

Means of Motivating Generations Based on McClelland's Motivation Theory

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ABSTRACT

This research identified the dominant motivator for each of the five generations currently working in training and consulting firms in Jordan and thus identified the best way to motivate each of the five generations. It also examined the relationship between the generation to which an employee belongs, and the dominant motivation based on McClelland's theory of motivation. The results revealed a significant relationship between the employee's generation and his/her dominant motivation through the chi-square test, where it was found that the older generations were driven by power, while the younger generations were driven by Achievement. It was also revealed through ANOVA test that there is a statistically significant difference in how older and younger generations value Achievement and affiliation, while there is no significant difference in how much they value power. It was found that younger generations (generation X, millennials and generation Z) value achievement and affiliation more than older generations (baby boomers and traditionalists), while there is no significant difference in how much they value power. The research concluded that employees of different generations are motivated by different factors due to differences in their priorities, perceptions, and beliefs. The dominant motivator for each generation should therefore be the starting point for managers in determining the optimal way in dealing with each generation to sustain a healthy, productive, and effective work environment.

Keywords: Motivation, McClelland's motivation theory, Generations.

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وسائل تحفيز الأجيال بناءً على نظرية ماكيلاند في التحفيز

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ملخص

حدد هذا البحث الدافع أو الحافز المهيمن لكل من الأجيال الخمسة التي تعمل حالياً في شركات التدريب والاستشارات في الأردن، وبالتالي حدد أفضل طريقة لتحفيز كل جيل من الأجيال الخمسة. كما درس العلاقة بين الجيل الذي ينتمي إليه الموظف، والدافع أو الحافز المهيمن على أساس نظرية ماكيلاند في التحفيز. وكشفت النتائج عن علاقة مهمة بين جيل الموظف ودوافعه أو حوافزه المهيمنة من خلال اختبار χ^2 ، حيث وجد أن الأجيال الأكبر سناً كانت مدفوعة بالسلطة، بينما كانت الأجيال الشابة مدفوعة بالإنجاز. وتم الكشف أيضاً من خلال اختبار ANOVA عن أن هناك فرقاً ذا دلالة إحصائية في كيفية تقدير الأجيال الأكبر سناً والشباب للإنجاز والانتماء بينما لا يوجد فرق ذو دلالة إحصائية في مقدار تقديرهم للسلطة. وقد تبين أن الأجيال الشابة (الجيل X وجيل الألفية والجيل Z) تقدر الإنجاز والانتماء أكثر من الأجيال الأكبر سناً (جيل الطفرة السكانية من "كثيري الإنجاب" والتقليديين)، بينما لا يوجد فرق ذو دلالة إحصائية في مقدار تقديرهم للسلطة. وخلص البحث إلى أن العاملين من مختلف الأجيال تحفزهم عوامل مختلفة بسبب اختلاف أولوياتهم وتصوراتهم ومعتقداتهم، لذلك يجب أن يكون الدافع المهيمن لكل جيل من الأجيال هو نقطة البداية للمديرين في تحديد الطريقة المثلى في التعامل مع كل جيل للحفاظ على بيئة عمل صحية ومنتجة وفعالة.

الكلمات الدالة: الدافع، نظرية ماكيلاند في التحفيز، الأجيال.

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1. Introduction

The business environment has always been known for its dynamic nature. Many factors such as changes in government regulations, advances in technology and consumer behavior can bring about changes in the business environment (Kalpana, 2014). Despite the fact that several factors can have an influence on the business environment, human capital remains the most critical factor. When considering human capital, it is worth mentioning that the current business environment is witnessing the existence of five different generations in the same workplace for the first time in history. The generations' classification is shown in Table 1 (Rogers, 2021).

Table 1
Classification of generations

Generation	Year of birth
"Traditionalists"	"1927–1946"
"Baby Boomers"	"1947-1964"
"Generation X"	"1965-1980"
"Millennials"	"1981-1996"
"Generation Z"	"1997-2015"

Having five different generations with various life experiences due to changes in the nature of living and the extensive development in technological advancement creates a gap in the workplace and induces a challenge when it comes to managing all these generations in the same workplace under the same policies and regulations. Maintaining employees' motivation in the workplace has been a constant challenge for managers and having employees from different generations with numerous life experiences, backgrounds and needs makes it even more challenging to maintain their motivation.

Various studies examined the relationship between employee motivation and employee productivity and confirmed the existence of a significant positive relationship between them (See for example: Olatunji et al., 2016;

Chehri, 2019). A motivated workforce is therefore an asset to the organization that they work within, especially that multiple studies confirmed that with a motivated workforce, there is a higher possibility of having lower absenteeism levels, higher retention rate, higher productivity, and better performance of workers (BBC, 2021).

Multiple theories were developed to understand motivation including "Maslow's hierarchy of needs", "Hertzberg's two-factor theory", "McGregor's theory X and theory Y" and "McClelland's theory of motivation". This research is based on McClelland's theory of motivation. McClelland's theory of motivation proposed that there are three main motivating drivers that everyone has regardless of his/her age, gender, or culture (McClelland, 1961). These motivating drivers are "achievement", "affiliation" and "power".

According to McClelland's theory, one of these motivators will be dominant, and consequently, a person's characteristics are shaped. Which motivator is dominant highly relies on a person's life experiences and culture; therefore, these motivators are learned, not inherited (McClelland, 1961).

Previous studies examined the age difference in work motivation in terms of intrinsic and extrinsic motivators (see for example Boumans et al., 2011; Weberova et al., 2017). However, there is still a need to investigate whether there is a relationship between the generation an employee belongs to and his/her dominant motivator.

Understanding an employee's dominant motivator, whether he/she values achievement, affiliation, or power will guide the manager in shaping tasks, incentives and means of communication to maintain high levels of employee motivation within the organization and to best utilize the existence of five different generations in the workplace.

2. Research Problem and Objectives

The research problem can be summarized in the following questions:

1. What is the dominant motivator (if any) for each of the five different generations (“traditionalists”, “baby boomers”, “generation X”, “millennials”, “generation Z”) in training and consulting firms in Jordan?
2. Is there a relationship between the generation an employee belongs to and his/her dominant motivator?
3. What is the best way to motivate each of the five generations?

The purpose of this research was to examine the following issues:

1. The dominant motivator for each of the five generations in training and consulting firms in Jordan.
2. The relationship between the generation an employee belongs to and his/her dominant motivator.
3. The best way to motivate each of the five generations.

There is limited access to employees from the older generations (Traditionalists and Baby boomers), due to the fact that they represent a minority in the workplace. In addition, the majority of the survey responses collected online through social media platforms could have limited the access to older generations who are usually not active users of social media. The presence of this limitation has led to the study of these two generations together as representatives of the older generation.

3. Literature Review

Warr (1992) highlighted that younger employees are more concerned with promotions and financial rewards than older employees are. On the other hand, Hurd (1996) suggested that older employees are more concerned with leisure time. This was confirmed by Higgs et al. (2003) who found that older employees value leisure time more than younger employees. Freund (2006) highlighted that younger generations lean toward “optimization”, meaning that they are motivated to gain more knowledge, learn a new skill and work towards career advancement. On the other hand, older

generations work based on “compensation”, meaning that they are motivated to avoid negative consequences and are more focused on retaining what they already have.

Kooij et al. (2011) found a statistically significant negative relationship between age and “extrinsic motivators” and a statistically significant positive relationship between age and “intrinsic motivators”, indicating that older generations are less likely to be motivated by money and are rather more motivated by intrinsic non-financial incentives. This was also confirmed by Inceoglu et al. (2012) who found that employees from older generations value extrinsic rewards less than younger employees.

Boumans et al. (2011) demonstrated that older employees value intrinsic motivators and are in need for jobs that they perceive as fulfilling. On the other hand, younger employees are more demanding for career opportunities and development. Weberova et al. (2017) mentioned that older generations of men and women value job security more than the younger generations who are still discovering and building their career path. Rybníček et al. (2019) conducted a neuro-scientific study on “McClelland’s theory of motivation” that focused on the influence of individual needs on motivation effects. Their study proved the validity of McClelland’s theory and indicated that individuals are better motivated with rewards that correspond to their needs whether it is the need for affiliation, power, or achievement.

In general, there is a consensus in the literature when it comes to the relationship between age and intrinsic and extrinsic means of motivation. Studies confirmed the presence of a negative relationship between age and extrinsic motivators, where older employees are less concerned with financial incentives, unlike younger employees who seek career development and enhancement. Previous studies focused on the relationship between age and intrinsic and extrinsic

motivators, whereas this research aimed to shed the light on the influence of other means of motivation that were referred to in McClelland's theory of motivation, which are the need for "Power", "Achievement" and "Affiliation", and whether this effect is still valid and significant. In addition, this study not only looked at age as a number, but also focused on the effect of belonging to a particular generation and witnessing certain life events on the employee's dominant motivator.

4. Theoretical Framework

Work motivation generally refers to factors that influence an employee's commitment and enthusiasm to exert an effort towards achieving organizational goals (Rybníček et al., 2019; Abuzaid, and Al-Rawashdeh, 2020). Various motivators influence employees in different ways due to differences in the needs, perceptions, and priorities of each employee.

Motivation theories have been evolving since the 1940s. In general, motivation theories are divided into two main categories. The first one "content models of motivation" focuses on "what" motivates people. It generally focuses on the different needs of each person and assumes that people's motivation relies on the acquisition of the things that fulfill their needs. Under this category are multiple motivation theories, the most famous and highly applied theories of which are: "Maslow's hierarchy of needs", "Herzberg's two-

factors theory", and "McClelland's theory of needs". The second category "process theories of motivation" looks at "how" to motivate people. It focuses on the psychological process that underlies people's behavior. Under this category are: "Skinner's reinforcement theory", "Vroom's expectancy theory", and "Adam's equity theory" (The World of Work Project, 2021).

Although there are various understandings of motivation, most theories of motivation imply that motivation is a result of internal factors within the person himself/herself and external environmental factors that trigger action. This is highly applicable in "McClelland's theory of needs".

"McClelland's theory of needs" was developed in 1961 by an American psychologist named David McClelland. This theory classified employee needs into three main categories, which are: "Achievement", "Affiliation" and "Power". It proposed that everyone is influenced by all of these factors, but in different proportions, where each person has a dominant motivator that is influenced by his/her life experiences (Lumen, 2019). Which motivator is dominant determines the characteristics of each individual (MTC, 2016), as shown in Table 2.

Table 2
McClelland's dominant motivators and corresponding characteristics

Dominant Motivator	Main Characteristics
"Achievement"	• Concerned with mastering their jobs. • Appreciate constructive feedback on their work. • Prefer working individually. • Concerned with achieving challenging goals. • Are willing to take deliberate risks in order to achieve their goals.
"Affiliation"	• Concerned with their belonging to the group they work with. • Want to be liked. • Easy going, and will often go along with the preference of the team. • Prefer teamwork over competition. • Risk averse and fear uncertainty.

“Power”	• Want to take the lead and influence others. • Enjoy winning arguments. • Competitive and eager to win. • Enjoy status and recognition.
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Several studies examined the characteristics of different generations (Kane, 2019; Rogers, 2021; Ghawi, 2019). The

major characteristics of the five generations that are currently present in the workplace are shown in Table 3.

Table 3
Major characteristics of different generations

Generation	Year of Birth	Characteristics
“Traditionalists”	“1927–1946”	• Hardworking • Have determination • Loyal employees • Respect authority • Value morals • Value safety • Value consistency • Value work ethics
“Baby Boomers”	“1947-1964”	• Live to work • Competitive • Appreciate visibility in work • Goal-oriented • Need to feel appreciated • Enjoy teamwork
“Generation X”	“1965-1980”	• Results-oriented • Able to adapt to changes • Value independence • Eager to learn and improve • Value work-life balance
“Millennials”	“1981-1996”	• Want to make an impact • Like diversity • Want a meaningful job • Prefer a non-traditional work environment • Tech-savvy
“Generation Z”	“1997-2015”	• Socially responsible • Like diversity • Competitive • Individualistic • Value both stability and flexibility • Open-minded

Theoretically, the generation to which an employee belongs is expected to influence his or her dominant motivation, whether it is driven by “Achievement”, “Power”

or “Belonging”. Having distinct characteristics for each generation as presented in Table 3 and knowing the characteristics of people who are motivated by

achievement, affiliation, and power as presented in Table 2 help in finding the match between them and identifying the dominant motivator of each generation. This research aimed to identify the dominant motivator of each generation and investigate the relationship between the generation an employee belongs to and his/her dominant motivator. In this research, there are two types of variables:

1. The independent variable: The generation an employee belongs to (Traditionalist, Baby Boomer, Generation X, Millennials, Generation Z).
2. The dependent variable: Dominant motivator (Achievement, Affiliation, Power).

A schematic diagram for the research model is shown in Figure 1. Based on literature review and theoretical framework, the following hypotheses were developed:

H1: There is a relationship between the generation an employee belongs to and his/her dominant motivator.

H2: The “Power” as a dominant motivator would be less valued for Generation Z, Millennials and Generation X compared to Baby Boomers, and Traditionalists.

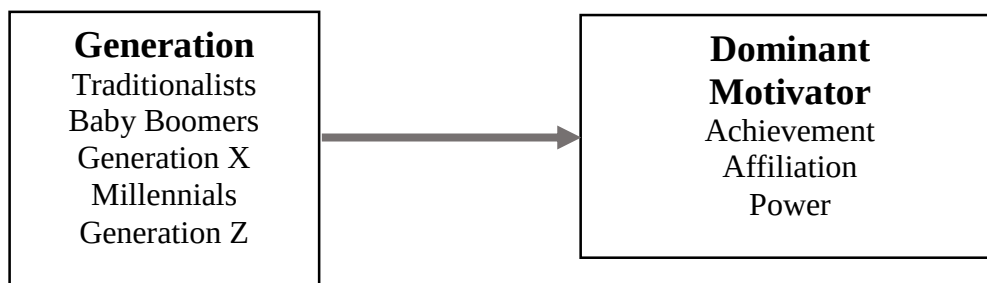


Figure (1)

The research model

(Source: developed by the authors)

5. Methodology

The population of the study consisted of employees of the five different generations working in training and consulting companies in Jordan (“Traditionalists”, “Baby Boomers”, “Generation X”, “Millennials”, “Generation Z”). It is worth mentioning that the term “Baby Boomer” refers to anyone who was born between 1947 and 1964 (Smith, 2020). This generation was named after the demographic explosion in many countries after World War II (Smith, 2020). Although Jordan was not involved in World War II that this generation was named after, yet Jordanians born at that period of time can also be classified as baby boomers as they belong to the same age group, have dealt with similar levels of technological advancements, and were not isolated from the major events that took place and shaped the

personalities of people at that period of time. The term “Baby Boomer” was found in other research papers conducted in other countries, such as Turkey, which confirms the generalization of this term to other nations to refer to the generation born in that timeframe (Kazanci, 2022; Bulut et al., 2017; Yıldız and Yakut, 2019).

The purpose of classifying the generations in this research is to group people from the same age group under one category and to distinguish between older and younger generations in the workplace. Therefore, the term “Baby Boomer” in this context refers to Jordanians born between 1947 and 1964. 78 responses were collected, 21 responses were discarded due to the fact that the respondents stated that they do not work

in a training and consulting company. The number of valid responses was 57 (Traditionalists and Baby Boomers 9%, Generation X 9%, Millennials 61%, and Generation Z 21%). It can be seen that the older generations “Traditionalists and “Baby Boomers” present a minority in the workplace when compared to the other generations, especially the Millennials who make up the majority of the workforce.

To be able to understand the means of motivation of different generations and to understand the relationship between the variables, quantitative and qualitative data was collected. Quantitative data regarding the means of motivation of each generation was collected through a survey that was divided into five main sections as follows:

- *Section 1:* concerned with the demographics of the respondents and most importantly their years of birth. At the end of this section, there is a question that determines whether the respondent will proceed with the survey or not. Since the research targeted employees in training and consulting firms, the question arose as to whether or not the respondent works in a training and consulting firm.
- *Section 2:* composed of five-point Likert scale questions that measure the extent to which the respondent values attributes related to “Achievement”.
- *Section 3:* composed of five-point Likert scale questions that measure the extent to which the respondent values attributes related to “Affiliation”.
- *Section 4:* composed of five-point Likert scale questions that measure the extent to which the respondent values attributes related to “Power”.
- *Section 5:* composed of several questions that aim to double check and validate the responses.

The survey was developed and shared with senior management consultants for review, where few edits were made to the sequence and phrasing of the questions. The survey was distributed through different channels including social media platforms targeting everyone, as well as through physically distributing the survey to people in

training and consulting firms in Jordan.

In addition, six interviews were conducted with employees from the five different generations. Two interviews were conducted with Millennials, since they present the majority of the workforce and one interview from each of the remaining generations was conducted. The interviews revolved around the participant’s perceptions, beliefs, and motivators. The interview questions are: what is your year of birth? For how many years have you been working? In which sector do you work? What keeps you motivated at work? Are you willing to work at a place you do not belong to? Why? What factors make you choose one job over another? (e.g. work environment, self-development, money, status, and position). What factors can cause you to quit your job even if you are well paid?

The responses to the questionnaire were analyzed using appropriate statistical tools. First, the demographics section was analyzed, then the responses were filtered by generation and each generation was studied separately. For each generation, the responses to the 5-point Likert scale questions were analyzed. Since the survey was divided into sections and each section was concerned with one of the motivators (Achievement, Affiliation, Power), the means for each of the motivators were calculated for each of the five generations. The responses for questions regarding teamwork and the critical factors that influence the decision of choosing a job over another were also analyzed for each of the five generations.

Chi-square test was conducted to test whether there is a statistically significant relationship between the generation an employee belongs to and his/her dominant motivator. The five generations were then compared with one another, and an ANOVA test was carried out to test whether there are significant differences between the means of the motivators for the five generations. The five generations were then

classified into two broad groups as older generations and younger generations and reanalyzed, and another ANOVA test was carried out to compare these two groups.

Data analysis was mainly based on descriptive and inferential statistics analysis. The hypotheses of the research were tested using assessment of differences between means, Chi-square Test and ANOVA test.

6. Discussion of Results

Collecting 78 questionnaires and analyzing the responses, it was noted that 27% of the respondents do not work in training and consulting firms. Those 21 questionnaires were immediately excluded, as they are not part of the target sample. Therefore, the number of valid questionnaires for analysis was 57. Out of those respondents, 63% were females and 37% were males, as shown in Figure (2).

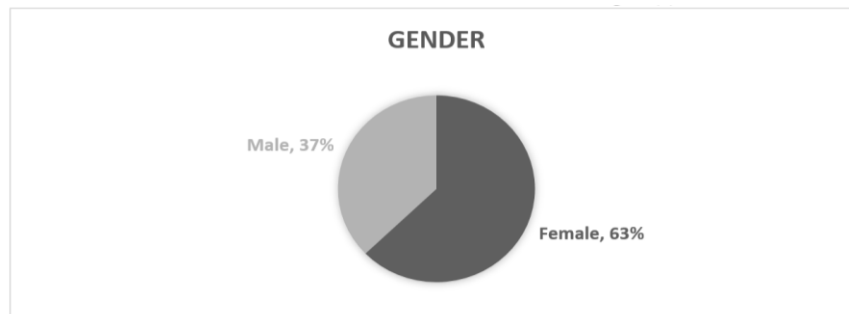


Figure (2)
Gender

The conducted survey included responses from employees from the five different generations. The number of respondents from each generation varied, where the majority of the respondents were from the Millennials and the minority were from Traditionalists and baby boomers,

which was expected and is totally justified, because Millennials represent the majority in the workplace and Traditionalists and Baby Boomers represent the minority in the workplace. Figure (3) shows the distribution of the respondents among age groups.

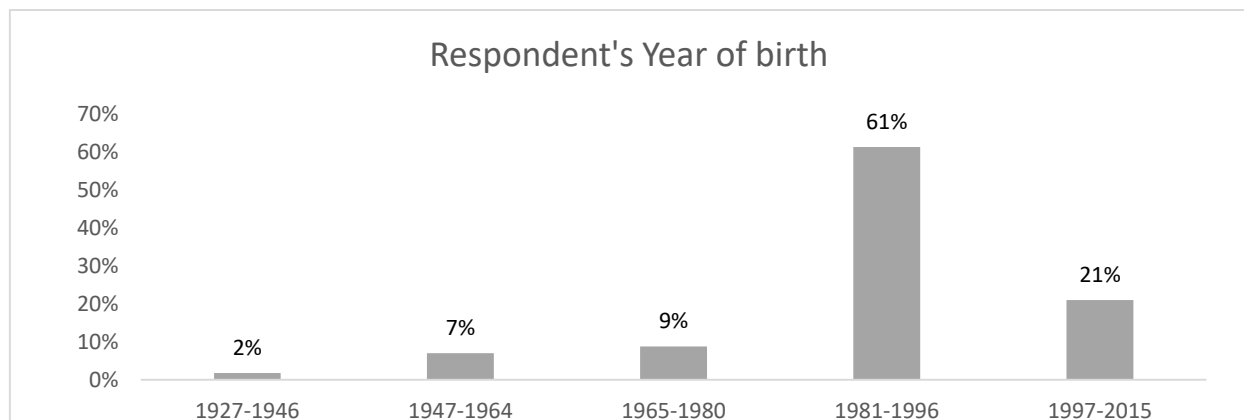


Figure (3)

Respondent's year of birth

According to these age groups, the respondents were

classified into generations, as shown in Figure (4).

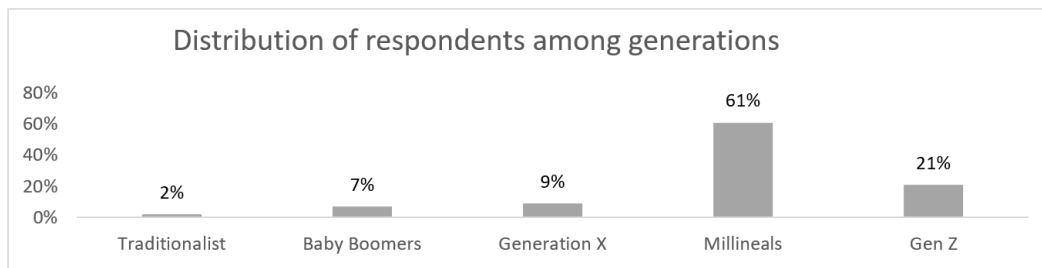


Figure (4)
Distribution of respondents among generations

Each generation was analyzed separately and afterwards the generations were compared with one another. Due to the limited number of respondents from the Traditionalists' generation, both Traditionalists and Baby Boomers were studied and analyzed together as representatives of the older generations.

Traditionalists and Baby Boomers (1927-1964)

According to the survey results, and by analyzing the answers to the 5-point Likert scale questions, it was noticed that the dominant motivator for Traditionalists and Baby Boomers is power, where they enjoy status and recognition, enjoy winning arguments, want to take the lead and influence others, in addition to being competitive and eager to win, as shown in Figure (5).



Figure (5)
Dominant motivator for traditionalists and baby boomers

The responses to the questions also validated these findings, where it was noticed that the majority of Traditionalists and Baby Boomers prefer to work

individually and not as part of a team, emphasizing their competitiveness, as shown in Figure (6).

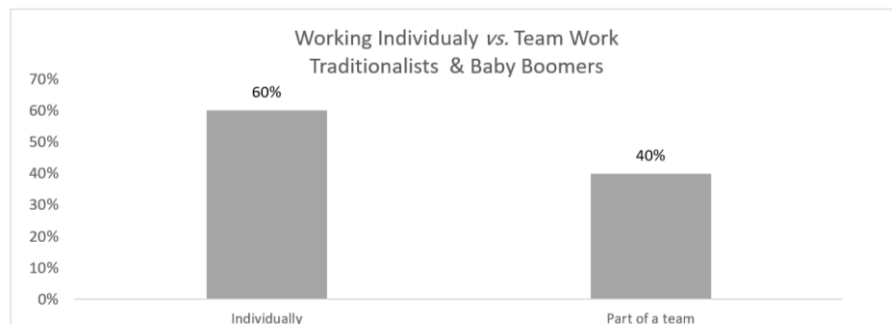


Figure (6)

Working individually or as part of a team-traditionalists and baby boomers

It was also noticed that the decision of choosing a job by Traditionalists and Baby Boomers is primarily influenced by status, followed by self-development and salary, paying no

attention to the work environment, as shown in Figure 7, which justifies the fact that the need for affiliation is the least important for these two generations.

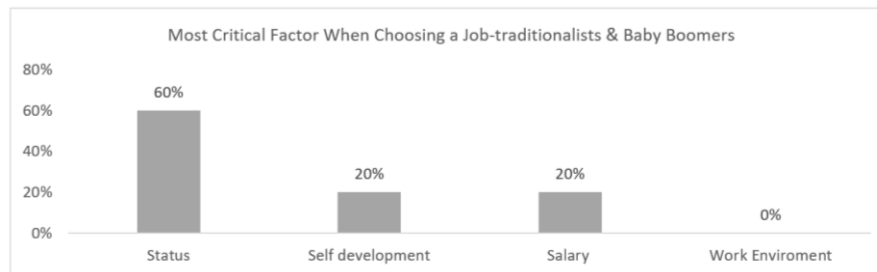


Figure (7)

Most critical factor when choosing a job - traditionalists & baby boomers

These results were also supported by previous research and studies. As previously mentioned, there are distinct characteristics for each generation. Looking back at these characteristics, it is worth mentioning that some of the dominant characteristics of the older generation (Traditionalists & Baby Boomers) are that they value safety, work hard, are competitive, live to work and most importantly, they need to feel appreciated (Kane, 2019; Rogers, 2021; Ghawi, 2019). Knowing that the older generation has these characteristics makes having power as their dominant motivator of no surprise. Where a person who values safety would find it in his/her position and status, a person who is competitive and live to work would value being powerful and taking the lead, and a person who values

being appreciated would be satisfied by having the power to lead and having the status he/she believes that he/she deserves.

Generation X (1965-1980)

According to the survey results, and by analyzing the 5-Point Likert scale questions, it was noticed that the dominant motivator for Generation X is Achievement, where they are concerned with mastering their job, appreciate constructive feedback, and are willing to take risk to achieve their goals, as shown in Figure (8). It is worth noting that the need for power was the least important for Generation X, unlike Traditionalists and Baby Boomers.

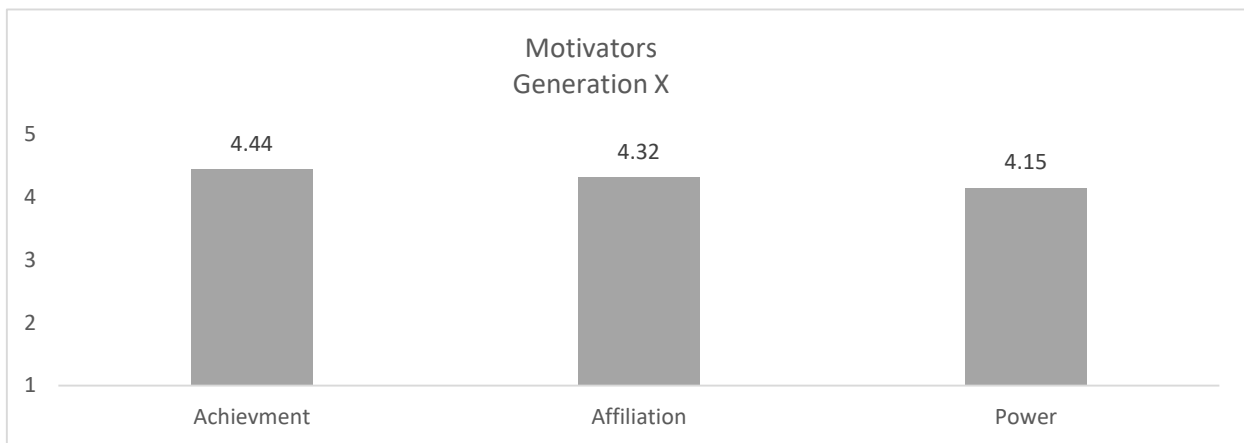


Figure (8)
Generation- X dominant motivator

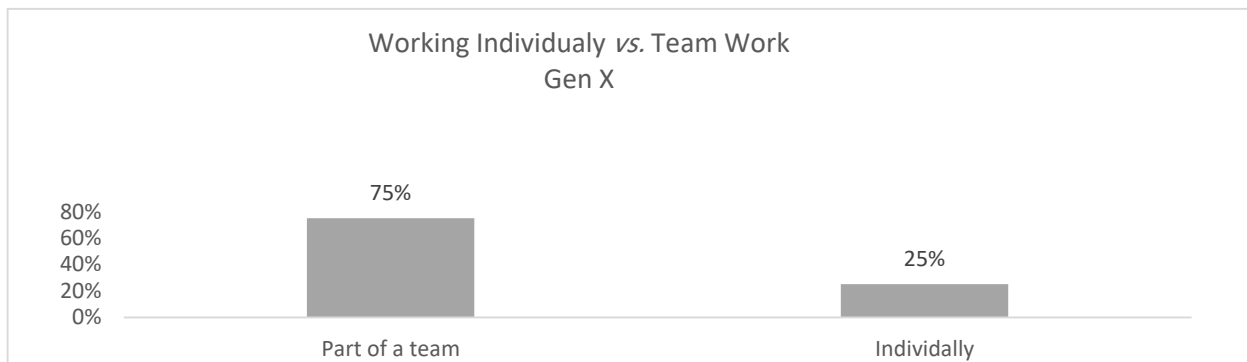


Figure (9)
Working individually or as part of a team-generation X

After analyzing the responses, it was clearly noticed that Generation X prefers teamwork to working individually, as shown in Figure (9). This finding differs from previous studies about McClelland's theory of motivation that stated that those who value achievement would prefer to work individually and not as part of a team (Lumen, 2021). This can be justified by the fact that McClelland's theory was developed in 1961, ever since that time, the work environment and the perception of achievement would have probably changed, especially when it comes to values of

teamwork, as nowadays people are more aware of the power that teamwork brings to the workplace.

The responses also indicated that Generation X considers self-development the most when choosing a new job. Status and the work environment were not of concern to generation X, which further validates the findings regarding the dominant motivator, as shown in Figure (10), where it is logical for a person, who is primarily motivated by achievement, to be concerned the most with self-development.

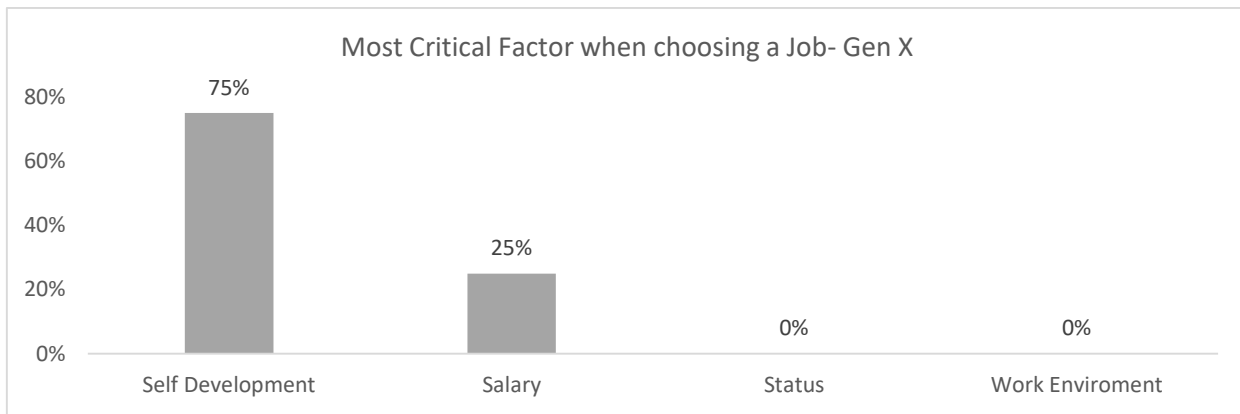


Figure (10)
Most critical factor when choosing a job-generation X

Generation X being motivated primarily by achievement is supported by previous research concerning the characteristics of each generation. It is worth mentioning that some of the most dominant characteristics for Generation X as stated in multiple previous research are that Generation X is results-oriented, values work-life balance and most importantly is eager to learn and improve (Kane, 2019; Rogers, 2021; Ghawi, 2019). Having these characteristics makes having achievement as the dominant motivator totally justified, where a person who is results oriented would be satisfied by achieving challenging goals, a person who values work-life balance would be motivated by having the sense of accomplishment and a person who is eager to learn

and improve would always be looking for self-development, setting challenging goals and successfully achieving them.

Millennials (1981-1996)

According to the survey results, and after analyzing the answers to the 5-point Likert scale questions, it was noticed that the dominant motivator for Millennials is Achievement, where they are concerned with mastering their job, appreciate constructive feedback, and are willing to take risk to achieve their goals, as shown in Figure (11). Similar to Generation X, power is the least important factor to the Millennials.

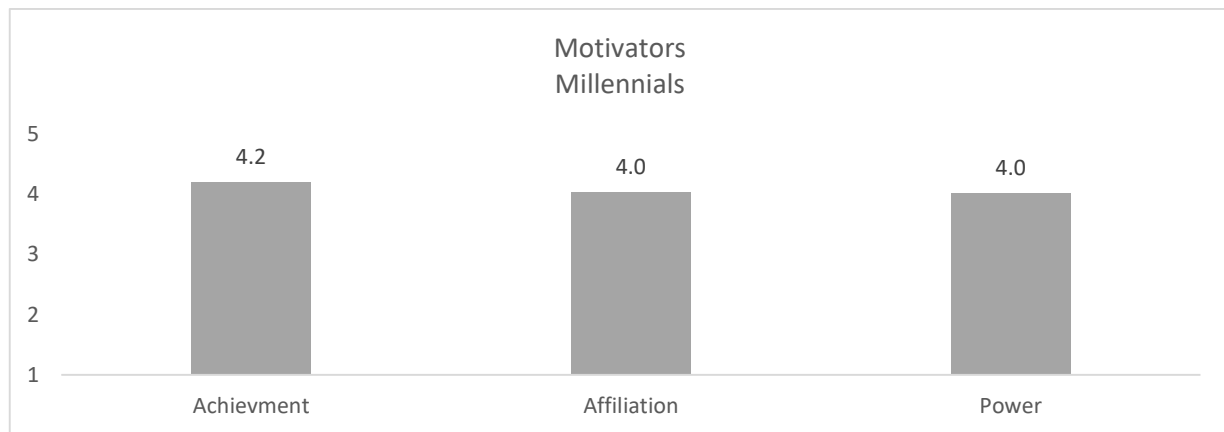


Figure (11)
Dominant motivator for millennials

Similar to Generation X, the multiple-choice questions indicated that Millennials prefer teamwork to working individually, as shown in Figure 12, which emphasizes the

fact that those who value achievement are not necessarily individualistic as stated in other studies.

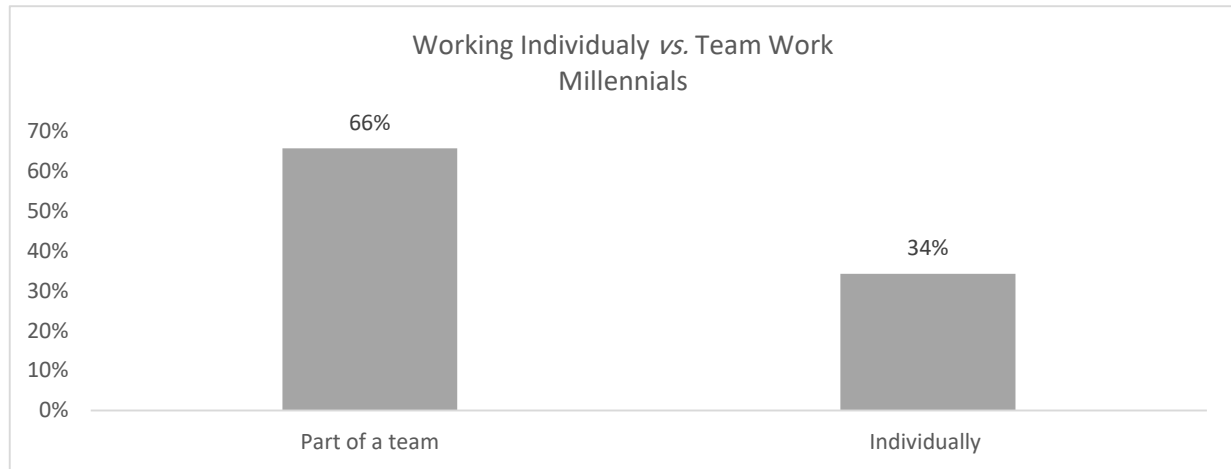


Figure (12)

Working individually or as part of a team - Millennials

The responses on survey questions also indicated that the most critical factor that influences the decision of Millennials in choosing a job is work environment, followed by self-development, and that status is the least important factor, as shown in Figure (13). It is worth noting that work environment started to have an influence on choosing a job, unlike what was the case with Traditionalists, Baby Boomers and Generation X, who were not concerned at all with the

work environment. This can be justified by differences in the perceptions and beliefs of different generations. This is also supported by previous research regarding the characteristics of different generations, where it was stated that Millennials like diversity and prefer a non-traditional work environment (Kane, 2019; Rogers, 2021; Ghawi, 2019).

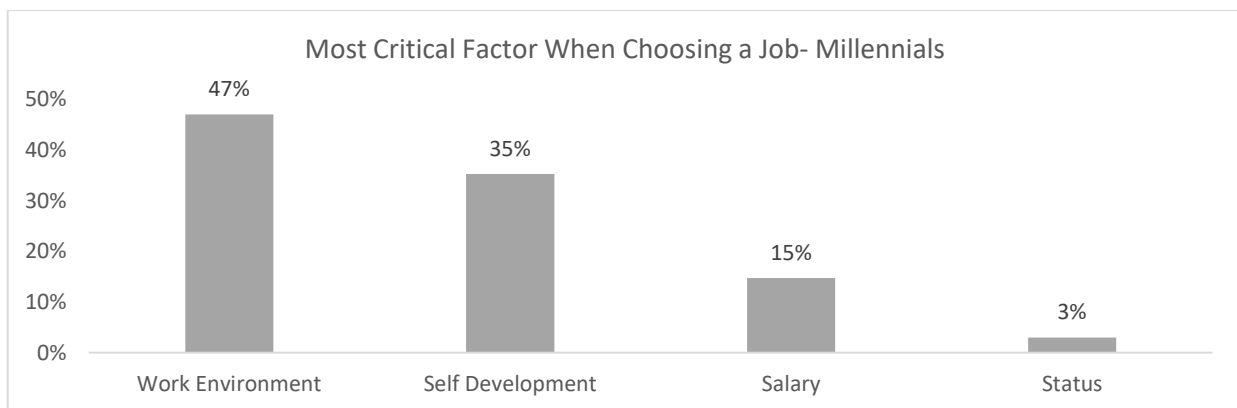


Figure (13)

Most critical factor when choosing a job-millennials

Millennials being motivated primarily by Achievement is supported by previous research concerning the characteristics of each generation. It is worth mentioning that some of the most dominant characteristics for Millennials as stated in multiple previous research are that they want a meaningful job and want to have an impact. (Kane, 2019; Rogers, 2021; Ghawi, 2019). Having these characteristics makes having achievement as the dominant motivator totally justified, where a person who wants a meaningful job would be looking for creating this meaning through setting meaningful goals and achieving them, and a person who wants to have a positive impact would be satisfied by

successfully achieving challenging goals that induce a positive impact.

Generation Z (1997-2015)

According to the survey results, and by analyzing the 5-point Likert scale questions, it was noticed that the dominant motivator for Generation Z is also Achievement, where it is concerned with mastering the job, appreciate constructive feedback, and is willing to take risk to achieve goals, as shown in Figure (14), and that the least important factor is power, which was also the case with Generation X and the Millennials.

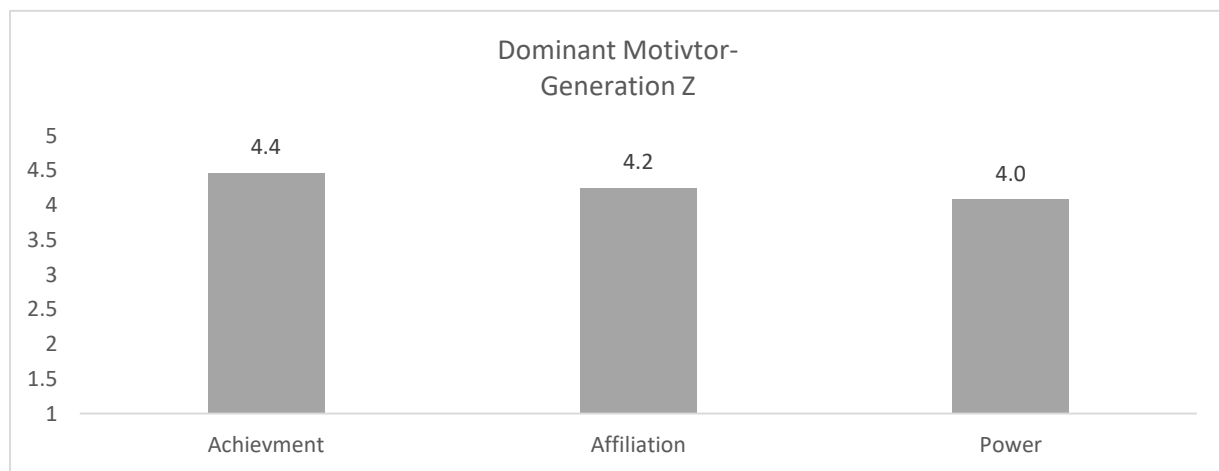


Figure (14)
Dominant motivator - generation Z

Responses also proved the similarity between Generation Z, Generation X and the Millennials, where it was noticed that Generation Z also prefers teamwork over working

individually, as shown in Figure (15), which differs from previous studies that stated that one of the characteristics of Generation Z is being individualistic.

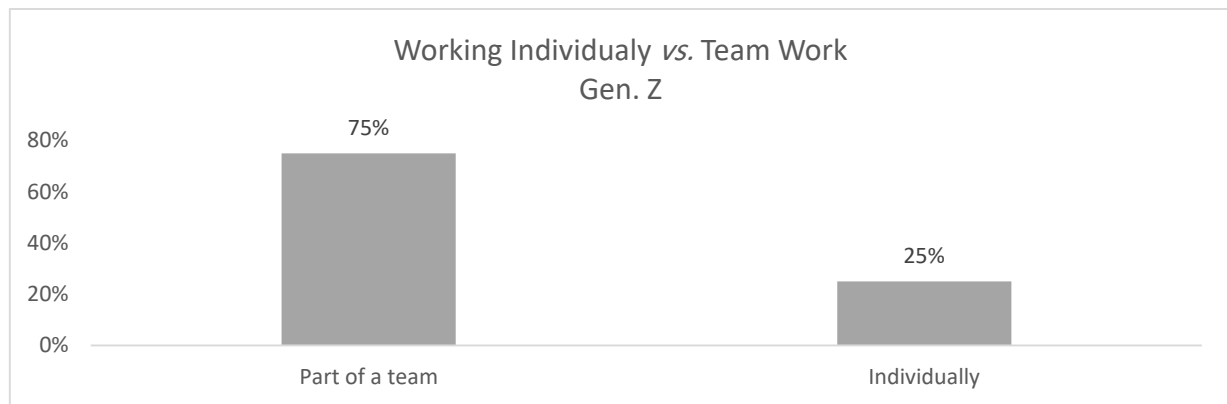


Figure (15)

Working individually or as part of a team - generation Z

Responses also identified that the most critical factor that influences that decision of Generation Z in choosing a job is self-development, followed by work environment, as shown in Figure (16). This comes in line with the findings regarding the dominant motivator being achievement followed by affiliation, where a person who is motivated by achievement will probably be looking for self-development and

continuous enhancement. It's worth noting that only these 2 factors were of concern to Generation Z, being not influenced by the salary nor the status, which is also supported by multiple previous studies that stated that younger generations are less motivated by extrinsic factors and are more concerned with intrinsic factors (Boumans et al., 2011).

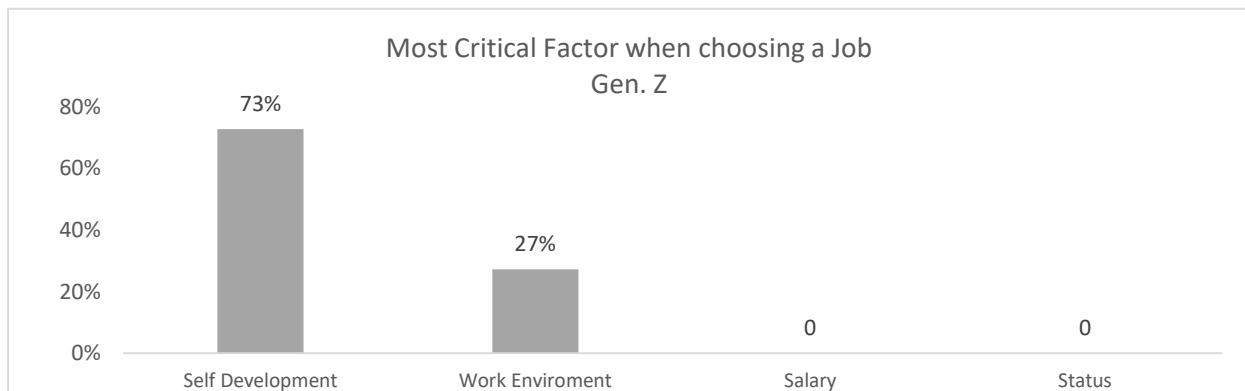


Figure (16)

Most critical factor when choosing a job - generation Z

Comparison between the Five Generations

The results of the survey indicated that power is the dominant motivator for Traditionalists and Baby Boomers, while it is the least important for Generation X, Millennials and Generation Z who value Achievement the most, as

shown in Figure (17). The survey results also indicated that Traditionalists and Baby Boomers prefer working individually instead of working in teams, unlike Generation X, Millennials and Generation Z who prefer teamwork.

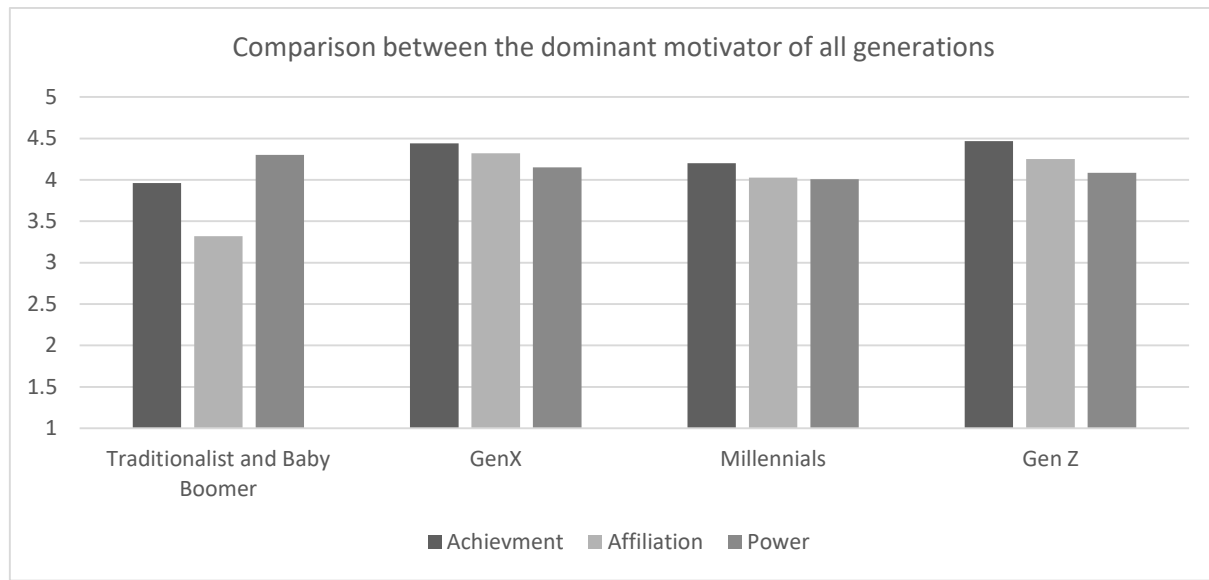


Figure (17)
Comparison between the dominant motivators of all generations

The following hypotheses were tested:

H1: There is a relationship between the generation an employee belongs to and his/her dominant motivator.

H2: The “Power” as a dominant motivator would be less valued for Gen. Z, Millennials and Gen. X compared to Baby Boomers, and Traditionalists.

To test H1 and to assess whether there is a statistically significant relationship between the generation an employee

belongs to and his/her dominant motivator, for each of the survey respondents the dominant motivator was determined based on the 5-point Likert scale questions, and then a chi-square test was conducted and proved that there is a statistically significant relationship between the generation an employee belongs to, and his/her dominant motivator, as shown in Table 4. Therefore, the first hypothesis is accepted.

Table 4
Chi-square test

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-square	17.447 ^a	6	0.008
Likelihood Ratio	15.880	6	0.014
Number of Valid Cases	57		
a. 8 cells (66.7%) have expected count less than 5. The minimum expected count is 0.88.			

To test H2 and to determine whether power is significantly less valued by Generation X, Millennials and Generation Z compared to Traditionalists and Baby Boomers, an ANOVA test was carried out. To get a more

holistic view of how the three motivators are valued differently by the five generations, the ANOVA test did not only consider power, but also achievement and affiliation, as shown in Table 5.

Table 5
ANOVA test for the five generations

		Sum of Squares	df	Mean Square	F	Sig.
Achievement	Between Groups	1.252	4	0.313	2.052	0.101
	Within Group	7.929	52	0.152		
	Total	9.180	56			
Affiliation	Between Groups	3.806	4	0.951	4.019	0.006
	Within Group	12.309	52	0.237		
	Total	16.115	56			
Power	Between Groups	0.545	4	0.136	0.322	0.862
	Within Group	21.990	52	0.423		
	Total	22.535	56			

According to the results of the ANOVA test, it can be noticed that the significant difference is only present when considering affiliation, while there is no significant difference when it comes to valuing achievement or power. This means that although each generation has a dominant motivator compared to the rest of the motivators, yet when comparing the generations with one another, the only significant difference is with their need for affiliation. Since it was clear from the analysis of the survey that older generations (Traditionalist and Baby Boomers) have the same dominant motivator which is power, and the younger generations (Generation X, Millennials and Generation Z) have the same dominant motivator which is achievement and through the ANOVA test, it was proved that there is no significant difference between the five generations when considering power and achievement, which is due to these similarities. The five generations were classified into two

broad categories; the older generation, which is comprised of Traditionalists and Baby Boomers and the younger generation, which is comprised of Generation X, Millennials and Generation Z. The comparison was then made between the older and the younger Generations instead of between the five generations.

Comparison between Older and Younger Generations

After classifying the five generations into two broad groups, another ANOVA test was carried out to assess whether there is a significant difference in the need for achievement, affiliation and power between the older and the younger generations, as shown in Table 6.

Table 6
ANOVA test for older and younger generations

		Sum of Squares	df	Mean Square	F	Sig.
Achievement	Between Groups	0.710	1	0.710	4.607	0.036
	Within Group	8.471	55	0.154		
	Total	9.180	56			

Affiliation	Between Group	1.754	1	1.754	6.719	0.012
	Within Group	14.361	55	0.261		
	Total	16.115	56			
Power	Between Group	0.423	1	0.423	1.052	0.309
	Within Group	22.112	55	0.402		
	Total	22.535	56			

According to the results of the ANOVA test, it can be noticed that there is a significant difference between older and younger generations when considering achievement and affiliation while there is no significant difference when considering power. This indicates that “power” is valued similarly by both older and younger generations, but the difference is in their need for achievement and affiliation. According to these findings, H2 is rejected. Where power is not less valued by Generation X, Millennials and Generation Z, it’s rather more accurate to state that younger generations (Generation X, Millennials and Generation Z) value achievement and affiliation more than older generations (Baby Boomers and Traditionalists) while there is no significant difference in how much they value power.

Furthermore, six face-to-face interviews with employees in Jordan’s service sector were conducted. Two interviews were conducted with Millennials, since they present the majority in the workplace and one interview with a representative of each of the other generations was conducted. The interviews tackled several aspects, including what keeps an employee motivated, on what basis an employee chooses a job over another, and how important belonging to the place an employee works within is. The interviews were conducted with people who work in different fields in Jordan’s service sector, including banking, financial, consulting and construction fields.

The interview results validated the findings of the survey, where it was confirmed by the older employees (Traditionalists and Baby Boomers) that they value power the most, where they stated that the position and status are critical when choosing a job and that they are willing to work

in a place that they don’t belong to if there are significant rewards. The interviewed employee from Generation X on the other hand stated that what keeps him motivated is feeling appreciated, being financially compensated and having a sense of security and that a tough environment can cause him to quit his job. Millennials confirmed that they are not concerned with power in terms of the position and status and that they are rather concerned more with financial rewards, achieving their goals, and being appreciated. The interviewed employee from Generation Z stated that she is ultimately motivated by self-development and having a sense of accomplishment. She also stated that financial rewards do not concern her at the mean time as she is still working on developing her potential and gaining experience. Yet, it will start to concern her few years from now.

The interview results revealed how different generations perceive motivation, and how their beliefs are shaped by their previous experiences, current life stage and responsibilities. It was clear that older generations are mainly motivated by power and status to feel appreciated, as to them that is the definition of success, and that they are no longer looking for self-development, as they believe that they have gained enough. Generation X and Millennials on the other hand seemed to care more about financial rewards and achieving their goals, as they are in a life stage that requires them to be financially stable due to the responsibilities that they have. It was also clear that those two generations perceived power differently, as

to them power was not linked to the position or status; it's rather part of a person's personality. Generation Z on the other hand was looking for self-development and having a sense of accomplishment, since Generation Z employees are still in the phase of building their characters and proving their potentials.

7. Conclusion, Recommendations and Future Research

According to McClelland's theory of motivation that this research was based on, there are three main motivating drivers that everyone has, which are achievement, affiliation, and power. One of these motivators will be dominant, which will influence a person's behavior and decision. After analyzing the survey and interview results and conducting chi-square test, it was clearly noticed that for each generation, there is a dominant motivator that outstands the rest of motivators. This proves that the first hypothesis that states, "There is a relationship between the generation an employee belongs to and his/her dominant motivator", is supported.

ANOVA showed that there is a significant difference in the means between the older and younger generations when considering achievement and affiliation, and that there is no significant difference when considering power. Test results demonstrated that there is a significant difference in the means between the older and younger generations when considering achievement and affiliation, and that there is no significant difference when considering power. This results in rejecting the second hypothesis that states, that "Power" as a dominant motivator would be less valued for Gen. Z, Millennials and Gen. X compared to Baby Boomer, and Traditionalists". It is rather more accurate to state that younger generations (Generation X, Millennials and Generation Z) value achievement and affiliation more than older generations (Baby Boomers and Traditionalists).

It is worth mentioning that after analyzing the survey and interview results, it was noticed that instead of dealing with each generation separately, the generations could be classified into two groups, each with similar characteristics,

which are the older generation and the younger generation. The older generation (Traditionalists and Baby Boomers) has power as its dominant motivator, which was reflected on the answers to the survey and interview questions. The younger generation (Generation X, Millennials and Generation Z) on the other hand has achievement as the dominant motivator and cares the least about power.

Knowing this information about the five generations currently available in the workplace makes it easier to deal with them and to keep them motivated. Employees from the older generation are motivated by status and by feeling in control, while employees from the younger generation are eager to learn, improve and are influenced by the work environment. Keeping this in mind makes having five different generations, with different beliefs, perceptions, and backgrounds less challenging for managers.

The results of the conducted survey proved the existence of a statistically significant relationship between the generation an employee belongs to and his/her dominant motivator, where it was noticed that older generations (Traditionalists and Baby Boomers) are dominantly motivated by power, unlike younger generations (Generation X, Millennials and Generation Z), who are dominantly motivated by achievement. It was also statistically proved that younger generations value achievement and affiliation more than older generations, while there is no statistically significant difference in how different generations value power.

The interview results also validated the findings of the survey, where it was clearly noticed that employees from different generations perceive motivation differently. It was clear that older generations are mainly motivated by power and status, and that they are no longer looking for self-development, as they believe that they have gained enough. Generation X and Millennials on the other hand revealed their concern towards financial stability and achieving

short-term and long-term goals, while Generation Z confirmed that its current priority is self-development and having a sense of accomplishment.

Knowing the dominant motivator for each generation should therefore be the starting point for managers in determining the optimal way in dealing with each generation to sustain a healthy, productive, and effective work environment.

After a comprehensive analysis of the survey and interview results, the following recommendations are made:

- Managers should recognize that employees from different generations shall be treated differently, as it was proved that different generations have different motivators based on their beliefs, current life stage and responsibilities.
- Managers should focus on providing guidance and self-development opportunities for employees from Generation Z, as it was proved that they are dominantly motivated by achievement and care the most about self-development and career advancement.
- Managers should ensure that younger generations (Generation X, Millennials, and Generation Z) always have challenging goals to achieve, as it was proved that achievement is their dominant motivator

- To keep employees from the older generations (Traditionalists and Baby Boomers) motivated, they should be given power and authority, as it was proved that “Power” is their dominant motivator. No efforts must be wasted on trying to improve their current capabilities and skills, as they believe that they have gained enough and are not looking for self-development
- It is recommended to involve younger generations in teamwork and social activities, as it was proved that they prefer teamwork to working individually and are influenced by the work environment, unlike older-generation employees who do not pay attention to the work environment and prefer individual work.

Future researchers are advised to further investigate the effect of income levels on the means of motivation for Millennials. It is recommended to study Millennials in specific, as they represent the majority in the workplace. It is also recommended to further investigate the means of motivation of employees from different industries to assess whether the nature of work influences the means of motivation.

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