



INTERNATIONAL JOURNAL OF ADVANCE RESEARCH, IDEAS AND INNOVATIONS IN TECHNOLOGY

ISSN: 2454-132X

Impact Factor: 6.078

(Volume 7, Issue 5 - V7I5-1383)

Available online at: <https://www.ijariit.com>

The relationship between generational differences and work motivation of executive employees in the glass industry in Sri Lanka

Bhashini Paranagama

bhashini.paranagama@gmail.com

Overseas Campus of Ceylon Pvt Ltd,
Akkaraipattu, Sri Lanka

Dr. Rasika Aponsu

rasikaaponsu@iic.edu.kh

IIC University of Technology,
Phnom Penh, Cambodia

H. K. T. Dilan

tharindudilan058488@gmail.com

University of Sri Jayewardenepura,
Nugegoda, Sri Lanka

J. V. Karunaratna

jananiviraji26@gmail.com

University of Sri Jayewardenepura,
Nugegoda, Sri Lanka

ABSTRACT

Employee motivation at work is one of the important factors which significantly impacts on job satisfaction, commitment, quality of work, and job performance. Organizations need to determine the best way to motivate their employees who are part of different generational groups (Baby boomers, Generation X, and Generation Y). Hence, this study was conducted to investigate the relationship between generational differences and work motivation of executive level employees in the glass industry in Sri Lanka. Using Deci's intrinsic and extrinsic motivation theory as the foundation, we evaluate the relationship between generational differences and employee motivation in the glass industry in Sri Lanka. At present, only three generations, the Baby Boomers, Generation X, and generation Y, are available within the organizations' workforce. Therefore, only these three generations were used to conduct this study. The data were collected from a randomly selected sample of 70 executive level employees who work in a leading company in the glass industry in Sri Lanka, by administering a structured questionnaire with 23 questions/statements on a five-point Likert scale. method was used as the method of data collection. Data was analyzed using univariate analysis and bivariate analysis including correlation analysis with the SPSS 23.0 version and derived the results. According to the results of the study, there is a significant positive correlation between baby boomers and extrinsic motivation. The Pearson correlation between the main two variables of Generation "X" and intrinsic motivation, and also Generation "Y" and intrinsic motivation, was positive in executive employees in the glass industry in Sri Lanka. Positive relationships with extrinsic motivation and baby boomers were also discovered. Generation "X" and "Y" positively related to the intrinsic motivation at work in executive employees in the glass industry in Sri Lanka. In the near future, there will be a new generation in the workplace, i.e., Generation Z. As a result, management must now start understanding and developing new strategies to better prepare for Generation Z employees, as well as consider how to best integrate this next generation with their current employee workforce.

Keywords— Generational differences, Baby boomers, Generation X, Generation Y, Intrinsic motivation, Extrinsic motivation.

1. INTRODUCTION AND BACKGROUND OF THE STUDY

As workforces have progressively become more diverse in race, gender, ethnicity, and generation, the workplace has become progressively more challenging for human resource management practitioners. Hence, the researchers have focused on how this diversification in terms of generational gap links with the work motivation of employees at the workplace.

The examination of generational differences among workers is a critical and underdeveloped area of inquiry for management research. Workers from different generation groups differ in terms of work value, characteristics, work demand, attitude, thinking pattern, and so on. We all face some common life events, but the reactions and responses are not the same in workers from different generations. They react and respond differently to common life events because their attitudes and thinking patterns have been shaped as a result of world trends and remarkable incidents that they have had to face in their era.

"A generation is defined as an identifiable group that shares birth years and significant life events at critical developmental stages" (Kupperschmidt 2000, pp.66). A generational gathering incorporates the individuals who offer authentic or public activity experience, the impacts of which are generally steady over their lives. These experiences influence a person's feelings toward authority and organizations, what a person values from work, and how a person plans to satisfy those desires (Jurkiewicz & Brown 1998 pp. 235; Kupperschmidt 2000, pp.66).

Though there are four generations called Traditionalists, Baby Boomers, Generation X, and Generation Y, in the movement, only three generations have found themselves working together for the first time. Therefore, this study mainly focuses on generations who were born after the Second World War due to the fact that those generational groups are prevalent in today's workforce, as mentioned below.

- The Baby Boomers
- X-Generation
- Y Generation

The value, preference, and characteristics of the next generation will influence the organization's future. Therefore, managers need to get the proper understanding of the nature of the generations to adapt the human resource policies and procedures to match the next generation. Otherwise, if the firm's culture, policies, and procedures are not matched with the employees, conflicts might arise within the organization.

The employees of the organization do not consist of a single generation. Multigenerational employees are always working in the organization to achieve common goals and objectives. Organizations are having the multigenerational workforce increase the quality of work and benefit the organization by working together with different mindsets and being able to learn from one another. On the other hand, if you fail to properly manage the variations, you will struggle. Differences between generations of employees can provide the key reason for conflicts in the organization (Adams 2000, pp.17). Human resource professionals are facing various challenges as a result of failing to manage and being unable to get an understanding of the multigenerational within the organization. Therefore, HR practitioners need to be strategic when adjusting the HR policies and procedures according to generational differences and the demands of all employees.

The study focuses on how generations differ in terms of work motivation in the organization. Motivation is a broader concept in management. There is no extractive definition of motivation; various definitions and theories of motivation have been developed by different scholars. As cited in Leavitt, R 2014, Mitchell (1982) defines motivation as "those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal directed" (Mitchell 1982, pp. 81). Rudolph and Kleiner (1989) define motivation as "the development of a desire within an employee to perform a task to his or her greatest ability based on that individual's own initiative" (Kleiner 1989, pp).

Human resources are considered the most important resource in an organization, and among them, motivated employees are a key success factor for the organization. Motivation is central to the organization. Employee motivation is linked to job satisfaction, employee commitment, productivity, and, ultimately, organizational performance. All these factors are positively correlated with work motivation. Therefore, ignorance of employee motivation will be the root of most of the problems in the organization. Motivated employees always try to stay with the organization. As a result, they create a loyal workforce for the organization.

The intrinsic and extrinsic motivation models proposed by Ryan and Deci (2000) suggest that an individual's behavior can be intrinsically motivated, extrinsically motivated, or a motivated. People are not motivated in the same way. Some people are more motivated by intrinsic factors and others are motivated by extrinsic factors. Therefore, the research concerns the relationship between intrinsic and extrinsic motivation factors and generational differences. Therefore, HR practitioners need to get the correct idea of which factors motivate the employees and also the differences between the generations in terms of work motivation.

Most HR practitioners apply the same motivation strategies to all employees within the organizations without taking into account different age groups, but the problem is that the same motivation package does not suit all employees who represent different age groups at the outset. In contemporary work organizations, there cannot be a tendency to create different motivation packages that match the different age requirements. Multigenerational requirements have received less attention or no consideration when designing the benefit packages. Implementation of the same motivation strategies for all employees might demotivate the employees, and also, the expected outcome will be missed due to the mismatch between the motivation strategies. Employee demotivation or lack of motivation generates job dissatisfaction within the employee. Ultimately, it impacts the organization's performance as well as the employees tend to quit the organization.

Knowledge of the generational differences in work motivation will provide managers and leaders with practical management implications to retain and recruit an engaged, motivated, and productive workforce by modifying tasks and responsibilities that recognize an employee's source of motivation.

2. PROBLEM OF THE STUDY

Highs and lows in work motivation in executive employees in the glass industry, which directly reflects on their quality of the product and monthly target achievements, is a generally known problem. In addition to employee motivation directed at job satisfaction, organizational commitment, and job involvement, employee productivity is also, ultimately, organizational productivity as well. Therefore, generating and retaining motivated employees within the organization has become one of the important strategic objectives of the organization.

Many researchers have suggested that age differences have been suggested to correlate with differences in individual motivation. Crawford and Raines (2009) asserted that older and younger workers differ in what motivates them (Crawford & Raines 2009). From a generational viewpoint, Magnuson and Alexander (2008) and Twenge (2010) also asserted that generations are motivated differently.

Many managers are urged to understand and predict the challenges faced by different generations, and they are demanding to retain top talent by enhancing the work motivation of those who are representing different generations in today's competitive business organizations.

The increasing mix of generations has added to the complexity of the workplace in terms of managing the work force in the organization. Managers should have a better understanding of the different strategies to motivate employees at work with respect to different generational groups.

Consequently, the researcher wants to examine whether generational differences among the selected executive level employees in the glass industry have an influence on their variation in work motivation.

Moreover, by referring to the previous literature, nevertheless, generational differences in the workplace have been studied in a wide variety of settings. Most of the time, researchers have focused on service sector organizations, but very few in manufacturing industry contexts.

Thus, this research would study the relationship of generational differences among executive level employees on work motivation in the glass bottle manufacturing industry in Sri Lanka. Therefore, the research problem of this study is, **"Is there a relationship between generational differences and work motivation of the executive level employees in the glass industry in Sri Lanka?"** Having considered above literature and research problem, subsequent research questions can be derived for the purpose of making straightforward the problems.

1. What is the relationship between generational differences among executive level workforce on work motivation in Glass industry, Sri Lanka?
2. What is the level of Generational differences of executive level employees in Glass Industry, Sri Lanka?
3. What are the factors affect mostly to work motivation of executive level employees in Glass Industry?

3. OBJECTIVES OF THE STUDY

3.1 Overall Objective

This study aims to explore whether there is any relationship between generational differences among executive workforce on work motivation in Glass Industry, Sri Lanka.

3.2 Specific Objectives

1. To find out the categories of generational differences of executive level employees in glass industry, Sri Lanka.
2. To identify current intrinsic and extrinsic motivational level of the executive level employees in glass industry, Sri Lanka.
3. To identify which factors affect mostly on work motivation of the executive level employees in glass industry.

4. LITERATURE REVIEW

4.1 Generation

"Generation is defined as people who are grouped within a specific age range, location they live in, and significant life events they experience at critical developmental stages" (Kupperschmidt 2000, p. 66). As stated in various definitions, similarities in generational cohorts are linked with birth year, attitude, expectations, perceptions, and behavior. The personality of a person is formed by their attitude, expectations, perceptions, preferences, and behavior. The personality of a person from each generation is shaped by the significant life events that they have experienced in their time period. As per Dencker (2017), generational cohorts have a common set of characteristics such as core values, work values, and ideas that are affected by significant social, historical, economic, and political events and especially technological advancement influences to make changes among different generational groups (as cited in Leavitt 2014, p. 24).

Smola and Sutton (2002) posit that the social context in which a generational group develops impacts their personality and a person's feelings towards authority, their values and beliefs about organizations, their work ethic, why and how they work and their goals and aspirations for their work life (Smola and Sutton 2002).

Generational personality is also likely to determine what individuals want from work, what kind of workplace environment they desire, and how they plan to satisfy those wants and desires. Due to generational differences, these wants and desires tend to vary from generation to generation. As reported by previous studies, the work force is categorized into four main generational groups. Researchers differ in the years of each generation group.

Table 1- Outline of different generations

Generation Cohorts	Age Bracket as ascribed by SHRM	Age Bracket as ascribed by Ahlrichs
Veterans	Born before 1945 (WWII)	Born before 1946
baby boomers	Born between 1945 & 1964	Born between 1946 & 1964
Generation X	Born between 1965 & 1980	Born between 1965 & 1977
Generation Y	Born between 1980 & 2000	Born between 1978 & 1987
Generation Z	N/A	Born between 1988 & 2001

Source: Akwuole P C (2017), “Generational Age Differences and Employee Motivation in the Public Sector”. Today's work force consists of different generation groups that work together to achieve organizational goals as well as individual goals. As a work organization, if they have common organizational goals to achieve, their work force differs from one to one. Because different generations work together and each generation differs in time period, their experience, and work values and characteristics. Working with different generational groups has plus points as well as minus points for the work organization. Therefore, to achieve ultimate goals and objectives, managers should have proper understanding and clear ideas about different generation groups.

Table 2: Characteristics of Four Generations

	Traditionalists	Baby Boomers	Generation X	Generation Y
Birth Years	1900-1945	1946-1964	1965-1980	(1977-1994) 1981-2000
Famous People	Bob Dole, Elizabeth Taylor	Bill Clinton, Meryl Streep	Barak Obama, Jennifer Lopez	Ashton Kutcher, Serena Williams
Other Names	Veterans, Silent, Moral Authority, Radio Babies, The Forgotten Generation	“Me” Generation, Moral Authority	Gen X, Xers, The Doer, Post Boomers, 13th Generation	Millennials, Gen Y, Generation Next, Echo Boomers, Chief Friendship Officers. 24/7’s
Influencers	<p>WWII, Korean War, Great Depression, New Deal, Rise on Corporations, Space Age</p> <p>Raised by parents that just survived the Great Depression.</p> <p>Experienced hard times while growing up which were followed by times of prosperity</p>	<ul style="list-style-type: none"> • Civil Rights, Vietnam War, Sexual Revolution, Cold War/Russia, Space Travel • Highest divorce rate and 2nd marriages in history. • Post War Babies who grew up to be radicals of the 70’s and yuppies of the 80’s. • “The American Dream” was promised to them as children and they pursue it. As a result, they are seen as being greedy, materialistic and ambitious. 	<ul style="list-style-type: none"> • Watergate, Energy Crisis, Dual Income families and single parents, First Generation of Latchkey Kids, Y2K, Energy Crisis, Activism, Corp. Downsizing, End of Cold War, Mom’s work, Increase divorce rate. • Their perceptions are shaped by growing up having to take care of themselves early and watching their politicians lie and their parents get laid off. • Came of age when USA was losing its status as the most powerful and prosperous nation in the world. • The first generation that will NOT do as well financially as their parents did. 	<ul style="list-style-type: none"> • Digital Media, child focused world, school shootings, terrorist attacks, AIDS, 9/11 terrorist attacks. • Typically grew up as children of divorce They hope to be the next great generation & to turn around all the “wrong” they see in the world today. • They grew up more sheltered than any other generation as parents strived to protect them from the evils of the world. • Came of age in a period of economic expansion. • Kept busy as kids • First generation of children with schedules.
Core Values	<ul style="list-style-type: none"> • Adhere to rules • Conformers/Conformity • Contributing to the Collective • good is important • Dedication/Sacrifice • Delayed Reward • Discipline • Don’t question authority • Duty before pleasure • Family Focus • “Giving Back” is important • Hard Work • Law and Order • Loyalty • Patriotism • Patience • Respect for authority • Responsibility • Savers • Stabilizing • Trust in Government 	<ul style="list-style-type: none"> • Anti-war • Anti-government • Anything is possible • Equal rights • Equal opportunities • Extremely loyal to their children • Involvement • Optimism • Personal Gratification • Personal Growth • Question Everything • Spend now, worry later • Team Oriented • Transformational • Trust no one over 30 • Youth • Work • Want to “make a difference” 	<ul style="list-style-type: none"> • Balance • Diversity • Entrepreneurial • Fun • Highly Educated • High job expectations • Independent • Informality • Lack of organizational loyalty • Pragmatism • Seek life balance • Self-reliance • Skepticism/Cynical • Suspicious of Boomer values • Think Globally • Techno literacy 	<ul style="list-style-type: none"> • Achievement • Avid consumers • Civic Duty • Confidence • Diversity • Extreme fun • Fun! • High morals • Highly tolerant • Hotly competitive • Like personal attention • Self-confident • Social ability • Members of global community • Most educated generation • Extremely techno savvy • Extremely spiritual • Now! • Optimism • Realism • Street smarts

Source: West Midland Family Center (WMFC) Organization, 2012 <http://www.wmfc.org/>

4.2 Generation differences and work characteristics

The work characteristics of Baby Boomers and Generation X are diverse in many respects, and this variance can be explained by many factors, such as the differences in living environments when the values of these generations were formed. Lock (1976) defined values as 'what a person consciously or unconsciously desires to obtain'. Value is an abstract concept, and it can be conveyed through recognition, behavior, and emotion. Values are usually explained through choice, evaluation and behavior.

One significant difference between individuals aged in their 20s and individuals in their 40s is their value system (Stauffer, 1997). Generation X tends to be more independent, self-motivated and self-sufficient (Loomis, 2000). This is because most Generation X did not have enough of their parents' attention as children because their parents may have been single and/or working parents. Generation X, therefore, became adept at handling things on their own and in their own ways. Baby Boomers, on the other hand, tend to be more diligent on the job and prefer a more stable working environment. This generation grew up in an era of unprecedented economic growth and stability, and Baby Boomers have long been regarded as a generation that finds comfort in long-term employment with one organization. This may have provided them with a false sense of stability (Loomis, 2000).

It is not surprising that work values have changed over the decades given the dramatic changes in economic, social, technological and political conditions. Robbins (1996) states that American work values have dramatically changed during the past fifty years. From the 1940s to the 1950s, the workers' values (now aged between 55 and 75) placed emphasis on "hard work" and "loyalty to the employer". However, from 1960 to the middle of 1970, (Baby Boomers' working time) work values moved into 'loyal to workers themselves', "seek autonomy", and "the quality of life". From the middle of the 1970s to the 1980s, the new workers' (X Generation) work values placed emphasis on "job achievement," "career ambition," and "loyalty to the profession." "Flexibility", "job satisfaction", and "leisure life", on the other hand, are becoming the major work values for the next generation called the "Y Generation" or "Dot Com Generation" (Robbins, 1996).

The most stable finding in the literature when comparisons of work characteristics are made between Generation X and Baby Boomers is that each generational group exhibits a different mixture of lifestyle values and work ethics. Baby Boomers tend to work hard and are generally loyal to their employers. Baby Boomers are willing and expect to work with others. In terms of leadership style, Baby Boomers accept the chain of command. In addition, they expect their managers to give direction and to lead them towards organizational goals. Baby boomers are, however, not highly technologically savvy, nor do they generally like change (Raths, 1999).

4.3 Motivation

While reviewing literature, there are a number of definitions of "motivation" that can be found developed by various scholars and researchers. Mitchell (1982) defines motivation as "those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal directed" (p. 81), (As cited in Leavitt, 2014). Rudolph and Kleiner (1989) define motivation as "the development of a desire within an employee to perform a task to his or her greatest ability based on that individual's own initiative" (As cited in Leavitt, R 2014). Motivation is one of the most significant factors that impacts the overall organizational goals, influencing job satisfaction, employee commitment, and employee morale.

Researchers have identified that the beginning of the study of motivation happened in the 19th century. There are various theories that have been originated in relation to motivation. These theories are classified into two different types. One is content theory, and the other one is process theory. As per Porter et al. (2003) in content theory, it is believed that an individual possesses factors that energize, direct, and sustain behavior. Process theories of motivation are concerned with how behavior is energized, directed, and sustained (as cited in Leavitt, 2014). Different scholars have developed diverse motivation theories and models with respect to these two categories. Individuals' needs are considered by Maslow (1943), Alderfer (1969), and McClelland (1961) in their motivational theories. These theories can be identified as content theories. Locke's (1996) goal-setting theory and Vroom's (1964) expectancy theory are possible to place as process theories which focus on work motivation. In this study, I hope to focus on work motivation, which is another aspect of motivation. Kanfer, Chen, and Pritchard (2008) have given a definition as "work motivation is a psychological process that influences how personal effort and resources are allocated to actions pertaining to work, including the duration, intensity, and persistence of these actions" (Kanfer, R. et al. 2008). Numerous models of work motivation have evolved, with the intrinsic and extrinsic motivation theory proposed by Ryan and Deci (1985) being one of the most prominent (Leavitt, R 2014). There are three prominent theories relevant to an individual's needs and value. Reviewing these theories helps support obtaining a better understanding of the intrinsic and extrinsic motivation theory which is anchored in this study.

Maslow's theory of motivation. Maslow discovered that there are five types of individual needs, ranging from basic to advanced, that are arranged in a hierarchical order. Maslow depicted that along this hierarchy, individuals begin to fulfill basic physical needs and then move on to safety and security, belonging and love, self-esteem (self and others), and self-actualization. As stated in Aamodt (2010), at the beginning, individuals try to fulfill lower-level needs before moving on to higher-level satisfactions (as cited in Akwuole, P, C 2017).

As stated in Maslow's theory, food, air, water, and shelter are identified as basic human needs. The next step of the hierarchy is safety need. An individual who expects to have protection for their lives. If it is satisfied, they move on to social needs. Human beings are seeking social interaction, working with others, and building up friendships, which are considered as social needs of individuals. Then people try to gain self-esteem. Here, there needs to be recognition and success. I expect to be recognized both at work and in my personal life. Finally, people prefer to achieve self-actualization in which they focus on reaching their full potential.

Graphical representation of Maslow's theory typically depicted on a triangle as per the below Figure 1.

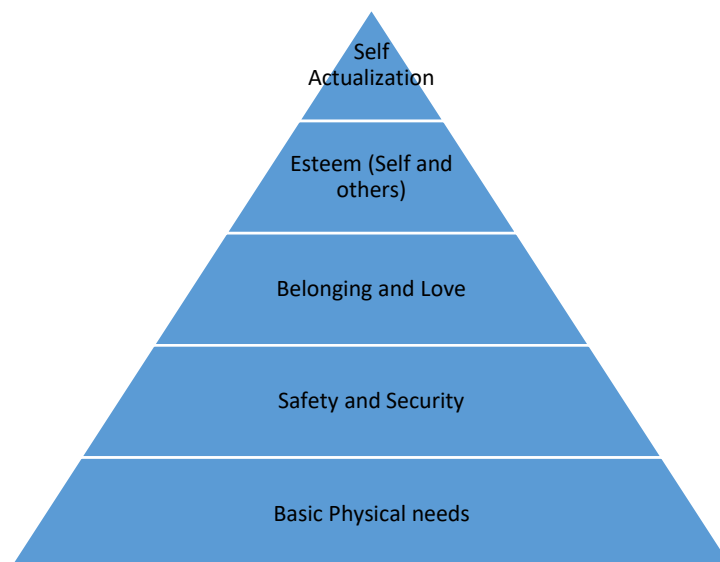


Figure 1. Maslow Hierarchy

The ERG theory of motivation. ERG motivation theory proposed by Clayton Alderfer in 1969, based on Maslow's hierarchy of needs theory of motivation (Akwuole, P.C. 2017). Instead of Maslow's five-tiered hierarchy of needs, ERG theory focuses on three categories: existence, relatedness, and growth needs (Akwuole, P., 2017). Alderfer covered human needs based on three main areas. Existence needs consist of all physical and psychological needs which are related to Maslow's first two bottom levels of the hierarchy. Relatedness theory takes into account social and external esteem. Here the focus is on relationships with others, and compared to Maslow's hierarchy, the third and fourth levels are covered by relatedness needs. Growth needs to consider internal esteem and social actualization. The growth need is associated with the Maslow fourth and fifth levels of needs.

Herzberg's two-factor theory. As per Yang & Guy (2006), the two-factor theory of motivation is also associated with the need theory (as cited in Akwuole, P. & C. 2017). Similar to the Maslow theory and the ERG theory, Herzberg's theory also discussed individual needs. Employee motivation factors are divided into two classifications, referred to as "motivation factors" and "hygiene factors." According to Herzberg's theory, six factors are depicted in motivation, including recognition, achievement, work itself, advancement responsibility, and the possibility of growth. Salary, remuneration, work conditions, personal life, relationship with supervisor and subordinates, policies, status, and job security are the hygiene factors (Akwuole, P.C. 2017).

4.4 Generational differences in work motivation

One of the major challenges that managers have to confront is maintaining motivation within employees who are part of different generational groups in an organization. Workers from different generational groups have been found to be motivated by different motivation factors. Therefore, it's important to get an understanding of different motivational preferences with respect to various generational groups to retain a motivated work force in the organization. There are various research findings with regard to generational differences in work motivation. Among them, this study focuses on the relationships between extrinsic and intrinsic motivators in various generational groups.

For example, as stated in Twenge (2010), baby boomers and veterans are more easily motivated than generation Y and generation X (as cited in Akwuole PC 2017). Twenge et al. (2010) revealed that Generation Y and Generation X prefer extrinsic motivation more than previous generations. Moreover, he found that generation X and baby boomers similarly valued intrinsic motivation and there was no difference with regard to intrinsic motivation. At the same time, less attractiveness can be seen in Generation Y than in baby boomers and Generation X (Twenge et al. 2010).

As per Krahn and Galambos (2014), in the first place, Generation X and Y seem to be motivated intrinsically, not extrinsically (as cited in Acar AB 2014). Srinivasan identified intrinsic and extrinsic motivation factors for Gen Y. Generation Y is motivated intrinsically by equitable pay, achievement, and independence. Extrinsic motivators are considerate and sympathetic supervisors, sound company policies and procedures, and restricted hours of work (as cited in Acar, A. B. 2014).

In contrast, Yusoff WFW et al. (2013) found that intrinsic factors are impacted on Generation X's citizenship behavior such as work itself, recognition, promotion, and achievement. On the other hand, the citizenship behavior of Generation Y is impacted by extrinsic factors such as company policy, pay, benefits, and work conditions (Yusoff WFW et al.2013).

Research on "generational differences in personality and motivation" done by Wong M et al. (2008), looked at generational differences in motivation under six motivational drivers are power, immersion, ease and security, progression, personal growth, affiliation. Generation X and baby boomers appear to exercise power and are more likely to influence others and take authority compared to Gen Y, and career progression and advancement are motivators for Gen Y than others.

There were no significant differences found in the motivational drivers of immersion, ease and job security, and personal growth subjected to different generations (Wong M et al. 2008).

Different views, ideas and judgments have been given by different scholars on generational difference and work motivation. As a result, according to the literature, there is no extract opinion on generational differences in extrinsic intrinsic motivation.

4.5 Conceptual Framework

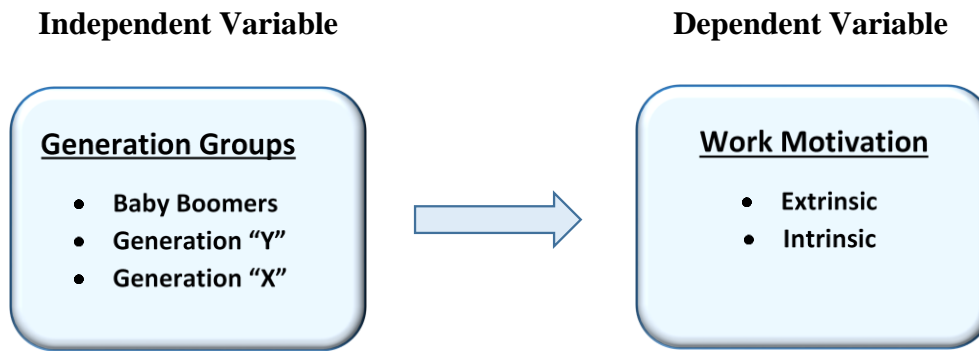


Figure 2: Conceptual Framework

4.6 Hypothesis of the study

Generational differences have been considered to have three distinct dimensions, each of which has a different impact on employee work motivation. In this study, work motivation is discussed in terms of intrinsic and extrinsic motivation. As per the previous studies, each of the three generations has a significant relationship between intrinsic and extrinsic motivation. The level of motivation for intrinsic and extrinsic factors differs from each generational cohort. According to previous studies mentioned, Gen Y and X have a significant impact on intrinsic motivation rather than baby boomers and previous generations. As a result, we develop the following hypothesis to test the relationship between different generational groups and intrinsic and extrinsic motivation.

- H1** There is a positive relationship between baby boomers and extrinsic motivation.
- H2** There is a positive relationship between "X" generation and intrinsic motivation.
- H3** There is a positive relationship between "Y" generation and intrinsic motivation.

5. CONCEPTUALIZATION OF WORK MOTIVATION

5.1 Working Definition of Work Motivation

Human resources are the most influential factor in the organization's uniqueness compared to other resources. The level of success is highly based on the employee's job performance. A number of factors impact an employee's job performance. Among them, work motivation plays a key role in deciding the level of job performance.

"Motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal" (Dobre 2013).

"Work motivation is a set of energetic forces that originate both from within and beyond the individual's being leading to work-related behavior in terms of determining the form, direction, and intensity of this behavior" (Pinder 1998).

Individuals differ from one another while needs, wants, and preferences vary with each other. Along with individual differences, diverse expectations underpin their work lives, whereas every employee in an organization is not motivated in the same way. A better understanding of individual differences benefits human resource practitioners by allowing them to maximize the employee's potential. Organizational effectiveness is based on how well you live up to the organizational goals and objectives. Without employee motivation, it is impossible to touch the organizational goals and objectives. Therefore, managers should have taken the time to understand how to motivate employees to meet their demands.

Financial rewards significantly impact the motivation of employees. Even though money has become everything in an individual's life, studies have proved that in the long term, employees are no more motivated by pay (Dobre, 2013). Moreover, non-financial factors positively influence motivation, which are social recognition, rewards, promotions, and performance feedback. These motivational factors are categorized into intrinsic and extrinsic motivational factors. This study was carried out based on intrinsic and extrinsic motivation theory.

5.2 Dimensions of Work Motivation

Different motivation theories have been emerged as a result of the research and empirical studies. According to various theories motivation elaborate into different categories and dimensions. The main two category of the motivation focus in relevant to this study namely intrinsic and extrinsic motivation.

5.2.1 Intrinsic motivation

"Intrinsic motivation is a type of motivation based in people's natural interest in various activities that provide novelty and challenge" Deci E L & Ryan R M, (2010). Reiss (2012) defined intrinsic motivation as "doing something for its own sake". People who are motivated on intrinsic motivation do not expect external reward while they are concern on what really interest them. Definition on Amabile (cited in Cho & Perry 2011, p. 384), desire on self-expression, enjoyment, satisfaction of curiosity, interest, or personal challenge in the work lead to intrinsically motivate the employee. In this study priority is given to some of leading intrinsic factors as achievements, promotion recognition, and work itself.

- Achievements: "Achievement motivation is based on reaching success and achieving all of our aspirations in life" (Rabideau 2005).

- Promotions: “Factors of promotion refers to the actual change in upward status within the organization that employs is serving” (Kian & Yusoff 2014). Promotion increase employee self-advancement, title, salary, and social statuses.
- Recognition: As defined by Caligiuri et al 2010 (cited in Tessema M et al 2013, p.3), “recognition is the acknowledgement, appreciation or approval of the positive accomplishment or behaviors of an individual or team” (Caligiuri et al 2010)

5.2.2 Extrinsic Motivation

“Extrinsic motivation refers to performance of behavior that is fundamentally contingent upon the attainment of an outcome that is separable from the action itself” (Legault 2016). Some of the leading extrinsic motivational factors are Pay and Benefits, Work Condition, Company Policy and Administration.

- Pay and Benefits: “Pay is defined as the basic reward an employee receives in return for his/her contribution/service rendered for the organization where he/she works” (Opatha, 2016). Pay consider as one of most significant factor of work motivation and it called wages or salary. “Benefit also called a welfare facility is an indirect reward paid by organization to the employee because he/she is a member of organization” (Opatha, 2016).
- Working Condition: “Working conditions are created by the interaction of employee with their organizational climate, and includes psychological as well as physical working conditions” (Adan et al 2013)
- Company Policy and Administration: "A set of policies are principles, rules, and guidelines formulated or adopted by an organization to achieve its long-term goals and are typically published in a booklet or other form that is widely accessible."

6. RESEARCH METHODOLOGY

6.1 Research Framework

The research framework mainly represents the relationship between the independent variable (Generational Differences) and the dependent variable (Work Motivation). The research framework is developed based on the referred literature. The research problems are conceptualized for the purpose of identifying the operational definitions of the concepts.

6.2 Study design

The study's objective was to delineate the relationship between generational differences and employee work motivation among executive-level employees in the glass industry in Sri Lanka. This study was conducted in a natural environment in medium scale glass sector firms where events typically occur in a non-contrived setting. The data for the study were collected within a particular time period, and there was no subsequent extension of the research contemplated. Therefore, this study was cross-sectional in nature. In this study unit of analysis is individual employees who work in the glass industry, Sri Lanka.

6.3 Methods of Measurement

6.3.1 Method of measuring Generational Differences

The independent variable of the research model was the generational differences. The generational differences of employees who work in the glass industry were measured in terms of three dimensions, as follows:

- Baby Boomers
- Generation X
- Generation Y

The generation group of the employees who belong to it is identified by using only their year of birth, which is included in the demographics factor in the questionnaire. The generation group of the employee can be identified by using different indicators such as age, work style, characteristics, and leadership. But due to time constraint and to maintain accuracy of the findings, in this questionnaire only the first question was used to identify each respondent's generation, since the age factor evidently reflects generation category.

6.3.2 Method of measuring Work Motivation

The dependent variable of the research model was the work motivation of executive-level employees in the glass industry in Sri Lanka. which was measured by an instrument consisting of 13 statements developed based on the WPI scale (The Work Preference Inventory) by Ambile T M et al. (1994).

The work motivation of executive level employees in the glass industry was measured in terms of three dimensions, as discussed in the conceptualization of work motivation as followed in the table.

- Intrinsic Motivation
- Extrinsic Motivation

Work motivation of executive level employees in the glass industry in Sri Lanka was assessed using questionnaires with five-point Likert scale questions designed as shown in table 3. Question statements No 1 to 19 are the scale for positive statements in the questionnaire to measure the work motivation of the respondents.

Table 3: Scale for Positive Statement in Work Motivation

Scale	Point
Strongly Agree (SA)	05
Agree (A)	04
Neither Disagree nor Agree (NDN)	03
Disagree (DA)	02
Strongly Disagree (SD)	01

6.4 Validity and Reliability

The inter-item consistency reliability was examined by following the Cronbach’s Alpha test. Through the analysis, a satisfactory reliability level was achieved, and the test result of Cronbach’s alpha test is given in Table 4.

Table 4: Cronbach’s Alpha Coefficients

	Instrument	Cronbach’s Alpha	No of Items
01	Intrinsic Motivation	.911	08
02	Extrinsic Motivation	.924	10

7. RESULTS

7.1 Frequency distribution analysis

7.1.1 Demographic factors distribution: According to descriptive statistical analysis, there were 7 females and 63 males, which is 90% and 10% of the total, respectively. It made sense that in the manufacturing industry, female labour participation can be seen at a very low level. When it comes to the gender distribution regarding the generational phases, the male respondents in the study were 9 employees in the generation category between 1946 – 1964 (Baby Boomers), and none of the female employees were in the baby boomer generation. The male respondents in the study were mostly involved in the generation category between 1965 – 1980 (Generation X), which included 36 employees, and 4 out of the 40 were female employees. As per the generation category between 1981-2000 years (Generation Y), 3 out of 21 respondents were female employees while 18 out of 21 were male employees.

Table 5: Birth * Gender Cross tabulation

		Gender		Total
		Male	Female	
Birth	Baby boomers (1946-1964)	9	0	9
	Gen “Y” (1965-1980)	36	4	40
	Gen “X” (1981-2000)	18	3	21
	Total	63	7	70

In terms of the job categories, It was reported that the respondents who listed themselves in the Baby Boomer Generation (Age 46-64) were none of the senior managers, three of the managers, and six executive employees. In Generation X, there are 5 senior managers and managers/ assistant managers while 30 employees, out of which 30 are executive employees. It revealed most of the senior managers (out of the 7 senior managers) were under Gen X. Generation Y included 2 senior managers, 7 managers/assistant managers, and 12 executives.

Table 6: Birth * Job Cross Tabulation

		Job			Total
		Senior Manager	Manager/ Ass. Manager	Executive	
Birth	Baby Boomers (1946-1964)	0	3	6	9
	Gen X (1965-1980)	5	5	30	40
	Gen Y (1981-2000)	2	7	12	21
	Total	7	15	48	70

7.2 Correlation Analysis

To test the correlation between the variables, the person’s product movement correlation coefficient was used. It is the most often used parametric correlation measure when dealing with sample information summarizing statistics, which represent the linear relationship between two sets of variables. The Pearson’s correlation can be meaningfully general for variables measured on an interval and ratio scale. The Pearsons "R" indicate the direction of the relationship. The correlation analysis was conducted to investigate any relationships between the following set of variables:

- ❖ Correlation between baby boomers and extrinsic motivation
- ❖ Correlation between X Generation and intrinsic motivation
- ❖ Correlation between Y Generation and extrinsic motivation.

7.3 Hypothesis Testing

The hypothesis is focus to test the relationship between generational differences and work motivation. The hypothesis testing was done with the help of the Pearson’s correlation analysis results were tested using those results. As all hypotheses were concerned with a positive relationship ($H > 0$), two-tailed test was used in the correlation analysis.

H1: There is a positive relationship between baby boomers and the extrinsic motivation of executive level employees in the glass industry, Sri Lanka.

Decision Rule: If the level of significance (P value) is < 0 , the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. If the P value (.000) is less than the level of significance (0.01), we reject H_0 with 99% certainty.

Table 7: Correlation between Baby Boomer and Extrinsic Motivation

Correlations		Extrinsic_motivation	Baby_boomer
Extrinsic_motivation	Pearson Correlation	1	.959**
	Sig. (2-tailed)		.000
	N	70	70
Baby_boomer	Pearson Correlation	.959**	1
	Sig. (2-tailed)	.000	
	N	70	70

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

In order to find whether there is a positive relationship between baby boomers and extrinsic motivation. Analysis (2-tailed test) was done. According to the above table, the Pearson's correlation coefficient (r) between the two variables is 0.959 at a significant level of 0.01, indicating a strong positive relationship between baby boomers and extrinsic motivation. Accordingly, the researcher can reject the null hypothesis while accepting the alternative hypothesis.

H2: There is a positive relationship between “X” Generation and Intrinsic motivation of executive level employees in the glass industry, Sri Lanka.

Table 8: Correlation between Generation “X” and intrinsic Motivation

Correlations		X_Gen	Intrinsic_motivation
X_Gen	Pearson Correlation	1	.417**
	Sig. (2-tailed)		.000
	N	70	70
Intrinsic_motivation	Pearson Correlation	.417**	1
	Sig. (2-tailed)	.000	
	N	70	70

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

In order to find whether there is a positive relationship between "X" generation and intrinsic motivation. Analysis (2-tailed test) was done. According to the above table, the Pearson's correlation coefficient (r) between the two variables is 0.417 at a significant level of 0.05, indicating a positive relationship between "X" generation and intrinsic motivation. Accordingly, the researcher can reject the null hypothesis while accepting the alternative hypothesis.

H3: There is a positive relationship between “Y” Generation and Intrinsic motivation of executive level employees in the glass industry, Sri Lanka

Table 9: Correlation between “Y” Generation and Intrinsic Motivation

Correlations		Intrinsic_motivation	Y_Generation
Intrinsic_motivation	Pearson Correlation	1	.259*
	Sig. (2-tailed)		.030
	N	70	70
Y_Generation	Pearson Correlation	.259*	1
	Sig. (2-tailed)	.030	
	N	70	70

*. Correlation is significant at the 0.05 level (2-tailed).

In order to find whether there is a positive relationship between "Y" generation and intrinsic motivation. Analysis (2-tailed test) was done. According to the above table, the Pearson's correlation coefficient (r) between the above two variables is 0.259 at a significant level of 0.01, indicating a weak positive relationship between the "Y" generation and intrinsic motivation. Accordingly, the researcher can reject the null hypothesis while accepting the alternative hypothesis.

7.4 Discussion on the Relationship between Generational Differences and Work Motivation

This study was designed to investigate the relationship between extrinsic and intrinsic work motivation and generational differences. Three generations were identified as working in the selected organization, which belongs to the glass industry in Sri Lanka. Baby boomers, the "X" generation, and generation "Y" are three generational categories, and the relationships between these three generational groups and extrinsic and intrinsic motivation were found in relation to the glass industry in Sri Lanka.

The first hypothesis addresses the relationship between baby boomers and extrinsic motivation among the executive level employees in the glass industry in Sri Lanka. The correlation between these two variables was 0.959, which is significant at the 0.01 level. This

correlation was found to be a strong positive relationship between baby boomers and extrinsic motivation. This indicates that baby boomers are motivated more by pay and benefits, working conditions, and company policies and administration. These research findings are in line with previous literature (Dent and others' 2011).

The second hypothesis tries to find out the relationship between generation "X" and intrinsic motivation. The findings indicate that the relationship is statistically significant as the correlation was 0.417. It revealed that there is a positive relationship between X generation employees and intrinsic motivation among executive level employees in the glass industry in Sri Lanka. According to the behavior of two variables, X generation employees are positively related to achievements, recognition, and promotions. The same research findings were revealed in past literature regarding generation X and intrinsic motivation (Krahn and Galambos 2014). Then concerned about the generation "Y" and intrinsic motivation at work. It was found that there is a weak positive relationship between "Y" generation employees and intrinsic motivation. The correlation was 0.259, which revealed the relationship is statistically significant as the correlation was significant at the 0.05 level. (Assig is 0.030, which is less than 0.050). Thus, it can be statistically claimed that there is a positive relationship between these two variables: generation "Y" and intrinsic motivation, but not much more than generation "X". Past literature has also shown that generation Y respondents have less satisfaction with intrinsic motivation compared to those in generation X (Yusoff et al., 2013).

As indicated by empirical data, the correlation between all these variables is positive. It means that it means

- ❖ Baby boomers in the executive level category are highly motivated by extrinsic motivation factors.
- ❖ Both "X" and "Y" generation employees in the executive level category are positively motivated by the intrinsic motivation factors. But "Y" generation employees are somewhat less motivated by intrinsic motivation factors compared to "X" generation employees.

While going through the previous research, one could get the same indication. For example, Krahn and Galambos carried out another research related to generational differences and motivation. They state that Gen X appears to be primarily intrinsically, not extrinsically motivated. They also point out that Gen Y is somewhat more intrinsically motivated (Krahn and Galambos 2014, Pp.94-95).

7.5 Recommendations, Implications, and Further Studies

The study was carried out with the purpose of inspecting the relationship between generational differences and work motivation of the executive employees in the glass industry in Sri Lanka.

The tested model takes generational differences as an independent variable while work motivation is a dependent variable.

Information gained from this study can assist managers and leaders, especially human resource managers, to have a better understanding of their organizations' workforce and their motivational orientations or preferences.

Tensions increase while job satisfaction and productivity decrease when managers and co-workers do not understand the differences each generation brings to the workplace. The study has helped to provide insight regarding how generational age differences relate to workplace motivation. It has led to the enhancement of the development of effective motivational strategies to utilize the full employee's potential for improved productivity and quality in the glass industry in Sri Lanka. The development of effective motivational policies will also improve employees' overall job satisfaction, resulting in improved health and quality of life for the employees.

Understanding the generational differences in the sources of motivation provides perhaps the most realistic means for organizations to adapt practices and policies that can impact employee engagement.

Identifying and addressing the motivational needs of each generation will allow organizations to retain employees within the organization. The work force consists of multigenerational employees, which will have advantages for the organization.

The need to engage Baby Boomers is critical for organizations. These generations possess a vast experience and knowledge that organizations need to retain. Baby Boomers were higher in goal internalization than Generation X or Y.

According to Eyerman and Turner (1998), generation X and generation Y represent our future leadership and, in some cases, our current leaders (Eyerman, R. & Turner, B. S. 1998, pp.91-96). As a result, it is critical to retain and develop generation X and Y employees within the organization.

This study measured the generational differences only using the year of birth of the employees. There is a possibility to measure generational differences by using characteristics of each one, specifically the most preferred communication method, work style, leadership style, and attitude towards work-family balance. There has been much discussion as to the conceptual distinctiveness of these three generations. Therefore, future research should examine other unique workplace needs and demands of each generation, and those generational differences should be reflected in the research results.

The generalizability of our results is limited by the response rate and the sample being focused only on executive level employees in the glass industry in Sri Lanka. These generalizability issues, while valid, are offset by the value added from the use of a different sample in an area experiencing working with diverse generations together.

The present study needs to be replicated in other employee categories in the same industry and other industries in Sri Lanka. Since this study was based on the employees in the manufacturing sector, the researcher would like to suggest conducting the research for service sector employees as well. Future research should expand to include other occupations or industries.

While the present study may have assumed a direct impact of generational differences on work motivation considered in this study, the impact may in fact be indirect or moderated by contextual factors. Hence, further research may be needed to consider potential moderators of the impact on work motivation. More research is also needed to identify generational differences in some more work environment preferences and values that are not limited to work motivation.

8. REFERENCES

- [1] Acar A B 2014, "Do Intrinsic and Extrinsic Motivation Factors Differ for Generation X and Generation Y?", *International Journal of Business and Social Science*, Vol. 5, No. 5.
- [2] Adan A A, Ali A A & Ali A Y S 2013, "Working Conditions and Employees' Productivity in Manufacturing Companies in Sub-Saharan African Context" *Educational Research International*, vol.2 No 2.
- [3] Akwuole P C 2017, "Generational Age Differences and Employee Motivation in the Public Sector", *Walden University Scholar Works*.
- [4] Cho Y J & Perry J L 2011, "Intrinsic Motivation and Employee Attitudes", *Review of Public Personnel Administration*, Pp.382–406
- [5] Deci E L & Ryan R M 2010, "Intrinsic Motivation", *The Corsini Encyclopedia of Psychology*. Pp1.201-256
- [6] Deci E L, Ryan, Richard, M 2000, "Intrinsic and Extrinsic Motivation: Classic Definitions and New Directions", *Contemporary Educational Psychology*, pp.54-67
- [7] Eyerman R & Turner B S 1998, "Outline of a theory of generations", *European*
- [8] Kanfer R, Chen G & Pritchard R 2008, *Work motivation: Past, present, and Future*, New York: Routledge, Taylor & Francis Group.
- [9] Kian T S & Yusoff W F 2014, "Motivational and Promotion Opportunities of Academic Citizens towards Open Innovation: Proposed Model", *4th world Congress on Technical and Vocational Education and Training, 5th-6th November 2014, Malaysia*. Pp 31
- [10] Krahn J H & Galambos N L 2014, "Work values and beliefs of Generation X' and Generation Y", *Journal of Youth Studies*, 17, PP 92-112.
- [11] Kupperschmidt B 2000, "Multigeneration Employees: Strategies for Effective Management", *The Health Care Manager*, Vol. 19, Pp 65-76.
- [12] Leavitt R 2014, "Generational Differences in Work Motivation of Healthcare Workers", *Agricultural Leadership, Education & Communication Department*.
- [13] Legault L 2016, "Intrinsic and Extrinsic Motivation", *Clarkson university*, Potsdam, NY, USA.
- [14] Malhotra N & Dash S 2012, "*Research design: An Applied Orientation (6th edition)*", s.l.:Pearson, Pp.77-96
- [15] Pinder C 1998, "Work Motivation in Organizational Behavior", *PrenticeHall*, Upper Saddle River, NJ.
- [16] Reiss S 2012, "Intrinsic and Extrinsic Motivation", *Teaching of Psychology*, 39(2), 152–156.
- [17] Robbins S P 1996, *Organizational behavior: concepts, controversies, and applications*, 6th ed., Prentice Hall, NJ.
- [18] Schroer J W 2008, "Generations X, Y, Z and the Others", *The Journal of the Household Goods Forwarders Association of America*, Vol.XL, pp. 9-11.
- [19] Sekaran U 2010, "*Research Methods for Business*", 5th edition ed. Delhi: John Wiley and Sons, Ltd.
- [20] Wong M, Gardiner E & Lang W Coulon, L 2008, "Generational differences in Personality and motivation: Do they exist and what are the implications for the workplace?", *Journal of Managerial Psychology*, Vol. 23 Issue: 8, pp.878-890.