Intrinsic Motivation, Employee Engagement and Organisational Commitment among Generation Z employees in India

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Abstract: This study aimed to assess the relationships between intrinsic motivation, employee engagement, and organizational commitment among Generation Z employees in India. With Generation Z entering the workforce, understanding their unique motivational drivers and organizational attitudes is crucial for effective talent management. The study employed a quantitative, correlational design, utilizing the Intrinsic Motivation Inventory, Utrecht Work Engagement Scale, and Organizational Commitment Questionnaire. Data was collected from 150 Generation Z working professionals aged 27 or below in India. The results revealed positive and statistically significant correlations between all three variables. Intrinsic motivation was positively correlated with organizational commitment ($r=0.477$, $p<0.01$), indicating that intrinsically motivated employees tend to exhibit higher levels of commitment. Employee engagement also showed a positive correlation with organizational commitment ($r=0.473$, $p<0.01$), suggesting that engaged employees experience stronger attachment to their organization. Furthermore, regression analysis demonstrated that both intrinsic motivation ($\beta=0.296$) and employee engagement ($\beta=0.290$) significantly predicted organizational commitment, highlighting their importance in fostering commitment among Gen Z employees. The findings underscore the interconnected nature of these constructs, aligning with theoretical frameworks like Self-Determination Theory and the Job Demands- Resources Model. By nurturing intrinsic motivation and creating engaging work environments, organizations can potentially enhance organizational commitment and address retention challenges with the Generation Z workforce.

Keywords: Intrinsic Motivation, Employee Engagement, Organisational Commitment, Generation Z

I. INTRODUCTION

1.1 Background

Generation Z refers to individuals born between 1996 and 2012, characterized by their digital proficiency and reliance on technology for communication and daily activities, playing a crucial role in economic development (Borg et al., 2023). According to Zbuchea & Pinzaru (2023), Generation Z brings a unique set of skills, beliefs, and perspectives to the workplace. Their experiences with constantly evolving technologies shape their values, perceptions, and ultimately, their approach to collaboration and transformation within the digital business world. As the dynamics of work in this domain continue to evolve, Gen Z's influence plays a critical role in shaping these dynamics. Their inherent technological fluency and exposure to digitalization significantly impact their capacity to contribute to collaborative efforts and drive transformative change within the industry. Consequently, organizations seeking to attract and retain top talent within the digital business workforce must strive to understand and adapt to the unique perspectives and demands that Gen Z brings to the table.

Emerging from a backdrop of globalisation, economic volatility, and social movements, Generation Z stands as the most racially and ethnically diverse generation thus far. This multicultural upbringing fosters a global perspective and comfort with cross-cultural connections, shaping their understanding of the interconnectedness of the modern world. Notably, Gen Z's formative years coincided with a period of unprecedented technological advancement. They are the first true "digital natives," having grown up immersed in theworld of social media, ubiquitous smartphones, and nascent virtual reality and artificial intelligence technologies (Seymour,

2019). These advancements haven't just revolutionized communication and information access but have also equipped Gen Z with a robust digital skillset. This proficiency translates into a preference for shorter, more affordable, and career- oriented educational pathways that leverage online learning opportunities. However, the rapid technological evolution that defines Gen Z's upbringing is a double-edged sword. While fostering an entrepreneurial spirit and adaptability, it also coincides with trends of increased depression and challenges with online identity formation. Excessive social media use among Generation Z correlates with poor mental health, affecting academic/work performance and attention span.

Generation Z (Gen Z) is characterized by high self-esteem, vitality, and a sense of belonging, along with a perception of themselves as active and enterprising individuals. This generation can be further segmented into two clusters. Cluster 1 exhibits greater positivity across various metrics, including self-image, vitality, belonging, happiness, and activism. This cluster finds smartphones to be beneficial tools for communication, staying informed, and fostering relationships. In contrast, Cluster 2 perceives smartphones as complications that hinder social interactions. Notably, Gen Z demonstrates a strong sense of globalization, with a significant majority (84%) identifying as citizens of the world to a moderate or high degree. This global perspective is reflected in their consumption of music, fashion, food, and cultural entertainment from around the world (Zilka,2023).

Understanding Generation Z is crucial for businesses as they bring unique characteristics like their relationship with technology, career expectations, and loyalty towards employers (Dolot,2018). In the contemporary landscape of workforce dynamics, Generation Z exhibitsdistinct values and priorities, diverging notably from preceding generations. Central to their career aspirations are principles of independence, financial security, and mental well-being.

This cohort prioritizes the attainment of stable earnings, job security, and the cultivation of a work environment conducive to their personal and professional growth. Such preferences mark a departure from the conventional paradigms upheld by earlier generations, reflecting an evolving ethos within the realm of career development and employment preferences (Savic et al.,2023).

1.2 Intrinsic motivation

Motivation, a psychological construct integral to human behaviour, encompasses the inclination to engage in actions directed towards achieving goals. Its development is a multifaceted process influenced by both biological and environmental factors across the lifespan. Diverse theoretical perspectives underscore distinct facets of motivation, reflecting its complexity. Within the developmental framework, pivotal elements such as educational settings, familial dynamics, peer interactions, self-perception, cognitive maturation, and individual temperament collectively contribute to shaping motivational tendencies (Arango,2018).

1.2.1 Types of Motivation

Intrinsic motivation refers to engaging in activities because they are inherently interesting and satisfying, not for external rewards or consequences (Ryan & Deci, 2000). Research hasconsistently linked intrinsic motivation to a myriad of positive outcomes, including enhanced learning, heightened performance, increased creativity, and improved psychological well-being. Central to the concept of intrinsic motivation is the satisfaction of basic psychological needs for competence and autonomy. Activities that afford individuals a sense of mastery and control over their actions tend to elicit intrinsic motivation. Conversely, factors that impede the fulfillment of these psychological needs can diminish intrinsic motivation. Understanding and fostering environments that support the satisfaction of these fundamental needs are crucial for promoting intrinsic motivation and facilitating optimal functioning across various domains of human endeavor (Domenico & Ryan, 2017).

1.3 Employee Engagement

Engagement is a positive cognitive state of persistent motivation and social involvement, particularly in academic activities among university students, crucial for their success and well-being. (Martins et al.,2021). Engagement is a motivational concept where workers show high energy, dedication, absorption in work, and better performance and it involves intrinsic motivation, authenticity, and satisfaction of affiliation, autonomy, and competence needs (Taris,2023).

1.3.1 Definitions

Employee engagement refers to the positive and proactive behavior of employees towards their work and organization, driven by motivation, emotional attachment, and effective management practices (Turner,2020). Employee engagement entails a sense of fulfillment and alignment between individual aspirations and organizational objectives, fostering a positive work environment conducive to high performance and retention (Rich et al., 2010).

1.3.2 Components of Employee Engagement

According to Schaufeli and Bakker (2004), employee engagement comprises three core components: vigor, dedication, and absorption. Vigor refers to high levels of energy, mental resilience, and persistence in the face of difficulties, reflecting employees' enthusiasm and dedication to their work (Schaufeli & Bakker, 2004). Dedication involves a strong emotional attachment to one's work and organization, characterized by a sense of significance and pride in one's contributions (Schaufeli & Bakker, 2004). Absorption denotes being fully immersed and engrossed in work activities, demonstrating deep concentration and intense involvement (Schaufeli & Bakker, 2004).

1.4 Organisational Commitment

According to Cambridge dictionary commitment is a promise or a firm decision to do something. Organizational commitment, encompassing employees' identification and involvement with an organization, serves as a predictor of job satisfaction, efficiency, absenteeism, and turnover among healthcare professionals in public hospitals (Fantahun,2021).Organizational commitment refers to the psychological attachment an individual has towards their organization, characterized by a sense of loyalty, identification with organizational goals and values, and a willingness to exert effort on behalf of the organization (Meyer & Allen,1991).

Organizational commitment can manifest in various forms, including affective commitment, where employees feel emotionally attached to the organization; continuance commitment, which arises from perceived costs associated with leaving the organization; and normative commitment, which stems from a sense of obligation or moral duty to remain with the organization (Meyer & Allen, 1991).

II. METHOD

2.1 Research Design

This study utilised a quantitative, correlational research design to investigate the relationship between Intrinsic Motivation, Employee Engagement and Organisational Commitment among Generation Z employees in India. Intrinsic Motivation Inventory (IMI), Utrecht Work Engagement Scale (UWES) and The Organisational Commitment Questionnaire (OCQ) were employed to measure the respective variables. Purposive sampling method was employed to select a sample representative of the target population. Data collection focused on individuals aged 27 or below (Generation Z). The gathered responses from all three questionnaires underwent scoring and interpretations were made between variables. The collected data were analyzed using IBM SPSS 21 to derive the study results.

2.2 Variables

Independent Variables

• Intrinsic Motivation

• Employee Engagement

Dependent Variables

• Organisational Commitment

Control Variables

• Age (27 and below).

• Individuals currently working in India.

• Individuals with the basic knowledge of English language.

2.3 Sample

The sample for this study comprised working professional from India using purposive sampling method. The age group was set to be 27 years or below as this is the current age of generation Z. This age group was chosen because of the current issues in workplace, Employers are struggling to engage and retain generation Z employees. The total sample size was 150, evenly split between males and females, with 50 participants in each gender category.

2.4 Sampling Technique

This method of sampling was purposive sampling. It is non-probability sampling strategy. The selection of the participants was based on certain attributes pertinent to the study's goals..

A Google form was created specifically for this experiment and handed out to employed individuals who met specific characteristics or qualities relevant to the research objectives. Based on their individual experiences these professionals were asked to complete the questionnaire. They were also urged to distribute the form to other employees who fulfilled the pre-established requirements in order to guarantee a specific and narrowly focused sample for the research.

2.5 Procedure

Following a review of relevant literature and a clear understanding of the study's objectives, a questionnaire was developed to assess intrinsic motivation, employee engagement, and organisational commitment in Generation Z professionals. The questionnaire included the Utrecht Work Engagement Scale, Organisational Commitment Questionnaire and Intrinsic Motivation Inventory.

Participants were recruited through messages and emails. The introductory page and communication channels clearly explained the study's purpose, provided detailed instructions, and obtained informed consent before allowing participants to proceed with the questionnaire. Any questions or concerns from participants were addressed via email. The collected data was organized in a Google Sheet for efficient management. Statistical analysis was then conducted using IBM SPSS to identify relationships between the variables. Finally, the comprehensive results were presented.

2.6 Description of tools

2.6.1. Intrinsic Motivation Inventory (IMI)

The Intrinsic Motivation Inventory (IMI) is a self-report measure designed to assess participants' subjective experiences related to tasks they engage in. Developed by Deci and Ryan (1985), the IMI aims to evaluate the intrinsic motivation of individuals by capturing various aspects of their experiences, such as interest/enjoyment, perceived competence, effort/importance, and pressure/tension. IMI is a reliable (α = .85) and valid measure (McAuley et al.,1989). The inventory typically consists of several subscales, each focusing on different dimensions of intrinsic motivation. These subscales are used to gauge participants' levels of intrinsic motivation and the extent to which they feel driven by internal factors, such as personal interest and satisfaction. The Task evaluation scale was used for this study. It consists of 22 items and rated on a 7-point Likert scale where 1 = Not at all True, 3=Somewhat True and 7= Very True. The final score was calculated by adding all the items where item 2, 9, 11,14, 19 and 21 are reverse scored.

2.6.2 Utrecht Work Engagement Scale (UWES)

The Utrecht Work Engagement Scale (UWES) is a widely used instrument for measuring work engagement, which is defined as a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2003). Developed by Schaufeli and Bakker (2003), the UWES consists of three subscales: vigor, dedication and absorption. The UWES has demonstrated high internal consistency across multiple studies, with reported Cronbach's alphas of 0.84 for vigor, 0.90 for dedication, and 0.81 for absorption (Schaufeli & Bakker, 2003). Additionally, the scale has shown good stability over time, with test-retest correlations ranging from 0.71 to 0.89 over a one-month interval (Schaufeli & Bakker, 2003). It consists of 17 questions and rated on a 7-point Likert scale where 0 = Never, 1 = Almost never (A few times a year or less), 2 = Rarely (Once a month or less), 3 = Sometimes (A few times a month), 4 = Often (Once a week), 5 = Very often (A few times a week) and 6 = Always (Every day). It was scored by summing up all the items.

2.6.3 The Organisational Commitment Questionnaire (OCQ)

The Organizational Commitment Questionnaire (OCQ) is a widely used instrument developed by Mowday et al., (1974) to measure individuals' commitment to their organizations. It assesses three key components of organizational commitment: affective, continuance, and normative commitment. Studies, such as the one conducted by Mowday et al. (1979), have demonstrated the OCQ's reliability, reporting high internal consistency reliabilities; affective (α = 0.86), continuance (α = 0.79), and normative (α = 0.81) commitment scales. Additionally, research by Meyer and Allen (1991) provided evidence for the construct validity of the OCQ, Indicating IIbility to discriminate between different types of organizational commitment. OCQ consists of 15 items and rated on a 7-point Likert scale where 1= Highly Disagree and 7= Highly Agree. The scoring is done by adding up scores on each item while reverse scoring items 3, 7, 9, 11, 12 and 15.

2.7 Statistical analysis

This study employed a quantitative approach, involving data collection and analysis using IBM SPSS 21. Following data collection, tabulation, categorisation, and processing of the quantitative data was done. Pearson correlation analysis was conducted to explore the relationships between Intrinsic Motivation, Employee Engagement and Organisational Commitment. Additionally, multiple Regression analysis was done to see if variables (intrinsic motivation and employee engagement) can predict Organisational Commitment.

III. RESULTS AND INTERPRETATION

Table 1 presents the descriptive statistics for this study. The sample consisted of 75 male and 75 female Generation Z working professionals, totaling 150 participants (N=150). The average age of the sample is 24 years, with the youngest participant being 21 years old and the oldest 27 years old. Gender distribution within the sample was equal, with 75 males and 75 females.

Table 1

Descriptive statistics of the study

	N	Range	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Age	150	8	21	29	3610	24.07	1.779	3.163	.355	.198	-.508	.394
Gender	150	1	1	2	224	1.49	.502	.252	.027	.198	-2.026	.394
Scale1	150	66	36	102	9915	66.10	13.523	182.883	.290	.198	-.039	.394
Scale2	150	73	32	105	9967	66.45	13.074	170.920	.027	.198	.583	.394
Scale3	150	58	73	131	14899	99.33	13.599	184.919	.245	.198	-.744	.394
Valid N (listwise)	150											

The average score for Employee Engagement (Scale 1) is 66, indicating average level of employee engagement. While the average score for Organisational Commitment (Scale 2) is 66 and for Intrinsic Motivation (Scale 3) is 99 both indicating average levels.

Table 2

Correlation Analysis of Intrinsic Motivation, Employee Engagement and Organisational Commitment of the sample

Correlations

		Scale1	Scale2	Scale3
Scale1	Pearson Correlation	1	.473**	.564**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
Scale2	Pearson Correlation	.473**	1	.477**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
Scale3	Pearson Correlation	.564**	.477**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

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

To see the inter-relationship between the variables, Bivariate Pearson Correlation was done. Table 2 was generated for the variables Employee Engagement (scale 1), Organisational Commitment (scale 2), Intrinsic Motivation (scale 3) of the sample. A significance level of 0.01 was used here. The interpretation is as follows:

H1- There is significant relationship between Intrinsic Motivation and Organisational Commitment of Generation Z working professionals in India. The correlation coefficient between Organizational Commitment (scale 2) and Intrinsic Motivation (scale 3) is 0.477, which is statistically significant at the 0.01 level (p-value < 0.01). This positive correlation indicates that employees who are intrinsically motivated tend to exhibit higher levels of commitment to their organization.

H2- There is significant relationship between Employee Engagement and Organisational Commitment of Generation Z working professionals in India. The correlation coefficient between Employee Engagement and Organizational Commitment is 0.473, which is statistically significant at the 0.01 level (p-value < 0.01). This positive correlation indicates that higher levels of employee engagement are associated with higher levels of organizational commitment.

Engaged employees tend to exhibit stronger commitment and attachment to their organization. The correlation coefficient between Employee Engagement and Intrinsic Motivation is 0.564, which is also statistically significant at the 0.01 level (p-value < 0.01). This positive correlation suggests that employees with higher levels of intrinsic motivation, meaning they find their work inherently enjoyable and fulfilling, tend to be more engaged in their job roles.

All three correlations are positive and statistically significant, suggesting that the three variables are interrelated. Employees who are more engaged in their work tend to have higher levels of intrinsic motivation and organizational commitment. Similarly, employees with higher levels of intrinsic motivation tend to be more engaged and committed to their organization.

Table 3

Regression Analysis of the study

Table 3.1

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Scale3, Scale1 [b]	.	Enter

a. Dependent Variable: Scale2

b. All requested variables entered.

Table 3.2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.538[a]	.289	.279	11.098

a. Predictors: (Constant), Scale3, Scale1

Table 3.3

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7360.642	2	3680.321	29.879	.000[b]
	Residual	18106.431	147	123.173		
	Total	25467.073	149			

a. Dependent Variable: Scale2

b. Predictors: (Constant), Scale3, Scale1

Table 3.4

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.859	6.756		2.644	.009
	Scale1	.290	.081	.300	3.556	.001
	Scale3	.296	.081	.308	3.661	.000

a. Dependent Variable: Scale2

Based on the regression analysis tables obtained after running the data through IBM SPSS, several key observations can be made. The dependent variable in the analysis is Scale2, representing organizational commitment and the independent variables or predictors are Scale3 (intrinsic motivation) and Scale1 (employee engagement).

H3- The level of Intrinsic Motivation can predict Organisational Commitment among Generation Z employees in India.

H4- The level of Employee Engagement can predict Organisational Commitment among Generation Z employees in India.Table 3.2 indicates that the model has an R-square value of 0.289, explaining 28.9% of the variation in organizational commitment (Scale2) by the independent variables. While Table 3.3 ANOVA results show that the overall regression model is statistically significant (Sig. =0.000).

Table 3.4 provides coefficients for the independent variables. Both Scale1 (employee engagement) and Scale3 (intrinsic motivation) have positive coefficients (0.290 and 0.296, respectively) and are statistically significant (Sig. = 0.001 and 0.000, respectively). In summary, the regression analysis demonstrates that both intrinsic motivation and employee engagement are positively and significantly associated with organizational commitment. Higher levels of intrinsic motivation and employee engagement correlate with increased levels of organizational commitment among the employees in the study.

IV. DISCUSSION

The present study aimed to assess the relationship between intrinsic motivation, employee engagement, and organizational commitment among Generation Z working professionals in India. The findings reveal several significant insights that contribute to our understanding of these constructs and their interplay within the contemporary workforce.

Firstly, the results indicate a positive and statistically significant correlation between intrinsic motivation and organizational commitment ($r = 0.477$, $p < 0.01$). This finding aligns with previous research, such as the study by Ridwan and Kesuma (2022), which demonstrated that intrinsic motivation significantly influences commitment among employees in the education sector. Similarly, Ghosh et al. (2020) highlighted the

importance of intrinsic motivation in fostering employee engagement. When individuals find their work inherently enjoyable and fulfilling, they tend to develop a stronger psychological attachment to their organization, leading to heightened commitment levels. Secondly, the study revealed a positive and significant correlation between employee engagement and organizational commitment ($r = 0.473$, $p < 0.01$). This finding corroborates the work of Altarawneh (2014), who found that high job and organizational engagement were associated with increased affective and normative commitment among bank employees in Jordan. Engaged employees, characterized by vigor, dedication, and absorption in their work (Schaufeli & Bakker, 2004), are more likely to experience a sense of alignment with their organization's goals and values, fostering a stronger commitment.

Thirdly, the regression analysis demonstrated that both intrinsic motivation and employee engagement are positive and significant predictors of organizational commitment. These findings align with the study by Pratiwi and Abadiyah (2022), which revealed that intrinsic motivation positively influences organizational commitment, with employee engagement serving as a mediator. The positive coefficients observed in the present study ($\beta = 0.296$ for intrinsic motivation and $\beta = 0.290$ for employee engagement) highlight the importance of fostering intrinsic motivation and engagement strategies to enhance organizational commitment among Generation Z employees.

The positive correlation between employee engagement and Intrinsic motivation ($r = 0.564$, $p < 0.01$) further reinforces the interconnected nature of these constructs.Employees who find their work intrinsically rewarding and satisfying are more likely to experience higher levels of engagement, as suggested by the self-determination theory (Deci & Ryan, 1985). Conversely, fostering an engaging work environment that supports autonomy, competence, and relatedness can nurture intrinsic motivation (Bakker & Demerouti, 2007).
The findings of the present study align with the theoretical framework of the Job Demands-Resources (JD-R) model (Demerouti et al., 2001), which posits that job resources, such as autonomy and skill variety, contribute to employee engagement. Additionally, the study's results resonate with the Three-Component Model of Organizational Commitment (Meyer & Allen, 1991), which highlights the importance of
affective commitment, or the emotional attachment to an organization, in fostering long- term commitment.

Furthermore, the study focused specifically on Generation Z employees in India, which may limit the generalizability of the findings to other generational cohorts or cultural contexts. Future research could explore these relationships across diverse populations and settings to enhance our understanding of potential generational or cultural nuances.

In conclusion, the present study contributes to the existing body of knowledge by highlighting the significant relationships between intrinsic motivation, employee engagement, and organizational commitment among Generation Z working professionals in India. The findings underscore the importance of fostering intrinsic motivation and creating engaging work environments to enhance organizational commitment and potentially mitigate turnover intentions among this emerging workforce. Organizations aiming to attract and retain Generation Z talent can benefit from implementing strategies that align with these employees' values, priorities, and psychological needs.

V. CONCLUSION

The present study set out to investigate the relationships between intrinsic motivation, employee engagement, and organizational commitment among Generation Z working professionals in India. By employing a quantitative, correlational research design and leveraging well-established scales such as the Intrinsic Motivation Inventory, Utrecht Work Engagement Scale, and Organizational Commitment Questionnaire, this study has yielded several notable findings that contribute to our understanding of this emerging workforce segment.

Firstly, the results demonstrated a positive and statistically significant correlation between intrinsic motivation and organizational commitment. This finding aligns with existing literature, such as the work of Ridwan and Kesuma (2022), which highlighted the significant influence of intrinsic motivation on commitment among employees in the education sector. Secondly, the study uncovered a positive and significant correlation between employee engagement and organizational commitment. This outcome resonates with previous research,such as Altarawneh's (2014) study, which found a positive association between high levels of job and organizational engagement and increased affective and normative commitment among bank employees in Jordan. Engaged

employees, characterized by vigor, dedication, and absorption in their work (Schaufeli & Bakker, 2004), tend to experience a stronger sense of alignment with their organization's goals and values, fostering a heightened commitment.

Thirdly, the regression analysis revealed that both intrinsic motivation and employee engagement are positive and significant predictors of organizational commitment among Generation Z employees in India. These findings align with the study by Pratiwi and Abadiyah (2022), which demonstrated that intrinsic motivation positively influences organizational commitment, with employee engagement serving as a mediator. The positive coefficients observed in the present study highlight the importance of fostering intrinsic motivation and implementing strategies to enhance employee engagement as means of cultivating organizational commitment within this emerging workforce segment.

Furthermore, the positive correlation between employee engagement and intrinsic motivation underscores the interconnected nature of these constructs. Employees who find their work intrinsically rewarding and satisfying are more likely to experience higher levels of

engagement, as suggested by the self-determination theory (Deci & Ryan, 1985). Conversely, fostering an engaging work environment that supports autonomy, competence, and relatedness can nurture intrinsic motivation (Bakker & Demerouti, 2007).

The study contributes to the existing body of knowledge by highlighting the significant relationships between intrinsic motivation, employee engagement, and organizational commitment among Generation Z working professionals in India. The findings underscore the importance of fostering intrinsic motivation and creating engaging work environments to enhance organizational commitment and potentially mitigate turnover intentions among this emerging workforce. For organizations aiming to attract and retain Generation Z talent, these findings offer practical implications. Cultivating a work environment that nurtures intrinsic motivation by providing challenging and meaningful tasks, opportunities for growth and development, and a sense of autonomy can be instrumental in fostering commitment. Additionally, implementing strategies that enhance employee engagement, such as promoting open communication, offering recognition and feedback, and providing opportunities for collaboration and innovation, can further contribute to strengthening organizational commitment among. Generation Z employees.

Moreover, organizations should recognize the interconnected nature of intrinsic motivation and employee engagement, as evidenced by the positive correlation between these variables. By fostering an engaging work environment that supports the satisfaction of basic psychological needs, as outlined by the self-determination theory (Deci & Ryan, 1985), organizations can simultaneously nurture intrinsic motivation and engagement, thereby indirectly enhancing organizational commitment. In the rapidly evolving workforce landscape, where Generation Z is poised to play an increasingly pivotal role, understanding their unique perspectives, values, and motivational drivers becomes paramount. The present study contributes to this understanding by shedding light on the relationships between intrinsic motivation, employee engagement, and organizational commitment within this cohort in the Indian context.

As organizations navigate the complexities of attracting, retaining, and fostering commitment among Generation Z employees, the findings of this study offer a valuable foundation for developing targeted strategies and initiatives. By prioritizing the cultivation of intrinsic

motivation, creating engaging work environments, and aligning with the unique values and aspirations of this generation, organizations can position themselves as attractive employers, fostering a committed and engaged workforce capable of driving innovation and long-term

success.

In conclusion, the present study represents a meaningful contribution to the ongoing discourse surrounding workforce dynamics, generational differences, and the evolving nature of work. By unravelling the intricate relationships between intrinsic motivation, employee engagement, and organizational commitment among Generation Z professionals in India, this research provides a stepping stone for further exploration and a catalyst for organizations seeking to thrive in an ever-changing and increasingly competitive talent landscape

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Thanks and Regards,
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