

## **Job Satisfaction among gen Y in Selangor, Malaysia**

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### **Abstract**

Managing conflicting views and needs of a diverse workforce in organizations today poses a challenge for many organizations. Managing Gen Y however continues to be an uphill task for many organizations, as these generations are found to be of different paradigms (Lee et al., 2012) and leaders today fail to bring out the best with their millennial talent.

As Gen Y are keenly knocking on organization's doorstep, the findings of this study serves to help employers alike to have a better understanding on what motivates Gen Y in the workplace so as to foster retention. Furthermore, it is understood that organizational turnover at any level is costly. Thus if one can understand the motivators which helps to decrease job dissatisfaction and turnover, then employee needs are allegedly met, whereby leading to increase retention of employees. As such, this study is established to further identify factors that pose an influence on Gen Y in Selangor, Malaysia on the topic of job satisfaction.

In addition, variables such as career development opportunities, monetary rewards, working environment, and work/life balance will be further discussed in this literature. The research methodology used would be quantitative methods based on descriptive research. Questionnaires are distributed to respondents that fit into the given criteria as the topic suggests.

### **Introduction**

According to Robbins (2010), the general behavior and attitude of the employee that is exhibited in the workplace provides a glimpse on how satisfied is the particular employee in their current role. This is further supported by a research done by (MacIntosh & Doherty, 2010) indicating that job satisfaction demonstrates a strong relationship with an employee's intent to extend their services in an organization which a lower turnover rate ascribed to a higher rate of job satisfaction (Gregory, 2009).

“Job satisfaction is generally recognized as a multifaceted construct that includes employee's feelings about a variety of both intrinsic and extrinsic job elements. Intrinsic elements of job satisfaction, derived from internally mediated rewards, can be further recognized as job scope fulfilment and opportunities for personal growth and accomplishment; and extrinsic elements of job satisfaction, resulting from externally mediated rewards such as satisfaction with pay and benefits, company policies and support, supervision, co-workers, job security and chances for promotion” (Misener, 1996).

Spector (1997) in his research indicates that employee satisfaction can be gauged by how well they perceive, think and evaluate their job. Employees with a high job satisfaction tends to show a more positive demeanour, lower absenteeism and tends to exhibit more productivity in the workplace (Lease, 1998); whereas employees that are having a hard time in the workplace are prone to harbour resentment towards their job, which serves as a strong and consistent predictor for employees to leave their current workplace (Kazi & Zadeh, 2011). Other researchers (Vidal, Valle and Aragón, 2007) opine that job satisfaction is a multiplex term to begin with, addressing factors such as salary, working environment, clear communication, workplace benefits are much valued by employees in the workplace.

The entering of the latest workforce, Generation Y tends to raise concerns among employers on what actually motivates this salient workforce which is described as being unprecedented and acute (Yusoff, 2013; Sujansky & Ferri-Reed, 2009). Gen Y, emerging as the largest supply of future workforce is hard to retain (Sinha & Sinha, 2012), with some literatures suggesting Gen Y being the cause of such high turnover rates among organizations (Queiri et al., 2014).

### **Problem Statement**

According to Chang and Chang (2007), employee's job satisfaction level is being referred as a collection of positive and/or negative feelings that an individual holds toward his or her job. From both anecdotal and research-based accounts, employee's job satisfaction is a major concern for management in many modern organizations (Westover & Taylor 2010; Westover et al 2010). Due to limited experience however, organizations are currently facing difficulties in handling generation Y workers and may treat this young workforce as a threat eventually undermining their full potential (Ng and Gossett, 2009).

At a global perspective, organizations are finding the turnover rate among Gen Y to be comparatively disturbing among its predecessors (Gen X and Baby Boomers) as the average job tenure of Gen Y are reported to be eighteen months which pales considerably to the average 4 years of services depicted in other generational workforces (Sheahan, 2008). Likewise, the prospects on shortage of technical skills and qualified candidates to fill specific positions have increased management's effort to retain their skilled employees (Manpower, 2012). Such adverse phenomena are believed to be shaping into a norm among Gen Y (New Strait Times, The Star and The Edge) as past researchers argue that employers tend to impose values based on prior experience on these young people which eventually leads to such unstable trend of turnover rate (Van Rooy, 2010; Shaul, 2007).

Weyland (2011) in his literature, further suggest that organizations should display more assertiveness in identifying respective attribute and characteristics that fuels these young cohort workforces as they may seek additional perks other than monetary gains. This is further supported by several researches who published that salary, workplace remunerations and environments are powerful factors in enhancing job satisfaction level among Gen Y (Kim & Yang, 2013). Moreover, career advancement opportunities that an organization can offer enhance satisfaction in the workplace (Do Hai, 2012).

A research conducted by the Malaysian Statistical Department, found that Gen Y comprises of 50% of the total workforce as of date. Moreover, based on statistics by U.S. Census Bureau, it is estimated that Gen Y will make up 75% of the workforce by 2025 and

such talents are high in demand as they are perceived to be much highly educated and are adaptive to the fast changing working environment (Pybaraud, 2010). This will benefit organizations should they be able to leverage on Gen Y's unique capabilities, providing them with an edge in the competitive market (Golshan & Omar, 2011).

Thus, this research was conducted with the purpose of exploring and identifying factors that influence Gen Y's job satisfaction level at the workplace in Selangor, Malaysia. In this study, indications will be given to the researchers and managers on how to improve job satisfaction among Gen Y in the workplace and retain these talented individuals.

### **Research Questions and Objectives**

The main objective of this research serves to identify the perception of job satisfaction of Gen Y in Selangor, Malaysia.

The following specific research questions are established to guide this study:

RQ1: Will opportunities for career development influence job satisfaction of Gen Y in Selangor, Malaysia?

RQ2: Will rewards influence job satisfaction of Gen Y in Selangor, Malaysia?

RQ3: Will working environment influences job satisfaction of Gen Y in Selangor, Malaysia?

RQ4: Will work-life balance influence job satisfaction of Gen Y in Selangor, Malaysia?

### **Job Satisfaction**

Various researches had been conducted frequently on the aspect of job satisfaction and its variables in organizational culture (Belias & Koustelios, 2014).

According to SHRM (2012), there are a number of factors which influence job satisfaction which change over time within the workplace and are highly susceptible to economic, demographic and social trends. On the other hand, job satisfaction had been proclaimed to be more focused on evaluating employee's behaviour that is exhibited towards their assigned roles and other features, not limited to working conditions and salary (Sarwar & Abugre, 2013). Likewise, the topic had been debated perpetually on its effects on generational diversity, where many researchers generally defined job satisfaction as an emotional response or general feeling towards various aspects of the job (Kinicki & Kreitner, 2009).

Some studies opine that job satisfaction plays a crucial role in influencing the commitment of employees towards their organizations (Goyal & Shrivastva, 2012; Markovits, Davis, & Van Dick, 2007). A research had been constructed by Riggio (2012) proving that job satisfaction is construed as significant components of employee's commitment to their employing organization. This is further supported by various studies which found that employees displayed a higher commitment to their organization when they are satisfied with their job (Aydogdu & Asikgil, 2011)

Upon fulfilling the pre-determined criteria, 4 factors were chosen to be discussed:

- 1) Career Development
- 2) Rewards
- 3) Working Environment
- 4) Work – Life Balance

## **Method of Analysis**

Quantitative research methods are normally more appealing when the research data are structured and could be represented numerically (Matthews & Ross, 2010). Kerlinger & Lee (2000) further describe quantitative research to be dogmatic by default, and that outcomes are being deduced based on direct observations by researchers with the primary goal to describe issues based on cause and effect approaches.

According to Fraenkel & Wallen (2003) quantitative research can be further classified as either descriptive or experimental oriented. Descriptive research is implemented with the purpose of exploring a specific phenomenon and gain further insight by formulating a series of hypothetical questions related to the topic. Researchers do not assert control on any of the variables as their manifestations have occurred and are irreversible. Meanwhile, experimental research focuses on the cause and effect relationship among variables through observations and testing approaches.

In this study, a descriptive research design will be deployed to help the author to obtain further insights concerning the current status addressed which is Job satisfaction among Gen Y in the context of Selangor, Malaysia. Such research design is used to integrate the different components of study in a coherent way, thereby addressing the research problem in the theoretical framework as unambiguously as possible based on the information collected. The results obtained through this research cannot conclusively ascertain answers to the hypothesis derived with reference the previous chapter, but construct sound recommendations based on the rich data that are gathered in conducting this study.

In the next section the research will highlight the results and discussion of the study.

## **Results and Discussion**

### ***Gen Y at Workplace***

Generation Y is proclaimed as the new generation after generation X that is further classified as individuals who were born between 1980 and 2000 who will fully enter the workforce and lead organizations in years to come. Gen Y are often stereotyped by various parties as being self-centred, lazy, entitled, and impatient (SHRM, 2015). There have been studies however that disagree with such perceptions as such claims are not empirically supported (Parry.E et al., 2010).

Considering the gap between generational workforces, literatures homogeneously describes generation Y as the cohort with distinctive personality traits (Wong et al., 2008). Sauser & Sims (2012) further made an inference whereby Gen Y expectations and values are shaped based on their surroundings and compelled messages perceived from various cohorts before them.

On the contrary, with references to a survey conducted by SHRM Foundation (2016), statistically there are no significant differences in job satisfaction between generations. Based on 517 responses that were collected, 88% of respondents claimed that they were satisfied with their job on that particular year. Distilling the results, Millennial attained the lowest rate

compared to their counterparts with a satisfaction level of 86% in their current job role whereby 88% Generation X asserts satisfactory with their job and Baby Boomers (90%).

Given today's advancements, Gen Y may be more dynamic in their career options, detesting the ideas of staying put in an organization for long without promotion and striving to climb the corporate ladder faster compared to their generational counterparts. Given the advent of Internet and other technological improvements, these young professionals have familiarized themselves with the latest updates and leveraging on the supportive environments the world had to offer, providing them the necessary tools and opportunity to succeed (Hershatter & Epstein, 2010, p. 215).

Gen Y as cited by Puybaraud, M., (2010) is a generation who are technologically savvy, credited to their upbringing in the digital age. Resulting from this exposure, it is expected Gen Y will storm the workplace with series of cultural diversity, habits and behaviours that lives up with their identity. Anantatmula & Shrivastav (2012) makes reference to the statement with observations that Gen Y is more conventional in utilizing online social networks in the workplaces such as Facebook, WhatsApp, and LinkedIn extensively in their networking endeavours regardless of within or after working hours.

Ample surveys prove that Gen Y are disloyal to their organizations, their confidence and idealistic and ambitious outlook are frequently mistaken for arrogance and egotism (Adam, 2010). Additionally, Gen Y is said to be a generation who seeks a much more returns for their hard work, besides just a pay check (Ng et al., 2010). Long term company benefits such as promotion based on work experience, services in the company and pension does not appeal much to Gen Y compared to other generational workforces as they are hungry for challenges and seek for self - improvement. Tee (2013) further proclaimed that Gen Y satisfaction level in the workplace is boosted throughout the years due to the knowledge and exposures gained as well as through job hopping. Yet limited research is conducted to apprehend whether can these future leaders be nurtured to 'steer the ship' of the organization currently held by Baby Boomers.

### ***Employee Job Satisfaction: Career Development***

Career development had always been an important issue for organizations and has attracted a great deal of attention by many researchers in recent time. The aim of career development is to harness the full potential of employees, promoting satisfaction and enriching their work experiences with the growth and success of the organizations in mind. By attracting, retaining and developing its workforce, an organization achieves the resilience that is required to survive in an increasing turbulent business environment. (Kaur & Sandhu, 2010).

Employees may have a hard time with their work if there is inadequate education, training and experience being provided (Mordi, Adedoyin, & Ajonbadi, 2011). This may eventually lead to turnover or absenteeism as the said employee felt disengaged with the organization as organizations failed to address the issue by providing career advancement and career progression (Rashid, Asad, & Ashraf, 2011). Research study has provided evidence that investing in career development programs for employees contribute to the retention of valuable employees and increasing work satisfaction (Ababneh, 2013; DelaCruz, 2004). Additionally, most employees yearn for a sense of achievement either physically or mentally, being happy and productive at work along with opportunities for growth have been proven to exhibits a positive relationship with job satisfaction (Do Hai, 2012).

Yu (2011) further pointed out that career development programs enhance the management's ability to properly plan and manage career programs for employees who work in different job categories, contributing positive impact for the organizations by increasing the employee's feelings of personal efficacy. In other words, this was also in a sense that the company cared for the employee, contributing vividly to increase motivation among employees (Byars & Leslie, 2011). By having well-developed employees, organizations will have the human capital to achieve their respective objectives (Lalao, Alariss, & Isabelle, 2012).

On the other hand, as Gen Y's grew up watching their parents being affected by the dot-com bubble, layoffs, etc many Gen Ys are more sceptical on venturing into long-term commitments which includes seeking a job (Kaifi, Nafei, Khanfar, & Kaifi, 2012). Nevertheless, careers as perceived by Gen Y have evolved from linear careers within one organization to protean careers that are much flexible (Parry, Unite, Chuddzikowski, Briscoe & Shen, 2012). Such new career concepts are formed in such way where employees shape their career concept based on their values and goals rather than adhere the old-fashioned rigid hierarchal structure (Lynons, Ng, & Schweitzer, 2012). Sanjeevkumar (2011) further pointed out that it is no longer appropriate to think of a career as climbing the corporate ladder. Rather, the phrase 'career' is used simply to describe a person's work experience over time, whereas 'development' revolves improvement based on facts and events as well as from course and other training activities that a person can achieve. It covers personal development as well as technical training and professional development.

Princeton One and Hobart (2014) in his studies mentioned that loyalty and willing to work are one of the codes of conduct that Gen Y values as opposed to the claims made by the media that they are behaving otherwise. Moreover, researchers have also found strong inclination of Gen Y to seek for clear and concise direction when executing tasks and expect their superiors to guide them and provide on the job training given the circumstances (Kyra Friedell et al., 2013). However, in return for their loyalty, Gen Y anticipates a workplace with the ability to grow their skills, interesting and challenging assignment as they tend to bore easily. Gen Y expects to keep on learning as they enter the workplace and spend a high proportion of their time gaining new experiences. Moreover, Gen Y sees international experiences as being vital for successful careers and have a strong appetite for working abroad as more meaningful experiences is gained (Ng et al., 2010).

Young people are defined by their optimism and energy. They believe they can achieve anything with the right focus and access to learning. Bearing evidence of their 'ambitious and impatient nature', such thinking eventually leads to elevated expectations for rapid promotions and pay increases (Ng et al., 2010). Job-hopping is in fact the new norm in the employment world of Gen Y internationally. A global empirical study further demonstrates that an average Gen Y employee usually are attached to an organization for around two years, where they will continuously seek for greater job fulfilment after the grace period (Erford & Crockett, 2012). They are agreeable with change and are willing to change jobs in order to gain new skills that resonate with their work values – challenging work, independence at work, teamwork, salary, career advancement and social connections (Ismail & Lou, 2014). To Gen Y, mobility is the key to effective career development.

#### ***Employee Job Satisfaction: Rewards***

Workplace rewards as defined by Torrington et al. (2011) as the major means of income/benefits in various form that is being paid to oneself and their families, playing an indispensable role in people's daily lives. Rewards could be further classified into two groups

which are monetary and non-monetary rewards. Examples of monetary rewards include money-based rewards such as salary and fringe benefits, whereas non-monetary rewards involve transaction/service that contains specific value which does not involve cash: recognition in workplace, flexible working hours, etc (Aguinis, 2013).

Carraher (2011) proclaims rewards as a crucial factor in attracting and retaining talented employees as it asserts certain influence on job satisfaction and motivation of employees (DeCenzo & Robbins, 2010; Haile, 2009; Severinsson & Hummelvoll, 2001). In other words, workplace rewards serve as a trigger that pulls job seekers to join the organizations and get the best out of the current employees (Puwanenthiren 2011). This view can be further elaborated whereby the implications of rewards are perceived differently in various countries. Western countries which consist of a culture of high individualism generally desire variable pay such as bonus, cash incentives based on their individual contributions whereas Asian countries such as Malaysia tend to opt for rewards based on seniority or group-based rewards due to Asia's collectivistic society. This phenomenon is supported by empirical studies where western countries are more risk taking and favors incentive based rewards as compared to Asians who are more risk-averse oriented (Dowling et al., 2009; DeNisi & Griffin, 2008; Hofstede, 1980; Triandis 1995).

Throughout the research by Aguenza & Ahmad (2012), employees tend to leave their current workplace as they are unsatisfied with their current pay. One of the surveys titled "Employee Job Satisfaction in Malaysia," was chosen for further analysis. Based on the 1145 usable responses collected, majority of Malaysians is unsatisfied with their current workplace, where 17% of the respondent expresses their concern on the rising cost of living in Malaysia and are yearning for a higher pay ("Business Times," 2012). This phenomenon consecutively dampens Gen Y perception about the earning potential of available jobs in Malaysia, eventually drives these young professionals to prioritize salaries and complimentary benefits above all when choosing their future employers (Ng et al., 2010).

Monetary rewards such as money are much valued among employees nowadays as they can satisfy a wide range of low and high-level needs (Long & Shields, 2010) and prove to be a good motivator in attracting and retaining talents in the workplace (Kumar & Sandhya, 2011). Due to the gradual price increment of commodities, employees alike are seeking for monetary rewards over non-monetary rewards to cover their cost of living (Aguenza & Ahmad, 2012) which is further supported by a comprehensive review done by (Twenge, 2010). On the contrary, Gohlisagoh (2012) argue that such behaviours of Gen Y are regarded as being materialistic as their main intention is to find an organization that offer a better monetary benefits in order to cope with their lavish lifestyles. Chandrasekar (2011) further lamented that soft skills such as management skill and communication skill holds a significant role in today's workplace and are compulsory in contributing the overall job satisfaction in a workplace rather than monetary rewards.

While money and financial incentives serves as one of the top motivating factor among employees, one must understand that it is not one-size fits all approach as there are employees that valued non-financial incentives over the former (Akanbi, 2010). Despite that, arguments had been made that intrinsic incentives are not an ideal reward for Gen Y cohorts given the circumstances that they prefer job mobility, eventually leading to limited contribution to the academia on the pertaining topic (Burton, 2012).

On the other hand, scholars have construed performance with rewards where the former is further defined as a 'behaviour that accomplishes the result' (Armstrong and Taylor, 2010). It is fairly agreed that performance is vital for business to prosper and employees as an individual can draw from it as a source of satisfaction (Muchhal, 2014). Employees are rewarded based on their contribution, skills and competence in accomplishing the designated task (Armstrong, 2007). Should the reward offered are up or even exceed expectations, employees are more likely to be committed, creative and productive on their work (Angeline, 2011). Likewise, a strong reward management serves its purpose by recognizing and rewarding good performance and by providing incentives to improve it. Anecdotally, as Gen Y is perceived to be 'following the money', a significant relationship between salaries and bonus payment and satisfaction is thus observed (Abadi et al., 2011).

### ***Employee Job Satisfaction: Working Environment***

Working environment could be generally perceived as the environment whereby employees perform their job-related activities in the organization (Sinha & Sinha, 2012). According to McShane and Von Glinow (2010), an employee's work attitude and beliefs are greatly influenced by the actions and communications of the employers in the workplace. Therefore, concerns are raised that organizations should pay more attention on the ambient conditions of the workplace as employees could perform more productively, contributing to the organization performance organically.

Tariq et al (2013) observes that most employees are not on good terms with their supervisor who is not giving them the respect they deserve, hence the reluctance to share new and innovative ideas. Furthermore, he notes-how the top management limits employees to their tasks rather than creating a sense of responsibility in employees by making them work in teams to attain high performance. Attaining a good working environment is important as it tends to contribute to a less stressful workplace and employees feel more valued in their respective work stations. Benefiting from such eventually leads to a more vigorous workplace, enticing social relations between employees and their supervisors and the organization as a whole (Salunke, G, 2015). Pitaloka (2014) pointed out that a positive working environment tends to lead to a higher job satisfaction and company commitment. Prior to research done by Ng'ethe, Iravo, & Namusonge (2012), a conducive and safe environment is viable in reducing turnover intention among employee.

A research was established by assessing 215 respondents by Synpniewska (2014), which proves that good relation with co-workers and superior alike links to a higher satisfaction in the workplace. Gen Y being the 'greenhorn' in the workplace, places a high value on behaviours exhibited by their co-workers and perceives their leaders or seniors as their role model. They want to see their bosses in action and learn from what they observe. Employees further expressed on the significance of working with 'like-minded individuals' as by working with good co-workers, employees are able to grow and develop themselves from their exchange of opinions, which further contributes to the main reason of retention of employees (Johnson, 2014). Such shared values and beliefs displayed in the workplace tentatively influence how employees would think and behave, conceiving the term organization culture (Schein, 2011). Ojo (2012) further defines organization culture as a series of patterns that a given group developed when engaging a particular tasks or solving problem in the particular organization. It also serves as a pointer which guides organizational members on values that are acceptable and unacceptable within the organizational context.



According to Akanbi (2010), communication and information availability are one of the key motivators of employees in a workplace. A higher level of satisfaction level is observable when organizations are perceived to have well organized communication channels and interaction between employees and managers (Burton, 2012). Such practices resonate strongly with the value of Gen Y. Unlike practices in the past where people reviewed based on annual basis, Gen Y want to know how they are faring on a much regular basis. They crave the ability to work in a progressive environment by collaborating with their colleagues and complete meaningful work. Nevertheless, they take pride in honesty and truth and appreciate honest constructive feedbacks regardless of seniority or level of authority within a business. Such standpoint is supported by others scholars such as (Graybill, 2013, p. 11), who criticized companies for disregarding the communication barriers in the workplace, leading to lower productivity and teamwork which would not serves the needs of the young professionals well, where the latter cherishes open communication in the workplace.

As a matter of fact, Gen Y having experienced and being surrounded by modern transformational side of technology, have a high expectations of themselves as well as of their (work) environment. They believe that technologies are able to drive communications and innovations in the workplace, perceiving themselves as a digital citizens, with modern multi-task abilities who consider technology to be an extension of themselves (Pybaraud, M., 2010). An academic study by Cisco (2011) discloses that Gen Y habitually use workplace technology alongside their own and their preferences baffled researchers as when given the option, most of the Gen Y tends to value prospective employer that provides state of the art technology more than higher salaries when considering a job. Additionally, out of 2,800 college students who were interviewed, 56% students claimed that they would not accept a job from a company which prohibits social media (Taylor, 2011).

Bearing such intuitive sense in understanding technology, Gen Y tends to take on a more creative way of solving problem. They hereby live by the motto 'work smart, not work hard' and are constantly challenging the status quo of how things are being done in the workplace (Princeton One and Hobart, 2014). Additionally, Gen Y's linguistic approach tends to raises their elder's eyebrows with their habit of using slang, acronyms, and symbols in their daily conversation. Such languages are far-fetched from what is taught in the traditional formal school which makes one wonder will such norm hinder the ability of Gen Y in conveying verbal and written communication in the workplace (Gibson & Sodeman, 2014).

### ***Employee Job Satisfaction: Work- Life balance***

Work-life balance is a descriptive term which could be derived as series of action that one strives to achieve, by temporarily balancing between work and non-work responsibilities (Banu & Duraipandian, 2014). Work and careers have always been perceived as an important aspect of the lives of individuals beyond basic financial needs, as the workplace often provides fulfilment at a personal level, as well as being a social arena to develop relationships and receive support.

Work- life balance policies have been view as one of the most important workplace qualities in the organization in terms of increasing the level of job satisfaction among employees, while minimizing rate of turnover, absenteeism in the workplace (Harish & Sudeep, 2013). Furthermore, an organization that demonstrates concerns on the welfare of their employees are able to instigate certain policies or code of conduct, ensuring the performance level of employees is well sustained (Chitra & Sheila, 2012). Study also proves that employees who practices high job flexibility are more likely to exhibit a higher level of individual

commitment and intention to extend their services with the same organization (Sinha & Sinha, 2012). Such feats also enable the organizations to attract and retain talented workforce in this competitive labor market (Hama, 2013; Amita, 2010; McGrew & Heidtman, 2009).

With Gen Y joining the already diverse workplace, organizations need to be fully prepared to intercept possible conflicts that may arise. In general, the Gen Y employees demonstrates weaker work ethic, convinced that life is not all about work, placing greater value in leisure, demanding more freedom and work-life balance than previous generations (Twenge 2010). Evidence from such characteristics is that youngsters nowadays strive for instant gratification, spending their hard earned money on vacations and luxurious items.

Henning & Nakai (2013) further voiced out such behavior is exhibited by these young cohorts as they have witnessed the hardships that their parents went through by working hard only to be retrenched when the economy suffers a downturn. An average person who is working in a nine to five job, tend to spend one third of their time per day in the workplace, excluding another third of their time utilized through recharging themselves (sleeping) at night, which what is remained is the last 8 hours of 'personal time' which such options are highly susceptible to be exhausted, deeming work –life balance is but an exaggerated tale. Gen Y employees felt constrained by what they see as outdated and traditional working practices and yet majority of the organizations still cling onto a rigid model of fixed working time and place which is better suited to the industrial age.

In line with above anecdotal information, a series of time lag studies conducted by Smola and Sutton (2002) and Twenge et al. (2010) confirmed an increased trend of Gen Y employees striving for freedom-related work values in comparison to their generational counterparts. It had further drawn Kranenberg (2014) attention that with the fading boundaries between work and personal life, Gen Y is said to be more integrated in their personal life compared to their professional life. They oppose the idea of sacrificing their personal time in exchange of career advancements, and are subjectively biased towards their family and friends, thus the notion of working from home (Graybill, 2014, p. 11). Subsequently, as Gen Y are born in the technological era, they believe in their ability-to leverage on available tools and work more efficiently, thus eliminating redundant endeavors such as face to face interactions (Brown et al., 2009). Such inferences could be made as employees in many industries could be awarded based on results delivered rather than the number of hours worked.

Given the option, Gen Y appreciate flexibility in the workplace and vouch to have greater autonomy in deciding when and where to do their work and exert their dissatisfaction on the subject of bringing work home. Nevertheless, as a generation that grew up with instant access to the Internet, Gen Y are open and openly acknowledge on the subject of performing non-work activities during work hours (Twenge, 2010). Some even quip that these young working adults carried their offices around in the form of notebooks and personal laptop when they wish to work (Ferri-Reed, 2014). Constantly being tethered to technology blurs the line between work and personal time for these young professionals as they are able to multitask, which had converged becoming their second nature. For instance, listen to music during working hours which is claimed to boost their concentration and creativity when performing.

## Conclusion

This study was carried out amongst Gen Y cohorts who are working within the area of Selangor. Most of the respondents that responded comprised of male and a majority of the respondents aged between 26 – 30 years old and are highly educated. The results established that Gen Y's level of job satisfaction was being positively influenced by career development opportunities and working environment. Nevertheless, factors such as rewards and work – life balance was also found to have a certain degree of influence on Gen Y cohorts.

These assertions demonstrate the power of employee job satisfaction in work organizations if managements pay attention to the variables that trigger worker satisfaction. These findings support Wang and Feng (2003)'s claim that the higher the job satisfaction, the more likely workers will hold a positive attitude toward their jobs, and are more likely to be committed to the organization. Though it may pose a challenge for some organizations in recruiting these generational cohorts, given this new insight, managements must be keen to these cues, assumptions, and response patterns in order not to sway the perception of employees in a negative direction (Abugre 2011) which ultimately affect organizational output.

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