

WORK MOTIVATION AND IT EFFECT ON DESIRE FOR CONTINUED
EMPLOYMENT AMONG OLDER WORKER IN UTM

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To my beloved father and mother

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ABSTRACT

The number of older workers who are 45 years old and above is growing rapidly; organization may get benefit from their older worker's knowledge and experience if they remain longer in the workplace. Organization can play an important role in motivating older employee to work longer. The purpose of this study is to determine the most impact of work motivation factor among older worker desire for continued employment. Besides that, this study aim to measure the level of work motivation and desire for continued employment among older worker in UTM. Total of 150 sets of useful questionnaire were returned from academic staff with age among 45-60 years old. The mean and standard deviation analysis result shows that the overall level of the five factors (challenging job content, organization support, reward, job security and promotion opportunity) among older academic staff are high. In addition, the older academic staff desire for continued employment at a moderate level. The Pearson correlation analysis is conducted to indicate the relationship between five work motivation factors and desire for continued employment, the finding show that there is a significant and positive relationship with them. Lastly, the multiple regression analysis is performed to test the most impact of dominant work motivation factors among older workers desire for continued employment, the finding shows that organization support, reward and promotion opportunity have been proven to be the most impact factors. Recommendations for future studies are also provided.

ABSTRAK

Bilangan pekerja yang berusia lebih 45 tahun semakin bertambah. Organisasi boleh mendapat faedah daripada pengetahuan dan pengalaman pekerja ini jika mereka kekal lebih lama di tempat kerja. Organisasi perlu memainkan peranan yang penting dalam memotivasikan pekerja supaya mereka bekerja dengan lebih efisien. Tujuan kajian ini adalah untuk menentukan kesan faktor motivasi kerja paling kuat dalam kalangan pekerja berusia 45 tahun ke atas terhadap keinginan mereka untuk bekerja lebih lama. Selain itu, ia juga bertujuan untuk mengukur tahap motivasi kerja dan keinginan pekerja berusia 45 tahun ke atas ini meneruskan pekerjaan di UTM. Sejumlah 150 set borang soal selidik diedarkan kepada responden. Min dan sisihan piawai analisis menunjukkan tahap keseluruhan lima factor motivasi kerja (kandungan kerja yang mencabar, sokongan organisasi, ganjaran, jaminan kerja, peluang kenaikan pangkat) adalah tinggi di dalam kalangan pekerja ini. Selain itu, tahap keinginan pekerja akademik yang berusia untuk terus bekerja adalah sederhana. Analisis Korelasi Pearson yang dijalankan untuk mengenalpasti hubungan antara lima faktor motivasi kerja dengan keinginan untuk terus bekerja mendapati terdapat hubungan yang signifikan dan positif. Analisis Regresi Berganda digunakan untuk menguji kesan faktor motivasi yang paling dominan di kalangan pekerja-pekerja lebih 45 tahun untuk terus bekerja. Keputusan menunjukkan sokongan organisasi, ganjaran, dan peluang kenaikan pangkat terbukti sebagai faktor yang memberikan kesan yang tinggi keatas keinginan untuk meneruskan pekerjaan. Cadangan untuk kajian akan datang diberikan.

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LIST OF ABBREVIATIONS

CJC	-	Challenging Job Content
OS	-	Organization Support
R	-	Reward
JS	-	Job Security
PO	-	Promotion Opportunity
DFCE		Desire for Continued Employment
SPSS	-	Statistical Package for Social Science
UTM	-	Universiti Teknologi Malaysia

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CHAPTER 1

INTRODUCTION

1.1 Introduction

In this chapter, there is going to introduce research background, research location background, problem statement, research question, research objectives, research significance, research scope, research limitation and definition of terms.

1.2 Background of Study

The proportion of older workers is growing rapidly in many countries (United Nations, 2007). According to the Economic and Social Commission on Asia and the Pacific (2004), the number of older persons (aged 60 and over) in Asia as a whole will more than double from 322 million in 2000 to about 705 million in 2025. Countries like Japan and Singapore are likely to have the oldest population by 2030. Although the population in Malaysia is still not considered elderly in Asia, the number of elderly population has recorded a steady increase since the early 1990's. At the turn of the millennium, about 6 per cent of the total Malaysian population consisted of older persons aged 60 years and above; the percentage of older persons is projected to increase to 9.5 per cent in 2020 (Malaysian Institute of Economic Research, 2006). This indicates that demographic ageing is taking shape in Malaysia. Therefore, organizations have to put more effort into retention of older workers, even

beyond their formal retirement age. However, to do so, we first need to know why some older worker would be willing to continue working.

Some studies have shown that organizational factors, such as high organizational support, may influence older worker's decision to continue working (Armstrong-Stassen and Ursel, 2009; Wang and Shultz, 2010). Organizations can play an important role in motivating employees to work longer by such supporting employees (Armstrong-Stassen and Ursel, 2009). Investigating organizational factors is important, because it is difficult for organizations to directly influence the health of employees and because pensions systems give individuals the financial possibility to stop working after they reach their retirement age (Wang and Shultz, 2010). Organizations may benefit from the knowledge and experience of their older workers when they remain longer in the organization (Greller and Stroh, 2004). This perspective indicates that it is important to start motivating older worker before they are near their retirement age in order to retain them in the workforce. In addition, it has been argued that people with high work attachment remain highly motivated to continue working, even though they have reached legal retirement age.

Continuity theory (Atchley, 1989) proposes that although people experience changes as they become older, such as physical capabilities, many aspects of people's lives remain the same. For instance, when older worker approach retirement age, interests and vocational preferences are unlikely to change dramatically (Gobeski and Beehr, 2009). In other words, this perspective assumes that an individual remains largely the same person after legal retirement age.

From both theoretical and practical viewpoints, it is important to understand how the work motivation for older worker impacts their desire for continued to work. The anticipated insights are likely to help organizations better prepare for upcoming changes, and paying attention to aspects of the daily organizational factors, organizations could potentially increase older workers work motivation and desire for continued to work.

1.3 Statement of Problem

The problems of employability has been an important theme since the ninety's (De Lange and Thijssen, 2007), especially for older workers. Some researches show that elderly people are healthier these days and the age of death is becoming higher. However, the older workers quit sooner than the official retirement age (Nauta, De Vroome, Cox, Korver and Kraan, 2005). In addition, there is more need of older workers in the workforce, but at this moment most workers older than sixty years are leaving the labor market. Thus, employees' early retirement planning has become a matter of increasing concern for organizations. Combined effect of an aging population and a decreasing younger generation, to increase the willingness to work longer and work motivation of older workers, it is important to understand which organizational factors contribute to older workers intent to continued employment.

Moreover, the issue of motivating older workers becomes more relevant as early Boomers begin retiring, thus a shortage of skill and knowledge workers may impact organizational functioning. The population of 76 million people born between 1946 and 1964 is much larger than the succeeding Generation X cohort of 46 million people born between 1965 and 1980" (DeLong, 2004). These statistics serve as a reminder that the Baby Boomers' generation will eventually be replaced by a population group half its size. The Millennial or Gen Y, born between 1981 and 1999, present a large labour pool with 76 million people. Thus, the available labour pool will face a shortage between 2010 and 2030. As a consequence, older workers are becoming more important in the labour market (De Lange et al., 2006).

Human resource professionals and managers at various organizational levels face the need to build work motivation strategies to retain older workers. Understanding and analysing motivational factor may be the key to older worker retention. Older workers make decisions about their futures based upon the environments in which they live and work. Managers cannot direct intrinsic motivation; however, they can encourage an environment that fosters and supports employee opportunities to work toward personal satisfaction and accomplishment.

In addition to the relationship between work motivation and desire for work longer, reviews of this literature (De Lange and Thijssen, 2007; Deci and Ryan, 1991; 2000; Van Leeuwen, 2009) suggested that employees with high vigour, persistence of direction, security, support, dedicated, enjoyment and challenge are happily enrolled in their work and motivated.

1.4 Research Questions

Based on the problem statement of this study, the research questions are the following:

1. What is the level of work motivation factors among older workers?
2. What is the level of desire for continued employment among older worker?
3. Is there a relationship between these work motivation factors and desire for continued employment?
4. Which is the most impact of dominant work motivation factors among older workers contribute to desire for continue their work?

1.5 Objectives of Study

There are three objectives going to be investigated that:

1. To measure the level of work motivation factors among older workers.
2. To measure the level of desire for continued employment among older workers.
3. To examine the relationship between work motivation factors and desire for continued employment among older workers.

4. To determine the most impact of dominant work motivation factors among older workers desire for continued employment.

1.6 Hypothesis

The hypotheses of this study are:

H1: There is a significant relationship between challenging job content and desire for continued employment.

H2: There is a significant relationship between organizational support and desire for continued employment.

H3: There is a significant relationship between reward and desire for continued employment.

H4: There is a significant relationship between job security and desire for continued employment.

H5: There is a significant relationship between promotion opportunity and desire for continued employment.

H6: Challenging job content has no significant impact on desire for continued employment.

H7: Organizational support has no significant impact on desire for continued employment.

H8: Reward has no significant impact on desire for continued employment.

H9: Job security has no significant impact on desire for continued employment.

H10: Promotion opportunity has no significant impact on desire for continued employment.

1.7 Scope of Study

The study aims to provide a wealthy description of various factors which contribute to old workers' work motivation. More specifically, this study examines how various factors are related to desire for continued employment for older employees. Older workers are valued for their skills, experience, loyalty, corporate knowledge, commitment, strong work ethic, reliability.

The present paper goes beyond previous work on work motivation. First, the focus of this investigation is not restricted to the study of the direct work motivation factors. This study proposes the relationship between work motivation factors and desired for continued employment.

Second, whereas most studies have focused on relatively small and narrow sets of variables, this study incorporate a range of variables that have been indicated as meaningful to the understanding of employee's work motivation. In addition, this study considers how challenging job content, organizational support, reward, job security and promotion opportunities may affect how older employees are desired for continued employment.

Third, as in other organizational studies, work on desired for continued employment has been conducted in all work areas. This study extends extant knowledge by studying work motivation and desire for continued to work primarily among employees working in education, because most of older workers who are still active, are working in the education sector (Van Dalen, Henkens and Schippers, 2010).

The respondents of this study will focus on the academic staff that is 45 to 60 years old worked in Universiti Teknologi Malaysia (UTM). It will be more credible to examine the motivational factors with them. Given that questionnaire is one of the primary data-gathering strategies for addressed the topic of work motivation factors and the influence the desire for continued working.

1.8 Significance of Study

The study can provide the information to the older worker who has the desire to continue employment. Therefore they can analyse the factors which influence them most based on the findings. Hence, it's important to help older worker highlighting the most significant items in their life.

Besides, the work motivation factors about older workers may remind the organizations to enhance their advantages and reinforce their strength through taking proper actions. Therefore, this study may guide managers and human resource directors in selecting strategies for approaching older workers as they begin to mull over decisions about retiring or remaining in the workplace.

Lastly, other authorities may also gain some information relevant with the topic. For the researchers who interest in this field can acquire some knowledge and information as well.

1.9 Limitation of Study

There were several constraints that may be encountered during the study. There are as follow:

1. This study is only conducted in UTM, not cover other industries. The results in different industries could be various. Thus, the results of the study cannot represent majority situation.
2. The study will only choose a certain amount of older workers who work in UTM. This may influence the generalizability of the results. The work motivation factors for other older workers desire for continue employment cannot be tested.
3. This study emphasizes more on psychological aspect, which concluded as motivation factors of individuals, but it will not be explored deeply and will not measure how much influence they desire for continue to employment. Further studies are recommended to explore more.

1.10 Definition of Terms

For the purpose of this study, the following definitions are employed for this study.

1.10.1 Conceptual Definition

The conceptual definitions are very important to define the detail constructs of the research topics that will be carried out by the researcher. Several important concepts are defined, there are include the definitions of work motivation, and desire for continued employment.

1.10.1.1 Work Motivation

Rainey (as cited in Yang & Guy, 2006) defined work motivation as “how much a person tries to work hard and work well. Yang and Guy added that increased motivation leads to better performance, therefore, it needs to be managed to increase worker performance. Workplace motivation occurs through extrinsic (external) and intrinsic or internal dynamics. Extrinsic motivators in the work environment include salaries, bonuses, commissions, health care insurance, promotions, vacations, stock options and other tangible rewards (Robbins, 2001). Intrinsic motivational factors in the workplace include job satisfaction, public and personal recognition, positive relationships with managers and co-workers, and the ability to influence the work situation (Thomas, 2000).

1.10.1.2 Desire for Continued Employment

Desire to continue to work is a rather new concept, which in particular addresses the work motivation of older workers eligible for retirement because, with aging, motivation to continue to work becomes more relevant than motivation to work (Armstrong-Stassen, 2008; Shacklock, Brunetto, and Nelson, 2009).

1.10.2 Operational Definition

An operational definition can be illustrated with actual conditions. The following are some of the operational definitions:

1.10.2.1 Work Motivation

Work motivation is a set of external and internal forces that commence the behaviour related to work and establish its direction, form, duration and intensity (Pinder, 2008). The definition identifies the effect of the external forces (e.g., nature of the work to be performed, reward system of the organization) and the innate forces of an individual (e.g., motives and needs of a person) on the behaviours related to

work. In this study, work motivation as an independent variable, five factors combine the external and internal force are related to work motivation which are challenging job content, organization support, reward, job security and promotion opportunity (Rickli, van den Berg and van Dam, 2010).

1.10.2.2 Desire for Continue Employment

Desired for continue to work is a rather new concept, which in particular addresses to people who still need continue their job until 60 or planning to extending their work life after official retirement. It means the older worker continuation of the previous career-related occupation in the same organization.

1.11 Summary

In this chapter, the author introduced the general background towards the topic, then illustrated the problems occurred upon the study. In the following part, the objectives and the specific research questions were elaborated. Then, the author elaborated the important meaning of the study and the scope as well as the limitation of the study. At the end of this chapter, some useful terms which utilized in this study were interpreted and declared.

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