

Examining the Effectiveness of Teamwork in Work Engagement among Gen Y-A Conceptual Framework

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Abstract: As the older generation is retiring from the workforce, it became a concern for many organizations on ways to manage the new generation who is flowing into the current workforce. This new generation is known as Gen Y. This generation workforce often linked to job hopping and their loyalty towards the organization is being questioned by researchers as many organizations are experiencing a high level of attrition among them. This study investigated teamwork as a critical success factor of work engagement among Gen Y. The methodology adopted in this study includes an extensive review of the literature on teamwork that contributes to working engagement, followed by questionnaire distribution and then the answers were processed and statistically measured and analyzed. The results of this study conclude that there is a significant positive relationship between teamwork, work engagement and IR 4.0. The practical implications of the study will be useful for the organization to address and examine the effect of teamwork that influences work engagement to reduce high turnover among Gen Y employees.

Keywords: Gen Y, Work Engagement, Teamwork.

I. INTRODUCTION

The Baby Boomers, Generation X or Gen X and Gen Y are the three generations which are still active in the workforce (Pyoria, Ojala, Saari & Jarvinen, 2017). Baby Boomers comprises of those who were born between the years 1946 to 1964 while Gen X are those who were born between the years 1965 to 1979 (Sharkawi, Mohamed & Roslin, 2016). Over the last decade, the term employee engagement has received great attention in organizations (Mun, Suhaimi, Abdullah, Rahman & Mat, 2012). The term employee engagement or work engagement can be used interchangeably (Schaufeli & Witte, 2017) which can be defined as the involvement and enthusiasm of an employee in his or her job which would create positive influence on their workplace (Mun et. al., 2012). The impact of work engagement is an essential study in organizational management as it comprises of highly engaged employees who can intensively contribute to productivity, innovation

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and performance while minimizing cost related to retention and recruitment in an organization (Mansoor & Hassan, 2016). Therefore, it would be easy if organizations make efforts to understand the expectation of Generation Y in order to emulate those factors and manage this generation more effectively. Hence, this study which aims to focus on the Malaysian perspective particularly on the critical success factors of work engagement among Gen Y in Malaysia. The research will explore teamwork as one of the important factors of work engagement among Gen Y.

This study also investigates that, team work can significantly assess IR 4.0. The majority of Gen-Y staffs need their work to come with a good judgment of rationale. Linking with the related generation, most of whom are familiar to rapid answers and real-time responds online, should be enhanced through steady engagement and reaction that assists them discover and develop along the way. This would go an extended way in appealing and maintaining fresh talent. Limit in discover the appropriate talent and expertise shortage can slow down the industry transition and the entry to IR 4.0. So, the organizations in Malaysia should consider this issue to enter into the fourth industrial revolution.

According to Lauren Vesty (2016) survey, organizations and staffs can together benefit from jointly creating a meaningful work environment. The survey explored that, if a enterprise can assist persons better find purpose at job place, then the company will benefit from having more productive and winning staffs. Person's view on purpose is significantly affected by his/her age and experience. This is why, teamwork in organizations should be developed to engage the Gen Y employees in order to achieve the highest level of productivity and thus enterprises can enter into the era of IR 4.0.

A. Background of the Research

Researchers revealed that differences in work related value among generations influence their work engagement (Singh & Gupta, 2015). The significance of work engagement in current business environment shouldn't be neglected as multigenerational workforce creates a serious challenge in work engagement (Lenka & Naim, 2015).

According to the Malaysia Statistical Department, 50 percent of current workforce is from Gen Y and this generation will have to fill up almost three quarter of the

universal labor force (Jefri & Daud, 2016). As generation Y will play a significant role in employment market they are the future leader of the country's financial growth.

1) Research Question

Followed by above discussion, this research needs to explore the relationship between teamwork and work engagement of Gen Y employees in Malaysia. Therefore, this study should answer following questions:

- What is the relationship between Teamwork and Gen Y Work Engagement?

2) Research Objective

Supporting with the research questions and research problem this study intends to explore—

- The relationship between Teamwork and Gen Y Work Engagement

II. LITERATURE REVIEW

Currently organizations are experiencing retirement of older employees and replacement with the latest generation entering the workforce (Twenge et al., 2010). In Malaysia over 50% of the workforce constitutes of Gen Y (Queiri et. al., 2014) whereas Baby Boomers are approaching retirement and by the year 2025 it is predicted that around 20% of Gen X will be retiring (Sharkawi et. al., 2016) As Gen Y emerges as a big cohort in the labor market, the attraction and retention of them is vital for any organization to sustain and grow (Shah, 2017).

Statistics exhibit that approximately 62% of Malaysian Gen Y whom were ex-employees in Malaysian organization, migrated to Singapore and Australia. If this situation continues, it will be a threat to the country in terms of financial expansion in the long run (Queiri et al., 2015). Relating to the issue above, studies suggested that having engaged employees', benefits organization in terms of reducing training costs for new employees since high retention can be only achieve when employees are highly engaged (Liyanage & Gamage, 2017).

A. Gen Y

The people who were born between the years 1980 to 1999 are called Generation Y or in short Gen Y. They are also commonly known as Millennial. Other terms for them includes: 'The Next Generation', the 'Dot-Coms', the 'Echo-Boomers', the 'I-Generation', the 'Me Generation', 'Generation-D' (digital), and the 'Nexters' (Srivastava, 2013). This generation cohort is predominantly characterized for having high levels of self-reliance, self-confidence, autonomous, individualistic, and socially active and enjoys working in group (Ozelik, 2015).

This is partly due to the reason that they belong to nurturing and protective parents who entertains and treats each and every of their children's' emotional, educational and physical needs (Ozelik, 2015) which is possible because generally Gen Y comes from a family where the both parents are working (Sharkawi et. al., 2016). Furthermore, Gen Y individuals are familiar in getting help through social network, let it be to make decisions or to gain information and spread their experiences. Since they are often connected

with each other, they tend to learn quickly especially the way they process information as compared to the previous generations (Zarim & Zaki, 2015).

In context of Malaysian Gen Y, turnover becoming much of a worrying issue as the country is already facing shortage of talent. This serious issue may be worsening in coming years if there is lack of understanding in the demand of Gen Y at work.

B. Work Engagement

Work environment is a compulsory place that a company provides to their employees. It is also an atmosphere to support employees to engage better when the company manages to create surroundings that influence the employees (Anitha & Aruna, 2016). Providing a good work environment to employees is so important because this is a way to create possibility for redress of basic psychological drives to attain one's potential, because an employee relatively spend large portion of their time at workplace.

The studies also further suggested that fulfillment of psychological requirements at work is very important to develop one's work engagement besides providing intrinsic motivation (Ray Markey, Katherine Ravenswood & Don Webber, 2012).

according to Mohd, Shah & Zailan (2016) an individual feels safe in an organization which has open and supportive environment, because this kind of environment encourages workers to experiment and try out new things without having the fear of the consequence even they if fail. An organization that caters according to the employees need and feelings are considered as a management that fosters a supportive working environment.

C. Teamwork

Teamwork can be stated "as a cooperative process that allows ordinary people to achieve extraordinary results". In detail, teamwork means a team that has a common goal or clear objective where members in the team create successful, mutual relationship to gain team purpose by sharing knowledge and talents (Tarricone & Luca, 2002). Research of Chien, Wan & Chen (2012) has also mentioned in their studies that teamwork is observed as group member working mutually to accomplish a common goal and the most important thing to make this work is that members should have mutual awareness. Mutual awareness includes their perception about communication, work climate, safety culture and work pressure which will enable them to carry out team work lucratively. Members in a team should be flexible to adapt to cooperative working environment because the desired results can only be achieved through collaboration and social independence. Therefore, to have a successful teamwork depends on the synergy between the team members (Tarricone & Luca, 2002).

Hypothesis for the study are as follows:

H: There is a significant and positive relationship between Teamwork and Work Engagement among Gen Y.

III. FRAMEWORK

After an extensive literature review for the purpose of exploring the Teamwork that related to Gen Y employee work engagement, the research has arrived at a conceptual framework (Figure 1).

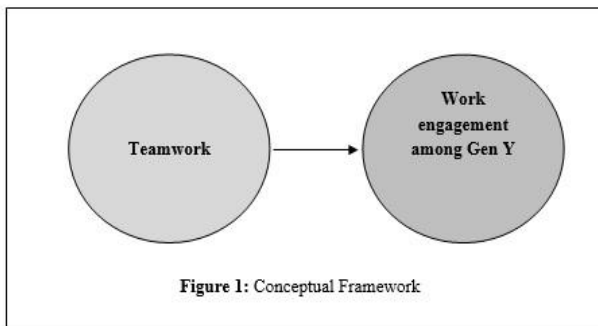


Fig 1: Conceptual Framework

IV. METHODOLOGY

The population of this study will be a Malaysian working adult born between the years 1980 to 1999. Questionnaires will be designed and administrated electronically by using Google form and will be distributed among respondents via WhatsApp and Facebook. The reliability of the data will be tested through Cronbach's Alpha. The outlier will be tested using the Mahalanobis test to ensure the data that being tested are free from outliers in order to provide accurate results.

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V. CONCLUSION

This study contributes towards identifying the effect of teamwork in work engagement among Gen Y in Malaysia because identifying teamwork as a factor and the level of influence of the factor towards work engagement determines if the employees' productiveness and willingness to stay in the organization.

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