



RESEARCH ARTICLE  
Vol.8.Issue.2.2021  
April-June.



INTERNATIONAL  
STANDARD  
SERIAL  
NUMBER  
INDIA  
**2 3 4 9 - 4 6 3 8**

---

**INTERNATIONAL JOURNAL OF BUSINESS, MANAGEMENT  
AND ALLIED SCIENCES (IJBMAS)**  
*A Peer Reviewed and refereed Journal*

---

**ENHANCEMENT OF WORKING STRUCTURE THROUGH  
MOTIVATION USING DIFFERENT GENERATION**

**Dr. Savita Tiwari\*<sup>1</sup>, Neeraj K. Sharma<sup>2</sup>**

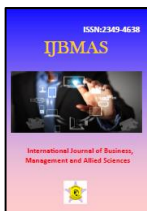
<sup>1</sup>Faculty of Engineering & Technology, Madhyanchal Professional University, Bhopal, M. P.

<sup>2</sup>Faculty of Medical & Para medical Sciences, Madhyanchal Professional University, Bhopal,  
M. P.

\*Correspondence Email:- [indiaresearch05@gmail.com](mailto:indiaresearch05@gmail.com)

DOI: [10.33329/ijbmas.8.2.9](https://doi.org/10.33329/ijbmas.8.2.9)

---



**ABSTRACT**

Today, there are multiple generations in the manpower. Each generation of workers requires different motivational methods. Motivating employees has always been difficult throughout history. Motivation is an individual experience. It is believed that different things motivate different generations. Not only does the manager have to motivate employees, but they must also motivate employees from different generations. This research work explores the different motivational factors of the different generations.

**Keywords:** Motivation, Generations & Workplace JEL Classification

---

**1. INTRODUCTION**

Generation is considered a twenty-year period in which, people are born. Generations are shaped from historical events, parent's upbringing, friends and family. Each generation has been identified with different attributes that they feel are important to them. A few areas that each generation has set as values are: job satisfaction, working conditions, and work environment and employee benefits.

**Baby Boomers:** Born between 1946 - 1964, 80 million in size. Major events during their upbringing had an impact on their social influence. Strong economic era made jobs and education favorable. They are loyal, dedicated, professional and competitive. This generation is termed as workaholics. What motivates this generation: personal touch, public recognition, opportunities available, name recognition and rewards for work ethics.

**Gen Xers :-** Born between 1964 - 1980, 46 million in size. Some qualities this generation are known for is: MTV Generation, cynical and lacking ambition, value of education and economic opportunity. Also, known as the latch key generation because both parents worked, high divorcerate leads to single parent household. Gen Xers are resourceful and independent, seeking to balance work and life and also want

to have fun. What motivates this generation: jobs that are challenging, freedom to plan and prioritize, avoid changing plans, providing feedback, providing mentors, coaching and portable feedback.

### **1.3 Millennials 1981 - 2000**

Born 1981–2000, 76 million in size. This is the generation of affluent parents, educated as achievement, comfortable with electronics, likes social media and wants to balance work and life.

The Millennials have grown up being exposed to various situations including; having helicopter parents, technology and reassurance. Millennials do not plan to stay at the same company forever, one of the most educated in the manpower; they tend to have jobs which are classified as knowledge workers. They are needy and require a lot of feedback during work. Millennials are known as Trophy kids who lead to a feeling of entitlement and the desire to not want to work as hard. This generation is motivated by growth potential, recognition, flexibility and desire to make an impact.

## **2. THEORIES OF MOTIVATION**

Throughout history, motivating employees has played a big part of management. Frederick Taylor discussed the importance of hiring only certain types of people. Abraham Maslow has the hierarchy of needs, which indicated that people are motivated for different reasons at different times of their life. Douglas McGregor discussed the two different types of people, naturally motivated and naturally lazy. Frederick Herzberg talked about hygiene and motivation factors. Intrinsic/Extrinsic by Deci & Ryan, talked about internal or external factors as motivation. The Hawthorne Experiment showed that people want attention. All of these theories still apply today and a manager needs to know their employees to determine the best method to motivate them.

### **2.1 Frederick Taylor 1856 - 1915**

In overall in his writing, Taylor identify that the benefit of recruit the correct person to do the job. Not the each and every employee can do any job or task. Most of theories related to companies, believed was that employee are only required of more salary, this could be not necessary in the case. Taylor can recognize that each employee had distinct motivational requirements. Taylor declared that he rather hire a family man instead of single man because the family man had varied motivation to work regularly than a single man. Taylor believed each person had a specialty; he would discover that specialty and put it to the best use. The selection process for his high-priced man had to meet certain criteria in order to receive extra pay for completing a full day's work. In the inspection, because a person having many years of experience he continue his job, if they did not meet the requirements for the job strictly and punctually, removed from the inspection. Every worker has an individual and having distinct motivations. As Taylor also identified out that every worker must be motivated for work as individuals and not amassed together.

### **2.2 Abraham Maslow 1908 - 1970**

Individuals have certain needs which are required for survival. The Theory of Human motivation describes the different levels that individuals need to go through in order to grow and succeed. A person that is thinking about only survival will never fully understand their true meaning and the type of work they need to perform. The level a personal is at on the hierarchy will consume the mind and spirit until that level has been met enough to stop the domination of the brain. Those five needs are: Physiological, Safety, Love, Esteem and Self-actualization. Physiological- this is the minimum level of motivation, this is survival mode. Maslow discussed how this level of basic human need must be met. These are many items required to live; food and sleep. Safety - once the Physiological need is met or anyhow satisfied, the condition for safety can be pursued. Safety can be the feeling of not being in danger. A safe place to sleep, safety at work, feeling of not being threatened in the normal day to day activities.

Love – is the next area of concern once the previous two levels have been met. Love and the feeling of belonging is an essential part of every human. Esteem –the desire for a stable and high evaluation of one self. This will instill the feeling of self-confidence (Maslow, 1943). Self-actualization – the highest level on the structure. Doing what the person is passionate about; their dream job. When a job does not feel like work. The ranking of needs is not meant to be put upon a standard; it is a guide that people can move through. Each level does not required to be met 100%, but enough of the level needs to be met in order that it does not consume the person. Then they can start thinking about the next level.

#### **2.4 Douglas McGregor 1906 – 1964**

Theory X Theory Y Douglas McGregor developed two theories to describe the desire in the manpower; Theory X and Theory Y. Theory X suggest that workers do not want to job and are lazy. Theory Y suggests that workers want to be their best.

#### **2.5 Frederick Herzberg 1923 – 2000**

Herzberg developed a two factor theory about motivation in the work place. They are identified as hygiene and motivational factors. Hygiene relates to the employee's expectations of what to receive for doing their job; wages, working conditions and security. The motivational factors are intrinsic areas, such as achievement, recognition and advancement.

#### **2.6 Intrinsic / Extrinsic**

Theory of Intrinsic / Extrinsic described how every person has an innate ability to want to reach a certain level of accomplishment. Extrinsic – The decision of job will be appreciate as pay or promote. The workers have to reach the expectations of order to get rewarded. Intrinsic –Workers will only work on a Proposed project they allow fun. Feedback is not so important as much as feel of fun has been meet.

#### **2.7 Hawthorne Effect 1927 – 1932**

A new era of management was underway in the 1920s. Management was starting to care about their employees and efforts were introduced to find out what made them happy and how to get more work out of them. One of the important goals was to build the employees happy and to discourage them from joining unions. During this time, companies made an effort to make them employees as happy as possible in many different ways. Most of the major companies, at the time, had some kind of employee welfare program in place, to make the employee feel more secure. The Hawthorne study was one of the important extensive of the time. The experiment would be easy. They would find out what effect lighting in the work area had on production. A set of experiments were put in place to determine if varying the lights would change output. This experiment was started in November of 1924. Experts were brought in to help determine lighting levels and all the employees were interviewed and production rates measured. The test lasted for two years. The results are very much confusing to the researchers, no matter the lighting conditions, output would increase. Several more tests were run over the next several years. The results were just as confusing and inconclusive. Over the next several years, many different professionals with many different conclusions studied the results. Upon conclude of the testing, many deficiencies were uncovered during the testing phases. The scientific results had no conclusion. The conclusion of lighting on production could never be fully integrated (Gillespie, 1991). The study did usher in a new way of thinking - Human Relations was real and could be used to help management and employees to perform better. Employees liked the main debate of the study, no matter the results; the human interaction was now underway.

### 3. REVIEW OF LITERATURE

In today's manpower, there are multiple generations. At the older end of the spectrum there is the working Baby Boomers rapidly approaching retirement. The youngest generation the Millennials; in the act of being the most dominated or dominant number of workers. Each generation has different traits that motivate them. One motivational method will not work to motivate the others. General differences among generations exist due to their upbringing and the experiences they have through environmental events. The two largest work forces currently working are, the Baby Boomers and Millennials. Each generation has different attitudes and values towards life. Baby Boomers believe in lifetime employment and economic prosperity. Boomers are more in upper management, made sacrifices in order to achieve success, highly honest and caring.

Gen Xers and Millennials are technologically dependent, autonomous, independent action oriented, do not have long-term loyalty and believe in balancing work and life. They tend to have more determination, ambition, like participation and have self-esteem. This translates into less company loyalty. The Baby Boomer generation is retiring and the Millennials are taking over, they are not as likely to stay at the same enterprise forever. They prefer intrinsic rewards, challenging work, like supervision and need to balance work and life. Extrinsic rewards are not as important (i.e. salary and benefits). Many see the Millennials as impatient, demanding, stressed out, sheltered and brand oriented. They are also known as the smartest generation and a majority has a college education. This generation needs to know they are special.

Every employer does not have an unwritten contract that has been placed as an employer they will prepare and pay the employees will recruit for a certain period of time. The biggest field of concern has been pay. Salary is no longer a more important factor for the young generation peoples; they want fun and enjoyment in their work place. Younger generations do not feel pay is as vital as other benefits. The younger work force is goal oriented and they mostly want a balance of work and life. Sharing success stories can help motivate other employees. As pointed out by Frick (10/2011), there is no one best practice to motivate employer and many methods contradict each other.

The work place is changing as technology is being updated; this is affecting those who work. Employees talking while walking down the hallway is gone and replaced with online chats. There are other methods of motivating employees besides a paycheck. One of the most challenging jobs of a manager is to motivate their employees. Without motivation, employees cannot reach goals. Lack of recognition and appreciation is a major reason for people leaving a company. Money only works as a motivation if the recipient values it. An organization is only as effective as its ability to achieve its goals. Motivating employees has always been challenging.

Today with three generations working together makes motivating them even more difficult. Each generation has a different idea of what motivates them. One standard motivation method does not work for everyone. A definition of workplace motivation is a process by which behavior is energized, directed and sustained in an organizational setting. Motivation can be either intrinsic or extrinsic. Intrinsic, the individual wants to accomplish the task. Extrinsic, the individual seeks a positive outcome. Intrinsic – An employee is motivated because they find enjoyment in the job. Extrinsic – the employee will expect to be rewarded by the company. An Intrinsic motivational factor is more motivating than extrinsic. Employees want interesting work, good working conditions and positive feedback to help motivate employees. Employees with families are more motivated by money.

### 4. METHODOLOGY

A questionnaire was developed to capture information on what motivates employees in the workplace. The first section of the questionnaire handled logistics and demographics. A series of questions asked about demographics (Age, employment, gender, birth year, employment status,

company type, company size, length with company). The second half of the questionnaire asked participants to rank the top items that motivated them in the work place. A list of 12 motivational attributes were provided, they had to select the top three that motivated them at work. The survey was distributed through social media (Facebook, LinkedIn) and email. Pilot Study Two rounds of a pilot study were conducted with 25 people. The first round was to ensure the questions were understood and the subjects could answer the questions. From the first pilot study, some minor changes were made to clarify the questions. In addition, some of the questions were made mandatory to ensure the answers were collected. All the data from the pilot studies were destroyed and not used in the main study.

## 5. RESULTS

The total number of responses received was 194. Reviewing the data into three distinct areas:

- 1) the most important factors, not taking into account the generation,
- 2) The most important factors by generation,
- 3) The most selected factors by each generation. The nine tables represent the break down by generation and their selections.

Table 1, indicates the number of responses broken down by each generation and then the total number of possible responses for each generation.

**Table 1: Sample Statistics**

Generation	Number of responses	Percentage overall	Total number possible responses (three times the number of participants)
Baby Boomers	69	35.6%	207
Gen Xers	67	34.6%	201
Millennials	58	29.8%	174
<b>Total</b>	<b>194</b>	<b>100%</b>	<b>582</b>

Table 2, represents the data of all generations combined and their top selections.

**Table 2: Top Three Motivational all Generations**

	Count	Percentage
Challenging work	50	25.7%
Salary	29	14.9%
Flexible work hours	19	9.8%

Table 3 to 5 represents the top selection by each generation. Table 6 to 8 represents the total number of selections per generation.

**Table 3: Top choices for Baby Boomers**

	Count	Percentage among Generation	Percentage total
Challenging work	15	21.7%	7.7%
Salary	9	13.0%	4.6%
Flexible work hours	9	13.0%	4.6%

Table 4: Top choices for Gen Xers

	Count	Percentage among Generation	Percentage total
Challenging work	16	23.9%	8.2%
Salary	11	16.4%	5.7%
Growth within company	7	10.4%	3.6%

Table 5: Top choices for Millennials

	Count	Percentage among Generation	Percentage total
Challenging work	19	32.8%	9.8%
Salary	9	15.5%	4.6%
Work / life balance	9	15.5%	4.6%

Table 6: Total for Baby Boomer

	Count (possible 207 - selections)	Percentage among Generation	Percentage Total
Challenging work	27	13.0%	4.6%
Salary	25	12.0%	4.2%
Flexible work hours	25	12.0 %	4.2%
<b>Total</b>	<b>77</b>	<b>37%</b>	<b>13%</b>

Table 7: Total for Gen Xers

	Count (possible 201 - selections)	Percentage among Generation	Percentage Total
Challenging work	34	16.9%	5.8%
Salary	33	16.4%	5.6%
Work/ life balance	18	8.9%	3.0%
<b>Total</b>	<b>85</b>	<b>42.3%</b>	<b>14.4%</b>

Table 8: Total for Millennials

	Count (possible 174 - selections)	Percentage among Generation	Percentage Total
Challenging work	29	16.9%	4.9%
Future with company	26	14.9%	4.4%
Work/ life balance	25	14.3%	4.3%
<b>Total</b>	<b>80</b>	<b>45.9%</b>	<b>13.7%</b>

**Table 9: Merit / Bonus Results**

	Count	Percentage among Generation	Total Percentage
Baby Boomer	7	3.3%	1.2%
Gen Xers	9	4.4%	0.7%
Millennials	4	2.2%	0.01%

Table 9, is the merit pay per generation. Percentage by generation was calculated by dividing the number of respondents by the number of responses, there were 194 total numbers of responses. The total number of possible responses is multiplied by each generation (the number of choices each recipient had to make) for a total number of responses of 582.

Table 2, represents the top three motivational attributes across all generations. Challenging work was the highest across all generations. As discussed by Taylor, each worker has a specialty and wants to work. On Maslow's hierarchical chart, Self-Esteem was near the top of the chart, individuals want a high evaluation of themselves and having challenging work allows them to achieve this feeling. This does fit within McGregor's theory, individuals want to work. Challenging work is an intrinsic attribute. Salary, the second most selected attribute follows Maslow's theory, physiological needs, and money. This is also part of Herzberg hygiene theory, employees want fair pay for a day's work. This is an extrinsic attribute. The last item, flexible work hours, employees want to be able to adjust their work schedule. Taylor as a motivational factor discussed this.

All three generations share the same beliefs on what are the most important attributes; challenging work and salary. Challenging work is the number one attribute for all three generations. This indicates that employees want to work and use their minds. Salary is also an important attribute. The last attribute is split amongst the three generations. Two of the top three choices are intrinsic attributes indicating a feeling of self-worth. Salary is an extrinsic attribute; employees want to know they are being paid what they are worth.

Table 3, 4 and 5 display the top choices by generation (the number one choice for each generation). The charts indicate the actual count of number selection for each attribute and the percentages; the first percentage is within that generation (based on the number of respondents for each generation).

The second percentage, based on the total number of possible responses (582). The Baby Boomers top choice is challenging work. As mentioned earlier, this fits the needs of Maslow's hierarchical chart, they want to use their mind and contribute to the company. Table 8 is by generation, the total number for each motivational attribute. This is calculated by multiplying the number of respondents by three (the number of choices they had to make) as in previous outcomes, challenging work is the top for all three generations. For Baby Boomers and Gen Xers, Salary is still an important attribute for both generations.

Boomers want flexible hours and Gen Xers want a work/life balance. Millennials selected challenging work as the most important. They want a sense of belonging with the company, growth and work/life balancing. Table 9 -Merit / bonuses chart is constructed using the total for any position, first, second and third for each generation. Merit / bonuses indicated by all generations to not be as important. This is especially true for the Millennials in which, only 2.2% indicates how low merit and bonuses are to them. Merit increase, is on the lower end of motivation for all generations, and is the lowest amongst Millennials.

## 6. CONCLUSIONS

Overall, the most important motivational factor item to all generations is: Challenging work. This is the number one attribute that all generations felt is important. This is an indication of intrinsic for all generations. Salary is the second most selected attribute for motivation. The third most important attribute for all generations is flexible work hours. This is another intrinsic item. Employees want to be able to adjust work hours, as their needs change.

All three generations have the same top two attributes, challenging work and salary. Each generation had different responses for the third most important attribute: Baby Boomers - flexible work hours; Gen Xers - work / life balance; Millennials - work / life balance. The results of the study for the most important attributes were not as expected. All generations want challenging work and salary as their two top attributes. The study was expecting each generation to have different top selections. This prompts one to look at the data in a slightly more general method, as the total number of responses, no matter what the position was (1st, 2nd or 3rd). The second evaluation result was the total number of responses. This method did not matter if it was selected position one, two or three just how many were for each attribute. Baby Boomers did not have much of a change; the top response was still challenging work, followed by salary and flexible hours. Gen Xers have similar results: challenging work, salary and work / life balance. The Millennials had the largest change; salary is no longer in the top 3. They selected challenging work, future with company and work / life balance. The Millennial generation is different and wants more of an intrinsic reward system, challenging work, future with company, work / life balance. Merit / bonuses in the results indicate that none of the generations fined it as a motivational factor. Merit / bonuses score among the lowest score for all generations, but the lowest among the millennial generation.

## 7. RECOMMENDATIONS

All employees, no matter the generation, want to be challenged while at work. This allows them to contribute to the organization. Possibly, cross training employees to perform other jobs would prevent boredom. Employees want to know their salary is fair; they want to be paid what they are worth. However, when we look at the overall selection of important motivation attributes, some results are in line with what was expected. The Millennials want more intrinsic motivation attributes. Challenging work is still the number one selection for all generations. Salary is still high with Baby Boomers and Gen Xers. Millennials want a work / life balance and a future with the company. Companies need to offer a good base salary for older generations, and be creative in keeping work challenging. The Baby Boomers are looking for flexible hours to accommodate a new life style. The Gen Xers want the same two items as Baby Boomers, the third important attribute is a work / life balance, they do not want to be on call 24/7 and want time with family. Millennials also, want challenging work, as the most important motivational attribute, they want a work / life balance and future with company.

## REFERENCES

- [1]. Benson, J., & Brown, M. (5/2011). Generations at work: are there differences and do they matter? *The International Journal of Human Resources Management*, 1843 - 1865.
- [2]. Bierman, L. F. (2016). *Management principles and applications*. Solon, Ohio: Academic Media Solutions.
- [3]. Borges, N. J., Manuel, S. R., Elam, C. L., & Jones, B. J. (2010). Differences in motives between Millennial and Generation X medical students. *Medical Education*, 570 - 576.
- [4]. Calnan, M. (2015). How sustainable is employee motivation in a zero or low pay rise environment? *Employee Benefits*, 1 - 2.
- [5]. Cinar, O., Bektas, C., & Aslan, I. (2011). A Motivation study on the effectiveness of Intrinsic and extrinsic factors. *Economics 8 Dr. Salvatore Ferraro Impact Factor (JCC): 8.9193 NAAS Rating: 3.43 and Management*, 690 - 695.



- [6]. Gillespie, R. (1991). Manufacturing knowledge A history of the Hawthorne experiments.
- [7]. Hardre, P., & Reeve, J. (2009). Training corporate managers to adopt a more autonomy-supportive motivating style towards employees: an intervention study. *International Journal of Training and Development*, 165 - 184.
- [8]. Hitka, M., & Balazova, Z. (2015). The impact of age, education and seniority on motivation. *Business: Theory and Practice*, 113 - 120.
- [9]. Holm, T. (2012). Managing Millennials: Coaching the Next Generation. *The Forensic of Pi Kappa Delta* 97, 25 - 38.
- [10]. CHIU, L. K., Kayat, K., & Tahir, S. Visitors' motivations and Perceptions of Service Quality at the Malaysian Motorcycle Grand Prix.
- [11]. Jeffries, F., & Hunte, T. (2003). Generations and Motivation: A connection worth making. *The Journal of Behavioral and Applied Management*, 37-70.
- [12]. Korzynski, P. (2013). Employee Motivation in new working environment. *International Journal of Academic research*, 184 - 188.
- [13]. Larisa, D. (2015). Impact of Human Motivation on Employees performance. *Internal Auditing & Risk Management*, 43 - 53.
- [14]. Leonard, N. H., Beauvais, L. L., & Scholl, R. W. (1999). Work Motivation: The Incorporation of Self-Concept-Based Processes. *Human Relations*, 8.
- [15]. Locke, E. A. (1982). The Ideas of Frederick W. Taylor: An Evaluation. *Academy of Management Review*, 11.
- [16]. Javed, S., Shariff, A. R. B. M., & Nathan, S. Influences of Hockey Coaches, Team Cohesion and Motivational Intensity on The Performance of Pakistani Field Hockey Players.
- [17]. Maslow, A. (1943). A Theory of Human Motivation. *Psychological Review*, 370 - 396.
- [18]. McGregor, D., & Cuther-Gershenfeld, J. (2006). *The Human Side of Enterprise* annotated edition. New York, NY: The McGraw-Hill Companies.
- [19]. Neckermann, S., & Frey, B. (2013). And the winner is...? The motivating power of employee awards. *The Journal of Socio Economics*, 66 -77.
- [20]. Salter, S., Lewis, P. A., & Yeow, P. (2012). Motivating employees to Share Their Failures in Knowledge Management Systems: Anonymity and Culture. *Journal of Information Systems*, 93 - 117.
- [21]. Taylor, F. (1911). *The principles of Scientific Management*. New York: Harper & Brothers.
- [22]. Thompson, C., & Brodie Gregory, J. (2012). Managing Millennials: A Framework for Improving Attraction, Motivation, and Retention. *The Psychologist-Manager Journal*, 237 - 246.
- [23]. Winter, R., & Jackson, B. (2014). Expanding the Younger Worker Employment Relationship: Insights from values-based organizations. *Human Resource Management*, 311 - 328.
- [24]. Young, S., Sturts, J., Ross, C., & Kim, K. (2013). Generational differences and job satisfaction in leisure services. *Managing Leisure*, 152 - 170.
- [25]. Zuffo, R. (2011). Taylor is Dead, hurray Taylor! The "Human Factor" in Scientific Management: Between Ethics, Scientific Psychology and common Sense. *Journal of Business and Management*, 1-20.