

**EXAMINING THE HERZBERG'S TWO-FACTOR THEORY OF MOTIVATION OF BABY BOOMERS AND GENERATION X  
(CASE OF RSU. PROF. DR. V. L RATUMBUYSANG MANADO)**

*MENGUJI TEORI MOTIVASI DUA-FAKTOR HERZBERG PADA GENERASI BABY BOOMERS DAN GENERASI X (STUDI PADA RSU. PROF. DR. V. L. RATUMBUYSANG MANADO)*

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**Abstract:** Government of Indonesia aims to achieve mental revolution of both the society and the public servants (ASN) and therefore placed health sector as one of its priority programs. The aim of this study is to analyze whether or not there is significant difference between Baby Boomers and Generation X in Herzberg's Two-Factor theory of motivation of ASN in a public hospital. This research is comparative type of research which uses primary data obtained through questionnaires and uses Independent Sample t-Test analysis. The population observed is ASN in RSU. Prof. Dr. V. L. Ratumbusang Manado who work closely to managerial area, with 50 respondents of Boomers and 50 respondents of Gen X as the sample size. The result of this study shows that both generations are having no significant differences, neither in Hygiene factor nor Motivator factor. However, to ensure ASN are motivated, the recommendations for the board of directors in Ratumbusang hospital are holding training where Boomers and Gen X could be collaborated to exchange experiences of work, avoid no job dissatisfaction by applying job rotation, and should have sensitivity in recognizing talent and good performance.

**Keywords:** *herzberg's two-factor theory, motivation, baby boomers, generation X*

**Abstrak:** Pemerintah Indonesia mempunyai tujuan untuk mencapai revolusi mental baik masyarakat maupun Aparat Sipil Negara (ASN) serta menempatkan kesehatan sebagai salah satu sektor prioritas. Tujuan penelitian ini adalah untuk menganalisa apakah ada perbedaan yang signifikan antara generasi Baby Boomers dan generasi X dalam teori motivasi dua-faktor Herzberg pada ASN di Rumah Sakit negeri. Penelitian ini merupakan penelitian perbandingan yang menggunakan data primer yang diperoleh dari kuesioner dan menggunakan analisa Sampel Independen t-Tes. Populasi adalah ASN di RSU. Prof. Dr. V. L. Ratumbusang Manado yang pekerjaannya berkaitan dengan manajemen, dengan mengambil 50 Boomers dan 50 Gen X sebagai sampel. Hasil penelitian ini menunjukkan bahwa kedua generasi tidak memiliki perbedaan yang signifikan baik dalam faktor Higienis maupun faktor Motivator. Namun, untuk memastikan bahwa ASN termotivasi, rekomendasi untuk direksi RS adalah melaksanakan pelatihan dimana Boomers dan Gen X dapat berkolaborasi untuk berbagi pengalaman kerja, menghindari ketidakpuasan ASN karena tidak memiliki sesuatu untuk dikerjakan, dan harus memiliki sensitifitas dalam mengenal talenta dan kinerja yang baik.

**Kata kunci:** *teori dua-faktor herzberg, motivasi, baby boomers, generasi X*

## INTRODUCTION

### Research Background

When Joko Widodo ruled Indonesia as he sat on Istana Merdeka as president in 2014, he aims to achieve *Revolusi Mental* (Mental Revolution) of both the society and nation apparatuses which in this case the public servants or *Aparatur Sipil Negara* (ASN) from the statewide to regional. Before officially accepted as ASN people will be enrolling themselves to the *Formasi* (formation) based on their educational background and experiences related to their background. However the status quo on the field when they were being accepted as ASN is different. ASN placed into another field of expertise which far from their background so that they could not fulfill their duty to service to the needs of society and not only that, it resulted less motivation of ASN.

Human being is fundamentally driven by intensity and persistence to reach goals. For instance, if a person is thirsty than the person will be willing to drink something up, and drinking is actually the goal. And what moved the person to go to the kitchen and take beverage is what called "Motivation". The terminology of motivation has been long discussed and conceptualized by experts and researchers. However, the word motivation itself universally known was taken from Latin word "*movere*" which means "to move". Robbins and Coulter (2012) mentioned that there are three key elements of motivation: energy, direction, and persistence. Energy can be mentioned as power which drives a person to do particular action. Direction is the illumination towards what is going to be achieved, while persistence is basically sustaining action which includes sustaining efforts in achieving goals.

Having goals make the life of human being worth. When people possess power to do their activities and informed of what to do to achieve something, people tend to be persist with what they are doing. Then, when particular goal is finally achieved, they desired to do more. However, due to the previous issues mentioned as the matter of right people in wrong places and the diversification of generations among the employees within the company, goals are harder to overcome. The statement about "the diversification of generations among the employees" refers to demographically productive age as the Generation of Baby Boomers (Boomers) who were born between 1946 and 1964 and the Generation X (Gen X) who was born 1965 to 1980. Characteristics differentiation of both generations frequently caused constraints and issues in working motivation of employees, then resulted question whether or not they have been satisfied with what they are working. Hence, finding whether or not there is significant difference in hygiene and motivator factors between those generations is going to be an interesting topic and useful in the future.

Therefore, the fact that health sector has become one of Indonesia's government priority programs, the selected government office for this research to be conducted is at RSU Prof. V. L. Ratumbusang Manado. This hospital categorized as *Kelas A* (A Class) because they have fulfilled complex terms and conditions to be categorized as one of the best hospitals in Manado. Because of that, regarding to the previous descriptions, this research entitled: "Examining the Herzberg's Two-Factor Theory of Motivation of Baby Boomers and Generation X (Case of RSU. Prof. V. L. Ratumbusang Manado)."

### Research Objectives

This research has a couple objectives as follow:

1. To analyze if there is significant difference between Boomers and Gen X in hygiene factor.
2. To analyze if there is significant difference between Boomers and Gen X in motivator factor.

## THEORITICAL FRAMEWORK

### Human Resource Management

Dessler (2005) stated that human resource management is the process of acquiring, training, appraising, and compensating employees, and attending to their labor relations, health, safety, and fairness concerns. HRM is influenced by the effect of economy; employee labor unions; legal environment, and; demographic trends. It said that entire HRM process is influenced by external environment. According to the process, human resource management starts by establishing set of plans whether company needs decruitment or recruitment. If company needs to recruit then company will conduct selection to identify and select employees with competency. After that, it goes to orientation and training process where the employees are going to be taught to learn and adapt

towards how company is operated. Then, the company will keep on assessing the performance for the evaluation of compensation and benefits. Finally, the better the performance, company will be figuring the development of career.

### **Motivation**

Motivation, on the other hand, is not literally written inside the process of human resource itself. However, it is fundamental to look after employees' motivation to successfully reaching the goals of the company. Robbins and Coulter (2012) wrote that "motivating high levels performance is an important organizational concern." That's why; even it is not literally stated in the process it is substantial that the implication of motivation divergence and uniqueness be fully understood. This is also one of the reasons why a course in motivation is a part where cannot be neglected in human resource education. Uzona (2013), however, mentioned that motivation is the intention of achieving goal, ability to change behavior, that inner directing drive, leading to goal-directed behavior towards the attaining goal while Anym et al (2012) argued that employees' motivation is one of the strategies managers employ to enhance effective job performance among workers in the organizations. That means, the motivation of employees and their capability are communally translating employees' performance and even in backbreaking assignments given by employees' superintendent or in this case managers, employees can effortlessly reached maximum productivity then by all means, managing motivation should be on top of the list of prioritization for managers because on reverse, employees low motivation equal to low outcome as well and no company in this globe wants it.

### **Herzberg's Two-Factor Theory of Motivation**

Herzberg's Two-Factor theory of motivation or also well-known as motivation-hygiene theory established by Frederick Herzberg in 1950s and famous from mid 1960s to 1980s where in the research of Chien (2013) said Frederick Herzberg and his colleagues inferred from their in-depth interview findings that the determinants of job satisfaction were very different from those of causing job dissatisfaction. Supported by the statement of Kwasi and Amoako (2011) that says employee's motivation is achieved when employees are faced with challenging but enjoyable work where one can achieve, grow, and demonstrate responsibility and advance in the organization. It also said that the opposite of job dissatisfaction is not job satisfaction, but no job satisfaction. Therefore, Herzberg wanted to know when people felt exceptionally good (satisfied) or bad (dissatisfied) about their jobs (Robbins and Coulter, 2012). According to Kwasi and Amoako (2011), Hygiene or extrinsic factors are related to the factors that create dissatisfaction of the job. They are factors that are not directly related to the job but the conditions that surround doing the job while Motivator factors are intrinsic to the job itself where they compromise the physiological needs for growth and recognition.

### **Workforce Diversity**

Munjuri (2012) said that managers should have the credence that employees are having similar qualities despite their other differences. In other words, diversity and equality are two concomitant principles just like time and space. Robbins and Coulter (2012) wrote that type of workforce diversities are: age, gender, race and ethnicity, disabilities/abilities, religion, sexual orientation, and other types of diversity as socioeconomic background and job seniority.

### **Baby Boomers**

The U.S. Census Bureau defines Baby Boomers as individuals born between 1946 and 1964. Callanan and Greenhaus (2008) cited by Tolbize (2008) stated that Boomers also referred to as the "pig-in-the-python". Yu and Miller (2005) explained that this generation has been the source of many important cultural and economic changes. They also tend to work hard and generally loyal to their employers; willing and expecting to work with others; in terms of leadership style, Boomers accept the chain of command, and in addition; they're expect their superior to give direction and to lead them towards organizational goals.

### **Generation X**

Yu and Miller (2005) said that Gen X emphasis personal satisfaction rather than just working hard; they tend to look for any opportunities to improve their working skills; are loyal to their profession rather than to their employer; tend to be more individualistic and high need for autonomy and flexibility to their lifestyle and jobs thus less need for leadership, in addition; Gen X are technically savvy and are eager to update knowledge

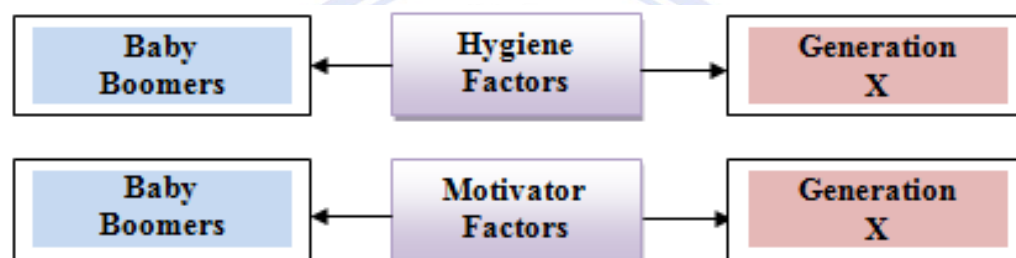


and application into their work while Acar (2013) stated that this generation is grew up with both parents in the workforce, or in a divorced household, and resulted many of this generation becoming independent in young age.

### Previous Researches

Acar (2014) Do Intrinsic and Extrinsic Motivation Factors Differ for Generation X and Generation Y intended to determine either intrinsic or extrinsic factors are more important to Gen X and Gen Y. The result of the study said both extrinsic and intrinsic factor do have similar importance to the respondents and it added that in economic circumstances of our modern life, there is no doubt that extrinsic motivation factors such as money, fridge benefits, social security, work-life balance etc. are important for many employees. Tay (2011) *Managing Generational Diversity of the Workplace: Expectations and Perceptions of Different Generations of Employees* mainly focus on different generation different employee's expectations, perceptions. And concluded that although every generation of employees is unique, valuable, and special, in reality, each tend to view the other differently based on their own life experiences and expectations. Management should ensure that individuals from different generations perceive each other more positively to avoid any intergenerational disharmony.

### Conceptual Framework



**Figure 1. Conceptual Framework**

*Source: Data Processed, 2016*

### Research Hypotheses

The hypotheses for Herzberg's two-factor theory of motivation of Boomers and Gen X are:

- H<sub>1</sub>: There is significant difference between baby Boomers and Generation X in Hygiene Factor.  
 H<sub>2</sub>: There is significant difference between baby Boomers and Generation X in Motivator Factor.

## RESEARCH METHOD

### Type of Research

This research is a comparative type of research and using quantitative method where it will be focused on gathering numerical data and generalized across groups of people. Mills et al (2006) said that the fundamental purpose of quantitative research is to provide specific facts which can help decision maker an informed decision.

### Place and Time of Research

The study was conducted in a government office in Manado specifically in RSU. Prof. Dr. V. L. Ratumbusang Manado from June to July 2016.

### Population and Sample

Population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate (Sekaran and Bougie, 2009). Meaning, population is either subject or object with particular characteristic and quantity to be studied about certain research. Based on the explanation, the population of the study of this research is all ASN in RSU. Prof. V. L. Ratumbusang Manado. The study specified to those who work closely to managerial divisions. Therefore, there will be 100 respondents involved and will be taken 50 Boomers and 50 Gen X.

## Data Collection Method

All the data gathered in this research come one source which is primary data to make an appropriate result. Sekaran and Bougie (2009) wrote that primary data is data originated by the researcher specifically to address the research problem where this kind of data usually collected first-hand-experience and has not been published at any research.

## Operational Definitions of Research Variables

1. Hygiene factor is the factors that define the employees' dissatisfaction of work inside the company where the employees are working even when they are not motivated with what they are working.
2. Motivator factor is the factors that define as the degree of employees' satisfaction of what they are working inside the company caused by several reasons that keep them on going.

## Measurement of Research Variables

These research variables will be measured using Likert scale as a widely used rating scale which requires the respondents to indicate a degree of agreement or disagreement with each of a series of statements about the stimulus objects.

## Data Analysis Method

### Validity and Reliability Testing

The validity test is defined as the extent to which differences in observed scale scores reflect true differences in what is being measured, rather than systematic or random error. Malhotra and Peterson (2006) cited by Ruru (2016) added that a scale with perfect validity would contain no measurement error, that is no systematic error and no random error. Then, in analyzing the validity of questionnaires, Pearson Product Moment is used. An instrument measure is valid if the instrument measure what ought to be measured. Reliability refers to the extent to which a scale produces consistent results if repeated measurements are made. Reliability test is established by testing for both consistency and stability of the answer of questions. Alpha Cronbach is reliable coefficients that can indicate how good items in asset have positive correlation one another (Sekaran and Bougie, 2009).

### Independent Sample t-Test

As a parametric test, the Independent Sample t Test is a statistical technique that compares the means of two independent groups in order to examine whether there is statistical evidence that the associated population means are significantly different. Bougie and Sekaran (2009) stated that this kind of data analysis is carried out to see if there are any significant differences in the means for two groups in the variable of interests.  $T_{test}$  is also any statistical hypothesis test in which the statistical test has a  $t$  distribution if the null hypothesis is true. The  $T_{test}$  is used to determine the effect of variable individually, considering the other variables remain constant. This test is done by comparing  $t_{value}$  with table. The level of significance is 5% ( $\alpha = 0.05$ ). If  $t_{value}$  is greater than  $t_{table}$  hypothesis is accepted.

## RESULT AND DISCUSSION

### Results

#### Validity and Reliability

The value of Pearson Product Moment of all indicators of all variables as many as 2 items used in this research is above 0.5. Therefore, the data is considered as valid. The value of Cronbach's Alpha of 2 items used in this research is 0.903. In this research it shows that the Alpha Cronbach of the entire variables is higher than 0.6, meaning the data is considered as reliable.

**Independent Sample t-Test****Table 1. Independent Sample t-Test of Hygiene Factor**

		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
Motivator	Equal variances assumed	.000	.996	3.337	98	.001	.26200	.07851	.10620	.41780
	Equal variances not assumed			3.337	97.855	.001	.26200	.07851	.10619	.41781

Source: Data Processed, 2016

Through the table shown above, we can see that the homogeneity resulted by using Levene's test for equality variances (Sig. of 0.057) is greater than 0.05, then it is confidence to interpreted the *t*. The table showed that the *t* equal to 2.472 with the degree of freedom (df) equal to 98 and the significance level is 0.015. So, because the value of Sig. (2-tailed) is less than 0.05, it can be concluded that the null hypotheses should be rejected and therefore there is no significant different between the generation of Baby Boomers and the Generation X in Hygiene factor.

**Table 2. Independent Sample t-Test of Motivator Factor**

		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
Motivator	Equal variances assumed	3.713	.057	2.472	98	.015	.20800	.08415	.04101	.37499
	Equal variances not assumed			2.472	97.641	.015	.20800	.08415	.04101	.37500

Source: Data Processed, 2016

The result of the *t* test in Table 2 showed that the homogeneity which we can see in Sig. column is not less than 0.05 (0.996). The homogeneity test using Levene's Test for Equality of Variances confidants that *t* test can be interpreted. The table also showed that the *t* = 3.337, with 98 degree of freedom (df), and the significance level of 0.001. Through the numbers, can be concluded that because of the significance is not greater than 0.05, then the hypotheses of there is significant different between the Generation of Baby Boomers and Generation X in Motivator factor is not statistically proven, and therefore the hypotheses should be rejected.

## Discussion

The result of the analysis using Independent Sample  $t$  Test showed that there is no statistically prove to support the differentiation of Boomers and Gen X in Hygiene factor, where in this study represented by numerous indicators as supervision, company policy, relationship with supervisor, peers, and subordinates, also personal life and status inside the company. This findings support the research of Wong et al (2008) which resulted no supporting reason of generational stereotype and found only few meaningful differences between the generations. The observation also stated that even few differences have been observed, those are not much generational related but instead age related. Both generations agreed that what they are currently working is enjoyable and the company's policies have never held them nor step them aside of doing what they are doing.

Independent Sample  $t$  Test outcome showed that there is no statistically evidence to support the hypotheses that between Boomers and Gen X in Motivator factor exists significant differences. In this research it is represented by achievement, recognition, work itself, responsibility, advancement, and growth. Both generations are having no differentiation to the desire of having more responsibility. In other words, giving employees more knowledge and experience will lead to broader point of view from a core part of a company which is employee, wherein they handled all the activities of the company so the company keeps on respectively going. Employees of those generations only show a low point on the statement stated that they work fervently so they will be acknowledge by their superintendent. However, acknowledging an outstanding performer will be beneficial as the assessment on career advancement itself.

## CONCLUSION AND RECOMMENDATION

### Conclusion

After the examination process of findings and discussion of results, the brief constructive conclusions based on the research are:

1. Result showed that there is no significant different between the generation of Baby Boomers and Generation X in Hygiene factor. Company should not stereotype the employees based on their generational difference but instead of the behavior of their age and try to do supervision in a way to motivate their further performance so they can engage to their work to finally satisfy with what they are doing to result good performance of public service.
2. Result showed that there is no significant different between the generation of Baby Boomers and Generation X in Hygiene factor. However, both generations agree acknowledgment is not the measurement of high quality performance they perform but enjoyable workforce with growing knowledge and advance career assurance to elevate the motive of employees to work and feel satisfied with their current work.

### Recommendation

This study recommends the Board of Directors of RSU. Prof. Dr. V. L. Ratumbusang Manado to hold training where Boomers and Gen X can be collaborated altogether to affiliate the experiences that can be applicable into their daily work. Second, the Board should avoid job dissatisfaction of employees because acing particular jobs and do those jobs everyday will make employees tedious, start to lose interest, and lose motivation so job redesign is highly recommended. Among the three types of job redesign – job enrichment, job enlargement, and job rotation – job rotation recommended. Job rotation provides employees with a lot of new things to learn (or even further to experience) and does beyond their daily work. This job rotation offers employees a chance to gain additional skills. Finally, having sensitivity in recognizing real talent and outstanding performers are important, it boosts both the quality and quantity of output, also fired up the employees to work as efficient and as effective they could in serving the public.



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