

RESEARCH ON THE VARIATION IN THE EMPLOYEES' WORK MOTIVATION, DEPENDING ON THE BIO-PSYCHO-SOCIAL DEVELOPMENT STAGE

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The purpose of this paper is to investigate whether there are differences between the work motivation of young people and adults. For the processing of the data we used the computer software SPSS Statistics 23. For conducting the research we used the T test for two independent samples. For collecting data for this variable on the interval - report Scale, we built a questionnaire regarding motivation at work. It had as basis the motivational theories based on the study of needs, respectively the ERG theory (Existence, Relatedness, Growth) proposed by Alderfer (1972). The main results of the research consist of providing a scientific tool, based on which we can identify the degree of work motivation within the organisation. Another important outcome of this research highlights the fact that there are major differences in terms of the employees' motivation, depending on the age group they belong to, respectively youth or adulthood.

1. INTRODUCTION

The main **purpose** of this paper is to analyse, based on a questionnaire that we propose as an analysis tool, if there are differences in the work motivation of young people and that of the adults. Based on the instrument that we propose, we can establish the company-wide employees' motivation. We have customised this study for a company in the automotive car industry, from Argeş, County, Romania.

For the creation of the questionnaire we have investigated the major theories of work motivation, internationally, starting with the precursors of this concept until today. We also have analysed the main motivation scales. For example, the MWMS improves over similar work motivation scales in several ways. First, evidence for its factorial validity exists for seven languages across nine different country samples (Gagné, M. et al., 2015, pp. 178 - 196).

Although in the literature there are scales that measure motivation, in the most various fields: sports, art, the academic field (Grolnick & Ryan, 1987; Guay, Vallerand, & Blanchard, 2000; Pelletier et al., 1995; Ryan & Connell, 1989; Vallerand et al., 1992), the instrument that we propose in this article brings as novelty the fact that it is built based on a fundamental theory, very well-known and scientifically validated, namely the ERG theory (Existence, Relatedness, Growth) proposed by Alderfer (1972). Furthermore, the scale we propose does not lose sight of any of the human needs, namely, the existential needs, those of relationships and those of growth and development, being at the same time synthetic, well-structured, but also comprehensive.

For the work domain, Blais, Brière, Lachance, Riddle, and Vallerand (1993) published the first SDT-based work motivation measure in French but there was a problem: internal reliability problems with the external regulation subscale (Cronbach's alphas in the .50s).

As such, the objectives included in the purpose of this paper are:

O1: to build a tool to measure the level of employee motivation within companies

O2: to apply the tool and get meaningful results, to identify whether there are differences between the work motivation of young people and that of the adults

Based on the preliminary documentation regarding the economic - financial activity of the firm, we came to the conclusion that the organisation subject to our analysis is economically efficient, something reflected in the financial records. As such, we wanted to analyse whether the employee motivation is a factor that led to the overall effectiveness of the organisation, respectively whether the employee motivation is superior.

We also want to investigate whether work motivation varies depending on the person's bio-psycho-social development stage.

According to the theories of the psychology of teenager, adult and elderly people, the structuring on years and framing into one of the two categories is as follows: youth, as a self-contained stage is placed between 25-35 years old, a perspective to which accede more Romanian psychologists, which can be found in the British specialized magazines (Crețu, 2009). With respect to the adult stage, in the European literature, this stage is usually between 35 and 65 years. Since it is the longest stage and because it involves a series of biological and psychological changes, it was necessary that this issue be studied in three distinct sub-stages, namely: the young adult (35-44 years and 11 months old), the average adult (45-54 years and 11 months old) and the late adult (55-65 years old) (Cicarelli & White, 2016). In this article, we have studied the people belonging to the 1st and 2nd sub-stages, respectively young and average adults since the retirement age of women in the Romanian system is less than 65 years old and our research includes both women and men. We wanted therefore to respect the principle of non-discrimination by gender when we selected the research subjects.

Because there are researchers who demonstrate the progress in the field of personality, while others tend to emphasise the decline of the physical and mental abilities, in this paper we wanted to investigate whether there are differences in terms of motivation at work, differences arising from belonging to one of the two stages: young or adult.

Thus, there are theories arguing that within the adult stage there is a balance between what is preserved and what begins to decline (Buhler, 2001), or that the psychic construction continues (Pillemer & White, 2005, p. 71). On the other hand, other authors consider that starting with the adult age the declines begin, even if they are relatively mild (Stern, 1938).

The literature highlights two types of motivation theories, starting from the fact that motivation involves, on the one hand, needs - tensions and, on the other hand, actions - behaviours, namely: theories based on the study of needs and theories based on the study of behaviours. The most common from the category of the motivation theories based on the study of needs are: Maslow's theory, Herzberg's theory, ERG theory and X and Y theory (Bogathy, 2004, p. 219).

The theory of the Hierarchy of Needs or the pyramid of needs includes two categories of elements: human needs classified into five categories in the first version of the theory in 1943, respectively seven categories in the latest version of 1954 and the principle of their classification (Maslow, 1943, pp. 370 - 396).

Herzberg's theory contributes to the strategy of "activity enrichment". Its merit is that it introduces the employee's responsibility for the work, thus supporting his/her interest in his/her work (Kermally, 2009, p.71).

X Theory and Y Theory was developed by *Douglas McGregor* in his book "The Human Side of Enterprise" published in 1960. The theory does not envisage an analysis of the human needs, but it establishes a set of assumptions that highlights the attitudes and beliefs of the management regarding the employee behaviour (McGregor, 1960).

A development of the approach based on the individual needs was proposed by Alderfer (1972) through the ERG theory (Existence, Relatedness, Growth), which distinguishes only three levels of them:

- livelihood-related needs – regarding survival (safety at work, working hours, adequate wages to maintain the purchasing power).
- relational needs - concerning the social needs that can be satisfied through good relationships with family, peers, superiors.
- development needs – they do not relate to the physical development, but to the personality development (creative needs, the need for self-improvement, the need to learn new skills, the need for self-esteem).

Alderfer suggests that the needs of different levels can operate simultaneously without a certain progression from one to the other.

Alderfer's contribution to the understanding of motivation is represented by the difference between the ERG theory and the hierarchy of needs. First, regarding the latter, the ERG theory does not presuppose that a need of a lower rank must be satisfied before a less tangible need becomes operational. As such, we chose for the creation of our questionnaire regarding the employees' work motivation, **the ERG theory (Existence, Relatedness, Growth) proposed by Alderfer (1972).**

Due to being closely associated to individual motivation, satisfaction with organisational support is considered, in the literature, as one of the chief explanatory variables of retention (Taplin & Winterton, 2007) and dissatisfaction with the organisational support is presented as one of the most significant antecedents of repatriates' turnover (Harzing & Christensen, 2004).

According to Black et al. (1991), the demotivation and consequently dissatisfaction results from the strong differences between the work performed. This disparity of professional experience of employees leads authors of empirical studies (e.g., Black et al., 1991, Lee & Liu, 2007) to explain the dissatisfaction of employees through the organisational support, as a result of restricted career opportunities, i.e., preceding organisational factors. Previous studies, for instance, have indicated that compensation systems influence the quality of the people who apply and stay with the organisation and the level of employee motivation and performance (Dineen & Williamson, 2012; Yang & Hung, 2016; Shaw & Gupta, 2007).

Other studies have been fundamental in order to explain the effects of satisfaction with organisational support in the employees' retention. For instance, the results obtained from same authors (e.g. Sánchez *et al.*, 2008) have attempted to measure the satisfaction level of 124 Spanish employees with the organisational support. The authors analysed the effects of satisfaction on turnover intentions. They have concluded that satisfaction towards the organisational support reduces turnover intentions and it is directly connected with organisational factors (*i.e.* organisational practices to support employees, such as support in career management, changes in benefit packages, training and

satisfaction with work expectations). Based on Lazarova and Cerdin's (2007) work, Stahl *et al.* (2009) underline the importance to understand the employees' satisfaction level, namely the satisfaction towards management practices such as career development and long-term development opportunities within the company, compared to external opportunities.

Sánchez *et al.* (2008) obtained results which confirm that the lack of policy transparency and human resource practices create high dissatisfaction amongst employees, accompanied by a high procedural ambiguity.

Previous results (e.g., Black *et al.*, 1991, Sánchez *et al.*, 2008) show that employees whose expectations were fulfilled are the ones to feel more satisfied and express lower turnover intentions. However, they cannot feel motivated to share knowledge and skills acquired (Lazarova & Caligiuri, 2001, Paik *et al.*, 2002, Lazarova & Tarique, 2005, Sánchez *et al.*, 2007, Welch *et al.*, 2009).

As Pate and Scullion (2010) have concluded, in spite of the broken organizational promises, it is possible that many employees are dependent on their employer. This explains the reason why some employees remain in the organization even after the breach of a psychological contract has occurred, that is to say, after both (organisation / employee) have experienced changes in their expectations.

It has been pointed out in literature (e.g., Harvey & Novicevic, 2006; Tung, 1998) that satisfaction with organisational support is an essential predictor of employees' retention. Instrumental commitment (Meyer & Allen, 1991) seems to legitimize the overlap of job security with the satisfaction towards the intra-organisational career management and leadership relationships. The results suggest that changes in work conditions (e.g., increased unemployment and reduced job security) and organisational management models (e.g., restructuring and leadership role) seem to contribute to a better understanding of the adversities that lead many of the employees to remain in the organisation even if they are dissatisfied with the organisational support. These employees stay in the organisation not because they wish to do so, but because they need to (Meyer *et al.*, 1993).

A multiplicity of studies conducted in other organizational and culturally different contexts (e.g., Meyer & Allen, 1991) in which senior workers, particularly older and female workers, recognize that the costs of abandoning the company appear to be higher than those of staying on the job, even though they feel dissatisfied with the organizational support they were subject to. Hence, there is ground to believe that the contribution of HRM practices tends to be moderated by the employees' organizational commitment.

2. SCIENTIFIC RESEARCH METHODOLOGY

To achieve the goal of the work, we built a questionnaire consisting of 20 items that assess the employees' motivation at work, which was applied to the 60 subjects.

The operator gave a brief training to the respondents to prevent some errors during the filling in.

The subjects were interviewed one by one in the room where they were told that they had to read and fill in, most honestly, the questionnaire, ensuring them that their responses would remain confidential and that, if they wish, they could receive the final results of the research. They were also explained that the instrument had a didactic purpose, being used in a scientific research.

Procedure for creating the instrument

In order to create the tool we have documented on the main theories of work motivation, which we have previously synthesised. We chose as a methodological benchmark, for drafting the questionnaire on the employees' work motivation, the ERG theory (Existence, Relatedness, Growth) proposed by Alderfer (1972).

The questionnaire factors are:

1. *Motivation determined by the existence needs, namely the physiological and safety needs:* they materialise, for the employees, in: job security, social benefits, safe working environment, good working conditions (temperature, lighting, noise, ventilation, plumbing), work schedule, financial incentives (salary, bonuses, prize system).
2. *Motivation determined by the needs of networking, of belonging:* the existence of friendly, harmonious relations with the superiors, peers or subordinates, business partners, members of other social groups, etc., the feeling of being a member of the team, involvement in social and sports activities together with colleagues and superiors.
3. *Motivation determined by the needs related to development, respectively self-actualisation needs and esteem needs:* satisfying the individual's need to self-appreciation and esteem, to be proud of what he/she is and does, to feel strong, competitive, independent of the others, but also satisfying the need to be respected and upheld by the others, to have prestige, a good reputation, a high social status, to be appreciated, recognized. Meeting these needs may materialise in: the delegation of tasks involving challenges and risks, the existence of professional development opportunities, promotion on merit, visibility of the employee's performance in the company's internal means of information, recognition of performance, of contribution and effort, responsibility and control, the attractiveness of the work performed, career development.

Subsequently, we developed the 20 survey items that are grouped on the three factors, namely:

- a) motivation generated by the needs of existence (financial and security), items (1, 2, 3, 8, 10, 15);

- b) organisational climate, networking and membership-related needs, items (6, 9, 11, 12, 14);
- c) motivation for development and self-actualisation, items (4, 5, 7, 13, 16, 17, 18, 19, 20).

The 20 survey items, made on a Likert scale from 1 to 5, where 1 – is total disagreement, 2 – is disagreement, 3 – indifferent, 4 – agreement and 5 – is total agreement, are the following: *Money (salary) generates loyalty to the company; Facilities and work tools are of a high level; The salary I receive is equal to the work I do; In the company where I work there are promotion opportunities; In the company where I work my merits are publicly recognized; My professional success is highlighted in front of my colleagues by organising parties or other events; The company invests in my training and in my professional development; I am more efficient, according to my salary level; The stress level at my workplace is high; There is a well established programme of cash incentives; Communication with colleagues on the same hierarchical level is good; The presence of conflicts in the company is a problem; My hierarchical superiors take into account my opinion; I can count on the support of my team colleagues; I am satisfied with the wages I receive; The activity I perform fulfils me professionally; My skills are consistent with the requirements of the job I have; I like the work I perform; The duties and responsibilities of my job help strengthen my self-esteem; The values of the company where I work are also my personal values.*

The questionnaire was applied to 60 subjects, men and women, from the company under review, the total number of the employees being 317. The survey involved both women and men, as follows: 30 subjects falling into the age group: 25-34 years and 11 months old, thus young people, and 30 people between 35 and 55 years old, namely adult people.

In order for the test to be credible and because the users of the test must be sure they can trust the scores they obtain, for the instrument we propose for analysing the work motivation we calculated the reliability of the scores using the internal consistency analysis method. As such, we calculated the alpha Cronbach coefficient of internal consistency (α).

For conducting the research, the participants were asked to fill in using a Likert scale from 1 to 5, the degree to which they agree or disagree with some statements referring to the organisation in which they work. The respondents' responses were centralised and processed using the computer software SPSS Statistics 23.

To perform the research we used the T test for two independent samples (Independent-Samples T Test) (Vasile, 2016, pp.224). We have two variables: the (young adult) stage, which is measured on the nominal dichotomous categorical scale. It is the grouping variable, so called because the groups were established based on it. Thus, the stage is the independent variable, also called factor. The second variable is the work motivation which is measured on the interval report scale and it is the dependent variable.

Our research hypotheses are:

H₁: Young people differ from adults in terms of motivation at work

H₀: There is no difference between the work motivation of young people and that of adults

We recorded data from a total number of 30 young people and 30 adults from the same company. The young people included in the sample are part of the young population within the company (μ_1), and the adults sampled are part of the adult population within the company (μ_2).

As such, in a formalised way, the research hypotheses become:

H₁: ($\mu_1 - \mu_2$) \neq 0

H₀: ($\mu_1 - \mu_2$) = 0

We want to test the null hypothesis with the T test for two independent samples for a critical threshold of probability $\alpha = 0.05$ bilateral, so the level of trust and therefore the probability of guarantee of the results will be 95% (confidence interval). As such, we checked the conditions of applying the T test for two independent samples, respectively: the objective of comparing two groups; the groups are independent; the numerical dependent variable; the independent variable with two categories; the samples volumes are comparable; the numeric variable is distributed almost normally at each group level – a condition which is less restrictive when working with large enough samples, at least 30 people and we have also checked if the variances are approximately equal to the groups compared. All these conditions being met, we applied the test, we analysed the data and interpreted the research results.

3. ANALYSIS OF THE DATA AND INTERPRETATION OF THE RESULTS

The calculation of the fidelity test that we propose has allowed us to identify the assessment accuracy of the questionnaire. As such, using the SPSS software, we calculated the Cronbach alpha consistency coefficient for each of the three factors of the work motivation assessment tool, namely: for the *Motivation driven by the needs of existence, namely the physiological and safety needs*; for the *Motivation driven by the networking, belonging needs*; and for the *Motivation driven by the needs of development, respectively the self-actualisation needs and esteem needs*.

For each factor, the Cronbach alpha index ranged around the value of 0.70, which indicates a good consistency of the items, being known that for a test to be consistent the Cronbach alpha value cannot be less than 0.60. For the first factor, the Cronbach alpha index recorded the value of 0.71, for the second factor, 0.70, and for the third factor 0.68.

Subsequently, for each of the 60 subjects, we calculated an average global score based on the individual scores obtained for each of the 20 items. These scores were used in setting up the database related to the T test for two independent samples.

The descriptive statistics allowed us to test the application conditions of the use of the test.

Table no. 1 Descriptive statistics of the two samples.

Descriptives					
	Adult stage or Young stage		Statistic	Std. Error	
Work motivation	young	Mean		4.2450	.03786
		95% Confidence Interval for Mean	Lower Bound	4.1676	
			Upper Bound	4.3224	
		5% Trimmed Mean		4.2333	
		Median		4.2000	
		Variance		.043	
		Std. Deviation		.20734	
		Minimum		3.95	
		Maximum		4.80	
		Range		.85	
		Interquartile Range		.35	
		Skewness		.775	.427
	Kurtosis		.164	.833	
	adult	Mean		4.3533	.05301
		95% Confidence Interval for Mean	Lower Bound	4.2449	
			Upper Bound	4.4617	
		5% Trimmed Mean		4.3778	
		Median		4.4000	
		Variance		.084	
		Std. Deviation		.29034	
		Minimum		3.45	
		Maximum		4.80	
Range		1.35			
Interquartile Range		.26			
Skewness		-1.561	.427		
Kurtosis		3.192	.833		

Source: own elaboration.

As we can see from the table, the variances of the two groups are roughly equal, respectively 0.043 in the case of the young people group and 0.084 for the adult group.

Analyzing the Skewness coefficient, we can evaluate the asymmetry of the two groups. We notice that, in the case of the youth group, the Skewness coefficient has values between [-1; +1], which means that we have a roughly symmetrical distribution. In the second case, namely the adults' group, we recorded a slightly lower value as compared to the lower limit of the interval, respectively - 1.56. However, it is within the [-3; +3] interval outside which we speak about asymmetric distributions (Vasile, 2016, pp. 130).

Given the fact that the SKEWNESS coefficient takes positive values for the positive asymmetry, respectively negative values for the negative asymmetry, we notice that in the young people's group there is a positive distribution, which means that most values of work motivation are low, and in the case of adults there is a negative distribution, which means that most extreme values in work motivation are high.

According to the vaulting aspect, analysed based on the Kurtosis coefficient, we see, in the case of the youth group, a leptokurtic, sharp distribution ($K > 1$), and in the case of the adult group, a platikurtic, flattened distribution ($K < 0$).

In order to see whether the mean of the two groups is a representative indicator for the two distributions, namely if the distributions are homogeneous, we calculated the coefficient of variation (C_v), as ratio between the standard deviation and the mean (Vasile, 2016, pp. 127).

$C_v = s/m * 100$, where

s = Std. Deviation

m = Mean

We obtained the following values:

- for the young people's group: $C_v = 0.20/4.24 * 100$; $C_v = 4.71\%$
- for the adults' group: $C_v = 0.29/4.35 * 100$; $C_v = 6.67\%$

We notice that in both cases the coefficient of variation is less than 15%, which means that the distributions are homogeneous, and the mean is a representative indicator. As such, we analysed the means in terms of work motivation, both in the youth sample and in the adults' sample.

The means obtained by the two groups analysed, respectively 4.24 for the youth and 4.35 for the adults, place work motivation, within the company analysed, at a higher level. This was also assumed by us at the beginning of the survey, starting from the economic efficiency of the company as reflected in the economic-financial records and by knowing that in the organisations where work motivation is at a higher level, superior performance is obtained too.

The approximately symmetrical distribution, for each of the two samples analysed and the extreme values can also be noticed based on the STEAM and LEAF graphs and the BOXPLOT chart, shown below.

Graph 1: Work motivation for young stage, STEAM AND LEAF PLOTS

Work motivation Stem-and-Leaf Plot for
stage= young

Frequency Stem & Leaf

1.00	39 . 5
7.00	40 . 0055555
5.00	41 . 00055
6.00	42 . 000555
2.00	43 . 05
5.00	44 . 00055
2.00	45 . 05
1.00	46 . 0
.00	47 .
1.00	48 . 0

Stem width: .10

Each leaf: 1 case(s)

Source: own elaboration.

Graph 2 : Work motivation for adult stage, STEAM AND LEAF PLOTS

Work motivation Stem-and-Leaf Plot for
stage= adult

Frequency Stem & Leaf

2.00	Extremes (= < 3.60)
2.00	40 . 05
1.00	41 . 0
2.00	42 . 05
6.00	43 . 000555
7.00	44 . 0005555
6.00	45 . 005555
2.00	46 . 55
1.00	47 . 0
1.00	48 . 0

Stem width: .10

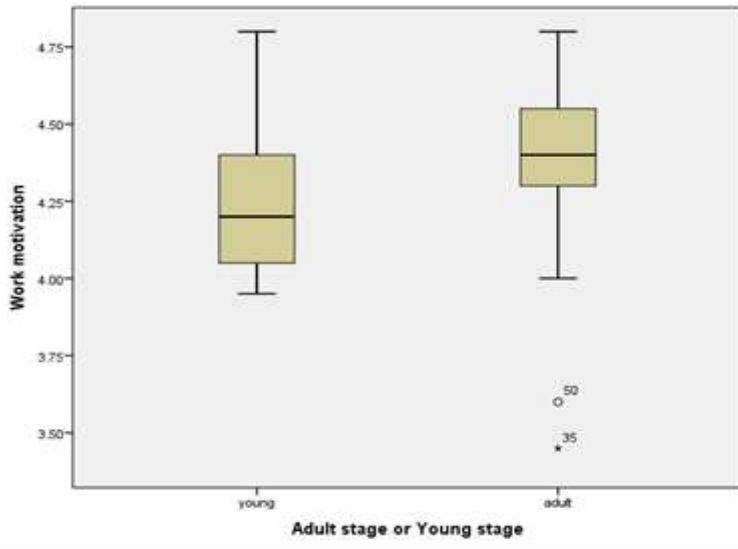
Each leaf: 1 case(s)

Source: own elaboration.

These two STEAM AND LEAF graphs consist of numbers. If we rotate them mentally, we get the histogram. We can see, based on them, the extreme values of work motivation and we can recompose the individual values (Vasile, 2016, pp. 108).

We notice that in the adults' group, there are two extremes, namely two people who obtained the lowest scores of motivation at work, scores lower than 3.6.

Graph 3: Work motivation, BOXPLOT



Source: own elaboration.

Based on the BOXPLOT chart we can see that the numerical variable work motivation is approximately normally distributed in each group. We can also notice a slightly negative asymmetry for the young people's group. We also notice the minimum value of the distributions, represented by the outliers, as well as the extreme values, respectively the subjects with the identification number 35 and 50, both of the young people's group, and the 50th percentile, that is the value below which 50% of the distribution values fit, within the young people's group this value being in the 4.00 – 4.25 interval, and in the adults' group, between 4.25 – 4.50.

All these descriptive statistics enabled us to move on to the following stage, namely to the proper testing of the hypotheses, namely to identify whether there are differences in the work motivation of young people and of the adults.

As such, we established the criteria for the statistical decision for $\alpha=0.05$, thus the ensuring of the results is covered up to 95%.

Levene's test for the equality of the variances allowed us to take the statistical decision, respectively to prove the hypothesis of this research. This test is based on the F distribution, having an F score displayed and its associated probability (Sig.) The null hypothesis (H_0) for this test is that the variances are equal. The statistical decision for this test is taken by comparing Sig with α (Vasile, 2016, pp. 235).

Independent Samples T Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Work motivation	Equal variances assumed	.525	.472	-1.663	58	.102	-.10833	.06514	-.23872	.02206
	Equal variances not assumed			-1.663	52.474	.102	-.10833	.06514	-.23901	.02235

Source: own elaboration.

In our case, $\text{Sig} = 0.472$ and $\alpha = 0.05$, so $\text{Sig} > \alpha$, it follows that H_0 is accepted, thus the variances are equal. As such, we continue to read on the first line. Thus, we compare $\text{Sig} = 0.10$ with $\alpha = 0.05$. It follows that $\text{Sig} > \alpha$, so we accept the null hypothesis and we reject the research hypothesis.

Therefore, we have demonstrated that there is no difference between work motivation of young people and adults.

Given that the difference between the means would have been different if we had changed the component elements of the samples, we challenged ourselves to estimate the real difference, in terms of population level, thus, within the entire company analysed, between the means compared.

Applying the T test for two independent samples allows us to do this as well. Thus, we notice that, with a probability of 95%, the real difference between the means compared is between the lower limit – 0.32 and the upper limit +0.02. This range is relatively tight, indicating high precision of the estimate.

To estimate the size of the effect, we chose to calculate the eta square (η^2) index, using the following formula:

$$\eta^2 = t^2 / (t^2 + \text{d.f.}),$$

where $t = t$ calculated, and d.f. represents the degrees of freedom, calculated using the formula:

$$\text{d.f.} = N_1 + N_2 - 2, \text{ where } N \text{ represents the size of the sample.}$$

By replacing the values in the calculation formula, we get

$$\eta^2 = 2,75 / (2,75 + 58); \eta^2 = 0,04$$

$$\eta^2 = t^2 / (t^2 + \text{d.f.})$$

The value obtained by us (0.04) indicates a small to medium effect, namely a relatively small difference between the means compared.

4. CONCLUSIONS AND FINAL ASSESSMENTS

In conclusion, given the fact that one of the strategic resources of any organisation is the human capital and its knowledge-intensive development, and organisations want motivated people, in this paper we wanted to investigate whether there are differences between the work motivation according to the stage of the bio-psycho-social development of the employees, respectively between young people and adults.

Therefore, to meet the purpose of the paper, we conducted an analysis of the most important theories of work motivation, starting from the precursors of this concept and reaching nowadays. Based on the ERG theory (Existence, Relatedness, Growth), we built a research tool for work motivation. The content validity of the instrument was performed in the group of experts, and the reliability was performed by analysing the internal consistency of the factors. For the data processing we used the computer software SPSS Statistics 23. For conducting the research we used the T test for two independent samples (Independent-Samples T Test), which allowed us to reach the conclusion that: we compared a group of young people with a group of adults, in terms of work motivation. By analysing the data, using the T test for two independent samples, we found that the work motivation mean of the young people's group is 4.24 ($N=30$, $s=0.20$), slightly lower than the work motivation mean of the adults' group, 4.35 ($N=30$, $s=0.29$), the difference between the means for the entire population, in our case, within the entire company is relatively small (the value of η^2 indicating a small towards a medium effect) and statistically insignificant

($t_{\text{calculated}}=1.66$, d.f.=58, Sig=0.10> $\alpha=0.05$). The confidence interval for the difference between the means at population level ranges from the lower limit of (-0.23) and the upper limit of (+0.02). Our estimate is accurate because the confidence interval for the difference between the means is a tight one.

Therefore, our research highlights that there are no differences in terms of work motivation, between young people and adults. One possible scientific explanation for this phenomenon may result from the compensation principle according to which, although after a certain age, especially after 45 years old there may occur some functional decreases of the autonomic nervous system, a slight decrease of the physical force, some slow declines of the sensory modalities, these changes tend to be offset by psychological factors, especially under the influence of professional requirements, particularly in the case of complex cognitive processes.

Study limitations and suggestions for future research

There are some limitations in this study that need to be acknowledged. First, the study has an exclusive focus in just one organisation in only one country. Multi-country data would allow examining differences in work motivation fit across societal cultures. In addition, this study focused solely in differences in the work motivation of young people and that of the adults. Future studies could explore how work motivation could be influenced by other variables, for instance seniority, position, type of contractual relationship, business activity sector, education, kind of rewards (monetary and not monetary), or others human resource practices. For example, if the perception of professional status might be expected to have a stronger impact in the motivation work or in the satisfaction of employees or in the willingness to remain within the organisation. Other future research should be to explore differences among family and non-family organisations in terms of work motivation levels of employees. Furthermore, future research would have incorporated others human resource management practices related with employees' motivation work, namely, training and development, and career management. In future, researchers might explore whether there is differentiated work motivation level of employees from different organisations size and management models and country of company headquarters, and explore whether the work motivation of employees has differences among different organisations characteristics. It also should be explored how organisations are developing theirs strategies to manage and develop their employees' motivation work; how organisations identify the employees' work motivation level; and what strategies organisations are developing when their employees are unmotivated with the work and the organisation.

Despite their relevance, these findings should be read with caution because the data represents just employees' work motivation from one company. This fact is the main limitation of this study, however, this study represents an important first step in understanding work motivation issue within the organisation studied.

In conclusion, the main contribution of this research is related to the information obtained could be important especially for HR managers and members of motivation committees who are responsible for designing practices to management and to develop the motivation of their employees.

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