PROMOTING EFFICIENT WORKING CONDITIONS BY CHARACTERIZING DIFFERENT GENERATIONS

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ABSTRACT

The current workforce comprises individuals from a diverse range of generations. Each successive generation of employees necessitates distinct strategies for employee motivation. Motivating employees has historically been a challenging endeavour. The experience of motivation is unique to each individual. One viewpoint posits that distinct motivators motivate various generations. The manager is responsible not only for motivating employees but also for engaging individuals from diverse generations. This research endeavour investigates the myriad factors that inspire individuals of various generations.

Keywords: JEL Classification, Inspiration, Age Groups, and Employment

1.INTRODUCTION

Today's workforce comprises individuals from various generations. Every generation of employees necessitates distinct motivational strategies. Historically, motivating staff has posed a significant challenge. The experience of motivation differs among individuals. Specific motivators are believed to have different effects on various generations. Managers are responsible for both inspiring employees and addressing the requirements of individuals from various generations. This project analyses the diverse factors that influence motivation across several generational cohorts.

The contemporary workforce comprises individuals from many generations. Diverse tactics for employee motivation are essential for each successive generation of workers. Historically, employee motivation has been a formidable challenge. The experience of motivation is unique to each individual. One viewpoint posits that distinct motivators influence various generations. It is not solely the manager's responsibility to motivate personnel; they must also involve individuals from many generations. This research project examines the different forces that drive individuals from diverse generations.

1.3 THEORIES OF MOTIVATION

Management has always placed a high importance on the capacity to motivate staff members. In his speech, Frederick Taylor emphasised the importance of selecting specific individuals to hire. People are motivated by different things at different times of their lives, as demonstrated by Abraham Maslow's theory of the hierarchy of needs. Individuals can be divided into two groups, according to Douglas McGregor: those who are naturally motivated and those who are not. Frederick Herzberg discussed the concepts of personal motivation and hygiene. The book "Intrinsic/Extrinsic" by Deci and Ryan explores how both internal and external variables influence an individual's motivation level. The participants in the Hawthorne Experiment demonstrated a significant need for attention. Managers need to have a profound grasp of their staff to inspire them. All of these ideas are still relevant in the modern world.

1.1 FrederickTaylor1856–1915

All things considered, Taylor's study highlights the benefits of selecting the right candidate for a position. Not every worker is qualified for every position or duty. Although this isn't always the case, many business ideas imply that workers only need better pay. Taylor acknowledges that every employee has unique demands for motivation. He stated that he would rather hire a family man than a single person because the former usually has more diverse reasons for working regularly. According to Taylor, each person has a unique skill that he seeks to discover and develop. His high-performing employee must fulfil specific requirements to be eligible for additional compensation for finishing a full day's work. A person with extensive experience is allowed to stay on the job while being evaluated, but they will be fired if they fail to meet the job's strict and timely standards. Every worker is unique and has a motivation for working. Taylor also made the argument that each worker should be inspired to work independently rather than as part

of a team.

1.2   AbrahamMaslow1908–1970.

Dou People have basic needs that are essential to their survival. The several phases that people must go through in order to succeed are described by the Theory of Human Motivation. A person who is only focused on surviving cannot completely understand the purpose of their life or the efforts they should undertake. Until it is sufficiently satisfied, a person's place in the hierarchy will determine their thoughts and emotions, which will impair mental attention. Physiological, safety, love, self-actualization, and self-esteem are the five basic needs. The most fundamental form of motivation, known as physiological requirements, is defined by the need for basics and survival instincts. Maslow underlined how crucial it is to satisfy this basic human need. This includes basic survival necessities like food and sleep. The search for safety can start as soon as physiological requirements are satisfied. Safety means that there are no dangers. It includes a safe place to sleep, occupational security, and the elimination of everyday dangers. As soon as the first two levels are met, love becomes the main issue. A sense of belonging and affection are essential components of human existence. The need for a regular and better self-evaluation is known as self-esteem. Self-confidence will grow as a result (Maslow, 1943). At the top of the hierarchy of needs is self-actualization. One's ideal career is pursuing their interest. The hierarchy of needs is meant to be a guide for people to navigate their lives, not to be rigidly followed when a job feels more like a calling than employment. It is not necessary to fully complete each level, but in order to avoid overwhelming the person, a certain degree of completion must be attained. After that, they might consider the next level.

DouGlas McGregor 1906 – 1964

To explain why people work, Fredrick Herzberg, not Fred Douglas McGregor, developed two theories, known as Theory X and Theory Y. According to Theory Y, workers are typically driven and intrinsically engaged in their work. In contrast, Theory X maintains that workers are generally unmotivated and disinterested in their employment. However, Theory Y asserts that employees are driven to put out their best effort.

Intrinsic/Extrinsic

The Theory of Intrinsic and Extrinsic motivation explains that every individual possesses an inherent desire to achieve a specific level of success. Extrinsic motivation refers to the appreciation of a job through compensation or promotions. Employees must meet certain expectations to receive rewards. On the other hand, intrinsic motivation suggests that workers will engage in a proposed project only if it is enjoyable and meaningful. In this case, feedback is less significant compared to the enjoyment derived from the task.

2.4   HawthorneEffect1927–1932

A new era in management emerged in the 1920s. Managers began to genuinely prioritize their employees, initiating programs to assess their satisfaction and enhance productivity. A central   goal was to establish a positive work environment that was free from unionization. During this time, companies experimented with various strategies to improve employee satisfaction. To   help their employees feel more secure in their roles, most major firms at the time offered employee welfare programs. The Hawthorne study was one of the few significant investigations of that time. The experiment was designed to be simple. They aimed to investigate the impact of workplace lighting on productivity. A series of tests were conducted to determine if changing the lighting would affect performance. This experiment began in November 1924. To help us decide what to illuminate, we surveyed all employees, consulted lighting specialists, and recorded their output rates. The test lasted for two years. Researchers found it quite confusing that output increased regardless of the lighting conditions. Many more tests were conducted in the years that followed. Similarly, the results were ambiguous and inadequate. Numerous specialists analyzed the data in the ensuing years, arriving at widely differing conclusions. Many issues were identified during the testing rounds, and these were addressed after the testing was completed. The results of the scientific study were not conclusive. According to Gillespie (1991), the effect of lighting on production could never be fully understood. The study introduced a new way of thinking: Human Relations existed and could be utilized to improve employee and management performance. The primary focus of the study was appealing to the staff, as the human interaction had already begun, regardless of the results.

1.REVIEW OF LITERATURE

The workforce today comprises various generations. At the older end are the Baby Boomers, who are rapidly approaching retirement. The Millennials, being the youngest generation, currently represent the most dominant group of workers. Each generation is driven by different motivations. A single approach to motivation will not resonate with everyone. Due to their upbringing and experiences with significant events, generations generally differ from one another. Presently, Millennials and Baby Boomers constitute the two largest segments of the labor force. Each generation has a unique perspective on life and distinct values. Baby Boomers advocate for economic achievement and lifelong employment. They are more likely to occupy senior management positions, have made sacrifices for their success, and are known for their honesty and compassion.

In contrast, Millennials and Gen Xers are characterized by their independence, self-sufficiency, action oriented mindset, and reliance on technology. They prioritize work-life balance and tend to lack long-term loyalty to employers. This generation is often more self-assured, ambitious, and inclined to engage actively. Their reduced loyalty to companies stems from these traits. The Millennial generation is gradually taking the place of Baby Boomers, who are less inclined to stay with a company for extended periods. They seek a balance between work and personal life, valuing supervision, hard work, and intrinsic rewards. Extrinsic rewards, such as salary and benefits, are considered less important. Millennials are frequently viewed as impatient, demanding, anxious, brand-conscious, and somewhat sheltered. Most possess a college degree and are regarded as the most intelligent generation. It is essential for this generation to recognize their distinctiveness.

Not every employer has an implicit agreement to train and compensate new hires for a predetermined duration. Compensation has been a primary concern. The younger generation no longer prioritizes salary as they once did; instead, they place greater importance on happiness and enjoyment in the workplace.

2.METHODOLOGY

A questionnaire was developed to collect information on the factors that motivate individuals in the workplace. The first section of the questionnaire focused on logistics and demographics. A series of questions concerning demographics (age, employment, gender, year of birth, employment status).Type of firm, company size, length of employment with the company. The latter part of the questionnaire asked participants to rank the key factors that inspired them in their work environment. A list of 12 motivating characteristics was provided, from which they needed to select the top three that inspired them at work. The survey was distributed through social media platforms (Facebook and LinkedIn) and via email. Two rounds of a pilot study were conducted with 25 participants. The first round aimed to ensure that participants understood the questions and could answer them. Minor adjustments were made to clarify the questions based on the initial pilot study. Additionally, specific questions were marked as essential to ensure the collection of responses. All data from the pilot studies were discarded and not used in the main study.

2. RESULTS

A total of 194 responses were collected. The data is categorized into three specific areas: 1) The key factors, excluding generational differences; 2) The key factors categorized by generation; 3) The most frequently chosen factors for each generation. The nine tables illustrate the breakdown of selections by generation. Table 1 presents the number of responses segmented by each generation, along with the total possible reactions for each generation.Table1: Sample Statistics

Generation	Number of responses	Percentage overall	Total possible responses (three times the number of participants)
Baby Boomers	69	35.6%	207
GenXers	67	34.6%	201
Millennials	58	29.8%	174
Total	**194**	**100%**	**582**

Table2, represents the data of all generations combined and their top selections.

Table2: The Top Three Motivational Figures Across All Generations

	Count	Percentage
Demanding tasks Compensation	50	25.7%
	29	14.9%
Adaptable working 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.

Table3: Top choices for Baby Boomers

	Count	Percentage among Generation	Percentage total
	15	21.7%	7.7%
Challenges Compensation Flexible working hours	9	13.0%	4.6%
	9	13.0%	4.6%

Table 4: Top choices for GenXers

	Count	Proportion within the Generation	Percentage total
Challenging work	16	23.9%	8.2%
compensation	11	16.4%	5.7%
Career growth	7	10.4%	3.6%

Table 5: Top choices for Millennials

	Count	Percentage among Generation	Percentage total
Challenging work	19	32.8%	9.8%
compensation	9	15.5%	4.6%
Work/lifebalance	9	15.5%	4.6%

Table 6: Total for Baby Boomer

	Count(possible207-selections)	Percentage among Generation	Percentage Total
Challenging work	27	13.0%	4.6%
compensation	**25**	**12.0%**	**4.2%**
Flexible work hours	25	12.0%	4.2%
Total	**77**	**37%**	**13%**

Table7: Total for GenXers

	Count (potential 201 - selections)	Percentage among Generation	Percentage Total

Challenging work	34	16.9%	5.8%
compensation	33	16.4%	5.6%
Work/life balance	18	8.9%	3.0%
Total	**85**	**42.3%**	**14.4%**

Table8: Total for Millennials

The total number of available options is 174.)		Percentage among Generation	Percentage Total
Challenging work	29	16.9%	4.9%
company loyalty	**26**	**14.9%**	**4.4%**
Work/life balance	25	14.3%	4.3%
Total	**80**	**45.9%**	**13.7%**

Table 9: Merit/Bonus Results

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

For every generation, the merit pay is detailed in Table 9. With a total of 194 responses, we calculated the percentage by dividing the number of respondents by the total responses. The overall potential responses amount to 582 after multiplying the total by each generation, indicating the number of choices available to each recipient.

The leading three motivating traits across all generations are illustrated in Table 2. Difficult work ranked highest for every generation. Taylor noted that every employee is dedicated to their profession and possesses a distinct skill set. Individuals aim for a high self-evaluation, which they can achieve through engaging in challenging tasks, hence self-esteem ranks at the top of Maslow's hierarchy of needs. This desire to work aligns with McGregor's theory. Challenging tasks are intrinsic to the role. Following Maslow's theory, after physiological needs, salary is the second most preferred attribute. According to Herzberg's hygiene theory, workers also seek equitable compensation. This is an external characteristic. Ultimately, employees appreciate having some flexibility regarding when and how they complete their tasks. Taylor highlighted this as a motivating factor.

Challenging work and compensation are deemed the most important traits by all three generations. All three generations concur that challenging work is the most vital quality. This indicates that employees are keen to engage their intellect. Compensation is another essential element. Each of the three generations contributes equally to the final quality. In terms of intrinsic qualities that reflect a sense of self-worth, two of the top three choices are present. Employees want assurance of receiving a fair wage, which is an external factor.

In Tables 3, 4, and 5, we observe the most favored options categorized by generation, with the top nine selections for each displayed. The charts present the percentage and actual count for each attribute; the initial percentage pertains solely to that generation

CONCLUSIONS
Overall, challenging work is the most crucial motivating factor for all generations. No matter the generation, this quality has consistently been the most highly valued. It signifies intrinsic value for every generation. When inquired about what motivates individuals, salary comes in second. Flexibility in work schedules ranks third across all generations. This is yet another vital aspect. Employees prefer a flexible work schedule that accommodates their personal needs and commitments.
Salary and challenging work are the top two priorities for all three generations. When asked about the third most

significant quality, different generations provided varied responses: Baby Boomers, Gen Xers, and Millennials have different priorities regarding work-life balance. The study's results regarding the most important characteristics were surprising. The two most critical factors for individuals of all ages are a demanding job and a fair wage. Researchers expected that successive generations would exhibit different preferences. Therefore, it is beneficial to take a broader perspective on the data, considering the total number of responses, regardless of rank (1st, 2nd, or 3rd). The overall response rate was the second metric utilized for evaluation. The selection of positions one, two, or three was not relevant to this process; what mattered was the total number of selections for each attribute. Challenges in the workplace consistently ranked highest among Baby Boomers, who also valued competitive wages and the ability to set their schedules. Challenges at work, competitive pay, and a healthy work-life balance are all outcomes reported by Gen Xers. Salary dropped out of the top three for Millennials, the generation that experienced the most significant shift in the labour market. They prioritized a work-life balance, a challenging job, and a promising future within the organization. A more intrinsic incentive system, difficult work, a future with the company, and a work-life balance are more significant to the Millennial generation than they were to previous generations. The data shows that.

In summary, challenging work is the primary motivating factor for all generations. Regardless of age group, this quality has always been the most esteemed. It reflects intrinsic value for every generation. When people are asked what drives them, salary is ranked second. Flexibility in work schedules comes in third across all generations. This is another critical element. Workers prefer a flexible schedule that allows them to meet their own needs.

 Salary and challenging work are the top two priorities for all three generations. When asked about the third most important quality, different generations provided distinct answers: Baby Boomers, Gen Xers, and Millennials have different priorities regarding work-life balance. The study's findings regarding the most essential characteristics were unexpected. The two most significant factors for people of all ages are a demanding job and a good salary. Researchers had expected that successive generations would have different preferences. Thus, it is essential to take a broader view of the data, considering the total number of responses, regardless of rank (1st, 2nd, or 3rd). The overall response rate was the second metric used for evaluation. The selection of positions one, two, or three was not relevant to this process; what mattered was the total number of selections for each attribute. Challenges in the workplace continued to rank highest among Baby Boomers, who also valued competitive pay and the ability to set their schedules. Challenges at work, competitive pay, and a healthy work-life balance are all outcomes reported by Gen Xers. Salary fell out of the top three for Millennials, the generation that experienced the most significant shift in the labour market. They valued a work-life balance, a challenging job, and a promising future with the organisation. A more intrinsic incentive system, difficult work, a future with the company, and a work-life balance are more important to the Millennial generation than they were to previous generations.

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