

Motivation and Work Engagement of the Millennials in the Workplace: Youkang Company Experience

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ABSTRACT

Organizations today are increasingly having a bigger proportion of millennial employees as part of their workforce. To be among others, millennial employees are competitive, civic-minded, open-minded on diversity, and achievement-oriented. They seek challenge, growth, and development; a fun work life and work-life balance. Like other generations, millennial employees need to be managed and motivated towards higher levels of performance and productivity.

This research aimed to determine the relationship between the level of motivation and the level of work engagement of the employees of Youkang Company.

This study used a descriptive correlational survey to collect data, with 79 millennials in the Youkang company as participants. In addition, the researcher conducted informal interviews with millennials in the Youkng company. Weighted mean, T-test and Pearson's test are some of the statistics techniques employed.

Through general findings of the study, more opportunities for interaction, design more training activities, develop a reward and recognition program, regularly provide positive feedback, continuously improve the work environment and considering the model of motivation and work engagement in designing future employee programs are recommended.

1. Background of the Study

The importance of human resources in the workplace has been written about in books, papers, and journals. It is a given fact that without its motivated and engaged employees, organizations cannot achieve its goals and objectives. Sineriz (2019) states it clearly, "Employees are everything to your business". The writer elaborates and writes that underperforming employees result in other resources of the organization being wasted. Plans and strategies are not carried out and business goals are not met.

Management structures and management styles have evolved over time. In similar manner, the workforce has also undergone a similar process of evolution in terms of generational profiles

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and characteristics. Pryor (2019), in an article for Forbes, wrote that four distinct generations have been employed in organizations and may even be coexisting in many workplaces today. These generations of workers can be classified based on their birth years as traditionalists, born between 1925 to 1945; Baby Boomers born between 1946 to 1964; Generation X born between 1965 to 1980; and Millennials, sometimes called Generation Y, born between 1981 to 2000.

Millennials, strongly influenced by the internet, are competitive, civic-minded, open-minded on diversity, and achievement-oriented. They seek challenge, growth, and development; a fun work life and work-life balance.

It can be observed that most workplaces are now dominated by millennial employees. Human resource practitioners need to ensure that their human resource policies support the generational characteristics of the millennial workers. Specifically, they must be able to use systems and policies that can bring about high levels of motivation and work engagement among the millennials.

A high level of motivation and work engagement is necessary if the technical skills, knowledge, and experiences of the millennials which are compatible with the increasingly digital nature of work are to be strategically taken advantage of.

The importance of motivation is heavily documented in management literature.

The previous discussions give importance to the need for policies and programs that enhance motivation of employees. Among Human Resource practitioners, these policies and programs include compensation systems. Compensation has three components – direct compensation which includes wages and salaries, as well as bonus and commissions; indirect compensation which consists of other benefits such as hospitalization coverage, insurance, and allowances; and nonfinancial compensation such as flexible working hours, work at home arrangements, shuttle services. Compensation systems help improve employee motivation and performance (Snell and Bolander, 2015).

Another Human Resource Management practice that can enhance motivation is the Performance Management and Appraisal system. The aim of these systems is to manage employees so they can perform at higher levels. Effective performance management and appraisal systems keep top performers productive, motivated, and engaged (Lang, 2018).

Work engagement is also another equally important factor in organizational performance. Work engagement is most often defined as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli *et al.*, 2002) as cited by Bakker and Albrecht (2018). Engaged workers are very much active in the activities of the organization and are one of the reasons for the productivity of the organization. Ryba (2021) cited a Harvard survey showing that 92% business executives believe that engaged employees perform better, boosting the success of their teams and the outcomes of their organizations. Bakker, Demerouti, and Sanz-Vergel (2014) also concluded in their paper that it is desirable for public and private organizations to have highly engaged employees as engagement has been shown to correlate with high levels of creativity, task performance, organizational citizenship behaviors, and client satisfaction. “The more enthusiastic the workers are, the better operating results they achieve for the company” (Schaufelli & Bakker, 2004; Vorina, Simonic, & Vlasova, 2017).

Chinese companies are also experiencing a rising attention to work engagement of employees (Buckeridge, Brantingham, & Huang, 2018). Leadership and training are two key factors for engaging and retaining employees in Chinese telecommunications companies. A report from Aon, a leading global professional services firm, stated that in 2018, employee engagement in China rose by 2 points to 69%. The Aon study identified five engagement opportunities in China: career opportunities, senior leadership, rewards and recognition, employee value proposition, and enabling infrastructure. The report concludes that Chinese employees seek a work environment that supports their professional development. They expect more from their senior leaders and seek to be recognized for their effort (Aon, 2018).

Nelson (2011) in his article, "Employee Engagement in China, Then and Now" concludes that Chinese employees' engagement are enhanced when they are given opportunities to learn and develop; have a satisfying relationship with superiors; and the brand of their employer provide "face" to the employee and his family.

The preceding discussions elaborated on the importance of employee motivation and work engagement as factors contributing to organizational productivity. The following discussions look at the relationship that could exist between the two factors. Studies have been made exploring the presence and strength of any relationship between motivation and engagement.

One study on this relationship is that which was undertaken by Khan and Iqbal in 2013. Their study concluded that a strong positive relationship exists between both intrinsic and extrinsic motivation and work engagement. However, the relationship was stronger between extrinsic motivation and work engagement than between intrinsic motivation and engagement. Another study was made by Ghosh, Sekiguchi, and Fujimoto in 2020. The study sought to explain why intrinsic motivation is a predictor of work engagement. The study revealed that creativity mediated the relationship such that intrinsically motivated employees also experienced stronger levels of engagement. A research involving 74 respondents in a private university in Malang was conducted in 2018. The findings show that motivational incentives such as job security, reward, and spirit, can increase the satisfaction and engagement of employees (Fatmasari, Mochammad, & Wulida, 2018).

The Chinese Millennial Generation is reported to be capable of reshaping China (Kidwai, 2019). The "China Statistical Yearbook" shows that in recent years, the proportion of Chinese millennials born in the 1980s has accounted for 47% of the total population, about 370 million. The number of people in this group working in the city is about 180 million. Similarly, the proportion of millennial employees in foreign-funded companies has gradually increased.

The Chinese millennials are the main drivers of the country's surge in consumption, with spending by those under the age of 35 accounting for 65 percent of total consumption growth. This spending is projected to increase by 11 percent annually until 2021. They are transforming every sector of the economy, from travel to education. Millennials were key catalysts of the total \$115 billion spent by Chinese visitors on global travel in 2017, and those born after 1990 increased their spending on international travel by 80 percent in 2018. In education, one in three foreign students in the US is Chinese and many are paying full fees. More than half of all luxury goods purchased by the Chinese are bought by millennials. (Kidwai, 2019). They are more educated, a result of being born during the time when the one-child policy was in effect.

Hence, their families were able to spend more on them, to include better education (Wang, 2017). After receiving the nine-year compulsory education, their growth is full of different "pilot projects", instilling a variety of new things, new ideas, from community life to examinations and higher education, and the conservative encounters that have been heard from their parents. The impact of the torrent of reforms has made millennials a group of people with unique personality traits, thinking patterns, and different values. Their mindset is different from the conservative concept of self-denial and conscientiousness of the parents' generation, and may also be different from the post-2000 generation accustomed to the era of data networking. Additionally, Chinese millennials are shunning the traditional, low-skilled factory jobs that their parents had (Dixon, 2019). Chinese millennial employees want financial stability to bring self-fulfillment. Seventy four percent of Chinese millennials would choose to start their own business if they had trouble finding work. This reveals the entrepreneurial spirit of the millennials.

The biotech industry is one of the seven strategic new industries in China which is going through a period of fast growth (Zailin and Yuehan, 2006). Youkang Biotechnology Co., Ltd., is a manufacturer and supplier of fatty acids for nutritional applications. Youkang uses unique and sophisticated technology to extract pure, high-quality oil from a sustainable algae source. These oils are available as specialty powders, ingredients for specialty foods and infant formula. Youkang also produces cubilose powder, mushroom vitamin D oil, and other specialty ingredients. It relies heavily on research and development with quality systems ensuring that pure and safe products of the highest quality are delivered to each customer. Follow-up services ensure that customer expectations are met by a professional staff of customer service personnel.

However, the COVID pandemic has slowed down the economy thus increasing the intensity of competition among players in the biotech industry in China. The Youkang Company uses enterprise strategy to drive the company forward. At present, its vision is to become a leading company in the industry. This is a challenge for the Youkang Company to increase its innovation systems and optimizing the company's employee motivation management system could address such challenge effectively and successfully. Realizing its vision need a workforce composed not only of skilled and knowledge workers but motivated and engaged employees as well. After all, Bakker and Albrecht (2018) cited Christian *et al.*, (2011) and wrote that that engagement is a very good predictor of important employee, team, and organizational outcomes. They also cited the conclusions of Xanthopoulou *et al.*, 2009 that because of their strong dedication to and focus on their work activities, engaged workers show better in-role task performance and better financial results.

The realization of the development strategy is closely dependent on the contribution of the employees. It is difficult to realize the strategy of company Y without the contribution of employees. The improvement of corporate service quality required in the development strategy requires the optimization of employee motivation and work engagement.

The findings of the study may be useful for the management of Youkang Company as it will provide information needed for formulating policies and programs that can enhance the motivation of their millennial employees. The employees will also become more aware of their own motivation preferences which can help in the personal growth. The results of the study

may also be used by other companies with millennial employees in the improvement of their own programs and policies of motivation.

The Youkang Company can also be made more aware of the work engagement of their millennial employees, awareness that can be used in creating work environments conducive not only to motivation but to work engagement as well. In the competitive biotech industry, quality processes and operations are enhanced when employees are retained and work slowdown or stoppages due to employees leaving the company are minimized. The results of the study can be used to create an environment that can retain millennial employees more successfully.

2. Methodology

This study used the descriptive correlational design. The choice of the design is considered to be the most appropriate since the researcher wants to describe the motivational and work engagement behavior of the respondents of the study. Descriptive studies aim to gather, analyze, and classify data about prevailing conditions, practices or beliefs of a sample population. (Cooper & Schindler, 2011). The researcher furthermore wants to determine the relationship between the level of motivation and the level of work engagement of the millennial employees of Youkang Company.

2.1. Population and Locale of the Study

The population of the study consists of the 92 employees at YouKang Biology Co in Liyi City, China. At present, the company, established in 2013, has obtained ISO9001, FSSC22000, HALAL, KOSHER and other system certification, DHA and ARA products have passed the certification of GRAS in US and Novel Food in EU. The products are exported and not just distributed to the local market. Lin Yi.

The corporate mission of the company is “Being dedicated to the improvement of human life quality and the promotion of human intelligence and health development”.

It was first distributed to all the 92 employees, then based on the age indicated on the profile question, the millennial employees were purposely identified as the respondents of the study. The remaining questionnaires answered by non-millennial employees were not included anymore to ensure that the research problems about millennial employees would be validly and reliably answered.

It can be seen from Table 1 that the millennial employees of the company are predominantly males. This could be explained by the nature of work in the company which may require much physical strength. Most of them work in the refinery, production, flour milling department. It can be observed from the table that the production and quality control department have the most number of millennial employees. This is followed by flour milling with 10 millennial employees.

Table 1.

Profile of Respondents

Characteristic	N = 79	%
Gender		
Male	57	72.15
Female	22	27.84
Department		
Laboratory	7	8.86
Finance	2	2.53
Warehouse	6	7.59
e-commercial	1	1.26
Fermentation	1	1.26
Separation	2	2.54
R&D	3	3.79
Refinery	5	6.32
Facility	2	2.53
Production	13	16.45
Marketing	3	3.79
Flour Milling	10	12.65
Quality Control	13	16.45
Human Resources	11	13.82
Years employed at the company		
1-5	70	88.60
6-10	7	8.86
11-15	2	2.54

The employees of the flour milling, separation, refinery and production department need to prepare raw materials, move them and put into the facility, observe the whole procedure, then deliver the final product to next department. The employees in these production departments need more physical strengths, so almost of these employees are males.

2.2. Data Gathering Tools

Motivation Survey

The level of extrinsic and intrinsic motivation was determined from the responses to the survey questionnaire. The questionnaire items were adapted from the report of the Society for Human Resource Development in 2014 on employee job satisfaction and engagement and on the study of Tremblay et al (2008) entitled Work Extrinsic and Intrinsic Motivation Scale: Its Value for Organizational Psychology Research. There were 15 items answerable through a 4 point scale. Items 1,2,5,6,7,8, and 10 measured extrinsic motivation while items 3,4,9,11,12,13,14, and 15 measured intrinsic motivation. The questionnaire was pretested for reliability in BLJ FOOD CO., LTD. Using Cronbachs Alpha at 95% level of confidence, the results showed a reliability coefficient of 0.890 for the motivation survey.

Work Engagement Survey

The level of work engagement was also determined by the responses of the survey adopted from the Utrecht Work Engagement Scale. Items 1 to 6 measured vigor; 7 to 9 measure dedication; and 10 to 15 measure absorption. Results of the pretest indicate that the survey is reliable as computed by a Cronbachs alpha of 0.910.

Interview

After the responses were tallied, the researcher conducted informal interviews with 5 employees to elicit more understanding of the results of the survey responses.

2.3. Data Gathering Procedure

The researcher e-mailed the electronic edition of the survey questionnaire to HR department of Youkang Company on 29th August 2021. The Head of the Human Resources Department printed out 92 copies and distributed these to the head of every department who in turn distributed the copies to the respondents on August 30, 2021. The survey questionnaires were also retrieved on the same day.

The interviews were made on September 6, 2021. The researcher personally went Youkang company and conducted face to face interviews with the Heads of HR department, laboratory department, production department, quality control department and marketing department in respectively. The employees were assured that the responses would not be used against them and that their responses would be held confidential such that no response could specifically be attributed to the specific respondent.

2.4. Treatment of the Data

Weighted Mean

The researcher used the weighted mean to interpret the responses for the level of motivation as well as the level of work engagement. The weighted mean was interpreted as shown:

Level of Motivation and Work Engagement

Statistical limits	Level
3.26- 4.00	Very high level of motivation/work engagement
2.51 – 3.25	High level of motivation/work engagement
1.76 – 2.50	Low level of motivation/work engagement
1.00 – 1.75	Very low level of motivation/work engagement

Test of Difference: T-test

The null hypothesis that there is no difference between the levels of extrinsic and intrinsic motivation was tested using T-Test for independent samples.

Analysis of Variance, ANOVA

The null hypothesis that there are no differences among the levels of vigor, dedication, and absorption was tested using ANOVA.

2.5. Pearson's Product Moment of Correlation

The relationship between motivation and work engagement will be determined using Pearson's product moment of correlation. The r values was interpreted as shown.

r value	Interpretation
0.00	zero correlation; no relationship
$\pm 0.01 - \pm 0.20$	slight correlation; very weak relationship
$\pm 0.21 - \pm 0.40$	low correlation; definite weak relationship
$\pm 0.41 - \pm 0.70$	moderate correlation; substantial relationship
$\pm 0.71 - \pm 0.90$	high correlation; strong relationship
$\pm 0.91 - \pm 0.99$	very high correlation; very strong relationship
1.00	perfect correlation; perfect relationship

3. Results and Discussions

The following sections discuss the results of the survey. The discussions are in the order of the research problems.

3.1. Level of Extrinsic Motivation of the Millennial Employees

Extrinsic motivation refers to behavior that is pushed by external rewards. Table 2 shows the level of extrinsic motivation of the employees.

Table 2.

Level of Extrinsic Motivation of Millennial Employees

Factor	Weighted Mean	Interpretation
1. Leadership styles of superiors	3.45	Very high level of motivation
2. Organization's commitment to professional development	3.44	Very high level of motivation
3. Comfortable physical work environment	3.38	Very high level of motivation
4. Compensation	3.33	Very high level of motivation
5. Opportunities for career advancement	3.26	Very high level of motivation
6. Job security	3.26	Very high level of motivation
7. Relationships with co-employees	3.23	High level of motivation
Section mean	3.34	Very high level of motivation

The millennial employees of Youkang company have a very high level of extrinsic motivation. This is seen in the over-all weighted mean value of 3.34. This means that the external factors provided by the company can strongly bring about very high levels of motivation to do work. This implies that the factors provided by the company are effective in motivating the employees. The very high level of motivation can be seen in the different work behaviors of the employees. The employees are seldom absent or tardy in coming to work.

Further analysis of the factors show that the leadership style of the management is able to produce the highest level of motivation. In the interviews conducted, the employees described their manager as knowledgeable, hard-working, and considerate. The managers act as coaches where they patiently teach employees how to do the tasks as needed. The managers practice open communication and the employees can approach them without hesitation and fear. They are confident of their manager's abilities to guide them so everyone can mutually share in the success of the department and organization.

The motivation is also very high with the organization's commitment to professional development. At Youkang company, employees are provided with opportunities to improve their knowledge and skills through attendance in conferences, seminars and workshops, and on-site training. These professional development activities help to enhance if not maintain professional credentials such as academic degrees to formal coursework.

3.2. Level of Intrinsic Motivation of the Millennial Employees

Table 3.

Level of Intrinsic Motivation of Millennial Employees

Factor	Weighted Mean	Interpretation
1. Feeling of competence for the work I do	3.40	Very high level of motivation
2. Recognition and feedback for the work I do	3.38	Very High level of motivation
3. Meaningfulness of the work	3.33	Very high level of motivation
4. Opportunities to use skills	3.32	Very high level of motivation
5. Pride in the work I do	3.29	Very high level of motivation
6. The challenge of the work itself	3.28	Very high level of motivation
7. Opportunities to do my work with autonomy	3.28	Very high level of motivation
8. Knowing I am able to contribute to the goals of the organization	3.21	High level of motivation
Section mean	3.31	Very high level of motivation

It can be inferred that the millennials of Youkang company have very high levels of motivation. This is shown by the section mean of 3.31 interpreted as very high level of intrinsic motivation. The work itself is capable of pushing them to work and accomplish tasks with high levels of energy, commitment, and enthusiasm.

Feeling competent in the work they do provide millennials with a very high level of motivation. This factor had the highest mean in the section. The employees of Youkang company feel competent because the Human Resource Policies ensure the best fit between the employee and the job. The feeling of competence is also reinforced by certification tests that the company provides. These tests measure the level of skills and knowledge the employee has about the task he is assigned to.

Feedback and recognition constitutes the factor with the second highest weighted mean. This factor motivates the employees to a very high level. In the Youkang company, feedback is given often by their department managers and these feedbacks add to the motivation of the employees.

Employees of Youkang company are very highly motivated by the meaningfulness of their work. The meaningfulness is derived from the knowledge that they produce supplements of infant formula. This is honorable work since children, the hope for the future, are their customers. The work is thus seen to have an impact on the community as well.

“Knowing I am able to contribute to the goals of the organization” had the lowest mean and is only able to bring about a high level of motivation. From the interviews with some employees, the researcher gathered that as the employees are not management staff, they feel that they are not in a position to directly contribute to the goals of the organization. The mean of 3.21, however, puts the level of motivation near the range limits of very high level of motivation.

3.3. Level of Work Engagement along Vigor

Table 4.

Level of Work Engagement along Vigor

Behaviors	Weighted Mean	Interpretation
When I get up in the morning, I feel like going to work.	3.45	Very high level of vigor
At my work I feel like bursting with energy.	3.42	Very high level of vigor
At my job I feel strong and vigorous.	3.42	Very high level of vigor
I can continue to work for long periods of time.	3.39	Very high level of vigor
At my job, I am mentally resilient and can easily accept changes	3.39	Very high level of vigor
At my job, I always persevere, even when things do not go well.	3.35	Very high level of vigor
Section mean	3.40	Very high level of vigor

Mean of 3.40 indicates that the millennial employees have a very high level of vigor. They manifest the behaviors that indicate energy and resilience all the time. This is a positive finding and it implies a workforce that is highly engaged in their tasks. They are thus able to help the company meet targets and goals.

Feeling like going to work when one gets up in the morning has the highest mean score of 3.45. This implies that work is attractive for the millennials of Youkang company that it is something they want to do. When they get up in the morning, the thought of going to work does not discourage them. A check of the Youkang company attendance table, would show that there are no absences at all and just 2 or 3 three people were late every month.

3.4. Level of Work Engagement along Dedication

Table 5.

Level of Work Engagement along Dedication

Behavior	Weighted mean	Interpretation
Time flies when I am at work.	3.44	Very high level of dedication
I feel happy when I work intensively.	3.38	Very high level of dedication
I am immersed in my work.	3.33	Very high level of dedication
When I work, I forget everything else around me.	3.29	Very high level of dedication
I get carried away when I work.	3.21	High level of dedication
It is difficult to detach myself from my job	3.05	High level of dedication
Section mean	3.28	Very high level of dedication

Millennial employees of Youkang company have a very high level of dedication as indicated by the section mean of 3.28. Many of the behaviors associated with dedication are shown all the time.

Among the behaviors is being so engrossed in their task they forget the time. The Y millennial employees are not clock watchers who are forever looking at the clock to see if they can go on break or go home.

In fact, it is because of the relaxed and comfortable work atmosphere that employees said they can work without feeling pressured and without having to beat deadlines that they are able to enjoy doing the task they forget about time.

Nevertheless, there are also some behaviors that are shown only most of the time instead of all the time. "Getting carried away when I work" and "Finding it difficult to detach myself from

the job” give an interpretation of high level of dedication only. Youkang company employees interpreted being carried away as going beyond the level of authority they have to make decisions on the tasks they do.

This behavior of taking responsibility for making some decisions on their own can be attributed to the millennial trait. Millennials are free thinking and creative. However, this trait is tempered by the nature of the Youkang company which somehow restrains the millennial free-thinking spirit.

3.5. Level of Work Engagement along Absorption

The results of the survey of the millennial employees of Youkang company reveal that they have a very high level of absorption.

Employees are inspired by their job. According to interviews, working in a biotech company that uses unique and sophisticated technology to produce specialty foods and infant formula is inspiring. The mission of the company to provide better nourishment to infants and children is enough inspiration for the employees.

3.6. Differences among the Three Dimensions of Work Engagement

The ANOVA test on the differences between the levels of vigor, dedication, and absorption indicate that there is no significant difference between the means of these dimensions. The null hypothesis that there is no significance can thus be accepted.

Table 6.

Differences Among Dimensions of Work Engagement

Weighted mean	Vigor	Dedication	Absorption			
	3.40	3.2	3.43			
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.065	3	0.022	2.055	0.164	3.587
Within Groups	0.115	11	0.010			
Total	0.180	14				

$\alpha = .05$

Since p-value > α , H0 is accepted.

The finding is logical and reasonable since confirmatory factor analysis of the UWES instrument indicates that work engagement indeed has a three-dimensional structure (Schaufeli et al.,2002). These dimensions build on each other using the same psychological capital of self-efficacy, optimism, and resilience in the face of obstacles and job demands. (Bakker and Leiter, 2010)

Nevertheless, it can be seen that among the three dimensions absorption has the lowest mean of 3.28 while dedication has the highest mean of 3.43. Nevertheless, both means are interpreted as very high level of engagement. An analysis of the different statements on absorption seems to indicate a time aspect. This could explain the relatively lower mean score of absorption since millennials are characterized to be flexible and multi-taskers and hence are unlikely to get absorbed in one task at a time only (Klass & Lindenberger, 2020). Dedication, on the other hand, talks about the inspiration and enthusiasm that millennials experience while doing their

tasks. Millennials are observed to be optimistic employees who desire upward movements in their careers. The thoughts of promotion and being given more challenging tasks inspire and excite millennial employees (Maurer, 2015). This may explain the high mean score for dedication.

3.7. Relationship of Extrinsic Motivation to the Dimensions of Work Engagement

The researcher used Pearson's Correlation to determine if there is a relationship between extrinsic motivation and the different dimensions of work engagement.

Table 7.

Relationship of Extrinsic Motivation and Dimensions of Work Engagement

Work Engagement	Extrinsic Motivation	Interpretation
Vigor	0.89	Strong relationship
Dedication	0.74	Strong relationship
Absorption	0.91	Very strong relationship

It can be seen that extrinsic motivation is positively correlated with all the dimensions of work engagement. The correlation is also strong to very strong. The null hypothesis that there is no correlation between extrinsic motivation and work engagement is rejected.

The findings imply that the factors that cause high extrinsic motivation and high levels of work engagement are similar. The correlation is strongest between extrinsic motivation and work absorption. It can be recalled that the concern with professional development was a factor that resulted in high levels of extrinsic motivation. It could be that the same factor also explains the high levels of work absorption. The training that the employees get make them more enthusiastic and inspired in their work. Hence the same factors for motivation and absorption result in the strong relationship between the two variables. The correlation between extrinsic motivation and vigor, motivation and absorption are both very strong. However, the relationship between extrinsic motivation and dedication is just strong. Among the three dimensions, dedication had the lowest weighted mean score though it is still interpreted as very high level. In the findings for extrinsic motivation, employees were only highly motivated by job security. The factor of job security may explain the level of dedication in terms of detaching oneself from the job.

3.8. Relationship of Intrinsic Motivation to the Dimensions of Work Engagement

Like the relationship of extrinsic motivation to the dimensions of work engagement, the r values also show that there is a very strong positive correlation between intrinsic motivation and the dimensions of work engagement.

The relationship is strong to very strong with all three dimensions. The hypothesis that there is no relationship is thus rejected. The very strong positive relationship implies that the factors that produce high levels of intrinsic motivation also produce high levels of work engagement along all three dimensions. When intrinsic motivation increases, the level of work engagement will also increase.

Table 8.

Relationship of Intrinsic Motivation and Dimensions of Work Engagement

Work Engagement	Intrinsic Motivation	Interpretation
Vigor	0.90	Very strong relationship
Dedication	0.83	Strong relationship
Absorption	0.91	Very strong relationship

The study concluded that there is a positive relationship between intrinsic motivation and work engagement. The finding is likewise corroborated by the study of Ghosh,

In this particular study, creativity can be enhanced in the intrinsic factors of opportunities to use skills, opportunities to do work with autonomy, and the challenge of the work itself. These factors were all able to produce very high levels of intrinsic motivation and are the same factors that produce very high levels of work engagement.

Work meaningfulness was one of the factors identified to bring about high levels of intrinsic motivation among the employees of Youkang company. As explained, the situation of working in a biotechnological company that provides quality food for among others, infants, make work meaningful and at the same time create the situation that allows high levels of vigor, dedication, and absorption.

Sum up, through the study, we find out that the millennial employees of Youkang company have a very high level of extrinsic and intrinsic motivation. There is no difference between the levels of extrinsic and intrinsic motivation among the millennial employees of Youkang company. The millennial employees of Youkang company have a very high level of vigor, dedication, and absorption. There are no differences among the levels of vigor, dedication, and absorption among the millennial employees of Youkang company. There is a very strong relationship between extrinsic motivation and the dimensions of vigor, dedication, and absorption of work engagement and between intrinsic motivation and the dimensions of vigor, dedication, and absorption of work engagement.

4. Conclusions and Recommendations

The findings of the study will be useful for the management of Youkang company as it will provide information needed for formulating motivational systems for their millennial employees. The employees will also become more aware of their own motivation preferences which can help in the personal growth. The results of the study may also be used by other companies with millennial employees in the improvement of their own systems of motivation. The Youkang company can also be made more aware of the work engagement of their millennials, awareness that can be used in creating work environments conducive not only to motivation but to work engagement as well. In the competitive biotech industry, quality processes and operations are enhanced when employees are retained and work slowdown or stoppages due to employees leaving the company are minimized. The results of the study can be used to create an environment that can retain millennial employees more successfully.

The Youkang company is able to provide the factors and conditions that can bring about very high levels of extrinsic and intrinsic motivation for the millennial employees. The environment, management, and conditions of Youkang company equally bring about the same level of extrinsic and intrinsic motivation for the millennial employees. Hence, there are no differences

in levels of extrinsic and intrinsic motivation. The Youkang company is able to provide the factors and conditions that create high levels of work engagement among millennial employees. The millennial employees respond in the same way thus showing the same level of engagement along all its dimensions. Hence, there are no differences in levels of the work engagement dimensions. The factors that bring about high levels of motivation and work engagement are similar. Hence the increase in the level of motivation is accompanied by an increase in the level of work engagement.

The researcher suggests that as leadership is an important motivating factor, create more opportunities for manager-employee interaction so as to enhance even more their ability to sustain high levels of motivation in the millennial employees. Design more training activities that will enhance competence and which can also bring higher levels of satisfaction as they contribute more successfully to the goals of the organization. Develop a reward and recognition program that will identify highly engaged employees to inspire other employees to enhance if not sustain high levels of work engagement. Regularly provide positive feedback to enhance work engagement. Continuously improve the physical, emotional, and psycho-social work environment to enhance both motivation and work engagement. Consider the model of motivation and work engagement in designing future employee programs.

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