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Dorota Godlewska-Werner*
Aleksandra Peplińska*
Anna Maria Zawadzka*
Piotr Połomski*

Work Motives in the Context of Generational Differences, Gender Differences, and Preferred Values

Abstract: Values define the directions of human activities and are related to people's motivation to undertake specific activities and roles (Schwartz, 1994; Brown, 2002). Researchers and employers observe differences in motivation to work among representatives of different generations and genders (Twenge, Campbell, & Freeman, 2012; Gursoy & Karadag, 2013). In this research project, the authors asked what motivated contemporary employees, whether the intensity of their motives was different in different generations, what relationships there were between the dominant work motives and employees' dominant values, and whether there were differences between women and men regarding work motives. To verify the hypotheses, they conducted a study with a sample of 307 professionally active people. They used their own Types of Work Motives Questionnaire designed for the purposes of the study and the Valued Living Questionnaire (VLQ; Wilson & Murrell, 2004). The obtained results indicate that younger employees choose the kind of work that gives them comfort and adequate pay. Regardless of age, however, social security support is the most important for all groups of respondents. For women, security and social security support are important at work. Moreover, the study has shown that there is a relationship between work values and work motives. For example people who appreciate values such as friendship and stability are motivated to work by good relationships and security, those who value recreation and stability are motivated by comfort and salary, those for whom respect and education are crucial are motivated by the possibility of development etc.

Keywords: gender differences, work motivation, work values, generational differences

Introduction

One of the most important questions asked by managers and employers is why people work and what motivates them to work. The answer to this question has inspired research in work psychology since the 1950s. The theories concerning motivators at work indicate that the motivators are employees' needs and values (cf. Maslow 1954/1990; Herzberg, 1968; McClelland, 1987, cited in Warr, 2007). Two different sources of motivation have been distinguished: intrinsic (autonomous; activity is undertaken by personal choice, out of passion and commitment) and extrinsic (instrumental; activities are undertaken under compulsion or in order to obtain reward); scholars argue, however, that it is extrinsic motivation that ensures the employee's well-being (Deci & Ryan, 1985).

The constant socioeconomic changes taking place in the job market change employers' and employees' expectations (Roczniewska & Retowski, 2014). The system of consumer capitalism, functioning in economically developed countries, defines the objective of organizations as maximizing the profit and permanent development; what it points to as the way of achieving this objective is individuals' focus on their own interest and support for competition between individuals (Kasser et al., 2007). This kind of consumer capitalism system also promotes values and goals pertaining to extrinsic motivation – striving for financial success, fame, and career (cf. Zawadzka, Niesiołbódzka, & Godlewska-Werner, 2014). Research on intergenerational differences shows that employees' work motives change from generation to generation: from intrinsic to extrinsic (Badora, 2010; Twenge, Campbell, & Freeman, 2012; Twenge & Kasser,

* University of Gdańsk

Corresponding author: Dorota Godlewska-Werner, dorota.godlewska-werner@ug.edu.pl

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2013). Studies show that women and men have different ideas of success, which may translate into different motivations to work (Dyke & Murphy, 2006).

Therefore, considering the findings of previous studies, which revealed that socioeconomic changes change motivation to work, we decided that the aim of this paper would be to answer the questions of whether the importance attributed to work motives—extrinsic (associated with comfort and money and with social security support), intrinsic, and relational—differs across younger and older employees, whether it differs between women and men, and what personal values each of these motives is related to.

To the authors' knowledge, there is a scarcity of publications in Polish psychology that would answer these questions. The present study is meant to fill this gap.

Theoretical Background

Motivation to work. The concept of motivation to work refers to how much effort a person puts into doing their duties and how hard they try to do their work well. Classics of motivation research agreed that motivation to work stemmed from the possibility work offered to satisfy human needs (Maslow, 1954/1990; Neff, 1985; McClelland, 1965, cited in Warr, 2007). Among these, the one usually mentioned as the first is the material need, which determines existence and the possibility of fulfilling the most basic human needs. Besides, salary provides information about the organization's values and translates into its employees' well-being (Wiley, 1997). Work is not merely a way to earn a living, however. Reflection should also encompass the need for social affiliation, the need for interpersonal relations, and interpersonal needs associated with development and building one's own worth. In a number of professional development theories it is possible to observe the considerable significance of career in the process of the development and crystallization of personal identity, self-concept, and self-efficacy (Super, 1994; Paszkowska-Rogacz, 2003). The further needs that are named include the need for prestige, recognition, and activity itself, as work is undeniably related to satisfaction with life and to meaning in life (Peplińska & Wołoszko, 2014). Nowadays, in the most widely popularized theories of motivation to work, work motives are sought among environmental factors that ensure employees' well-being (cf. Warr, 2007). The factors distinguished include: the possibility of exercising control, the opportunity to use one's skills, externally imposed objectives, diversity, environment transparency, opportunities to establish and maintain interpersonal relations (both an excess and a deficiency of these relations decreases the employee's well-being), as well as the availability of financial resources, physical security, and a high social status (the higher the levels of these, the higher the employee's well-being). Motivation to work is also investigated from the point of view of whether it is intrinsic (autotelic motivation) or extrinsic (instrumental motivation; cf. Deci & Ryan, 1985). The perception of work is therefore

differentiated also according to attitude towards work as such (Czerw, 2013)—autotelic or instrumental. In the case of the autotelic attitude, work is perceived as a value in its own right and a source of personal development; it is a way of living and it is significantly linked to self-fulfillment (Makuch, 2014). The instrumental attitude consists in treating work merely as a condition of satisfying the individual's basic needs: a means of supporting oneself, fulfilling the need for security, and fulfilling other needs outside the work environment. This means work is an instrument that serves the purpose obtaining financial resources, which can be used in other important domains of the individual's life.

Motivation to work has been changing over the years; in the 1940s, what employees valued the most was the recognition they received for the work done, while the least motivating factor for them was discipline (Wiley, 1997). In the 1980s employees were motivated by the opportunity to do interesting work, and in the 1990s—by high remuneration. The elements that motivate employees to work are frequently those that are consistent with their system of values (Wiley, 1997).

Personal values and work values. Personal values are a person's desired goals that determine the principles and directions of activity (Schwartz, 1994). They provide the criteria that a person is guided by in his or her judgments and activities and that constitute the factors motivating him or her to engage in particular actions. Values are described in terms of two dimensions: self-enhancement vs. self-transcendence and openness to change vs. conservatism. These dimensions are associated with a focus on oneself vs. a focus on others and with orientation towards growth vs. orientation towards self-protection (Cieciuch, 2013). Personal values are actualized during the employee's performance of occupational roles (Brown, 2002). The analysis of values performed by various authors revealed three types of work values: intrinsic, extrinsic, and relational (George & Jones, 1997). It has been found that these three types of work values correspond to specific dimensions of personal values. The openness dimension of personal values corresponds to intrinsic work values (e.g., independence at work, diverse tasks, interesting work, helping others, and responsibility); the conservatism dimension of personal values corresponds to extrinsic work values (e.g., salary, work security, prestige). Finally, the self-transcendence dimension of personal values corresponds to relational work values (e.g., good atmosphere, good relations at work) (cf. Ros, Schwartz, & Surkis, 1999). People who prefer intrinsic values focus on task performance, whereas those for whom extrinsic values are more important care about comfort and family security (George & Jones, 1997).

Values and attitude to work: Generational differences. In the contemporary job market there are four generations with different needs, values, and skills. In the literature on the subject it is possible to find various classifications of and names for these generations. The terms usually used are: *veterans* (born 1930–1945), *baby boomers* (1946–1969), *Generation X* (1970–1979), and

Generation Y (born after 1980) (Iain Kennedy, 2007; Stachowska, 2012; Baran & Kłos, 2014). Some also distinguish *Generation Z*, comprising people born after 1995, who are only starting to engage in their first occupational activities (Hysa, 2016). However, we must be aware that the age ranges are approximated because of the differences found in literature (e.g. Twenge, Campbell, & Freeman, 2012). The differences between these generations stem not only from the developmental aspect (i.e., from the specific stage of life they are in, which determines their different needs, different skills, and different levels of engagement in various life roles), but also from the specific social, economic, and political conditions in which their members grew up and reached maturity. Sociological analyses made it possible to develop profiles of employees' values, goals, and attitudes, pinpointing the differences between the generations. For employees representing the generation of *baby boomers* the most important values are independence, optimism, and commitment (Baran & Kłos, 2014). Research has shown that this generation values *work centrality* significantly higher compared to the remaining generations (Gursoy & Karadag, 2013). They usually follow the principle of "I work in order to survive" in their life. What they often expect from their employer is cooperation and active communication. They feel well in a stable environment and in the performance of tasks that require patience as well as adherence to rules and respect for authority (Hildt-Ciupińska & Bugajska, 2013; Hysa, 2016). The life motto of *Generation X* is "I live in order to work." Its members are characterized by a focus on personal development, independence, diversity, and initiative. For members of *Generation X*, independence and security are more important than for the remaining age groups (Gursoy et al., 2013). They prefer stable employment and they are loyal to their employer and organization. They are considered to be conscientious and independent employees, active in the occupational and social domains, which is supposed to be a form of coping with the anxiety of losing their job (Hysa, 2016). In their opinion, professional success is determined by hard work, which they are willing to devote themselves to even at the cost of personal life. They are prepared to wait patiently for recognition and promotion, however (Hysa, 2016). For *Generation Y*, the life motto is "I work in order to live." The most important values for this generation include idealization, optimism, diversity, ambitions, creativity, innovativeness, education, and initiative (Baran & Kłos, 2014). What they expect from the employer is high salary as well as good atmosphere in the workplace, satisfying interpersonal relations, teamwork, diversified work, the latest technology, and a flat organizational structure (Reisenwitz & Iyer, 2009; Baran & Kłos, 2014). They lack the ability to make independent decisions, which is why they expect the employer to clearly set their objectives and to help them in their professional development. They have a strong sense of self-worth, high self-esteem, and high expectations from the employer. They do not want to devote themselves to work: it is

work that should be adjusted to their needs. Therefore, members of *Generation Y* are described as people with low work ethics, characterized by low decision-making ability and an entitlement mentality (Hysa, 2016). Members of the last of the generations, *Generation Z*, are characterized by high openness to the environment, curiosity about the world, and fast ways of finding information, which is why they cannot focus on one activity and quickly move from one task to another (Hysa, 2016). They avoid effort and lack patience, which is a result of permanent access to an abundance of information in a short period of time. For this reason, knowledge is not that important for them. What they value is teamwork. Still, they are a group whose motivation to work is difficult to assess, because only a small percentage of them are professionally active.

The characteristics of generations provided by sociologists are reflected in research findings. A study on the key aspirations of two consecutive generations (1994–2010) showed that the importance of interesting work corresponding to personal interests was decreasing (from 59% in 1994 to 39% in 2010), while the importance of career and high professional status was increasing (from 19% in 1994 to 34% in 2010; Badora, 2010). Research on generational differences in the type of preferred goals and values (Twenge, Campbell, & Freeman, 2012) showed that, compared to the generation of baby boomers (b. 1946–1969) and *Generation X* (b. 1962–1981), millennials (*Generation Y*, born after 1982) regarded extrinsic goals (i.e., financial success, popularity, and appearance) as more important in life than intrinsic goals (i.e., interpersonal relations and community). This means, in other words, that the importance of concern about other people's good and the desire to pursue group goals and engage in group activities is decreasing from generation to generation. Extrinsic values, such as money or status, are the most strongly preferred in *Generation X*, while members of *Generation Y* value them significantly higher than baby boomers (Twenge et al., 2010). Intrinsic values (e.g., interest in work) and social values (e.g., friendship) are the least significant for *Generation Y*, compared to *Generation X* and baby boomers. It has also been found that generations differ from one another in terms of the desire to possess wealth and in terms of attitude to work (Twenge & Kasser, 2013). It has been established that work itself is not a value for the younger generations—the younger the generation, the less willing its members are to engage in work and effort and the more strongly they desire material reward. The presented findings of studies on generational differences reveal a change of motivation to work, from intrinsic (autonomous) goals to extrinsic (instrumental) aspirations.

Work values and attitude to work: Gender differences. The studies conducted to date have also revealed that women and men have different motivations to work. Analyses show that women attach greater importance to interpersonal needs at work and to the possibility of maintaining work-life balance than men do (Lubrańska, 2014), whereas men attach greater importance than women

to financial success at work (cf. Dyke & Murphy, 2006). Women prefer flexible working hours and less demanding occupations; they pay attention to family-friendly policy in the organization, which will allow them to combine various roles (Chusmir & Parker 1991). Also, women value the possibility of doing work that is conducive to their well-being as well as ensures security, respect, and friendship from their co-workers and praise from their superiors (Linz, 2004). For men, these aspects of work are much less important. What is the most important for women, apart from good working conditions, is the recognition received for the work they have done, and what matters the most for men is the opportunity to do interesting tasks (Wiley, 1997).

The Present Study

The aim of this paper is to answer the questions of whether the importance attributed to work motives—extrinsic, intrinsic, and relational—differs between younger and older employees, women and men, and what personal values each of these motives is related to.

Based on the findings of previous studies presented in the article, concerning generational differences in terms of extrinsic and intrinsic work-related motivations (Twenge et al., 2012; Twenge & Kasser 2013), we formulated the first two hypotheses:

H1: Younger employees will value extrinsic work motives associated with comfort and money as well as intrinsic ones higher than older employees.

H2: Older employees will value relational motives and extrinsic work motives associated with social security support higher than younger employees.

Based on the findings of research on differences in work motivation between women and men (cf. Dyke & Murphy, 2006), we formulated the third hypothesis:

H3: Extrinsic motives associated with comfort and money will be more important for men than for women, while family-friendly aspects will be more important for women.

Given that the dimensions of openness to experience, conservatism, and self-transcendence correspond to the types of work values – intrinsic, extrinsic, and relational, respectively (cf. Ros, Schwartz, & Surkis, 1999), we also made certain assumptions concerning the relationships between the types of work motives distinguished in the article and the importance attributed to different life domains, formulating the fourth, fifth, sixth, and seventh hypotheses:

H4: Intrinsic work motives will be positively related to the importance attributed to education and training.

H5: Extrinsic work motives associated with comfort and money will be positively related to the importance attributed to financial success.

H6: Extrinsic work motives associated with social security support will be positively related to the importance attributed to family.

H7: Relational work motives will be positively related to the importance attached to security.

Method

Sample

The sample consisted of 307 subjects: 203 women and 104 men. The subjects' mean age was 33.10 years ($SD = 8.8$). The largest group among them (72%) were members of Generation Y, aged up to 37; their mean age was 28.6 years. The next largest group (20.5%) were members of Generation X, aged 38 to 47, whose mean age was 41.8; finally, the smallest group (approx. 8%) were participants aged 48 and above, with a mean age of 51.7—members of the generation of “baby boomers” (further referred to as BB). Participants with higher education accounted for 65% of the sample; the next largest group were participants with secondary education (20%), followed by subjects with a bachelor's degree (13%). The strong majority of the participants held independent specialist positions (31%) or executive white-collar positions (30%); 4% of the subjects reported a different form of employment—six people studied and worked at the same time, one person reported working as an artist, one participant was on a maternity leave, and one person was a doctoral student. The largest groups of participants were employed in education (13%), state or local government administration (11%), and services (9%). As many as 78% of the subjects had employment contracts, 14% had civil-law contracts, and 8% ran their own businesses.

Instruments and Procedure

Procedure. The study was conducted online, in the second quarter of 2017. The invitation to take part in the study was published in a local daily and on project partners' websites; it was addressed to working people. The participants completed two kinds of questionnaires and a respondents' particulars survey concerning their occupational situation and educational path.

Measurement of work motives. To measure work motives, we used a work motives questionnaire designed for the purpose of this study. Based on a review of the literature on motivation to work (Jonge & Schaufeli, 1998; Sousa-Poza & Sousa-Poza, 2000) and a pilot study (individual interviews with employees of two Gdańsk-based organizations), we prepared a list of work characteristics important in motivation to work. The respondents indicated their answers on a 7-point scale (from 1 – *not important for me* to 7 – *very important for me*), specifying how important each of these characteristics was in their motivation to work. To test the internal validity of the questionnaire, we performed a confirmatory factor analysis. The analysis showed a good fit of the four-factor model to the dataset ($\chi^2 = 68.45$, $df = 21$, $p = .00$; RMSEA = .09, GFI = .95, CFI = .95). The correlations of the tested model with the factors ranged from .52 to .95. This means the questionnaire measures four work motives: extrinsic motives associated with comfort and money (i.e., salary, flexible working hours), extrinsic motives associated with social security support (i.e., additional remunerations, medical insurance and sports package, prospects of

promotion), intrinsic motives (challenges and self-fulfillment, improving one's qualifications), and relational motives (good relations with co-workers; good relations with the superior). The values of the reliability coefficients were as follows: $\alpha = .80$ for intrinsic motives, $\alpha = .69$ for extrinsic motives associated with comfort and money, $\alpha = .83$ for relational motives, and $\alpha = .73$ for extrinsic motives associated with social security support. For all factors the estimated values of Cronbach's α are either close to or above .70, which means they are acceptable (cf. King & Minium, 2009).

The measurement of personal values. To measure personal values, we used the Valued Living Questionnaire (VLQ; Wilson & Murrell, 2004). The questionnaire comprises ten life domains: Work, Financial success, Recreation, Family, Parenting, Marriage, Friendship, Education, Spirituality, Citizenship, Physical self-care, Respect/prestige, and Stability / security. The respondent rates the importance of each of the 10 life domains on a 7-point scale from 1 – *not important*, to 7 – *very important*.

Results

Motivation to Work and Generational Differences

We decided to look for the answer to the question of whether the specificity of the generation (referred to as X, Y, or BB) that the employees belonged to was significant to the importance of particular groups of motives distinguished in the model. Due to the considerable

disproportion in the number of subjects from different generations, we performed a nonparametric Kruskal–Wallis test for independent samples using SPSS 24 package. In order to make detailed intergroup comparisons, we used post-hoc Dunn's test with the Bonferroni correction. The results of the comparisons of means across the generations as well as the distribution of differences are presented in Table 1 and Figure 1 below.

In order to make detailed comparisons of results across the groups in terms of work motives associated with comfort and money, we applied post-hoc Dunn's test with the Bonferroni correction. We corrected the values of significance using Bonferroni's method (level of significance: $p < .05$). The results are presented in Table 2 below.

As the above results show, statistically significant differences were observed in the case of one of the groups of work motives: extrinsic motives associated with comfort and money ($\chi^2 = 7.4, p < .05$). This means that the generation employees belong to plays a significant role, above all, in their approach to financial issues (mainly salary) and working hours (employer's "flexibility"). Young people (Generation Y) turned out to attribute the greatest importance to these work motives, particularly in comparison with older employees (Generation BB).

Based on the presented results, it can be noted that Hypothesis 1 has been partially confirmed, because representatives of the younger generation are motivated to work to a greater extent by extrinsic motives – comfort and money, whereas intrinsic motives are not stronger in

Table 1. Comparison of the Generations of Employees in Terms of Mean Scores on the Four Groups of Work Motives

Work motives	Generation Y		Generation X		Generation BB		Kruskal–Wallis test
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	
Intrinsic motives	11.84	2.39	11.35	2.45	11.83	2.94	3.57
Extrinsic motives – comfort and money	11.33	2.36	10.71	3.19	9.57	3.11	7.47*
Extrinsic motives – social security support	16.67	3.75	16.05	3.86	17.09	3.23	1.95
Relational motives	12.21	2.01	12.67	1.61	12.22	1.93	2.20

Note. Level of significance: * $p < .05$, *M* – mean, *SD* – standard deviation

Figure 1. The distribution of significant differences across the generations in terms of extrinsic motives associated with comfort and money (source: authors' research).

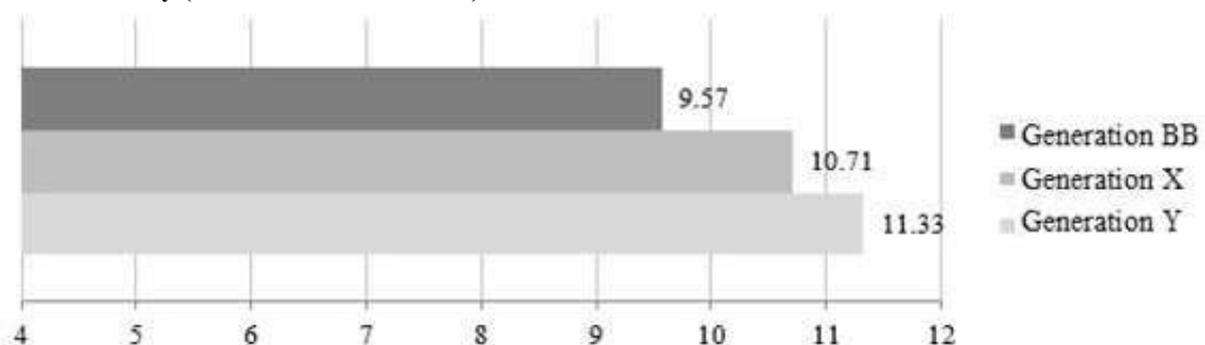


Table 2. Detailed Comparisons of the Generations in Terms of Mean Scores on Extrinsic Motives Associated With Comfort and Money, Using Dunn's Test With the Bonferroni Correction

Sample 1 – Sample 2	Test statistic	Standard error	<i>p</i>	<i>p</i> -corrected
BB – X	40.31	21.40	.06	<i>ns</i>
BB – Y	51.63	19.25	.007	.02*
X – Y	11.32	12.55	.37	<i>ns</i>

Note. level of significance: * $p < .05$, BB – baby boomers, X – Generation X, Y – Generation Y, *ns* – not significant

their case than they are for the remaining generations. Hypothesis 2 has not been confirmed, because representatives of the older generation do not differ from the remaining groups in terms of the importance attributed to extrinsic motives associated with social security support and to relational motives.

Motivation to Work and Gender Differences

In the next stage, we tested the hypothesis concerning differences between women and men in terms of the four groups of motivations to work. The results of the analysis of intergroup differences using Student's *t*-test (SPSS 24 package) for independent samples are presented

in Table 3 below, and their distribution is presented in Figure 2.

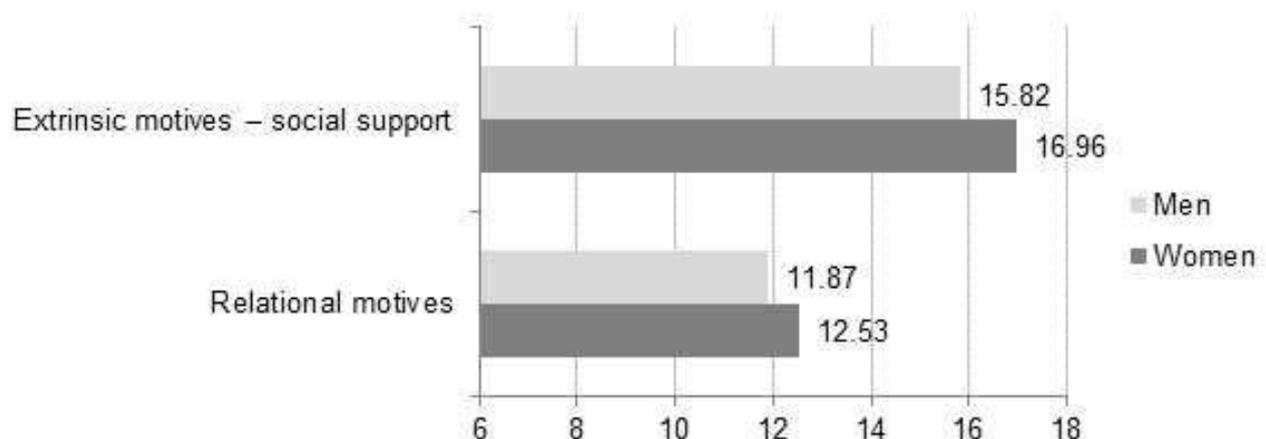
As shown by the above data, significant differences in the results between women and men were observed in the case of two groups of work motives, namely: relational motives ($t = 2.58, p < .01$) and motives associated with social security support ($t = 2.55, p < .01$). This means that, compared to men, women indicated these two types of motives as more important for them.

The statistical analysis showed that the third hypothesis was not supported: extrinsic motives associated with comfort and money are equally important for men and for women.

Table 3. Comparison Between Women and Men in Terms of Mean Scores on the Four Groups of Work Motives

Types of work motives	Women		Men		<i>t</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	
Intrinsic motives	11.87	2.32	11.47	2.69	1.36
Extrinsic motives – comfort and money	11	2.82	11.21	2.29	-0.71
Extrinsic motives – social security support	16.96	3.58	15.82	3.94	2.55*
Relational motives	12.53	1.74	11.87	2.33	2.58*

Note. Level of significance: * $p < .01$, *M* – mean, *SD* – standard deviation

Figure 3. The distribution of significant differences between women and men in terms of the groups of work motives (source: authors' research)

Motivation to Work and Preferred Life Values

In order to determine the relations between the types of work motives and employees' preferred life values, we performed correlation analyses – all significant correlations are presented in the Table 4. There is no significant relationship between marriage and spirituality and all types of work motives.

Next, we performed four linear regression analyses. We entered life values as independent variables and the types of work motives, one by one, as dependent variables (cf. Table 5). In the analysis, we controlled for the participants' age and gender.

The model of regression analysis for intrinsic motives was statistically significant ($R = .61$, $R^2 = .38$, $F(14, 292) = 12.53$, $p < .001$) and explained 35% of the variance observed in the sample. Intrinsic motives were positively related to the value of education as well as respect and negatively related to age (cf. Table 5).

The model of regression for extrinsic motives associated with comfort and money was statistically significant ($R = .35$, $R^2 = .12$, $F(14, 292) = 2.88$, $p < .001$) and explained 8% of the observed variance. These motives were positively related to the significance of recreation as well as stability and security and negatively to age (cf. Table 5).

Table 4. Correlations between Life Values and Types of Work Motives

	Intrinsic motives	Extrinsic motives – comfort and money	Extrinsic motives – social security support	Relational motives
Financial Success	$r = .19$; $p \leq .001$	$r = .21$; $p \leq .0001$	$r = .12$; $p \leq .03$	$r = .31$; $p \leq .0001$
Family	$r = .18$; $p \leq .001$		$r = .21$; $p \leq .0001$	$r = .19$; $p \leq .001$
Friendship	$r = .19$; $p \leq .001$	$r = .16$; $p \leq .005$	$r = .31$; $p \leq .0001$	$r = .26$; $p \leq .0001$
Parenting				$r = .12$; $p \leq .03$
Recreation		$r = .2$; $p \leq .0001$	$r = .16$; $p \leq .007$	$r = .2$; $p \leq .0001$
Education / Training	$r = .55$; $p \leq .0001$	$r = .15$; $p \leq .008$	$r = .26$; $p \leq .0001$	$r = .33$; $p \leq .0001$
Citizenship	$r = .25$; $p \leq .0001$		$r = .17$; $p \leq .004$	$r = .15$; $p \leq .007$
Physical Well-Being	$r = .21$; $p \leq .0001$		$r = .22$; $p \leq .0001$	$r = .23$; $p \leq .0001$
Respect	$r = .42$; $p \leq .0001$	$r = .14$; $p \leq .01$	$r = .24$; $p \leq .0001$	$r = .35$; $p \leq .0001$
Stability And Security	$r = .18$; $p \leq .002$	$r = .15$; $p \leq .009$	$r = .38$; $p \leq .0001$	$r = .25$; $p \leq .0001$

Table 5. Regression Coefficients for Life Values as Predictors of the Types of Work Motives

Life values	Intrinsic motives		Extrinsic motives – comfort and money		Extrinsic motives – social security support		Relational motives	
	B	<i>t</i>	B	<i>t</i>	B	<i>t</i>	β	<i>t</i>
Age	-0.17	-3.3***	-0.16	-2.69**	-0.09	-1.63	-0.04	-0.65
Gender	-0.03	-0.53	0.06	0.99	-0.10	-1.92	-0.05	-0.94
Financial success	0.008	0.15	0.12	1.89	0.17	2.89**	0.04	-0.68
Recreation	-0.02	-0.44	0.14	2.23*	0.04	0.75	0.007	0.12
Family	0.02	0.36	-0.04	-0.61	0.02	0.28	-0.005	-0.07
Parenting	0.09	1.30	-0.03	-0.42	0.17	2.32*	0.03	0.43
Marriage	-0.04	-0.55	0.10	1.20	-0.15	-1.99*	-0.05	-0.70
Friendship	-0.08	-1.46	0.05	0.79	0.07	1.18	0.19	3.04**
Education / training	0.46	8.11***	0.09	1.29	0.16	2.60**	0.11	1.72t
Spirituality	-0.001	-0.02	0.001	0.01	-0.05	-0.75	-0.003	-0.06
Citizenship	0.06	0.95	-0.08	-1.17	0.008	0.13	-0.02	-0.23
Physical well-being	-0.05	-0.87	-0.04	-0.53	0.04	0.59	0.02	0.26
Respect	0.23	4.14***	0.04	0.53	0.16	2.53**	0.08	1.34
Stability and security	0.06	1.10	0.13	1.96*	0.07	1.16	0.27	4.15***

Note. Levels of significance: t - tendency, * $p < .05$, ** $p < .01$, *** $p < .001$

In the case of relational motives, the tested model of regression was significant ($R^2 = .45$, $R^2 = .21$, $F(14, 292) = 5.41$, $p < .001$) and explained 17% of the observed variance. These motives were positively related to the value of friendships and social relations as well as stability and security (cf. Table 5). Finally, in the case of the extrinsic motives associated with social security support the model of regression was also statistically significant ($R^2 = .50$, $R^2 = .25$, $F(14, 292) = 6.91$, $p < .001$) and explained 21% of the observed variance. These motives were positively related to the values of parenting, financial success, education and training, as well as respect and negatively related to the value of marriage and the female gender (cf. Table 5).

Based on the presented results, it can be concluded that Hypotheses 4 and 6 were partially supported, whereas Hypotheses 5 and 7 were not supported.

Discussion and Conclusions

The aim of the study was to try to answer the question of how work motives differ across generations and between women and men as well as how they are related to life values. Statistical analyses have shown that there are generational differences in terms of the investigated work motives, mainly between members of *Generation Y* and *baby boomers*—that is, between the relatively young and the oldest people in the job market. This refers, above all, to extrinsic motives associated with comfort and money. It is for *Generation Y* that comfort and the financial aspect are the strongest motivation. This is consistent with many theories, in the light of which *Generation Y* expects high salary because work is not what gives meaning to their life (Reisenwitz & Iyer, 2009; Baran & Kłos, 2014). Our results, consistent with previous studies, show that *Generation Y* is more strongly oriented towards extrinsic goals than towards intrinsic ones (Twenge, Campbell, & Freeman, 2012). Members of *Generation Y* value personal life and care about their needs, which translates into looking for an employer who will ensure the expected comfort regarding flexible work organization. In contrast, *baby boomers* tend to be oriented towards work itself, which makes them open to cooperation and patient in striving for their work to be fruitful (Gursoy et al., 2013; Hysa, 2016). The absence of significant differences in work motives between *Generation X* and *baby boomers* was also observed by Twenge and colleagues (2010). In the presented study we have observed no intergenerational differences in terms of relational work motives and in terms of extrinsic motives associated with social security support. These were the two most highly rated motives in all four groups. This confirms the earlier observations that employees are the most strongly motivated by the opportunity for contact with others and by the sense of security and stability, which are components of the motivator referred to in the present study as relational motives (Moczyłowska, 2007). As other authors in previous studies, we have found that social security support was also one of the top motivators (cf. Dolot, 2014).

In our study we observed significant gender differences in work motives. We found that women were motivated to work by good relations and social security support to a greater extent than men. This result is consistent with previous studies, which showed that women valued the opportunity to do work conducive to their well-being, job security, and positive relations with co-workers and superiors more highly than men (Linz, 2004). What is surprising is that the results of the present study did not show that extrinsic motives associated with remuneration and comfort were more important for men than for women, as had been stressed in the literature (cf. Dyke & Murphy, 2006). Our results may indicate a change in women's work motives; it turns out that salary and comfort are an equally important motive for women as they are for men.

Values explained extrinsic motives associated with comfort and money to the smallest degree (8%) and they explained intrinsic work motives to the highest degree (35%). Statistical analysis showed that extrinsic motives of comfort and money were linked to employees' younger age and that they were less strongly related to the importance of financial success in life than to the importance of stability, security, and recreation. Intrinsic work motives concern the importance attached to the values of education and training as well as respect; like extrinsic motives of comfort and money, they are linked to employees' younger age. Relational work motives are not significantly related to age and concern the importance attached to friendship, stability, and security. Finally, extrinsic motives of social security support are related to attaching importance to the values of financial success, parenting, education and training, and stability and security; they are stronger in women, and their significance for employees decreases with an increase in the importance attached to marriage. It can therefore be concluded that the explanation of intrinsic and relational motives as well as extrinsic motives associated with social security support lies in the employee's values, while predictors of extrinsic motives associated with comfort and money should be sought beyond the employee's values.

As any other study, the present one has its limitations. One of them may be the different sizes of the generational groups and the smaller number of men compared to women in the sample. The lower number of participants representing the generation of *baby boomers* reflects the situation in the labor market; reports show that one person in three aged over 50 is no longer professionally active.¹ As regards the lower number of male participants, it may have been due to men's lack of motivation to take part in the survey. We used a material reward to increase this motivation (i.e., for taking part in the study, the respondent took part in a prize-drawing), but men responded to the invitation to participate in the study less often than women, anyway.

Considering the significance of generational differences in work motives found in the test, in a future study

¹ http://zielonalinia.gov.pl/upload/50plus/CD_raport-diagnoza.pdf (retrieved May 13, 2018)

the sample should be expanded to include the youngest generation, entering the labor market: *Generation Z*. The number of employees in the sample should be larger too, so that it becomes possible to analyze the work motives across different lines of business and types of organizations.

The results concerning employees' work motives, generation, gender, and values lead to the conclusion that younger employees prefer work that ensures comfort and an adequately high salary to a greater extent than older employees and that women tend to choose jobs ensuring good relations and social security support. What is worth stressing is the fact that intrinsic work motives (associated with challenges, self-fulfillment, and improving one's qualifications) are important for all employees, regardless of age or gender. The obtained results are a clue for managers and human resources departments regarding differences in employees' motivation depending on generation and gender. They will make it possible to design effective motivational systems based on employees' values.

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