



REVIEW ARTICLE

MULTIGENERATIONAL IMPACT ON WORK MOTIVATORS OF SAUDI MINISTRY OF HEALTH EMPLOYEES

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ABSTRACT

Background: The lack of consideration for individual employees' needs can result in many obstacles for HR professionals. This study empirically examined the multigenerational differences among employees, their impact on work motivators, and their implications for HR managers. **Materials and Methods:** Applying Twenge *et al.*'s model, the quantitative study developed a self-administered closed survey to investigate the significant multigenerational differences of 23 motivational factors across the generations categorized by their date of birth using a Likert scale of 5 points. The study employed a cluster sampling technique to select 348 respondents from a population of 3236 healthcare workers in one medical complex and nine primary healthcare centers in North Jeddah. The questionnaires were sent to the respondents via email. A post hoc Tukey test was performed on the data after a one-way analysis of variance (ANOVA). The study used SPSS for the ..., and Excel for descriptive data. **Result:** The study's findings indicate the significance of intrinsic rewards; it shows a statistically significant difference with a p-value (.000), less than 0.05. So the study will reject the null hypothesis and accept the hypothesis. But no significant difference among the other work motivators, leisure rewards, showed no statistically significant differences (p-value is 0.668), more than 0.05. So, the study accepts the null hypothesis and rejects the hypothesis. In Altruistic rewards, it shows no statistically significant differences as the p-value (.806) is more than 0.05. So the study will accept the null hypothesis and reject the hypothesis. Social rewards show no statistically significant differences with a p-value (.736) greater than 0.05. So, the study will accept the null hypothesis and reject the hypothesis. Extrinsic rewards show no statistically significant difference with a p-value (.096) more than 0.05. So, the study will accept the null hypothesis and reject the hypothesis. Finally, job stability shows no statistically significant differences with a p-value (.205) more than 0.05. So, the study will accept the null hypothesis and reject the hypothesis. These findings and their implications for HR managers are described and discussed in the present article. The significance is suitable for MOH transformation leaders; this means smaller generation gaps. **Conclusion:** Multi-generational impacts on work motivators and detected statistically significant among generations on Intrinsic rewards work motivator is good for MOH transformation leaders; smaller generation gaps. There is no significance on the other five work motivator.

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INTRODUCTION

The lack of consideration for individual employee needs can result in many obstacles for human resource (HR) professionals. Many researchers have found adverse organizational outcomes, such as intergenerational workplace conflict, misunderstanding and miscommunication, poor working relationships, lack of employee productivity, low employee morale, low innovation, and fewer organizational citizenship behaviors when these differences are not recognized (Adams, 2000). Although there were no declared strategies by the Saudi ministry of health (MOH) regarding human resources, MOH has changed several policies regarding its human resource management within its e-health strategy as part of the 2030 vision strategy.

The ministry released a new way of communication among staff and developed several electronic transformation strategies regarding HR activities to enhance employee loyalty, engagement, and satisfaction, all in favor of MOH transformation to healthcare privatization. These efforts have brought to our attention that a better knowledge of the strategies' target population is required to manage human resources' transformation efficiently in MOH healthcare entities. This study focused on measuring the multigenerational impact on work motivational drivers among Saudi MOH employees. Utilizing generational studies enables us to have a deeper understanding of the workforce overall and individual differences. In particular, utilizing the two-factor motivation theory will also allow us to focus on the workplace rather than on broad differences in motivators.

MATERIALS AND METHODS

The descriptive quantitative experimental study utilized Twenge *et al.*'s model questionnaire; the 23-item tool measured the significance of six work motivators among multigenerational MOH employees. The study obtained primary data through a closed online self-administered survey distributed via email. The data were analyzed using Excel and SPSS to measure the variance by one-way analysis of variance (ANOVA). A post hoc Tukey test was performed afterward to interpret the findings. The variables were selected based on the previous research publication to report the study outcomes. The Methodology was used to describe and analyze the multigenerational significant impact on work motivators. The total population for this research was 3236 public sector employees in one medical complex and nine primary healthcare centers. And the selected sample is 348 healthcare workers of all categories with a confidence interval of 5% and confidence level of 95%. The study employed a cluster random sampling technique for sample selection. The selected respondents were distributed according to their date of birth into the generational classifications using excel. Data were analyzed using the SPSS statistic program, a one-way analysis of variance (ANOVA), and a post hoc Tukey test.

RESULTS

Through descriptive and inferential statistics, the study assessed the research variables to identify the multigenerational impact on work motivators and job stability. Finally, by comparing the means of all generation groups, the findings reveal the variance and significance of the work motivators captured in the 23-item survey instrument.

Table-1: Descriptive Statistics for the Participants.

Table-1 Shows that most (67%) of the participants were female, 64% hold a bachelor's degree, 95% are medical complex or hospital staff, 33% nurses, and 78 % of the respondents are Gen Y. Data show an unequal sample size for each generation.

| Gender | N | % |
|--------------------------------------|-----|-----|
| Male | 110 | 33% |
| Female | 222 | 67% |
| Education Level | | |
| High school | 9 | 3% |
| Bachelor degree | 214 | 64% |
| Master degree or equivalent | 59 | 18% |
| Doctoral degree or equivalent | 24 | 7% |
| Professional degree | 26 | 8% |
| Working Place | | |
| Medical complex or hospital | 314 | 95% |
| Primary healthcare center | 9 | 3% |
| Dental center | 9 | 3% |
| Job Category | | |
| Physician | 50 | 15% |
| Nursing | 110 | 33% |
| Allied supportive services | 69 | 21% |
| Administrative | 83 | 25% |
| Engineer | 4 | 1% |
| Other | 16 | 5% |
| Generation | | |
| BB | 5 | 2% |
| Gen X | 49 | 15% |
| Gen Y | 259 | 78% |
| Gen Z | 19 | 5% |

Table-2 Displays the percentage of the generations regarding the first motivator, Leisure rewards. Majority of participants (74%) across the four generations 'strongly agree' or 'agree' with having a vacation of 14 days and more. Also, 209 out of 332 (63%) of the total sample strongly agree or agree with a job that leaves a long time for the employee to do other things with their time. However, in the third statement about taking a job with an easy pace that lets them work slowly, they are divided into two groups, where 35% agreed, and 32% disagreed, including 4 of the 5 BB generation, and 33% of the sample chose neutral.

Finally, regarding the fourth statement on a job that leaves you mostly free of supervision by others, a total of 59% chose 'strongly agree' or 'agree,' and 22% were neutral. Ten of the 19 Gen Z disagreed or strongly disagreed out of the overall 19% of the total sample. The current study assumes homogeneity variances because the Levene test value is 1.461, and the p-value, 0.225 for leisure rewards, is greater than 0.05. Although Hench has a variance between groups, the study applied the Welch test. It showed there are no statistically significant differences (p-value is 0.668), more than 0.05. So, the study accepts the null hypothesis and rejects the hypothesis. One-way ANOVA also shows that there is no relation between generation type and leisure rewards variable. Table-3 Displays the percentage of the generation regarding the second motivator, Intrinsic rewards, and found that most of all four generations agreed with the statements; all five BB agreed or strongly agreed with each statement. Ninety-two percent of all respondents agreed or strongly agreed to a job that lets them use their skills and abilities and do the things they can do best. Most of them (91%) also agreed or strongly agreed to a job where they can see the results of what they do and learn new things and skills. The same for the statements about jobs that they find interesting to do and can be creative with; both statements scored 87%. For a job with skills that will not go out of date, 86% agreed or strongly agreed. To a job where you do not have to pretend to be a type of person that you are not, with 6% difference 79% agreed, and 9% of the respondents disagreed or strongly disagreed.

Where the other statements in intrinsic rewards disagreement were only between the totals 3% to 4% for all (BB, X, Y, Z) as demonstrated in the table. The current study assumes homogeneity variances because the Levene test value is 2.340 and the p-value is 0.073 for Intrinsic rewards, greater than 0.05. Although Hench has a variance between groups, the study applied the Welch test, and it shows that there is a statistically significant difference with a p-value (.000), less than 0.05. So the study will reject the null hypothesis and accept the hypothesis. Table-4 Displays the percentage of generations regarding the third motivator, altruistic rewards, and found that majority of all four generations agreed with the statements. All five baby boomers agreed or strongly agreed with each statement. A total of 90% agreed or strongly agreed to a job that gives them an opportunity to be directly helpful to others, and 87% to a job that is worthwhile to society. Only 3% of all four generations disagreed or strongly disagreed. The current study assumes homogeneity variances because the Levene test value is .893, and the p-value of 0.445 for altruistic rewards is greater than 0.05. Although Hench has a variance between groups, the study applied the Welch test, and it shows that there are no statistically significant differences as the p-value (.806) is more than 0.05. So the study will accept the null hypothesis and reject the hypothesis.

Table-5 Displays the percentage for the generations regarding the fourth motivator, social reward, and found that most of the four generations of MOH employees agreed or strongly agreed with the statements. Seventy-two percent were neutral to a job that gives them a chance to make friends, comprising two of the five BB, eight of Gen X, and 54 of Gen Y. To the second statement about a job that permits contact with many people, 67% were neutral, including 23% of BB, 11 of Gen X, 61 of Gen Y, and three of Gen Z. The current study assumes homogeneity variances because the Levene test value is 1.423 and a p-value of 0.236 for social reward, greater than 0.05. Although Hench has a variance between groups, the study applied the Welch test, which shows no statistically significant differences with a p-value (.736) greater than 0.05. So, the study will accept the null hypothesis and reject the hypothesis of the one-way ANOVA for the social reward variable. Table-6 Displays the percentage for the generation regarding the fifth motivator, extrinsic rewards, and found that most of all four generations agreed or strongly agreed with the statements. The highest to lowest percentage of respondents who agreed or strongly agreed are as follows: Eighty-seven percent for a job where the chances for advancement and promotion are good, 86% for a job that has high status and prestige, 85% for a job that provides a chance to earn a good deal of money, and 79% for a job that most people look up to and respect.

The current study assumes homogeneity variances because the Levene test value is 2.074 with p-value of 0.104 for extrinsic rewards, greater than 0.05. Although Hench has a variance between groups, the study applied the Welch test and it shows that there is no statistically significant difference with a p-value (.096) more than 0.05. So, the study will accept the null hypothesis and reject the hypothesis. Table-7 Displays the percentage for the generations regarding the sixth motivator, job stability. And found the majority of all four generations agreed and strongly agreed with three statements. The highest to lowest percentage of respondents who agreed or strongly agreed were as follows: Eighty-eight percent for a job that offers a reasonably predictable, secure future, 83% for a job that includes them in decision-making, and 78% for a job that allows them to establish roots in a community and not have to move from place to place. And at last came the statement About staying on the same job for most of their adult life had the lowest with a 47%, and natural scored the highest with 28% for the statement. Four of the five baby boomers would like to stay in the same place for most of their adult life. Forty-five percent of Gen X agreed, and 33% were neutral, while Gen Z were equally divided between those who agreed and disagreed. The current study assumes homogeneity variances because the Levene test value is 3.116, and the p-value is 0.026 for job stability, greater than 0.05. However, Hench, there is a variance between groups; the study applied Welch test and it shows no statistically significant differences with a p-value (.205) more than 0.05. So, the study will accept the null hypothesis and reject the hypothesis.

DISCUSSION

The sample for this study was selected from among MOH employees from all job categories in North Jeddah healthcare clusters. Baby boomers represent 2% of the sample, 15% are Gen X, 78% are Gen Y, and the youngest generation in the workforce, Gen Z, represent 6%. Studies internationally have argued the impact of generations on work motivators. This study investigated the multigenerational significance on work motivators and job stability among MOH employees and considered individual differences and similarities using a 23-item survey tool. There was no statistical significance on the five work motivators and job stability. However, this study found that most of all four generations of MOH employees, including all five BBs, agreed or strongly agreed with each statement, indicating significant similarities in intrinsic rewards. Intrinsic rewards are intangible incentives that show an underlying passion for the task, motivating one to work for the sake of the work itself. Unlike previous literature where this motivator is what sets Yers apart, this study shows that the Yers also value and view work as more important than financial rewards. Yers have always measured skills to the market, looking for learning opportunities and doing things their way. Furthermore, Yers are open, express their opinions and speak their minds; everything can be customized to their need with as many options and products that surround them. According to Deal, Baby Boomers' common complaints about Yers (millennials) are that they can be challenging to communicate with, are entitled, and excessively service-oriented. Although there is no significance, the findings highlighted some priorities from the sample in the other five work motivators.

First, the Leisure motivators are the benefits that allow for a work-life balance, such as flexible schedules and independence from supervision. According to a literature review in the US, Gen X were the ones who came up with the work-life balance concept in the employment scene. Xers are family-oriented; they value and protect their leisure time; eighty-hour work weeks are not the norm (Smith, 2010). Unlike the previous Gen BB who were career-oriented—work first, life second—this study has shown that the majority of all four generations would prioritize work-life balance, choosing more than 14 days of leave and opt for a job that gives them time to do other things in their life. On freedom from supervision, multigenerational differences were detected on whether the respondents would take a job at a slow pace that lets them work slowly. Unlike in the US, where Gen X and Y would like constant supervision and feedback;

the results from this study indicate that more than half of the Saudi MOH employees, from the BBs to Gen X and Y, would like to be free from supervision by others. Nevertheless, about half of Gen Z would like to be supervised by others. Considering Gen Z being the latest recruits to join the MOH workforce, further studies are needed on Zers at a different point in their career. Social/Affiliation motivators are emotional benefits that meet the urge to connect with others, such as interpersonal interactions in work teams. The millennials are team players, self-assured, and positive. The Xer is the generation whose customer perception and adult-interaction skills were greater, according to Howe and Strauss (1993). However, this study found that the majority of all four generations of MOH employees agreed that to a job that gives them a chance to make friends and permits contact with many people. Altruistic rewards are intangible benefits that fulfill the desire to serve others and contribute to society. This study found that the majority of all four generations, including all five baby boomers, agreed to work a job that gives them an opportunity to be directly helpful to others and be worthwhile to society. Extrinsic motivators include salary, promotion opportunities and status, which motivate individuals to work. The results show that the Yers look for constant development, the Xers understand the opportunity for career development, while the BBs need professional identity and careers as they consider it a representation of who they are. Most of the respondents favored a job with opportunities for advancement and promotion, which indicates that career development holds high value for all generations. This is also true for a high status and prestigious job. These results would imply that Saudi MOH employees value their professional identity, even the younger generations. The implicit high value attached to the health care sector might not be unconnected to these responses. Job stability is the inductor for job security and predictability to stay in the same place and not move around. Gen Y values job security, although they may take a different job if the opportunity arises. Gen X is hard to retain and views moving from one job to another as an advantage and may not be loyal to a single employer. The BB generation tends to feel pessimistic about job changes and their effect on one's career (Sandeem, 2008). In this study, majority of all four generations agreed to a job that offers a reasonably predictable and secure future. Furthermore, most of them also desired to have a job that includes them in the decision-making process and provides opportunities for establishment in the community. Job security, inclusivity, and establishments are some of the factors researchers have stated can boost employee retainment and reduce attrition rates. However, the Gen Z were equally divided between moving and staying. This might indicate that post-2030 vision generations might be different from the post-oil workforce.

Conclusion and recommendation

This study empirically examined the multigenerational differences that impact work motivators and job stability among four generations of the Saudi Ministry of Health public employees. The survey results reject the null hypothesis for the research questions related to the generations (baby boomer, X, Y, Z) impact on the work motivators; Leisure rewards, altruistic rewards, social rewards, extrinsic rewards, and job stability; there were no statistically significant differences. But the results showed statistically significant differences among the generations on the work motivator, Intrinsic rewards. The significance is a good sign for MOH transformation leaders; this means smaller generation gaps. Moreover, by measuring the significant impact among four generations on work motivators, we understand that generation Y represented the majority of the workforce produced by the oil boom. The study also compared the similarities and differences from previous literature. This chapter discusses the main result and highlights the priorities for each work motivator and job stability for the generations investigated. The chapter recommends a proposal to improve some HR plans and processes.

DISCUSSION

Because good management begins with knowing who you are managing, it is important to grasp the individual needs of different generational groups working in modern organizations. Consideration of the employees' needs and differences in the market-driven

healthcare system of the 2030 vision economic model would ensure that modifications in the system and strategies align. Hence, organizations under the umbrella of privatization must develop policies and processes that understand the current MOH workforce.

Leisure Rewards

The study has shown the MOH employee generations hold high value for the leisure rewards presented in work-life balance where they would have more than 14 days of job leave that would allow them to have a personal life. On freedom from supervision, minor multigenerational differences were detected. Unlike the US, where generations X and Y would like constant supervision and feedback, more than half of the Saudi MOH employees from Gen (BB, X, Y) would like to be free from supervision.

Nevertheless, half of Gen Z chose otherwise and would like to be supervised by others. Considering Zers are the latest recruits who joined the MOH workforce, further studies are needed on Zers at a different point in their career. Also, regarding working with a slow pace: the generations were divided into two groups from Gen X, Y, and Z. BB would choose a fast base job.

Intrinsic Rewards: Unlike the international literature, all four Saudi generations have significant similarities in intrinsic rewards, which indicates a lack of generation gap influence on this motivator. All generations want a career that puts their skills and abilities to use, allowing them to perform what they do best. A job where they can see the fruits of their efforts and a position in which they can learn new things and develop new talents. A job that is exciting to them and gives them the opportunity to be creative and a career where the abilities they gain will not become obsolete. Finally, they will not have to pretend to be someone they are not.

Altruistic Rewards: Saudi MOH employees across the four generations value a profession that allows them to be immediately beneficial to others. A career that is beneficial to society is what sets Gen Y apart from the other generations. Gen Y would prefer mission-driven organizations, while the earlier generations are community-driven and motivated by the desire to serve people and improve the environment (Strauss and Howe, 2007). The Saudis operate in a community and family-driven tribal society and prefer jobs that allow them to establish themselves in the communities where they work. They place a high value on their professional image and seek ways to serve their family and communities through their jobs.

Social/Affiliation Motivators: This study found that majority of all four generations of MOH employees agreed with a career that allows them to meet new friends and interact with a large number of people, although it had the lowest priority among other drivers.

Extrinsic motivators: Saudi MOH employees across the generations hold high value for career development. Followed by professional identity, a job with high status and prestige is a motivator even for the younger generations. This might be because of the nature of the health care sector and the influence of the Saudi culture. Money and a chance for good financial gain and a job that most people look up to and respect are rewarding motivators.

Job Stability: The majority of Saudi MOH employees need a reasonably predictable job-secured future, an opportunity to be involved in decision-making, followed by a profession that allows people to build roots in a community and not have to travel from place to place. Finally, to remain in the same employment for most of their professional lives, baby boomers would want to remain in the same location for the majority of their adult lives. However, for Gen X, almost half the sample would preferably move, unlike Gen Z, half of whom would like to stay, and the other half would move. This might indicate that post-2030 vision generations might be different from the post-oil workforce. Further studies are needed on Gen Z when they are at a different career point.

Recommendations

Moving within the Saudi MOH can be difficult due to the nature of the healthcare sector and the MOH regulations and centralized system. An employee can find themselves in a job that does not suit their abilities and skills. Therefore, the HR should consider setting proper human resources planning that evaluates employees' skills and abilities and coinsures them. Improvement projects to the recruitment and utilization of human resources should be considered to serve the organization and employee needs. Furthermore, the education plans in MOH are restricted and centralized. The MOH should conduct a thorough education needs assessment to meet educational needs. We have seen MOH create a department specializing in creativity management and an internal communication department that aims to enhance employees' experiences. Further studies are needed to utilize and direct these departments to meet employees' needs to serve as instructive work motivators. Furthermore, clear career development strategies should be considered due to job security and high stability in the public sector, which addresses the job stability work motivators and affects extrinsic motivators. A clear career path should be in place for all positions, opportunities for career development should be planned and announced, and a job succession plan can be used as a retention factor. In alignment with these, the MOH should enhance the benefits policies and develop the dispensing procedures. Though it is timely and fixed, however, the dispense of the benefits takes years in some cases. Transformation leaders should consider the importance of job security and stability in the transition period to privatization. Saudi employees highly value job security and stability, so the MOH should provide leisure work motivators, especially for the BB generation and the majority of the Yer workforce. They should also consider strategies for Xers and Zers to move quickly within MOH as it can be a factor in employee engagement, retention, and satisfaction. Saudis place a high value on the need to help others and contribute to society due to the nature of healthcare. Therefore, regarding altruistic motivators, community social responsibility programs should be in place and a good healthcare plan for their families that allows them to have the same access to services available in private plans. Strategies to develop the future generation of employees should also be in place. Further studies are needed to evaluate Gen Z at an advanced point in their career.

Contribution

This study will help policymakers and leading stakeholders in the healthcare transformation and privatization plan to understand the current workforce's individual needs and differences and utilize this knowledge in developing strategies and policies to work best for MOH employees in a market-driven healthcare sector. In addition, this study also demonstrated how generational differences significantly impact work motivators. Therefore, it can serve as a baseline for future investigations about the impact of generational differences on work motivators when Saudi MOH employees are at the same age or same point in their career under a different economic model influenced by the 2030 vision.

Limitations

The first limitation is the methodology; generational studies should use cross-sectional research and collect longitudinal data. The second limitation was depending on western literature to identify when a generation starts or ends. Although the succession of a generation is a challenge, the previous literature outlined a pattern of generations that reflects Saudi generations. Further generational studies are needed in the Kingdom for the post-oil economic model generation and the post-2030 vision generation, who will grow under a different socio-economic model.

CONCLUSION

This study examined the multigenerational impact on work motivators and detected statistical significance among the generations on intrinsic rewards work motivator is good for MOH transformation leaders; smaller generation gaps. There is no significance on the other five work motivator.

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Declaration

We hereby declare that the project entitled "Multigenerational Impact on Work Motivators of Saudi Ministry of Health Employees" submitted to the International Journal under the guidelines of postgraduate Research, at King Abdulaziz University, Jeddah. This work has not previously been submitted to any other journal for publication.

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Appendix A. Data Table

Table-2: Multigenerational Differences in the First Work Motivator Leisure Rewards

| Generation Type | Strongly Agree (5) | Agree (4) | Neutral (3) | Disagree (2) | Strongly Disagree (1) |
|--|--------------------|----------------------|-----------------------------|-----------------------|-----------------------|
| Q1: A job where you have more than two weeks' vacation | | | | | |
| Baby Boomers | 3 | 1 | 0 | 0 | 1 |
| Generation X | 26 | 6 | 8 | 5 | 4 |
| Generation Y | 148 | 47 | 44 | 13 | 7 |
| Generation Z | 10 | 5 | 4 | 0 | 0 |
| Total | 187 | 59 | 56 | 18 | 12 |
| | 56% | 18% | 17% | 5% | 4% |
| Q2: A job that leaves a lot of time for other things in your life | | | | | |
| Baby Boomers | 4 | 0 | 1 | 0 | 0 |
| Generation X | 30 | 7 | 8 | 2 | 2 |
| Generation Y | 160 | 51 | 32 | 8 | 8 |
| Generation Z | 15 | 0 | 2 | 0 | 2 |
| Total | 209 | 58 | 43 | 10 | 12 |
| | 63% | 17% | 13% | 3% | 4% |
| Q3: A job with an easy pace that lets you work slowly | | | | | |
| Baby Boomers | 1 | 0 | 0 | 1 | 3 |
| Generation X | 11 | 2 | 19 | 7 | 10 |
| Generation Y | 44 | 53 | 82 | 45 | 35 |
| Generation Z | 4 | 3 | 9 | 2 | 1 |
| Total | 60 | 58 | 110 | 55 | 49 |
| | 18% | 17% | 33% | 17% | 15% |
| Q4: A job that leaves you mostly free of supervision by others | | | | | |
| Baby Boomers | 2 | 1 | 2 | 0 | 0 |
| Generation X | 16 | 12 | 11 | 8 | 2 |
| Generation Y | 92 | 65 | 60 | 27 | 15 |
| Generation Z | 7 | 1 | 1 | 5 | 5 |
| Total | 117 | 79 | 74 | 40 | 22 |
| | 35% | 24% | 22% | 12% | 7% |
| Leisure rewards | N | Average ¹ | Std. Deviation ² | Variance ¹ | P-Value ³ |
| Baby Boomers | 5 | 3.6500 | .78262 | 3.6500 | .668 |
| Generation X | 49 | 3.6888 | .89345 | 3.6888 | |
| Generation Y | 259 | 3.8185 | .79701 | 3.8504 | |
| Generation Z | 19 | 3.7632 | 1.02900 | 3.7632 | |

1=Tukey Table 2=Descriptive Table 3=Robust Tests of Equality of Mean Table

Table 3. The Multigenerational Differences in the Second Work Motivator. Intrinsic Rewards

| Generation Type | Strongly Agree (5) | Agree (4) | Neutral (3) | Disagree (2) | Strongly Disagree (1) |
|---|--------------------|-----------|-------------|--------------|-----------------------|
| Q1: A job that is interesting to do | | | | | |
| Baby Boomers | 5 | 0 | 0 | 0 | 0 |
| Generation X | 33 | 10 | 4 | 0 | 2 |
| Generation Y | 174 | 51 | 24 | 7 | 3 |
| Generation Z | 15 | 2 | 0 | 1 | 1 |
| Total | 227 | 63 | 28 | 8 | 6 |
| | 68% | 19% | 8% | 2% | 2% |
| Q2: A job where you can learn new things, learn new skills | | | | | |
| Baby Boomers | 5 | 0 | 0 | 0 | 0 |
| Generation X | 35 | 12 | 0 | 1 | 1 |
| Generation Y | 182 | 51 | 17 | 8 | 1 |
| Generation Z | 14 | 3 | 1 | 0 | 1 |
| Total | 236 | 66 | 18 | 9 | 3 |
| | 71% | 20% | 5% | 3% | 1% |
| Q3: A job where the skills you learn will not go out of date | | | | | |
| Baby Boomers | 3 | 2 | 0 | 0 | 0 |
| Generation X | 31 | 14 | 3 | 0 | 1 |
| Generation Y | 164 | 53 | 34 | 7 | 1 |
| Generation Z | 14 | 3 | 0 | 1 | 1 |
| Total | 212 | 72 | 37 | 8 | 3 |
| | 64% | 22% | 11% | 2% | 1% |
| | 74% | 17% | 6% | 1% | 2% |

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| Q4: A job that leaves you mostly free of supervision by others | | | | | |
|--|-----|----------------------|-----------------------------|-----------------------|----------------------|
| Baby Boomers | 2 | 1 | 2 | 0 | 0 |
| Generation X | 16 | 12 | 11 | 8 | 2 |
| Generation Y | 92 | 65 | 60 | 27 | 15 |
| Generation Z | 7 | 1 | 1 | 5 | 5 |
| Total | 117 | 79 | 74 | 40 | 22 |
| | 35% | 24% | 22% | 12% | 7% |
| Leisure rewards | N | Average ¹ | Std. Deviation ² | Variance ¹ | P-Value ³ |
| Baby Boomers | 5 | 3.6500 | .78262 | 3.6500 | .668 |
| Generation X | 49 | 3.6888 | .89345 | 3.6888 | |
| Generation Y | 259 | 3.8185 | .79701 | 3.8504 | |
| Generation Z | 19 | 3.7632 | 1.02900 | 3.7632 | |

1=Tukey Table 2=Descriptive Table 3=Robust Tests of Equality of Mean Table

Table 3. The Multigenerational Differences in the Second Work Motivator. Intrinsic Rewards

| Generation Type | Strongly Agree (5) | Agree (4) | Neutral (3) | Disagree (2) | Strongly Disagree (1) |
|--|--------------------|----------------------|-----------------------------|-----------------------|-----------------------|
| Q1: A job that is interesting to do | | | | | |
| Baby Boomers | 5 | 0 | 0 | 0 | 0 |
| Generation X | 33 | 10 | 4 | 0 | 2 |
| Generation Y | 174 | 51 | 24 | 7 | 3 |
| Generation Z | 15 | 2 | 0 | 1 | 1 |
| Total | 227 | 63 | 28 | 8 | 6 |
| | 68% | 19% | 8% | 2% | 2% |
| Q2: A job where you can learn new things, learn new skills | | | | | |
| Baby Boomers | 5 | 0 | 0 | 0 | 0 |
| Generation X | 35 | 12 | 0 | 1 | 1 |
| Generation Y | 182 | 51 | 17 | 8 | 1 |
| Generation Z | 14 | 3 | 1 | 0 | 1 |
| Total | 236 | 66 | 18 | 9 | 3 |
| | 71% | 20% | 5% | 3% | 1% |
| Q3: A job where the skills you learn will not go out of date | | | | | |
| Baby Boomers | 3 | 2 | 0 | 0 | 0 |
| Generation X | 31 | 14 | 3 | 0 | 1 |
| Generation Y | 164 | 53 | 34 | 7 | 1 |
| Generation Z | 14 | 3 | 0 | 1 | 1 |
| Total | 212 | 72 | 37 | 8 | 3 |
| | 64% | 22% | 11% | 2% | 1% |
| Q4: A job where you can see the results of what you do | | | | | |
| Baby Boomers | 5 | 0 | 0 | 0 | 0 |
| Generation X | 36 | 10 | 2 | 0 | 1 |
| Generation Y | 191 | 44 | 18 | 3 | 3 |
| Generation Z | 14 | 3 | 1 | 0 | 1 |
| Total | 246 | 57 | 21 | 3 | 5 |
| | 74% | 17% | 6% | 1% | 2% |
| Q5: A job that uses your skills and abilities—lets you do the things you can do best | | | | | |
| Baby Boomers | 5 | 0 | 0 | 0 | 0 |
| Generation X | 38 | 8 | 2 | 0 | 1 |
| Generation Y | 188 | 48 | 20 | 2 | 1 |
| Generation Z | 15 | 2 | 1 | 0 | 1 |
| Total | 246 | 58 | 23 | 2 | 3 |
| | 74% | 17% | 7% | 1% | 1% |
| Q6: A job where you do not have to pretend to be a type of person that you are not | | | | | |
| Baby Boomers | 4 | 1 | 0 | 0 | 0 |
| Generation X | 33 | 10 | 0 | 5 | 1 |
| Generation Y | 161 | 39 | 37 | 13 | 9 |
| Generation Z | 12 | 4 | 1 | 0 | 2 |
| Total | 210 | 54 | 38 | 18 | 12 |
| | 63% | 16% | 11% | 5% | 4% |
| Q7: A job where you have the chance to be creative | | | | | |
| Baby Boomers | 5 | 0 | 0 | 0 | 0 |
| Generation X | 36 | 10 | 2 | 0 | 1 |
| Generation Y | 175 | 47 | 27 | 5 | 5 |
| Generation Z | 13 | 2 | 3 | 0 | 1 |
| Total | 229 | 59 | 32 | 5 | 7 |
| | 69% | 18% | 10% | 2% | 2% |
| Intrinsic rewards | N | Average ¹ | Std. Deviation ² | Variance ¹ | P-Vsalue ³ |
| Baby Boomers | 5 | 4.9143 | .12778 | 4.9143 | .000 |
| Generation X | 49 | 4.5627 | .71095 | 4.5627 | |
| Generation Y | 259 | 4.4959 | .68837 | 4.4959 | |
| Generation Z | 19 | 4.4662 | 1.00660 | 4.4662 | |

1=Tukey Table 2=Descriptive Table; 3=Robust Tests of Equality of Mean Table

Table-4 The Multigenerational Differences in the Third Work Motivator Altruistic Rewards

| Generation Type | Strongly Agree (5) | Agree (4) | Neutral (3) | Disagree (2) | Strongly Disagree (1) |
|--|--------------------|----------------------|-----------------------------|-----------------------|-----------------------|
| Q12: A job that gives you an opportunity to be directly helpful to others | | | | | |
| Baby Boomers | 3 | 2 | 0 | 0 | 0 |
| Generation X | 34 | 13 | 1 | 0 | 1 |
| Generation Y | 182 | 49 | 20 | 6 | 2 |
| Generation Z | 14 | 2 | 2 | 0 | 1 |
| Total | 233 | 66 | 23 | 6 | 4 |
| | 70% | 20% | 7% | 2% | 1% |
| Q13: A job that is worthwhile to society | | | | | |
| Baby Boomers | 4 | 1 | 0 | 0 | 0 |
| Generation X | 30 | 14 | 2 | 2 | 1 |
| Generation Y | 179 | 45 | 30 | 2 | 3 |
| Generation Z | 12 | 3 | 3 | 0 | 1 |
| Total | 225 | 63 | 35 | 4 | 5 |
| | 68% | 19% | 11% | 1% | 2% |
| Altruistic rewards | N | Average ¹ | Std. Deviation ² | Variance ¹ | P-Vvalue ³ |
| Baby Boomers | 5 | 4.7000 | .44721 | 4.7000 | .806 |
| Generation X | 49 | 4.5204 | .74972 | 4.5204 | |
| Generation Y | 259 | 4.5405 | .74793 | 4.5405 | |
| Generation Z | 19 | 4.3947 | 1.02169 | 4.3947 | |

1=Tukey Table 2=Descriptive Table 3=Robust Tests of Equality of Mean Table

Table 5. The Multigenerational Differences in the Fourth Work Motivator Social Rewards

| Generation Type | Strongly Agree (5) | Agree (4) | Neutral (3) | Disagree (2) | Strongly Disagree (1) |
|---|--------------------|----------------------|-----------------------------|-----------------------|-----------------------|
| Q14: A job that gives you a chance to make friends | | | | | |
| Baby Boomers | 2 | 1 | 2 | 0 | 0 |
| Generation X | 22 | 14 | 8 | 2 | 3 |
| Generation Y | 121 | 66 | 54 | 13 | 5 |
| Generation Z | 10 | 2 | 5 | 0 | 2 |
| Total | 155 | 83 | 69 | 15 | 10 |
| | 47% | 25% | 21% | 5% | 3% |
| Q15: A job that permits contact with a lot of people | | | | | |
| Baby Boomers | 3 | 2 | 0 | 0 | 0 |
| Generation X | 17 | 15 | 11 | 3 | 3 |
| Generation Y | 114 | 58 | 61 | 22 | 4 |
| Generation Z | 11 | 2 | 3 | 1 | 2 |
| Total | 145 | 77 | 75 | 26 | 9 |
| | 44% | 23% | 23% | 8% | 3% |
| Social Rewards | N | Average ¹ | Std. Deviation ² | Variance ¹ | P-Value ³ |
| Baby Boomers | 5 | 4.3000 | .67082 | 4.3000 | 0.736 |
| Generation X | 49 | 3.9184 | 1.11031 | 3.9184 | |
| Generation Y | 259 | 4.0444 | .95080 | 4.0444 | |
| Generation Z | 19 | 3.9737 | 1.31734 | 3.9737 | |

1=Tukey Table 2=Descriptive Table 3=Robust Tests of Equality of Mean Table

Table 6. The Multigenerational Differences in the Fifth Work Motivator Extrinsic Rewards

| Generation Type | Strongly Agree (5) | Agree (4) | Neutral (3) | Disagree (2) | Strongly Disagree (1) |
|---|--------------------|----------------------|-----------------------------|-----------------------|-----------------------|
| Q1: A job that has high status and prestige | | | | | |
| Baby Boomers | 5 | 0 | 0 | 0 | 0 |
| Generation X | 35 | 10 | 3 | 0 | 1 |
| Generation Y | 167 | 54 | 28 | 9 | 1 |
| Generation Z | 14 | 0 | 3 | 1 | 1 |
| Total | 221 | 64 | 34 | 10 | 3 |
| | 67% | 19% | 10% | 3% | 1% |
| Q2: A job that most people look up to and respect | | | | | |
| Baby Boomers | 5 | 0 | 0 | 0 | 0 |
| Generation X | 30 | 12 | 5 | 0 | 2 |
| Generation Y | 143 | 55 | 45 | 14 | 2 |
| Generation Z | 13 | 3 | 1 | 1 | 1 |
| Total | 191 | 70 | 51 | 15 | 5 |
| | 58% | 21% | 15% | 5% | 2% |
| Q3: A job that provides you with a chance to earn a good deal of money | | | | | |
| Baby Boomers | 4 | 0 | 1 | 0 | 0 |
| Generation X | 33 | 10 | 4 | 1 | 1 |
| Generation Y | 177 | 41 | 28 | 8 | 5 |
| Generation Z | 14 | 1 | 2 | 1 | 1 |
| Total | 228 | 52 | 35 | 10 | 7 |
| | 69% | 16% | 11% | 3% | 2% |
| Q4: A job where the chances for advancement and promotion are good | | | | | |
| Baby Boomers | 4 | 1 | 0 | 0 | 0 |
| Generation X | 33 | 11 | 2 | 2 | 1 |
| Generation Y | 184 | 40 | 20 | 9 | 6 |
| Generation Z | 14 | 2 | 1 | 1 | 1 |
| Total | 235 | 54 | 23 | 12 | 8 |
| | 71% | 16% | 7% | 4% | 2% |
| Extrinsic Rewards | N | Average ¹ | Std. Deviation ² | Variance ¹ | P-Value ³ |
| Baby Boomers | 5 | 4.8500 | .33541 | 4.8500 | .096 |
| Generation X | 49 | 4.4898 | .74120 | 4.4898 | |
| Generation Y | 259 | 4.4131 | .76229 | 4.4131 | |
| Generation Z | 19 | 4.3684 | 1.08771 | 4.3684 | |

1=Tukey Table 2=Descriptive Table 3=Robust Tests of Equality of Mean Table

Table 7. The Multigenerational differences in the second work motivator Job stability

| Generation Type | Strongly Agree (5) | Agree (4) | Neutral (3) | Disagree (2) | Strongly Disagree (1) |
|---|--------------------|----------------------|-----------------------------|-----------------------|-----------------------|
| Q1: A job that offers a reasonably predictable, secure future | | | | | |
| Baby Boomers | 3 | 2 | 0 | 0 | 0 |
| Generation X | 35 | 11 | 2 | 0 | 1 |
| Generation Y | 174 | 53 | 21 | 7 | 4 |
| Generation Z | 15 | 0 | 2 | 1 | 1 |
| Total | 227 | 66 | 25 | 8 | 6 |
| | 68% | 20% | 8% | 2% | 2% |
| Q2: A job that allows you to establish roots in a community and not have to move from place to place | | | | | |
| Baby Boomers | 3 | 2 | 0 | 0 | 0 |
| Generation X | 26 | 15 | 7 | 1 | 0 |
| Generation Y | 138 | 63 | 43 | 10 | 5 |
| Generation Z | 10 | 3 | 5 | 0 | 1 |
| Total | 177 | 83 | 55 | 11 | 6 |
| | 53% | 25% | 17% | 3% | 2% |
| Q3: I would like to stay in the same job for most of my adult life. | | | | | |
| Baby Boomers | 1 | 3 | 0 | 0 | 1 |
| Generation X | 11 | 11 | 16 | 6 | 5 |
| Generation Y | 61 | 60 | 73 | 29 | 36 |
| Generation Z | 5 | 3 | 3 | 4 | 4 |
| Total | 78 | 77 | 92 | 39 | 46 |
| | 23% | 23% | 28% | 12% | 14% |
| Q4: A job where you get a chance to participate in decision making | | | | | |
| Baby Boomers | 5 | 0 | 0 | 0 | 0 |
| Generation X | 30 | 12 | 6 | 1 | 0 |
| Generation Y | 144 | 72 | 30 | 7 | 6 |
| Generation Z | 11 | 3 | 4 | 0 | 1 |
| Total | 190 | 87 | 40 | 8 | 7 |
| | 57% | 26% | 12% | 2% | 2% |
| Job stability | N | Average ¹ | Std. Deviation ² | Variance ¹ | P-Vsalue ³ |
| Baby Boomers | 5 | 4.1888 | .65258 | 4.4500 | .205 |
| Generation X | 49 | 4.0878 | .75756 | 4.1888 | |
| Generation Y | 259 | 3.9474 | 1.04940 | 4.0878 | |
| Generation Z | 19 | 4.1002 | .75835 | 3.9474 | |

1=Tukey Table 2=Descriptive Table 3=Robust Tests of Equality of Mean Table

Appendix B. Mean plot for all generation on work motivator

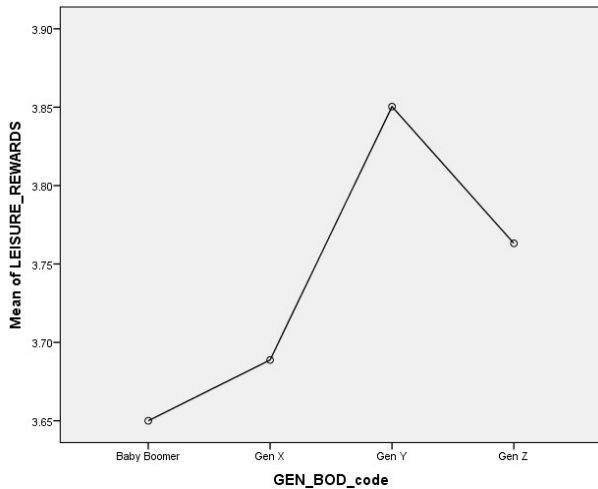


Figure 4.1: Mean plot for all generations in Leisure rewards

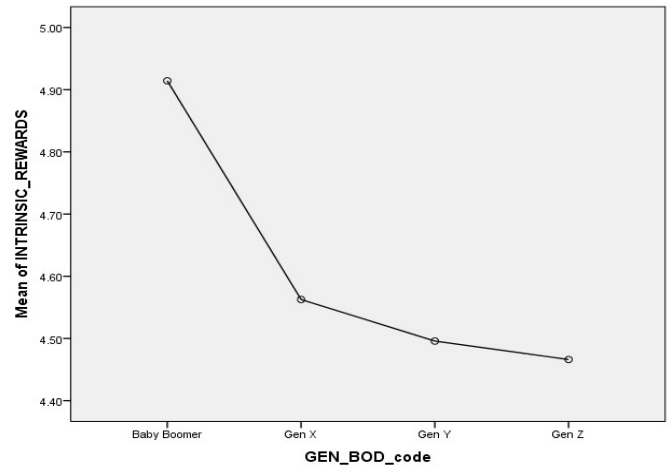


Figure 4.2: Mean Plot for all Generations in Intrinsic Rewards

Continue

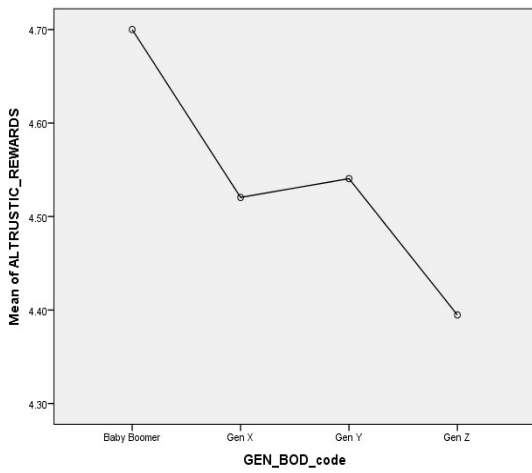


Figure 4.3. Mean plot for all generations in Altruistic rewards

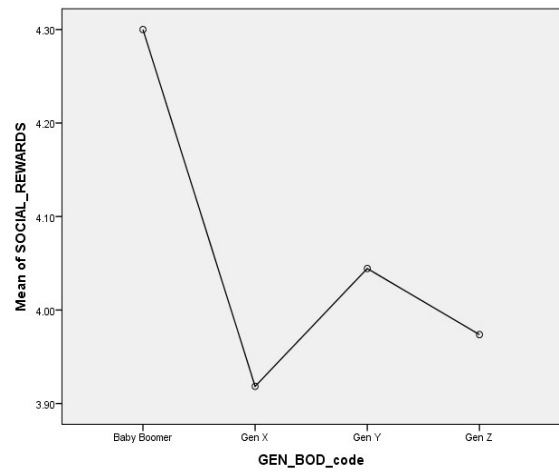


Figure 4-1. Mean Plot for all Generations in Intrinsic Rewards

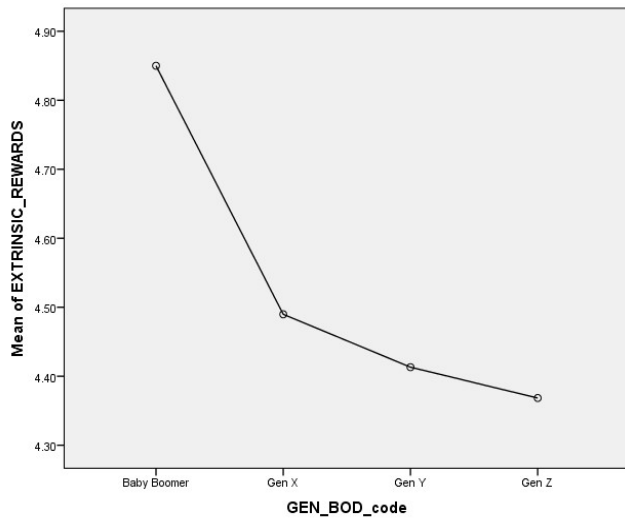


Figure 4. 5 Mean Plot for all Generations in Extrinsic Rewards

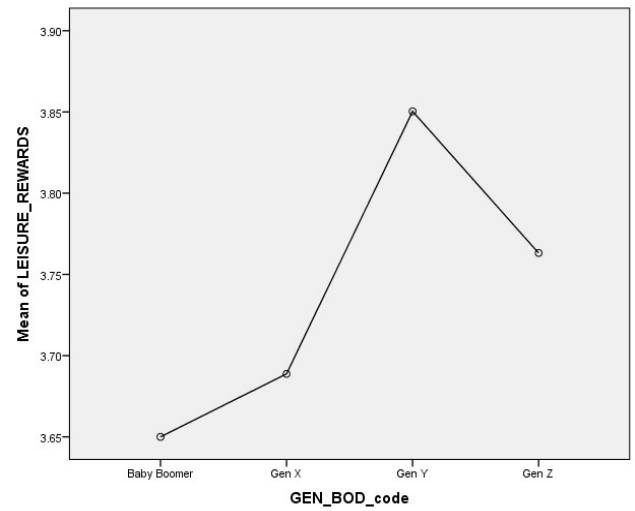


Figure 6. Mean plot for all generations in job stability
