Adapting Motivational Strategies for Generation Z: Integrating Intrinsic and Extrinsic Factors

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Abstract: TThis article conducts a systematic literature review to explore the evolution of motivational strategies in response to the emerging workforce dynamics, particularly with the integration of Generation Z into the global labor market. It examines how intrinsic and extrinsic motivational factors are perceived across different generational cohorts, with a focus on the unique attributes and expectations of Generation Z. The study highlights the necessity of adapting workplace motivational practices to accommodate generational differences and the increasing importance of flexibility, technological proficiency, and meaningful work in motivation strategies. It also discusses the influence of cultural and individual diversity on motivation, emphasizing the need for personalized approaches to enhance job satisfaction and retention. Through a comprehensive review of current literature, this article provides insights into effective motivational strategies that are responsive to the diverse needs of a multi-generational and culturally varied workforce, suggesting a paradigm shift in how organizations motivate their increasingly diverse employees.

Introduction

In the ever-evolving landscape of the global workforce, understanding and enhancing employee motivation remains a pivotal challenge for organizations aiming to thrive in a competitive market. The study of employee motivation is critical because it directly impacts productivity, job satisfaction, employee retention, and overall organizational success. As workplaces become increasingly diverse and multi-generational, with a rapid infusion of technological advancements, the traditional motivational strategies that once proved effective are being called into question. While generation Y comprises students and fresh and already experienced employees and entrepreneurs, this is particularly pertinent with the rise of Generation Z—the latest cohort entering the workforce, bringing with it new values, expectations, and work styles that differ significantly from previous generations. (Ionescu et.al, 2023)

The importance of adapting motivational strategies to fit the unique needs of different generational cohorts cannot be overstated. Each generation—Baby Boomers, Generation X, Millennials, and Generation Z—brings distinct characteristics and preferences that influence how they respond to various motivational factors. For instance, while older generations might value job security and structured work environments, younger generations, like Millennials and Generation Z, often prioritize flexibility, meaningful work, and a strong alignment between their personal values and those of their employer.

Moreover, the globalization of business has introduced further complexity with cultural variations that influence motivational strategies. What motivates employees in one cultural context may not be as effective in another, necessitating a more nuanced and culturally aware approach to motivation in international and diverse workplaces.

Given these dynamics, this article aims to explore how intrinsic and extrinsic motivational factors can be integrated to cater to a diverse workforce, with a particular focus on Generation Z. By systematically reviewing the literature on motivational theories and their applications across different cultural and generational contexts, this study synthesizes insights into effective strategies that can lead to higher job satisfaction and retention rates.

The significance of this research lies in its potential to guide leaders, human resource managers, and policymakers in developing more effective motivational practices that not only boost individual and organizational performance but also foster an engaging and satisfying work environment for all employees, irrespective of their generational or cultural background.

Literature review

The concept of motivation

The term "motivation" derives etymologically from the Latin word "movere", which means "to move". As defined in the field of psychology, motivation is "the dynamic combination of factors influencing an individual's behavior" (Larousse, 2000). Research by neurophysiologists like K.S. Lashley and ethologists such as K. Lorentz and N. Tinbergen has shown that behavior is influenced by internal changes, such as neuroendocrine shifts, and external stimuli, like the environment, acting on the brain (Thorpe, 1954). Thus, motivation can be considered the initial chronological aspect of behavior, given its crucial role in the organism's survival and its persistence until tension is alleviated.

According to Andrei Cosmovici, motivation encompasses a totality of reasons and their structuring, as these reasons do not all exist on the same level. In his view, a motive is "the psychological phenomenon that plays an essential role in initiating, directing, and modifying behavior." Given its degree of influence and behavior modification, we can infer the significance of motivation in our actions and its role in propelling those actions (Cosmovici, 1996).

From a behaviorist perspective, motivation is seen as a learned response associated with an external stimulus. This approach might limit behavior and the spirit of initiative. However, Brown posits that motivation is a psychological factor influencing our behavior, thereby underscoring its importance in our actions. The diversity in defining motivation makes a unified approach to this phenomenon challenging. Nonetheless, while perspectives vary, they are also complementary, each contributing uniquely to understanding motivation's complexity and diversity (Brown, 1961).

Freud views motivation as an energy stimulation and discharge, represented by the quantity of libidinal energy bound or invested in each representation of the "consumption object," or the pleasure obtained from previously satisfying a need. Psychophysiologist Hebb agrees, defining motivation as a spontaneous action energizing the organism and explaining the transition from rest to action (Zlate, 2000). By defining motivation merely as the energizing part of our actions, Freud and Hebb reduce its function to behavior initiation. Freud, always focused on a mono-valent and hedonistic interpretation of impulses, was compelled to support a near-complete conflict between the cognitive principle of reality and the motivational principle of pleasure (Furnham, 2008).

Nuttin approaches motivation as a dynamic aspect of the subject's relationship with the world, involving the active orientation of behavior toward a preferential category of situations or objects. His theory states that motivation is active and selective. Nuttin believes that motivation is not an energy quantity, as Hebb thought, but a cognitive-dynamic structure that orients action toward specific goals, due to cognitive functions governing the dynamics of the subject-world relationship. The goal largely regulates this direction. Motivation is seen as a set of internal circumstances influencing behavior, considering that behavior focuses more on a certain category of objects than on another (Nuttin, 1984).

According to Roşca, motivation is the totality of internal factors determining behavior, whether they are innate or acquired, conscious or unconscious, linked to simple physiological

needs or abstract ideals (Roșca, 1943). Both Roșca and Nuttin assert that these internal factors or motives drive behavior and lead people to actively choose activities based on cognitive processes. These factors are essentially the internal stimuli prompting a person to make decisions and undertake certain actions, whether they involve seeking, approaching, or avoiding and rejecting objects.

Various and multiple forms of motivation can be applied within an organization, collected according to specific criteria, thus forming distinct types or forms of motivation. Typically, motivation types are organized in pairs to highlight the contrast between them (Nicolescu & Verboncu, 2007). The main ways to classify motivation include:

Extrinsic motivation indicates a type of motivation arising from external factors, such as rewards, punishments, or other incentives. It means that the motivation to engage in a particular behavior or activity is not driven by personal interest or pleasure but rather by the expectation of receiving an external benefit or avoiding negative consequences. Common examples of extrinsic motivation include monetary rewards, grades, and praise from others. While extrinsic motivation can be effective in stimulating behavior, it does not necessarily lead to sustained interest or pleasure in the activity or behavior itself (Benabou & Tirole, 2003).

Intrinsic motivation refers to engaging in a behavior or activity for its inherent satisfaction, pleasure, or interest, rather than for external rewards or pressures. Intrinsic motivation is often associated with a sense of autonomy, competence, and relatedness, as individuals feel a sense of control over their actions and a connection to the activity or task. Examples of intrinsically motivating activities might include hobbies, creative endeavors, and learning for personal growth or interest (Benabou & Tirole, 2003).

Positive motivation is based on encouragement, praise, and rewards; it contributes to raising morale and personal development of the employee, creating a favorable work environment with high performance. Positive motivation seeks to increase involvement and employees' contribution to achieving organizational goals, by enhancing the satisfactions generated by the performed activity and fulfilling the tasks assigned, considering their level of difficulty and accessibility to most employees. At the same time, the motives aim at increasing incomes, raising morale, and the professional status of the salary, so as to match their expectations.

Negative motivation characterizes the use of negative consequences or punishments to motivate or influence behavior. This can involve the threat of punishment or the actual application of a punishment, such as reprimands, demotions, or even termination of employment. The idea behind negative motivation is that by creating an unpleasant consequence, people will be encouraged to avoid it and change their behavior accordingly. However, negative motivation can have harmful effects on the individual, such as decreased job satisfaction, reduced productivity, and increased stress levels.

Economic motivation is a type of extrinsic motivation that involves the use of financial incentives to encourage desired behaviors or performance. It is based on the idea that people will put more effort into their work and perform better if they are financially rewarded for their efforts. Examples of economic motivation include bonuses, commissions, profit-sharing plans, and stock options.

Moral-spiritual motivation expresses the impulse to act in accordance with personal values, beliefs, and ethics. It involves the desire to do what is right or moral, even if there are no immediate material or tangible benefits. This type of motivation is often associated with the desire for personal growth and self-actualization. Creating a framework that facilitates employee involvement and participation in resolving various crisis situations that arise will make decision-making processes more transparent and add value to the organization (Berar, Minciu, & Wu, 2022). People who are motivated by moral-spiritual values may prioritize their work based on how much they can contribute to society, how much they can help others, or how much they can achieve in terms of personal development. This type of motivation can be particularly powerful and long-lasting, as it is driven by a sense of purpose and meaning that transcends monetary rewards or external pressures. At the workplace, employers can encourage moral-spiritual motivation by aligning the company's values and goals with those of the employees, offering opportunities for personal growth and development, and recognizing and rewarding employees who demonstrate strong ethical behavior.

Cognitive motivation highlights the impulse to acquire knowledge, learn new skills, and understand complex ideas. It is driven by the inherent desire to understand the world around us, to find meaning and purpose, and to seek new challenges and opportunities for growth.

Affective motivation refers to the impulse to engage in an activity or behavior based on the emotions and feelings associated with it. It is a type of intrinsic motivation driven by an individual's emotional response to a particular activity, rather than by external factors or rewards. For example, a person may be motivated to engage in an activity because it brings them joy, satisfaction, or a sense of achievement (Straulat & Furdui, 2017).

The scientific management theory of Frederick Taylor and Douglas McGregor's Theory X and Y are examples of first-generation theories. They are considered limiting because they focus solely on a few extrinsic factors such as work conditions, punishments, or threats, which motivate human behavior at work. This realization prompted a deeper examination of motivation from both a content and process perspective, leading to the development of second-generation theories categorized into process theories and content theories.

In order to adapt quickly to changes in the business environment, special attention is paid to the employees of organisations who need to constantly adapt their behaviour and acquire new skills (Berar & Minciu, 2019). Content theories concentrate on identifying internal forces, needs, and desires that control human behavior, attempting to explain the forces that motivate human behavior. Process theories, on the other hand, aim to explain why and how human behavior is directed towards certain choices and actions and are the parameters that others, like managers, need to influence to steer behavior in a particular direction. AI is transforming intelligent workflows within organizations, enhancing the experience of customers, employees, and partners through personalized learning systems and effective human-technology collaborations that support ongoing reinvention (Purcarea et.al, 2021). These theory categories are not contradictory but complementary, offering different perspectives on work motivation.

All companies, whether medium-sized or large, make various forecasts that require a series of practical and tactical decisions to be taken in order for employees to be coordinated and

organized (Minciu, Berar, & Dobrea, 2020). Abraham Maslow's psychological theory, known as Maslow's hierarchy of needs (1943), posits that human needs are structured in a hierarchy, with basic physiological needs at the bottom and higher-level needs at the top. The levels, from lowest to highest, are physiological needs, safety needs, love and belonging needs, esteem needs, and self-actualization needs. According to the theory, individuals must satisfy lower-level needs before progressing to higher-level needs. Once a need is satisfied, it no longer motivates behavior, and the individual moves to the next level of needs (Kanfer, 1990). Maslow believed that humans have an inherent desire to grow and develop, and it's this desire that motivates behavior. He suggested that when an individual's needs are not met, they experience tension or discomfort, driving them to take action to satisfy those needs (Poston, 2009).

Maslow acknowledged that individuals might sometimes skip needs levels or focus on several levels simultaneously (Kirmanen & Salanova, 2010). He emphasized that self-actualization is not a fixed end point but a continuous process of growth and development, noting that only a small percentage of individuals achieve self-actualization, as most are focused on satisfying lower-level needs.

Clayton Alderfer reclassified Maslow's needs into three categories: existence needs, relatedness needs, and growth needs (Furnham, 2008), allowing for the possibility that all three categories of needs can be experienced simultaneously, albeit with some hierarchical dominance assumptions (Dinibutum, 2012). The ERG theory is particularly interesting for its implications regarding both extrinsic and intrinsic motivation. Extrinsic motivators satisfy existence and relatedness needs, while intrinsic motivators fulfill growth needs. Alderfer suggests that it's possible to satisfy all three categories of needs at the same time, making the possibility of fulfilling development needs through engaging and challenging work a source of motivation even when existential needs are not fully met.

The role of motivation in HR – Management

According to David McClelland, human behavior is influenced by three fundamental categories of needs: the need for achievement, the need for power, and the need for affiliation. Each individual has a certain combination of these needs, influencing their behavior towards achievement, power, or affiliation, and the intensity of these needs can vary depending on the situation. McClelland believed that this combination could be modified through training, allowing managers to help employees set objectives and be mindful of the impact of their efforts on performance (Osemeke & Adegboyega, 2017).

Frederick Herzberg's two-factor theory differentiates between hygiene factors, which influence job dissatisfaction, and motivating factors, which contribute to job satisfaction (Robbins, 2009). Hygiene factors are extrinsic and prevent dissatisfaction, whereas motivational factors are intrinsic and lead to satisfaction and motivation. Herzberg highlighted that satisfaction and dissatisfaction are distinct dimensions, with hygiene factors corresponding to Maslow's lower-level needs and motivational factors to higher-level growth needs.

Content theories are crucial for understanding motivation and job satisfaction, highlighting the complex sets of needs that can vary from one individual to another or within the same

individual at different life stages. Effective managers must identify and meet the unfulfilled needs of their staff, requiring sophisticated tools for assessing job satisfaction that can classify needs into various levels or categories. These theories also emphasize the potential for the evolution of motivation structures over time, suggesting that applying stereotypical motivation solutions or measures from one organization to another without prior evaluation can negatively impact staff satisfaction, as harmful as a lack of employee motivation (Johns, 1998).

Human Resource Management (HRM) signifies the process of leading and managing workforce in an organization with the objective of maximizing employee performance to achieve organizational goals and objectives. It encompasses various practices and policies adopted by organizations to attract, develop, motivate, and retain talented employees. HRM involves a range of activities, including recruitment and selection, training and development, performance management, compensation and benefits, and employee relations. The ultimate goal of HRM is to create a motivated and committed workforce that contributes to organizational success (Mathis & Jackson, 2008).

Motivation can be defined as the driving force that compels an individual to take action towards a specific goal or objective (Lai, 2011). In the workplace, motivation is crucial as it drives employees to achieve their goals, perform at their best, and contribute to organizational success. As a human resource manager, understanding different types of motivation and how to leverage them is key to improving employee engagement and retention.

Motivation plays a critical role in the workplace, having a direct impact on employee interest, productivity, and job satisfaction. Motivated employees show greater involvement in their tasks, leading to improved performance and increased organizational productivity. Moreover, when employees are motivated, they tend to feel more satisfied with their jobs, resulting in lower staff turnover rates and improved retention within the organization (Joynt & Morton, 1999).

To be an effective manager, understanding the factors that motivate employees in their roles is necessary. Among all the responsibilities a manager has, motivating employees is one of the most complex. This is largely because employee motivations are continually changing. For instance, once employees' income levels increase, financial factors no longer serve as a source of motivation, making it necessary to identify other non-financial factors to motivate them.

Every aspect of professional activity can play a role of varying importance in motivation, overshadowing the importance of other factors in terms of overall satisfaction. If a certain aspect is not important to an employee, it will not produce any feeling of satisfaction or dissatisfaction but rather a feeling of indifference. However, if a specific aspect of work becomes very important to someone, a deviation from the optimal significance attributed to that aspect will lead to variations in the level of satisfaction.

A range of factors, both intrinsic and extrinsic, contribute to achieving motivation and professional satisfaction, including:

- Responsibility and the ability to control one's work can increase employee commitment to company goals and make them feel more involved and accomplished professionally. Through their sense of active involvement in the company's development process, they are not just simple executors.

- Professional achievement refers to completing work tasks that are interesting and challenging, as well as recognizing one's own efforts and engaging in new activities. To increase workers' satisfaction with their professional performance within the organization, it's important for managers to clearly communicate each employee's exact role in the company and delegate responsibilities to subordinates.

- Recognition for achievements is an important factor for job satisfaction, involving receiving acknowledgment from superiors, colleagues, or clients for efforts made. The way this recognition is given is essential, as every individual needs appreciation for their work. Within organizations, recognition can take various forms, such as acknowledgment of results by hierarchical superiors, awarding honorary titles, participating in profit, or granting individual bonuses periodically for remarkable achievements (Fuhrmann, 2006).

- Opportunities for career advancement can stimulate motivation at work by providing signals regarding personal value and creating a career future outlook. These signals can be both material, such as salary increase, and social, such as organizational gratitude and community recognition. There are cultural and personal differences in how people view a promotion system. While some employees prefer a system based exclusively on seniority, others favor one based solely on performance. For career advancement, it's crucial for each employee to have clearly defined criteria and requirements necessary to occupy a certain position. This offers transparency and direction regarding the steps one needs to take to progress within the organization.

The work itself is an issue, closely related to activities that offer competition possibilities and those that bring intrinsic satisfaction through performance in that activity. Employees have different perceptions of the work itself, so those with a higher academic qualification may find a routine activity less satisfying than those with a lower level of education. The more interesting a work activity is for the employee, the greater the sense of responsibility and satisfaction. In some companies, to prevent monotony, job rotation within the department or the company is practiced.

Personal and professional development involves the creation of specialized training programs for various professional categories, with the main goal of developing the skills and abilities necessary for fulfilling responsibilities at the highest possible level.

Adherence to employees' values and beliefs by the company refers to the fact that each organization follows its own values and principles dictating behavior both within the organization and in relations with others. Employees who share the same values as their organization are much more satisfied with their work than those who have different values. Additionally, companies tend to hire people with values similar to those of their organization. It's important for an employee's values to be congruent with those of their hierarchical superior.

The leadership style of the hierarchical superior can be influenced by the physical and psychological characteristics of the leader, as well as the methods and techniques applied to enhance employee motivation. Also, the way the leader collaborates with subordinates can be a significant factor. Supervisors who hold a strong influence in the organization and are permissive with subordinates can generate a higher level of satisfaction than those who have a reduced influence and adopt an authoritarian and non-permissive leadership style, which can cause dissatisfaction among employees (Constantin, 2004). In today's rapidly evolving economic landscape, certain

attributes of female leadership styles—such as flexibility, intuition, communication skills, attention to detail, and notably, the ability to motivate and advance staff—are essential for effective management (Veith & Costea, Industry 4.0 – A challenge or a risk for the involvement of women in management and business, 2019) .

Workplace relationships with colleagues is a good reason for an employee to stay or to leave the company. When an employee successfully integrates into the workgroup, developing harmonious and cohesive relationships with their colleagues, this significantly contributes to improving their job satisfaction. Being well integrated into a cohesive workgroup and their attachment to other members are essential factors for maintaining motivation and professional satisfaction.

A pleasant group atmosphere is important in a work environment, as it can promote a positive, dynamic, and healthy team culture. In this sense, a pleasant and positive work atmosphere can be beneficial for both parties, both employees and the employer, as it can increase efficiency and productivity within the organization.

Organizational policy is influencing the employee's motivation mostly when it is not developed correctly. The process of developing and implementing policies is rarely continuous and often is not aligned with the organization's evolution. Each organization has its own standards and policies governing employees, customers, products, and work relationships, differentiated based on the number of employees, the level of development reached, and the field of activity. For example, some organizations have a policy of lower remuneration than the market average but offer excellent opportunities for employees to gain experience and build a reputation in their field, while others offer salaries above the market average to retain well-trained employees.

Job role ambiguity can have a negative influence on employees. Sometimes, employees do not fully understand the purpose of their tasks and how they contribute to achieving the organization's objectives, which can lead to a feeling of isolation and a lack of motivation to be part of a team working together to achieve the same goals.

Work conditions include providing an adequate and safe work environment, supplying appropriate equipment and spaces, as well as a motivating and challenging work atmosphere. For some employees, the quality of work conditions is as important as that of living conditions, and their inadequacy can lead to feelings of dissatisfaction and unhappiness.

Work schedule can be an important aspect in increasing employee motivation. In addition to salaries, freedom of expression and action, maintaining a balance between intellectual effort, physical effort, and leisure time can be essential for employees. A flexible schedule offers more responsibility and autonomy in organizing work time, which can increase satisfaction and commitment among employees. In the long term, for some individuals, the satisfaction offered by an important position can be reduced due to the maximum exploitation of their capacity for analysis, planning, and negotiation, which is why they may choose to reorient themselves towards their own business or accept a work contract with a lower salary but with a more leisurely work schedule.

Rewards are still an important instrument of motivating people. For some employees, financial rewards in the form of salary, bonuses, cars, phones, or trips are an important source of motivation. However, for others, professional satisfaction comes from the support offered by

the company in developing their professional competencies and abilities. Different preferences regarding remuneration are evident, especially in the case of overtime work, where some employees are willing to work extra hours to earn more money, while others prefer to avoid such demands.

Participation in decision-making is for the new generation a must. Organizations that do not involve subordinates in the decision-making process, but leave this task exclusively in the hands of management, can generate a sense of dissatisfaction among employees. This approach can be viewed as an impossibility to express opinions, to use the experience accumulated within the organization, and to participate in the decision-making process.

Workplace safety is an important issue, which importance grow also because of the Covid-19 crises, but is it not limited to that. So, this is representing one of the most serious issues faced by employees, job insecurity can have significant negative consequences on them. When reorganization or staff reduction occurs, employees tend to experience an increased level of stress, internal and external conflicts, as well as a decrease in performance (Cristea, 2004). The pandemic has hastened the digitalization across various sectors. As a result, numerous individuals began working from home, which became the sole option to maintain continuity of work during the state of (Veith, Isbaita, & Marinescu, Factors influencing trust in remote teams, 2021).

Internal communication refers to how people communicate in the company. Many companies have found that a well-established internal communication system and motivated staff can significantly reduce the number of sick leave days and production errors. Employee satisfaction means an interesting job, good performance, and a pleasant work environment that makes them feel comfortable. But all these require communication and good interpersonal relationships. Thus, information circulation is a necessary condition for motivation and fulfillment at work. Transmitting information is important for both employees and the company. The company can benefit from this situation in several ways: informed employees know what they are doing and, especially, why. They understand the company's objectives and how they can meet them more efficiently. Informed employees are aware of their personal and professional value and are more responsible.

Motivating employees can be a challenging task for human resource managers due to the various factors they encounter.

Key Factors in Motivating Generation Z Employees

Generational differences in motivation are related to the fact that different generations have different values, work styles, and expectations. For example, millennials may value work-life balance and career development opportunities, while baby boomers may prioritize job security and stability. To address this challenge, human resource managers can adapt motivational strategies to meet the specific needs and expectations of each generation. This could involve offering flexible work arrangements or training and development programs that align with the objectives of each generation (Gursoy, Maier, & Chi, 2008).

Cultural differences can influence what motivates employees. For example, in some cultures, recognition from a superior may be more important than financial incentives. To address this challenge, the human resources department can adopt a culturally sensitive approach to

motivational strategies. This could involve collecting feedback from employees and customizing motivational strategies that align with the values and norms of the culture.

Individual differences in motivation, which means that each employee has unique motivators and demotivators. For example, one employee may be motivated by recognition, while another may be motivated by autonomy. To address this challenge, the manager can adopt a personalized approach to motivation. This could involve conducting regular performance assessments and collecting feedback from employees to identify their individual motivators and demotivators so that motivational strategies can be customized to align with the unique needs of each employee.

To address these challenges, human resource managers can use various motivational strategies, such as:

Recognition and rewards: Employees are more likely to be motivated when they feel appreciated and are rewarded to encourage their achievements and contributions.

Training and development: Offering training and development opportunities can help employees feel invested in their careers and can also improve their performance.

Career advancement opportunities: Employees are more likely to be motivated when they see a clear path for career advancement. The human resources department can offer career development programs that help employees advance within the organization.

Feedback and communication: Regular feedback and open communication channels can help employees feel their importance within the organization.

A generation represents a collective of individuals who emerged and developed in the same chronological era and who share certain cultural, social, and historical experiences that shape their identity, beliefs, and values. Generations are usually defined by the events and trends that took place during their formative years, such as significant historical events, technological advancements, and social movements (Mannheim, 1952).

Generation Z represents the most significant generational transformation the workplace has ever seen. It will present profound challenges for leaders, managers, supervisors, human resource leaders, and educators in every sector of the workforce (Tulgan, 2013).

Generation Z is the group of young people born between the mid-to-late 1990s and the early 2010s, making them the most recent demographic cohort both in the workforce and in society. These young individuals grew up in a period characterized by accelerated technological transformations, globalization, and social movements, with Generation Z being shaped by a unique set of cultural, economic, and political factors that distinguish them from previous generations. From digital fluency and global vision to their commitment to social justice and the environment, Generation Z is making its mark on the world in new and dynamic ways. This generation is often characterized as independent, entrepreneurial, and innovative, with a strong sense of individualism and a desire to have a positive impact on the world. As they continue to come of age, Generation Z's influence is expected to grow and shape the future of society and the economy (Dolot, 2018). To seize new business opportunities, we need to adopt automation and digitalization while exploring new markets, production processes, and products. Industry 4.0 has demonstrated its ability to enhance productivity and efficiency. Although it has led to fewer

job opportunities in certain industry sectors, it has simultaneously generated a greater number of highly skilled and productive roles within the IT industry (Veith, Industry 4.0 IT: Solutions in the Romanian Food Industry, 2018).

Being called "digital natives," Generation Z is the first cohort of individuals to grow up in an environment completely immersed in technology and the internet (Seemiller & Grace, 2019). They use and rely on technology for socializing, learning, and working. Generation Z is the first generation to grow up with social networks as an omnipresent part of their lives. They are adept at creating and consuming content on platforms such as Instagram, TikTok, and YouTube. Because they have had an active presence on social media, they have a shorter attention span compared to previous generations, meaning they prefer to consume information in smaller chunks (Berkup, 2014).

Generation Z is the most diverse generation to date, with a high level of tolerance for people of different races, genders, and sexual orientations. They are often advocates of social justice and equality. They reject traditional gender roles and stereotypes. They feel comfortable with fluid gender identities and support the LGBTQ+ community (Francis & Hoefel, 2018).

They also play a very active role in addressing environmental and sustainability issues. They are concerned about the impact of climate change and are more likely to prioritize eco-friendly choices in their personal lives (Chillakuri & Mahanandia, 2018).

Generation Z is more open to discussing mental health and prioritizing self-care than previous generations. They are more likely to seek therapy and support for mental health issues.

As Generation Z enters the workforce, employers need to recognize that they have a distinct set of values, expectations, and motivations. Unlike previous generations, "digital natives" prioritize meaningful work, flexible work arrangements, and a strong sense of purpose. To attract and retain top talent from this generation, employers need to create an environment that encourages motivation, engagement, and a sense of belonging (Benitez-Marquez, Sanchez-Teba, Bermudez-Gonzalez, & Nunez-Rydman, 2022).

Motivation plays a vital role in achieving success at work and is particularly important for the emerging workforce from Generation Z. They have grown up in a world of rapid technological change, social networks, and instant gratification. As a result, they have unique expectations and values when it comes to work and what motivates them.

One of the main motivators for Generation Z in professional activity is meaningful work. Unlike previous generations, who might have been satisfied with a steady paycheck and job security, Generation Z prioritizes work that aligns with their principles and offers a sense of purpose. They want to have a positive impact on the world and feel that their work has a positive impact on society (Schwieger & Ladwig, 2018). Employers can leverage this motivation by communicating the broader mission and purpose of the organization and offering opportunities for Generation Z to contribute to social or environmental causes important to them.

Another important motivator for Generation Z at work is flexibility (O'Boyle, Atack, & Monahan, 2017). This generation values the balance between professional and personal life and wants the freedom to work on their own terms. They are accustomed to using technology to stay connected and productive and expect their work arrangements to reflect this. Flexible work

arrangements, such as remote work options, flexible schedules, and unlimited vacation time, are likely to attract and retain Generation Z talent.

This generation values diversity and inclusion and wants to work for organizations that share these values (Ortega, Aguado-García, Rodríguez-Barroso, & De Miguel-Calvo, 2019). They want to feel part of a team working towards a common goal and want to be recognized and appreciated for their contributions. Employers can promote this sense of community by creating a culture of transparency, communication, and collaboration and offering opportunities for socialization and team building.

In addition to the motivators mentioned above, Generation Z values opportunities for growth and development. They are eager to learn and improve their skills and knowledge and want to work for organizations that offer training and development programs.

Moreover, they have a developed entrepreneurial spirit and value autonomy at work. They want to have a say in decision-making processes and be given the freedom to explore their own ideas and projects (William, 2016).

Although there are many factors that motivate those in Generation Z to stay at work, there are also some obstacles that can hinder their motivation. One of the most challenging obstacles is boredom and lack of challenge (Schmitt & Lancaster, 2019). Generation Z has grown up in a world of constant stimulation and is accustomed to multitasking and quickly switching between tasks. They need opportunities for learning and development and the assignment of varied and challenging tasks. They can become disengaged and unmotivated if they feel their work is too repetitive or does not challenge them.

Another obstacle to motivation for Generation Z is the lack of feedback and recognition. This generation wants feedback and wants to know how they are doing on a regular basis. They also want to feel that their contributions are recognized and appreciated.

Methodology

This study adopts a systematic literature review methodology to investigate existing theories and empirical findings related to employee motivation, focusing on the integration of intrinsic and extrinsic motivational factors, the influence of generational, cultural, and individual differences on motivation, and the specific characteristics of Generation Z. The review aims to synthesize findings from diverse sources to form a comprehensive understanding of how modern workplaces can adapt to meet the evolving needs of their workforce.

The data for this literature review were sourced from academic databases such as JSTOR, PubMed, Google Scholar, and specific HR and organizational behavior journals. Key search terms included "employee motivation," "intrinsic and extrinsic motivation," "generational differences in the workplace," "Generation Z characteristics," "cultural influences on motivation," and "personalization of motivational strategies". The time frame for the publications considered spans from 1990 to 2023 to cover both foundational theories and the most recent research, emphasizing developments relevant to Generation Z.

Articles selected for review were required to meet the following criteria:
- Published in peer-reviewed journals or respected academic publishers.

- Focused on theories of motivation or empirical studies of motivational strategies in organizational settings.

- Included clear relevance to generational studies, particularly focusing on Generation Z, or provided insights into cultural and individual variability in motivational dynamics.

The collected articles were analyzed through content analysis, focusing on identifying common themes, discrepancies, and gaps in the current literature. This analysis helped in understanding the consensus among scholars regarding motivational strategies and highlighted areas needing further investigation or application in practice.

Based on the comprehensive literature review, the following hypotheses were formulated:

H1: "Employee motivation is optimally enhanced when organizational strategies effectively integrate both intrinsic and extrinsic motivational factors, influencing not only the initiation but also the persistence and quality of work behaviors."

H2: "Implementing HRM practices that equally address intrinsic factors (such as recognition and career advancement) and extrinsic factors (like compensation and work conditions) leads to higher job satisfaction and employee retention compared to practices that emphasize one type over the other."

H3: "Generation Z's unique values and technological adeptness require organizations to adopt more dynamic, inclusive, and flexible motivational strategies to enhance workplace engagement and retention effectively."

Results and discussion

The concept of motivation in the organizational context encompasses a complex interplay of factors that drive human behavior towards achieving specific goals. Drawing upon the diverse viewpoints presented in the literature review, this essay critically examines the hypothesis (H1) that a balanced integration of intrinsic and extrinsic motivational factors significantly enhances employee motivation, impacting both the quality and persistence of their behaviors in the workplace.

The roots of motivation can be traced back to the etymology of the term itself, derived from the Latin word "movere," which means "to move" (Larousse, 2000). This fundamental notion of motivation as a movement-initiating force is a recurring theme across various psychological theories. For instance, early neurophysiological and ethological studies by figures like K.S. Lashley and K. Lorentz indicated that both internal changes (e.g., neuroendocrine shifts) and external stimuli significantly influence behavior, laying the groundwork for understanding the dual nature of motivational forces (Thorpe, 1954).

Andrei Cosmovici's insights into the structure of motivation highlight the heterogeneity of motives, suggesting that motivations encompass a variety of psychological phenomena that play crucial roles in initiating, directing, and modifying behavior (Cosmovici, 1996). This aligns with behaviorist views where motivation is seen as a learned response to external stimuli, albeit often criticized for underestimating the role of internal desires and aspirations (Brown, 1961).

Freud's and Hebb's theories further complicate our understanding by suggesting that motivation is not merely a reaction to external stimuli but also a spontaneous and intrinsic drive that

energizes individuals from a state of rest to action, tying closely with the concept of libidinal energy and the pleasure principle (Zlate, 2000; Furnham, 2008). These perspectives emphasize the energizing role of intrinsic factors in motivating behaviors.

Nuttin's theory provides a valuable framework for integrating intrinsic and extrinsic motivations, proposing that motivation is an active and selective process driven by a cognitive-dynamic structure (Nuttin, 1984). This notion suggests that motivation is not merely about energy but about how cognitive functions channel this energy towards specific, goal-oriented actions. Similarly, Roșca defines motivation as the totality of internal factors that drive behavior, whether conscious or unconscious, innate or acquired (Roșca, 1943).

The literature also distinguishes between types of motivation applied within organizational settings, such as extrinsic motivation driven by external rewards and intrinsic motivation driven by personal satisfaction and the inherent pleasure of task completion (Benabou & Tirole, 2003). While extrinsic motivators like monetary rewards or punishments can effectively initiate and direct immediate behavior, they do not necessarily promote long-term engagement or satisfaction.

In practice, organizations that successfully integrate both intrinsic and extrinsic motivational strategies are likely to see not only an initial boost in productivity but also a sustained increase in employee satisfaction and loyalty. This balanced approach addresses both the immediate rewards that encourage the initiation of activities and the deeper, more personal motivations that sustain long-term commitment and innovation.

The hypothesis (H2) posits that the most effective motivational strategies in the workplace are those that encompass a holistic approach, integrating both the intrinsic and extrinsic factors that influence human behavior. This integration not only promotes a more dynamic and committed workforce but also aligns employee actions with organizational goals in a more meaningful and sustained manner. As such, organizations are encouraged to develop motivational strategies that are as complex and multifaceted as the human behaviors they aim to inspire.

The integration of motivational theories within Human Resource Management (HRM) is essential for fostering an environment that not only attracts but also retains high-performing employees. The literature presents a multifaceted view of motivation that incorporates both intrinsic and extrinsic factors, each playing a distinct role in influencing employee behavior and organizational outcomes.

David McClelland's theory emphasizes the fundamental human needs for achievement, power, and affiliation, which vary between individuals and can be shaped by organizational practices (Osemeke & Adegboyega, 2017). These needs suggest that motivation is not a one-size-fits-all process; rather, it requires a nuanced approach that considers individual differences in motivational drivers. HRM practices that provide opportunities for achievement and recognize individual contributions could satisfy the need for achievement and affiliation, addressing intrinsic motivations.

Frederick Herzberg's two-factor theory further supports this by distinguishing between hygiene factors that prevent dissatisfaction and motivating factors that enhance job satisfaction (Robbins, 2009). Hygiene factors, such as salary and work conditions, are necessary but not sufficient for motivation—they prevent dissatisfaction but do not foster an engaged and motivated

workforce. Motivating factors, such as recognition and personal growth opportunities, directly contribute to job satisfaction and are intrinsic in nature.

The application of content theories within HRM practices highlights the importance of understanding and addressing the diverse needs of employees. Effective managers must recognize that these needs can vary not only among individuals but also for the same individual over time, necessitating flexible and adaptable HRM practices. The need for sophisticated tools to assess and address these varying needs is critical for enhancing job satisfaction and reducing turnover (Johns, 1998).

HRM encompasses a broad range of practices designed to optimize employee performance and organizational success (Mathis & Jackson, 2008). Practices such as recruitment, training, and performance management are instrumental in aligning employee motivations with organizational goals. By ensuring that these practices address both intrinsic and extrinsic factors, organizations can create a more motivated workforce.

Motivation plays a pivotal role in the workplace by influencing employee interest, productivity, and satisfaction. Motivated employees are more involved in their tasks, perform better, and are more likely to remain with the organization, leading to lower turnover rates and better retention (Joynt & Morton, 1999). Understanding what motivates employees—whether it be the work itself, the work environment, or the rewards associated with the work—is crucial for managers to effectively lead and inspire their teams.

The hypothesis (H2) posits that HRM practices that balance intrinsic and extrinsic motivational strategies are more effective in promoting job satisfaction and retention. This balance is crucial because while extrinsic factors like pay and job security are fundamental to preventing dissatisfaction, they do not cultivate loyalty or drive performance to the same extent as intrinsic factors like career development and recognition.

The integration of intrinsic and extrinsic motivational factors within HRM practices is crucial for achieving higher job satisfaction and employee retention. By understanding and implementing strategies that cater to both sets of needs, organizations can ensure a more dynamic, committed, and productive workforce. This approach not only aligns with the theoretical frameworks provided by McClelland and Herzberg but also responds to the practical demands of managing a diverse and ever-changing workforce.

The hypothesis (H3) posits that the evolving generational landscape, particularly the entrance of Generation Z into the workforce, necessitates a shift in how organizations approach motivation. This shift is critical due to the distinct characteristics and preferences of Generation Z, as identified in the provided text. This discussion will explore how well the hypothesis aligns with the generational, cultural, and individual motivational factors described, focusing on Generation Z's impact on motivational strategies within the workplace.

Generation Z, having grown up in a period marked by rapid technological advancements and significant cultural shifts, exhibits preferences that distinctly contrast with those of previous generations, such as Millennials and Baby Boomers. Notably, Generation Z values meaningful work, flexibility, and inclusivity, and has a strong commitment to social and environmental issues (Dolot, 2018; O'Boyle, Atack, & Monahan, 2017). These preferences suggest that traditional

motivational strategies centered on stability and long-term job security, which appealed to Baby Boomers, are less effective with this new generation.

Moreover, Generation Z's reputation as "digital natives" indicates a preference for workplaces that leverage technology not only for efficiency but also for creating flexible and employee-centered work environments. This generational trait suggests that motivational strategies should include digital tools for collaboration, remote working options, and digital learning platforms for professional development, aligning with their technological proficiency and lifestyle (Seemiller & Grace, 2019).

The text also highlights the importance of cultural sensitivity in motivational strategies. Given Generation Z's diversity and global awareness, motivational approaches must be culturally adaptable. This could involve more personalized recognition programs that respect cultural differences in how appreciation is expressed and valued (Ortega, Aguado-García, Rodríguez-Barroso, & De Miguel-Calvo, 2019).

Individual differences within Generation Z further complicate the motivational landscape. As noted, what motivates one employee might not motivate another, underscoring the necessity for organizations to develop flexible and highly personalized motivational strategies. This could involve regular feedback mechanisms and the use of analytics to tailor motivational strategies to individual preferences and performance metrics, ensuring that each member of Generation Z feels uniquely valued and understood (Schwieger & Ladwig, 2018).

To address these nuanced needs, HR managers are encouraged to implement a range of motivational strategies that reflect the values and preferences of Generation Z. These strategies might include:

- Implementing peer-to-peer recognition platforms that allow immediate and public acknowledgment, catering to Generation Z's need for instant feedback.

- Designing career paths that are flexible and allow for lateral moves, project-based roles, and rotations across different functions, appealing to Generation Z's desire for diverse experiences and rapid growth.

- Offering microlearning and digital training opportunities that can be accessed on demand, aligning with their preferences for fast-paced, technology-driven learning environments.

The hypothesis (H3) is supported by the discussion, affirming that traditional motivational strategies are insufficient for engaging Generation Z effectively. The characteristics of Generation Z necessitate a reevaluation of motivational approaches to emphasize flexibility, personalization, and the integration of technology. By adopting these strategies, organizations can not only enhance engagement and retention among Generation Z employees but also foster a workplace environment that is adaptable to the evolving expectations and technological advancements that define this new generation.

Conclusions

This article has systematically explored the diverse facets of employee motivation through a comprehensive review of the literature, with a focus on generational shifts particularly concerning

Generation Z. The conclusions drawn from this study highlight the complex interplay between intrinsic and extrinsic motivational factors and the significant impact of generational characteristics on motivational strategies. Findings from the reviewed literature were synthesized to map the landscape of current knowledge on employee motivation, distinguishing between theoretical insights and practical applications. The synthesis aimed to integrate diverse perspectives on intrinsic and extrinsic motivation, cultural and generational differences, and the unique attributes of Generation Z.

Effective motivation in the workplace is not solely about balancing intrinsic and extrinsic factors but also about integrating them in ways that align with the employees' values and expectations. This integration is crucial for fostering a workplace where employees feel genuinely motivated and engaged in their roles.

Each generation brings unique values and expectations to the workplace. The arrival of Generation Z has introduced new dynamics that emphasize flexibility, technological integration, and meaningful work. Organizations must adapt their motivational strategies to these emerging preferences to enhance engagement and retention among this cohort.

Motivational strategies must also account for cultural and individual differences within the workforce. Personalization of motivation, driven by a deep understanding of these differences, can lead to more effective management practices and improved employee satisfaction.

As workplaces continue to evolve, so too must the strategies used to motivate employees. Continuous research and adaptation are necessary to keep pace with technological advancements and the global integration of markets. Future research should explore innovative motivational strategies that leverage technology to meet the growing demand for flexibility and autonomy, particularly among younger generations.

For practitioners, the findings suggest that a dynamic approach to motivation—one that is flexible and responsive to the needs of a diverse workforce—is essential. This involves not only rethinking traditional practices but also continuously engaging with employees to ensure that motivational strategies remain relevant and effective.

Motivating a modern workforce requires a blend of tradition and innovation, necessitating that organizations not only understand the foundational theories of motivation but also remain agile in their application. As the workforce grows more diverse and the pace of change accelerates, the ability to effectively motivate employees across generational divides will be a definitive factor in organizational success.

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