisticated compared to other generations (Kasasa, 2019). Friedriech et al. (2020) also refer to Generation Z as Generation C (connected, communicating, content-centric, computerized, community-oriented, clicking) born between 1995 and 2000 and emphasized that they are the first generation connected to the technology world. McCrindle (2014) added the Generation Z is "globally focused" as they are the first generation exposed to cultural diversity and experiencing globalization. This generation is also more educated, connected globally, and technologically saturated which also made them be more of a realist compared to the previous generations (Lanier,2017).

Gen Z is now made up to approximately 32% of the world population (Lee & Lu, 2018) and the oldest Gen Z has entered the workforce. In Malaysia, Gen Z currently makes up to 26% of the population based on Global Consumer Research by Nielsen (Ahmad et.al., 2019).

II.   Literature Review
Motivation is critical to effective management and leadership. Organizational productivity declines when employees are not motivated to fulfill the organization's objectives (Tanner,2019). He added that for lasting motivation, it is important to view intrinsic reward on top of extrinsic reward. Johnson (2018) also agreed that intrinsically motivated employees engage behavior from within because it is inherently rewarding and fulfilling. The popular Maslow's hierarchy however is view dated and limited in recent years, but it is still applicable as a model to guide oneself personal growth journey (Gosset,2019). Additionally, as suggested by Holland (2016), the understanding motivation behind the job may increase job satisfaction.

Intrinsic Motivation
As explained by Legg (2019), the act of doing something without any external rewards is called intrinsic motivation. The act is usually done because you simply enjoy doing it rather than being pressured to do it with an incentive or reward. The goals come from within, and the outcomes satisfy he added. An example of intrinsic motivation is 'Going for a run because is my way of relaxation and not to win a competition.'

Extrinsic Motivation
Extrinsic motivation is however being explained as a reward-driven behavior (Legg,2018) and this behavior uses rewards or punishment to influence the specific outcome. Besides tangible rewards like a trophy or a paycheck, abstract rewards like praise and fame are consider extrinsic motivation. An example of extrinsic motivation is 'I am practicing my run to beat the record for Champion title'.

Job Satisfaction
Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. BasuMallick (2020) explained job satisfaction as a positive emotional response when you are doing your job in which it is similarly defined by Edwin Locke (1976) as the state of feeling resulting from appraising one's job experiences. Job satisfaction varies from one person to another even though they are working under the same condition and as such, job satisfaction has a significant impact on productivity and work quality. A famous quote by Confucius 'Choose a job you love, and you will never have to work a day in your life is a simple example of how emotions play an important role in job satisfaction.

Job satisfaction has been commonly linked to variables like performance, absenteeism, and turnover and it is believed that attitudes and behaviors directly impact their actions (Redmond,2016). Job satisfaction also impacts a person's general wellbeing as they spend a great number of hours at the workplace and if they are dissatisfied at home, this could also lead to them being dissatisfied in other areas of life, Redmond added.

Earlier studies of motivation involved an examination of individuals and their needs. Many researchers developed theories to categorizing their findings based on identifying and evaluating internal motivation which an employee derives from job satisfaction and further enhance it with external motivation as required for which the organization could take note of. Similarly, for job satisfaction theories, studies were carried out to identify what are the factors that can impact higher and better employee job satisfaction.

The concept of the hierarchy of needs was first introduced by Maslow in 1943. This concept suggests that people are motivated to fulfill basic needs before moving on to other, growth needs (Cherry,2020) and the theory is well serve based on the perceptive insights of human nature which can be easily adopted and implemented in an uncomplicated manner. However, Kunchala (2017) opposed this theory as it only represents a narrow segment of the population and there is no proper measurement to accurately define 'actualization'. Not all individuals think the same way and we need to consider the cultural differences. It is indeed very difficult to measure satisfaction which one gets after fulfilling each level and very much subjective in nature when dealing with peoples' minds (Parikh,2018). Creating an environment to collectively meets these needs may not be easy to function at full potential given the generation now. 'Self-Esteem' for example, is being interpreted differently around the globe, and therefore, it is hard for researchers to measure and generalized.

Alderfer's ERG theory developed by Clayton Paul Alderfer is perceived as the simplification of 5 Maslow's Needs Hierarchy. ERG is acronym for Existence, Relatedness, and Growth and the theory suggest that these are the 3 basic needs employee needs to satisfy (Maharjan,2018). Different level of needs can be pursued simultaneously, and the order can differ from one individual to another. If manager focuses on one need at a time, then this will not encourage employee. Kumar & Mehta (2016) expressed that individual's particular path towards satisfaction is blocked, he may persist along that path but same time he regresses towards more satisfied needs. Education, family background, and cultural environment could also affect the individual's importance. Example, a highly qualified person may value the growth needs more while an individual coming from not so supportive environment may choose existence as more important.

Vroom's Expectancy Theory of Motivation focuses on the outcome and not needs unlike Maslow's. There are three variables in this model to form an equation (Motivation = Valence x Expectancy x Instrumentality). The theory is based on the principle of reward the individual expects as an outcome of good job performance (Lander,2018). Employee's expectations are boosted by rewards and incentives which they will be highly motivated if they are made to believe to behave or perform in a specific manner accordingly. This is a cognitive theory that values human integrity, and the biggest drawback of this theory is that employees act purely out of self-interest which will result in a lack of good value as a whole (Gaffney,2018). Another implication of this theory is that the employee's motivation needs to be continually assessed and the reward system must be fair and just in the organization.

Herzberg's Two Factors theory or sometimes known as Motivation-Hygiene factory recognized as two different sets of factors governing job satisfaction and job dissatisfaction (Ball,2003). To put in simple terms, hygiene factors are classified as salary, safety, security, and even working conditions while motivating factors examples include achievement, recognition, advancement, or even responsibilities. This theory emphasizes job enrichments where managers can make use of employee's expertise and look at the aspects of their work from within (Kujik,2018). Money is secondary if employees are self-driven. However, this theory is unable to measure the relationship between job satisfaction and productivity. A satisfied employee does not necessarily lead to productivity (Kunchala,2017).

Discrepancy Theory or the 'Affect Theory' was developed by Edwin A.Locke in 1976 and is one of the most famous job satisfaction models. Locke's theory suggests that a person's job satisfaction comes from what they feel is important rather than fulfillment or unfulfillment of their needs. Simply put, it is how much people value different aspects of the job along with how expectations are met. In a study by Rice et al (1991), the tested hypothesis on the discrepancy model provides strong significant support and suggests efforts are to be made on improving discrepancy for better job satisfaction. In short, the greater the discrepancy, the greater the job dissatisfaction (Maniksaly,n.d).

Developed by Hackman and Oldham (1980), this Job Characteristics Model focuses on the job itself and how it affects the outcomes and satisfaction. This model identified skill variety, task variety, task significance, autonomy, and feedback as the five core characteristics. Skill variety follows when the employee engages in a wide range of activities that require different skills where task identity happens when the employee completes the thorough process of the job. Task significance is explained as the job being meaningful and making an impact on people. As for autonomy, it is when an employee has the freedom to decide on how to carry out the task. Feedback simply means employees given clear feedback on the job done (Oldman &

Hackman,2010). The second important element in the JCM model is the three key critical psychological states of meaningfulness, responsibility for the outcome, and knowledge of results (Jochem,2020). The main benefit of this model is helping the organization to design jobs where they can combine varied jobs and tasks making work more interesting and challenging (Parker et al, 2017). JCM model also encourages delegations making group and teamwork more effective. This also helps create a better bond between employees, low absenteeism, and reduce staff turnover too. However, this model may not be as applicable given the workplace environment now is more agile and complex as compared to fixed-roles organization structure.

Dispositional Theory is also another well-known job satisfaction theory there is. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job.This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Judge, Locke & Durham (1997) proposed a narrower scope of Dispositional Theory called the Core Self-evaluation model where the study argued that four Core Self-evaluations determine one's disposition towards job satisfaction- self-esteem, general self-efficacy, locus of control, and neuroticism instead. This model states that higher levels of self-esteem (the value one places on his/herself) and general self-efficacy (the belief in one's competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over her\his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.

A study to determine Gen-Y and Gen-Z's influence of motivation and job satisfaction towards performance was carried out at The RARE company in China by Deng (2020). Qualitative data from 55 operational level officers were gathered and data were analyzed using mean score, multiple and simple linear regression. The results show that intrinsic factors (career plan, training, target incentive & teamwork) have a significant effect on Gen-Y and Gen-X employees' satisfaction. Target incentive stands as the most important factor for improving job satisfaction as they believed that non-monetary reward is more valuable to them to be given the opportunity for upgrade and advancement. This finding is also supported by the executive of the company stating that target incentives not only improve motivation but their work passion and job satisfaction. Teamwork ranked second while training ranked third most important factor for improving job satisfaction. Both Gen-X and Gen-Y recognize that it takes more than one person to succeed, and a team will help in overall productivity while the training aspect is believing in the constant quality improvement on the job.

Human resources management is currently facing a challenge in managing multi-generation employees in the same workforce. Hardin (2020) carried a study on Gen-Z to further investigate the motivational factors and hoping that the results would contribute insights to the human resource professionals. The online survey was carried out in two community colleges in Central Texas and a total of 349 respondents participated (63% Gen-Z and 37 % Millennials). The main purpose of this research is to find out Gen-Z's motivation so that the results found will help to improve job satisfaction, minimize employees' turnover and help predict how the Gen-Z interact with other generations in the workplace. The final analysis suggested that there were significant differences in autonomy, relatedness, and competence and employees will need to address individually.

In a study by Nahabani and Riyanto (2020), the aim was to find out how to improve Gen-Z's organizational commitment through job satisfaction and work motivation. This study was conducted via a collection of secondary data from a different research papers, journals, articles, and books. According to their findings, they found that Gen-Z is indeed different from other generations as this group has its own expectations and preference. Money is considered important but is not rank as a high priority. The Gen-Z aim for career growth as they would appreciate it if the company prioritized their development and helped them grow in expertise and skills. They valued freedom and transparency which they usually would just do what they love naturally as for them, it is like being able to enjoy work optimizing their skills. The study suggests that identifying exactly what motivates the Gen-Z employees, would lead to job satisfaction. Seeking to understand the process of organizational motivation for Generation Z from a communication perspective, Mahutga (2019) applied grounded theory methods to illustrate several exploratory relationships. Results and theoretical model demonstrate that communication plays a very important factor in the manner of how Generation Z view themselves which is positively related to motivation for them. Be it work or personal communication as analyzed in the study, the communication can further break down into care, belonging, respect, goals, feedback, and even payment, respectively. Stressing on communication is a key role in creating a better workspace, this also encourages work to be more meaningful and motivational to encourage Gen-Z as individuals with the freedom to express.

As the work dynamic continues to evolve, Faith & Essie (2020) conducted a study on motivation and hygiene factors in the multigenerational workforce in Finland. The study managed to collect a total of 83 respondents whereby the majority is under 25 years old with the largest age group was 22 years at 19% in total. One of the key research questions was 'What existing and emerging expectations motivate or demotivate millennials and gen-Z' and the factors that have got the most dominant scores was 'work-life balance' followed

by 'self-supervision/autonomy'. Gen-Z in particular also expressed higher concern about having to be micromanaged as they will feel 'suffocated' by the supervisor watching over all the time. Other concerns that were shared was Gen-Z felt the insecurity of the future with the influence of technological advancement too.

Kirchmayer & Fratričová (2018) conducted a study using the narrative data collection method of empathy-based stories (MEBS). Samples were given to 235 Gen-Z business students in Slovakia to study their future work motivations. They collected 665 unique items which were then further analyzed and grouped into 25 subset factors and finally organized according to their relationships of the three dominant themes (employee, job, and organization). From the findings, the top 3 dominant motivators for the Gen-Z are enjoying one's work, quality of relationship with co-workers, and achieving one's goals. The results indicated are similar to past studies finding stating that Gen-Z appreciates 'having a meaningful job' or 'do what they love'. However, to what extent these factors mean, it is very important to reveal the attributes of these factors to truly understand the pattern as Gen-Z is powered by personal growth, Kirchmayer & Fratričová added. Lastly, workload, work-life balance, organization of working time, and job security were less important to them.

Aleksandra & Lera (2019) conducted research on 96 Generation Z (18-28 years old) students in Finland where they were asked 18 questions about factors influencing motivation and job satisfaction. One of the key findings is over 60% of respondents agree that employee motivation will help increase their productivity like verbal recognition for work well done as the Gen-Z are open to criticism and rewards. Though money is still one of the motivator factors but is only valued at 20% which is rather low. In fact, personal growth and learning are valued higher than money reward with 23% agreed career growth is the primary motivation. The research also found that Gen-Z believes in having a fair salary according to market rate as they feel the company will protect this as basic needs and would prefer well-known international companies for this job security. In short, both hygiene and motivators have an effect on employee performance, but the most common answers given by the respondents are self-realization, create a positive attitude, a sense of purpose contributing to society, sense of meaning and importance of their work, trust, and good colleagues.

Khairuddin, Saidun & Hashim (2019) studied 150 respondents (entrepreneurs, managers, and executives) from SMEs in Klang Valley to measure the effects of motivation on stress and performance. The study received a 100% response rate and in which 62% accounted for females while 38% for males. Interestingly, 43% of the respondents are of Gen-Z (age 21-30) and made up the highest group of respondents. Key findings from the study show stressor like work relationships, work overload, job security, resources, and communication significantly affect motivation, and work motivation predicts performance. Work relationships, work-life balance, job security, and pay and benefits significantly influence performance. In summary, work motivation moderately mediated stress and performance relationship.

Baldonado (2018) seek to explore workplace motivational factors in strengthening job satisfaction for Gen-Z. Based on Herzberg's two-factor theory of motivation, he wanted to investigate 16-hygiene/motivator factors using a five-point Likert Scale. From the research findings, Gen-Z placed importance on both hygiene and motivator factors but the factors that stood out the most are achievement, work itself, responsibility, and advancement. On the other hand, status, recognition, and work conditions ranked bottom in the study. Herzberg (1968) stressed that hygiene factors do not lead to a higher level of motivation and this is also in line with the research finding from Baldonado. From this study, Baldonado recommended a few strategies to help managers strengthen Gen-Z's job satisfaction like providing Gen-Z with more opportunities to grow in the job, use achievement to reward them, create a working condition suited to them, offer increased responsibilities as a reward, and lastly use social media as a resource to motivate them and leverage this platform to connect for organization advantage.

Using triangulation methodology research, five private universities in Indonesia were selected for the study of Motivating and Retaining Gen-Z (Meilani et al,2020). 20 informants of faculty members and direct supervisors were observed and interview. The findings confirmed the significance of individual motivation, self-determination, job satisfaction, and organizational commitment to achieving performance. The two significant propositions were the individual motivation of Gen-Z leading to job satisfaction and self-determination of Gen-Z contributes to job satisfaction. This study clearly supported the behavior of Gen-Z whereby they are more self-discipline and persistent in completing the task and have a strong commitment to fulfilling their duties. Some suggestions from this study were to encourage managers to discover the needs of each Gen-Z employee as they are all unique and motivate by applying clear rewards systems with clear work targets. Additionally, provide them with career opportunities for the future too.

More than 70% of Gen-Z seems to quit the job in less than one year in the Slovak Republic which brings Halasi et al. (2016) to study the reason behind the high unemployment and what are the motivations that lead to them leaving in a short period. A total of 150 respondents from the 3 districts in South Slovakia participated and using a questionnaire survey, 5-point Likert questions were designed for the listed factors from 1- 'not motivating' to 5-'very motivating'. The final findings show most important factor for the Gen-Z was financial recognition followed by recognition for good work. They also rated the chance of stepping forward and

acquiring knowledge is important too. This generation is not born for traditional office work and generally communicate differently with other generation. The study suggests that perhaps encouraging team building can foster better communication and understanding which can help lead to better cooperation among different generations.

A study named 'Impact of Motivation and Job Satisfaction on Employee's Performance: An Empirical Study' was carried out by Rahman et al. (2019) in Bangladesh. Understanding employees are facing severe problems in motivating and creating job satisfaction, this research was to focus on finding the factor that increases performance in the work environment. The researchers selected ten commercial banks and a questionnaire survey was distributed. The data collected show 52% of workers shared satisfactory opinions in terms of relationship, job status, and job security across different banks. Additionally, 38.67% are satisfied with their job status, and 78% of respondents believed salary is satisfactory too. From the correlation table examined, all values were positive and show a strong correlation between motivation and intrinsic factors of performance, and the values in Pearson correlation also supported that if change happens to one of the elements, it will also influence the performance. The ANOVA result and correlation clearly show that both intrinsic and extrinsic factors of motivation and job satisfaction have an impact on the performance of the workers.

III.   Research Methodology

Positivism and Interpretivism are both commonly used method in Sociology. Positivism prefer quantitative methods while interpretivism uses structured interviews or observation (Ogunfowora,2012). In positivism, objective interpretation is limited to the data collection and depends on quantifiable observations that will lead to statistical analyses. Furthermore, researchers tend to look for relationships, or 'correlations' between two or more variables while interpretivist argue that to understand human actions, we need to see and observe through the eyes for genuine response. This research will be based on positivism stance and, during this pandemic time, online questionnaire survey is seemed more feasible and safer for respondents to answer comfortably. To get a logical true conclusion, deductive approach is used while inductive approach is clearly the opposite (Bradford,2017). Researchers uses deductive approach to research what others have done, reads existing theories and test the hypotheses that arise from those theories (Jalaniauskiene,2017) or as quoted by Pedraza (2017), it is a research 'work from the top'. Bradford (2017) emphasize that deductive approach follows steps and for the reasoning to make sense, the hypothesis must be correct too. Since our study is to test the relationships between two variables, quantitative methodology would be used as it focuses on measurements and testing using numerical data (Jansen & Warren,2020).

Data collection refers to collecting and capturing information from all relevant sources to answers the questions posted whether is to find answers to the research problem, testing of hypothesis or evaluating outcomes (Ahmed,2010) and data collection can be divided to primary methods of collection and secondary methods of collection. Kabir (2016) explained primary data as data collected from firsthand-experience and the data has not been published yet. It also believes that the data has not been altered therefore the validity is greater than secondary data. As for secondary data, Kabir (2016) defined secondary data as data gathered from published sources like books, records, articles, databases etc.

A structured questionnaire was served as the primary tool for data collection for this study. The questionnaire was divided into four sections. Section A was to collect basic demographic information regarding the respondents such as age, gender, qualification, and working experience. The questionnaire consist of ten questions for each section and respondents were to answer each question on a Likert scale of which participants were expected to rate their perceived intrinsic and extrinsic motivators and different measurements that will indicate the effective level of job satisfaction. The scale was designed based on five indicators ranging from 1 (strongly disagree) to 5 (strongly agree) in sections B, C, and D. The last section was questioned on job happiness level and the intention to stay or look for a new job.

The survey questionnaire was disseminated digitally to the targeted population via recruitment agencies and the Human Resources (HR) departments of the selected companies to reach the workforce. To draw valid references concerning the population, the purposive sampling method was adopted throughout the study as this method was relevant to the nature of this research. This would promote better efficiency as this study requires information from a specific population, in this case, the respondents must be from Gen-Z (Maul, 2018). Despite the suggested minimum sampling size of 100, a more extensive sampling size of 300 respondents was expected for a more comprehensive analysis for this research (Hair et al., 2010) but we were able to receive 129 respondents in two months mainly from the help of the recruitment agencies and selected FMCG companies that we were able to connect via Human Resource departments.

IV. Result & Findings

Descriptive Statistic

Descriptive analysis is an important part of research where the statistic provides summaries about the sample's measures (Mishra et al. ,2019). Descriptive statistics, however, do not allow the researcher to conclude any hypothesis but allows one to describe simpler interpretations like characteristics of the data. The most used measures of centers are the mean, median, and mode to analyze large quantitative data set into specific descriptions like student's grade point average (Hayes,2021). He describes by putting the data points together, can provide general insight on overall student's performance like their mean academic performance.

A normality test is necessary to check if the data is normally distributed and in different ways were proposed for checking (Orcan,2019). Skewness and kurtosis values are often used for checking for normal distribution of data (Aslam, 2014). Skewness is the degree of distortion from the normal distribution and if the data is skewed between -0.5 and 0.5, the data is considered symmetrical. If the data is moderately skewed, the skewness should range between -1 and -0.5 while if the skewness is less than -1 or greater than 1, the data is highly skewed (Dugar,2018). However, there are some set of skewness and kurtosis values that are considered normal by researchers like according to (Leech et al,2005) is at ± 1.0 and (Chua Yan Piaw, 2008; Lomax & Hahs-Vaughn, 2012) suggested at a value of ± 2.0.

Table 1: Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
IM	129	2.7	5.0	4.032	.6403	-.166	.213	-1.028	.423
EM	129	2.8	5.0	4.029	.5279	.040	.213	-.835	.423
JS	129	1.1	5.0	3.495	.8176	.139	.213	-.450	.423
Valid N (listwise)	129								

Referring to Table 1 above, the mean shows the average scales lie around 3-4 for most respondents. The skewness value range between ± 1.0 except for 5 respondents is slightly above +1. The data is still within an acceptable range. As for the kurtosis, data shows are within the value range of -2 to +2 so is considered good. Hence, the set data collected is considered normally distributed. However, it still needs to be tested further with a reliability test in the next section.

Reliability Test

Reliability is simply defined as the overall consistency of a measure (Mishra et al.,2019). The Cronbach's alpha, α (or coefficient alpha) test is one of the most reliable tests to see if the multiple-question Likert scale surveys are reliable (Taber, 2018). Tavakol & Dennick (2011) state a score of more than 0.7 is usually acceptable but some researchers proposed higher values of 0.9 to 0.95. Table 2 shows the Cronbach's alpha value for all variables is at 0.957 which means reliability is already in an excellent range.

Table 2: Reliability Test

Case Processing Summary

		N	%
Cases	Valid	129	100.0
	Excluded[a]	0	.0
	Total	129	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.957	30

Correlation

Correlation coefficients are used to measure the strengths of the linear relationship between two variables (Nickolas, 2021). Based on the Pearson correlation coefficient guideline, the proposed values denote the strength of the association and in which if the correlation is either positively or negatively associated. According to Obilor & Amadi (2018), anything between ± 0.5 to 1.0 is strong, while ± 0.3 to 0.5 is medium while ± 0.1 to 0.3 is small. If the value is zero, it meant no correlation at all.

Table 3: Pearson Correlation

Correlations

		IM	EM	JS
IM	Pearson Correlation	1	.702**	.657**
	Sig. (2-tailed)		.000	.000
	N	129	129	129
EM	Pearson Correlation	.702**	1	.740**
	Sig. (2-tailed)	.000		.000
	N	129	129	129
JS	Pearson Correlation	.657**	.740**	1
	Sig. (2-tailed)	.000	.000	
	N	129	129	129

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

Referring to Table 3 above, the correlation analysis based on Pearson Correlation demonstrates the relationship between independent and dependent variables. We can observe that the correlation coefficient for both the variables (IM r= 0.657 and EM r= 0.740) is correlated with JS (Job Satisfaction) positively. Additionally, all the values are above 0.5 so it also signifies that they have a strong relationship.

Regression

Regression analysis is a statistical approach for studying the linear relationship between the variables (Kanyongo et al.,2006), and regression models with one dependant variable and more than one independent variable are called multiple regression (Uyanik & Guler, 2013). In the multiple regression analysis, the r-square is good to fit measure for linear regression and it indicates the percentage variance of both the independent variables and variables collectively according to Jim Frost (n.d). So, in short, the r-square measures the strength of the relationship by percentage. Bock (2018) explained autocorrelation is a characteristic of data showing the degree of similarity between the values of the same variables over successive time intervals. The Durbin-Watson statistic is used to test for autocorrelation in the residuals from statistical regression analysis and it is said to always fall in the value between 0 and 4 (Kenton,2019). As a rule of thumb, it said value at 2.0 means no autocorrelation while a value between 0-2 denotes positive correlation and values from 2-4 indicates negative correlation.

Table 4: Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
					Change Statistics					
1	.765[a]	.585	.578	.5309	.585	88.788	2	126	.000	1.916

a. Predictors: (Constant), EM, IM

b. Dependent Variable: JS

Based on Table 4 the Durbin-Watson value is 1.916 < 2 which means is displaying a positive autocorrelation. Additionally, in the same Table 4.7.1, the coefficient of correlation R-value is 0.765 (76.5%) and the adjusted r square is valued at .578. This means that changes in JS (Job Satisfaction) are affected by EM (Extrinsic Motivation) & IM (Intrinsic Motivation) by 57.8%.

ANOVA stands for Analysis of Variance and was developed by Ronald Fisher (Armstrong et al,2002). ANOVA is popularly used to understand different groups respond with a null hypothesis that all groups are equal (Berg, n.d). The F-test in ANOVA is read as the ratio of two variances, the larger the value means the greater dispersion.

Table 5: ANOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.052	2	25.026	88.788	.000[b]
	Residual	35.515	126	.282		
	Total	85.566	128			

a. Dependent Variable: JS

b. Predictors: (Constant), EM, IM

From the above ANOVA table, the F ratio is 88.788 and the significance level is less than .05. We can accept the hypothesis since the significance level is less than 0.05. According to Elvina & Chao (2019) ,the larger value of F ratio and less value of significance level [F = 102.595, p<0.000] , the values mean that it is indicating that there is a significant relationship between Intrinsic and Extrinsic Motivation with Job Satisfaction.

This also means from the ANOVA test performed, it is concluded that the hypotheses studied are accepted and proven a strong positive relationship between IM (Intrinsic Motivation) and JS (Job Satisfaction), and EM (Extrinsic Motivation) and JS (Job Satisfaction).

Table 6: Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-1.332	.366		-3.636	.000	-2.058	-.607		
	IM	.344	.103	.270	3.343	.001	.140	.548	.507	1.973
	EM	.854	.125	.551	6.836	.000	.606	1.101	.507	1.973

a. Dependent Variable: JS

In regression, multicollinearity exists whenever an independent variable is highly correlated with one or more of the independent variables. An easy way to find out is to calculate the correlation coefficients for all predictor variables (Bhandari,2020). Enders (n.d) expressed that variance inflation factors (VIF)provides a measure of the degree of collinearity and shared that VIF of 1 to 2 shows essentially no collinearity and a measure of 20 or higher means extreme collinearity. While Hair et al, (2015) suggest that the VIF should not exceed 5, and maximum level is at 10, and the tolerance value should not be less than 0.10. In Table 6, the VIF value below 2 and tolerance is not less than 0.1, therefore shows there is no multicollinearity.

To find the contributions of each independent variable to the dependent variable included in the model we must look at the value of the standardized coefficient (Beta). According to (2005 Pallant), the greater value of beta and less value of significance level (p<.05) of each independent variable will signal the strongest contribution to the dependent variable. Additionally, Hair et al., (2014) stated that the significance t -value must be greater or equal to ±1.96 for a 95% confidence level.

From the Table 6 above, the t-value for both the variables is at 3.343 for IM (Intrinsic   Motivation) and 6.836 for EM (Extrinsic Motivation) and since the value is already greater than 1.96, the hypotheses are accepted. This also means that there is a positive relationship between IM (Intrinsic Motivation) and EM (Extrinsic Motivation) with JS (Job Satisfaction) respectively, but it seems EM (Extrinsic Motivation) is much higher as compared to IM (Intrinsic Motivation). Furthermore, the P-value is already less than 0.05 so we can accept the hypotheses. Also, the beta value here signifies that IM (Intrinsic Motivation) will cause changes in JS (Job Satisfaction) by 27% (.270) while EM (Extrinsic Motivation) at 55.1% (b=.551)

Therefore, the two hypotheses are accepted as the t-value is above ±1.96, P-value is significant, and the b-value is strong at .270 and .55, respectively. In conclusion, though both hypotheses are accepted we will need to highlight that EM (Extrinsic Motivation) has a greater significant relationship because of higher beta and t-value.

V.   Conclusion

Motivation as explained by Singh & Sharma (2017) is an important aspect to have in life as it serves as a guiding force for human behaviors to pursue and accomplish goals. Employees' job motivation is one of the contributing factors towards the sustainability of an organization such that a motivated workforce would increase the organization's productivity (Craig,2018; Behesthi,2019). As job satisfaction varies for every individual, it is even more crucial now that we are in the multigenerational workforce. Gen-Z appears to avoid 9-5 ordinary jobs and choose to work at companies that support flexible working environments (Workforce Insititute,2019) while insights also share that two-third of the Malaysian Gen-Z workforce is more inclined towards entrepreneurship as compared to full-time employment. As for those who are in full-time employment, human resource and managers would also need to understand their motivation needs to promote job satisfaction to keep them happy in the workplace to avoid them leaving in short tenure. There has already been a rising trend of job-hopping in Malaysia (Humanresourceonline.net,2018) and we have little understanding of the Gen-Z motivational needs in Malaysia. What more now in the era of a new work shift culture post- pandemic? Acknowledging Gen-Z (born mid-1990s to early 2000s) as the new entrants to the labor market and key to the future of the workforce in Malaysia, this research study aimed to study the Gen-Z motivation (both intrinsic and

extrinsic) impact on their job satisfaction. Additionally, we also would like to seek an understanding of the meaning of job satisfaction among the Gen-Z.

This research was conducted using the deductive approach where we analysed past research studies and evaluating theories before deciding on the final hypotheses. Due to the current situation of Covid-19 with many mobile restrictions because of lockdowns, this research focused on descriptive studies for easy data collection. As this was a quantitative study, the structured questionnaire was designed to consist of ten questions for each section (Section B-Intrinsic Motivation, Section C-Extrinsic Motivation & Section D-Job Satisfaction) on a Likert scale based on five indicators ranging from 1 (strongly disagree to 5 (strongly agree). The survey questionnaire then was disseminated digitally to recruitment agencies and the human resources department of the selected FMCG companies.

A total of 129 responses were collected throughout the two months. 52.7% of them were female followed by 47.3% male. 105 (81.4%) respondents were aged 23-25 years old, and the balance 24 respondents were aged 20-22 years old with the majority at 72.1% holds a bachelor's degree. Among them, 55% stated that they are currently not on their first job.

The results of the regression analysis indicated that Intrinsic Motivation and Extrinsic Motivation are statistically significant factor of job satisfaction- IM ($\beta = 0.270$; $t = 3.343$ $p < 0.01$) and EM ($\beta = 0.551$; $t = 6.836$ $p < 0.01$). This result concluded that there is a significant positive relationship on intrinsic and extrinsic motivation affecting job satisfaction.

From the survey findings, it was found that Gen-Z enjoys participating in team projects and is valued for their opinions. They also needed to feel accomplished in their role and would be happy when they have the freedom to use initiative on the job. They like challenging themselves in the new task and is important to them that what they are currently doing now will contribute to their future growth. The findings on the significance of intrinsic motivation in this study are also similar to another latest research (Nahabani & Riyanto,2020; Meilani et al.,2020; Deng, 2020)

As for extrinsic motivation, work-life balance is notably important to our respondents. Reasonable reward, good working environment, praise from superior, job security, and chances for promotion motivate them. For Gen-Z, the feeling of job satisfaction was very much internalized by how they feel valued for their contribution and knowing that they have utilized their skills and abilities as much as they could to perform.

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