

---

## Values Held by Generation X, Y, Z Employees as Predictors of Work Motivation

---

Submitted 02/11/24, 1st revision 17/11/24, 2nd revision 18/12/24, accepted 30/12/24

Teresa Kupczyk<sup>1</sup>, Arkadiusz Górski<sup>2</sup>, Kamila Urbańska<sup>3</sup>,  
Paulina Ucieklak-Jeż<sup>4</sup>, Bogdan Wierzbiński<sup>5\*</sup>

### **Abstract:**

**Purpose:** The main objective of the research, identified with the main research problem, was to identify, analyse and diagnose the values held by Generation X, Y, Z employees and their relationship with work motivation.

**Design/Methodology/Approach:** In order to solve the research problem and verify the hypotheses posed, a quantitative empirical study was conducted on a research sample of 2312 individuals from Generations X, Y and Z. A proprietary survey questionnaire and PAPI and CAWI research techniques were used. Relationships between variables were investigated using Pearson's linear correlation coefficient and also based on the coefficient of the multiple regression model. A value of 0.05 was used as the level of significance.

**Findings:** The level of work motivation of the employees surveyed by the existing motivational system in their organisations was determined. It is not high and depends on the values held by the employees. Generation X and Generation Z are the most motivated, Generation Y the least. The highest importance for respondents is family, although the importance of this value decreases with lower age, as is the case with work and discipline. The lowest importance is ascribed to these values by Generation Z. On the other hand, the more often the respondents come from the younger generation, the greater the importance for them of income/assets, as well as health and intensity of life. Generation Z also attributes the highest importance to these values. The more important family is to respondents, the more important honesty, health and work are to them. It also turned out that the higher the

---

<sup>1</sup>Associate Prof., Institute of Management and Quality Sciences, Humanitas University, Poland, ORCID: 0000-0003-0361-2128, [teresa.kupczyk@humanitas.edu.pl](mailto:teresa.kupczyk@humanitas.edu.pl);

<sup>2</sup>PhD, Wrocław University of Science and Technology, Poland, <https://orcid.org/0000-0003-3595-9820>, [arkadiusz.gorski@pwr.edu.pl](mailto:arkadiusz.gorski@pwr.edu.pl);

<sup>3</sup>PhD, General Tadeusz Kosciuszko Military University of Land Forces, Wrocław, Poland, <https://orcid.org/0000-0003-2820-3275>, [kamila.urbanska@awl.edu.pl](mailto:kamila.urbanska@awl.edu.pl);

<sup>4</sup>Associate Professor, Uniwersytet Jana Długosza w Częstochowie, Poland, <https://orcid.org/0000-0002-4106-6984>, [p.ucieklak-jez@ujd.edu.pl](mailto:p.ucieklak-jez@ujd.edu.pl)

<sup>5</sup>Associate Professor, Uniwersytet Rzeszowski, Poland, <https://orcid.org/0000-0002-6324-6265>, [bwierzbinski@ur.edu.pl](mailto:bwierzbinski@ur.edu.pl);

\*An earlier version of this article was presented at ICABE 2024 [www.icabe.gr](http://www.icabe.gr)

---

*motivation to work, the more important values such as: discipline and authority are for the respondents.*

**Practical implication:** *The practical business implications mainly concern the possibility for managers to use the results of the research in the process of managing the organisation's human resources and their age diversity.*

**Originality/value:** *It turned out that there are differences between the values held by employees from Generations X, Y, Z. The younger the generation, the less importance they give to the values studied. It therefore seems legitimate to conclude that there are deficits in the level of professed values. Significant relationships were also identified between employees' professed values and their work motivation.*

**Keywords:** *Values, generation, employee motivation, Human Resource Management.*

**JELCode :** *M12, J24, M54, O15*

**Paper type:** *Research article.*

## 1. Introduction

The generational, societal and technological changes taking place require the creation of business and management strategies that will perform well under conditions of high uncertainty and volatility (Czapla, 2022). Employers need to modify incentive systems under these conditions to increase engagement and productivity (Bailey and Kurland, 2020). As organisations move towards hybrid working models, maintaining high levels of employee motivation will require a focus on clear communication, professional development and a supportive work culture (McKinsey and Company, 2021).

From this point of view, the work approach, or “the activities and behaviours in an organisation to which individuals and groups ascribe high levels of material, social, psychological and ethical value” (Michalczyk, 1988, p. 297), becomes crucial. Every person is integrally connected to values. He or she has the choice of accepting those that he or she accepts and wishes to realise, or rejecting those that do not fit into his or her hierarchy. Pointing out the importance of values in people's lives, Denek (1999) referred to them as compasses that guide behaviour.

Popovska *et al.* (2015) stated that values at work justify the behaviour and opinions of individuals and generational groups. They condition human conduct, are an important factor in human activity, and dynamise, direct and explain the actions of individuals and groups. The presence of five generations in the labour market creates a unique dynamic, given their different views on values in the workplace.

To promote employee motivation, clear communication and intergenerational synergy, managers need to understand each generation group (Gursoy *et al.*, 2013). Jiri (2016) argues that this is one of the biggest challenges for managers in the 21st

century workplace. Eastland and Clark (2015) confirmed the inevitable conflict and distress that takes place at work when employees do not appreciate and respect generational differences. Value disagreements between different generations of employees occur in the workplace (Hillman, 2014) and this can lead to reduced motivation (Kukreja, 2017).

Employees exhibit unique work values that correspond to their generation, which create opportunities for managers in the organisation, but are also challenging (Chen and Lian, 2015; Locmele-Lunova and Cirjevskis, 2017; Lyons and Kuron, 2014). To increase retention and motivate top talent, managers should create an atmosphere that matches the work values of all employees (Froese, 2013). Human resource professionals (HRPs) and managers need to understand the work values of each generation and the similarities and differences between them in order to effectively lead the organisation (Mencl and Lester, 2014).

Some authors believe that the focus should not be solely on generational differences and recognise stereotypes about generational differences in the workplace. In their view, similarities in work values between employees of Generations X, Y and Z should be sought, allowing effective motivational systems to be built (Dick, 2019). However, as research indicates, motivational elements differ for each generation (Hernaus, Poloski, and Vokic, 2014). However, these topics are still poorly recognised (Mahmoud *et al.*, 2021). It is not made easier by the fact that these values change over time, although it should be emphasised that these changes are not rapid (Rokeacha, 1973).

Value system research provides extensive knowledge about possible attitudes, behaviours, motives both in personal life and at work. It is therefore crucial to adapt motivational systems to the changing needs and values of employees (Aguinis and Burgi-Tian, 2021). Satisfying these provides an opportunity to increase employee motivation, which should result in increased productivity and, ultimately, increased competitiveness of companies. The rationale behind the research undertaken is the growing importance of a personalised approach to employees in management, taking into account the values they hold and motivating them accordingly (Juchnowicz, 2014).

In addition, as research findings indicate, generational affiliation has a significant impact on attitudes to work, the way people are motivated, as well as the formation of their own professional and life goals and the ways in which they pursue them (Rogozińska-Pawelczyk, 2014). Ignoring these differences, can lead to an increase in intergenerational conflicts, a decrease in work motivation, productivity, innovation and an increase in employee turnover (Jenkin 2008).

A review of the literature indicates that the issue of values professed by Generation X, Y and Z is still insufficiently recognised. The identified research gap became the rationale for undertaking a study whose aim, identified with the main research

problem, was to identify, analyse and diagnose the values professed by Generation X, Y, Z employees and their relationship with work motivation.

In particular, the research carried out was aimed at finding answers to the research problems posed, which took the form of the following questions:

- P1. Are there differences between Generations X, Y, Z in terms of professed values?*
- P2. Are employees from different generations motivated to work by the existing motivational system in their organisations?*
- P3. Is there a statistically significant positive relationship between employees' professed values and their motivation to work?*

## **2. The Theoretical Framework Adopted in the Study**

The theoretical framework for this study is Abraham Maslow's (1954) hierarchy of needs theory. In 1991, Howe and Strauss developed Mannheim's generational theory by viewing generations in a cyclical way (Howe and Strauss, 1991); however, these theories do not include the value of work and motivation. Research confirms that an individual's need acts as a motivator (Babic, Kordic and Babic, 2014; Zargar *et al.*, 2014, Vandenberghe *et al.*, 2014; Zameer *et al.*, 2014; Ali, Nisar and Amir, 2014).

Values are not clearly defined in the literature. According to Rokeach (1973), values are a system in which the individual elements are ordered according to their degree of importance, whereby the hierarchy of values can be considered at the micro (individual), meso (organisation, enterprise) and macro (society) levels. Values are the basis for certain attitudes and, as a result, for decision-making, goal-setting and functioning in the work environment. They are sometimes identified with attitudes, motives, preferences, behaviour, action, etc. (Gajda, 1997). They serve to shape individual attitudes (Fritzsche, 2007).

According to some authors, values are "any fact having an empirical content, accessible to members of a particular social group, and a meaning according to which it is or can be the object of action" (Thomas and Znaniecki, 1918). The theoretical assumption of the research conducted was that employees from generations X, Y and Z have different values, which are the source of their motivation to work. These assumptions draw on the functionalist and contextualist approaches to resource-based management (McDonnell and Wiblen, 2021).

The adoption of human capital resource theory enhances the understanding of high-potential investment along with a resource-based view. This combination explains the development of internal sources of competitive advantage, characterised by rarity, uniqueness, irreplaceability and value (Kabwe and Okorie, 2019). The literature unveils differences between the generations (Anderson *et al.*, 2022; Baur, Griffith and Buckley, 2017; Lyons and Kuron, 2014), but there is little research that

indicates precisely what differences exist between generations in terms of values held.

It is worth noting that the way the term generation is defined is not precise. According to McCrindle and Wolfinger, today's generations are defined sociologically rather than biologically, and the term generation today refers to a group of people born in a similar time frame, who share a comparable age and stage of life, and who have been through a period of time - events, trends and developments (McCrindle and Wolfinger, 2014). The values that are important to employees undergo some change, but the process is slow.

Research carried out by CBOS indicates that the values most frequently mentioned by employees included health (47%), family (39%), material security/money (10%), and work (8%). Here, good or interesting work and job security were additionally indicated. 6% of respondents each mentioned material security (prosperity, abundance, material/financial stability,) and peace of mind as the most important values for themselves in life. Another 4% of respondents explicitly mentioned money in this context, including good salaries (CBOS 2020). The research conducted indicates that work has its permanent place in the system of values, regardless of whether it is understood abstractly as all work or more utilitarian, as an activity with utilitarian value" (Król and Ludwicyński, 2006).

Employees found the organisation's atmosphere to be the greatest value at work, which contributes most to self-development in a clan culture (Domagalska-Grędys, 2017). Other research findings indicate similarly. The most important values for employees are family and health, but also friends and acquaintances (generally ranked third). The most important value at work was considered by Poles to be work that gives a lot of joy. In second place was a good atmosphere and seeing the meaning of work. Remuneration was not the most important, although it remained important (Jarecki, 2019).

The latest Awarson 2024 Report "Who dictates the terms and conditions here?" indicates that the main motivation for changing jobs was the desire to develop, this was the main factor for making such a decision (75%). No less important is still the atmosphere in the workplace, which was also in the top motivating factors for employees before the pandemic. Flexibility and work-life balance continue to be important motivational factors. IT employees increasingly value work-life balance. The virtual world amplifies the speed of the changing environment. The absence of constraints and the shortening of certain processes has resulted in decisions and tasks being made and completed much faster (Awarson, 2024).

Several critical areas highlight the differences between the generations' work and their values. Generation Y (Millennials), due to their need for continuous support from their parents during their formative years, need mentoring and meaningful feedback from their supervisors (Kilber *et al.*, 2014; Weirich, 2017). Another

difference in values is noticeable in the work-life balance, which has changed over the years. Generations preceding Generation X focused primarily on work; whereas Generation X and Generation Y desire a greater work-life balance (Bush, 2017; Kroth and Young, 2014). Kroth and Young (2014) found that older generations saw work as a critical component and an important extension of their lives, while Generation X and Generation Y see work as a necessary means to achieve their ambitions.

Several studies have confirmed the fundamental points that drive Generation Y to find employment elsewhere are autonomy, personal freedom to balance work and life, and flexible work schedules (Coates, 2017; Queiri, Yusoff, and Dwaikat, 2014). Employer loyalty is another value at work that has changed with the generations. Bush (2017) found that Generation Y employees do not stay with the same employer for their entire career. To adapt to the needs of younger generations, managers should cultivate loyalty through robust mentoring and coaching, proving that the company's plan takes into account the employee's future development (Weirich, 2017).

According to researchers, motivators have a different impact on the motivation of employees from different generations. Of the three Generations X, Y and Z, Generation Y needs the most practical, direct motivational inspiration from their managers (Stewart *et al.*, 2017). Generation Z is more sensitive to amotivation than Generation X and Generation Y. Extrinsic regulation - material - is an important source of general work motivation only for Generation Z.

Only Generation X values external - social regulation as a source of general employee motivation. In contrast to Generation Z, both Generation X and Generation Y employees value regulation identified as a source of general work motivation. Finally, intrinsic motivation contributes more to the overall work motivation of Generation Z employees than that of Generation X and Generation Y (Mahmoud *et al.*, 2021).

The Network of Executive Women (NEW) and Deloitte surveyed Generation Z to understand the key events that helped shape their lives; exploring individual behaviours, attitudes and preferences. The results of this research showed that Generation Z differs in certain areas from other generations (Deloitte, 2018). This is especially true of behaviour and attitudes towards work, which are not completely different from previous generations, but there are significant differences (Mengying, 2023). Self-obsessed and overconfident, Generation Z is stereotyped as always online and virtually connected (Puiu, 2016; Stanton, 2017). Due to the obsession with being online, this generation lacks personality and is lost (Chicca and Shellenbarger, 2018).

Tulgan (2013) found that this generation expects humour from superiors in the workplace. Stereotypically, this generation is considered to be highly emotional

(Puiu, 2016). Tulgan (2013) found that Generation Z are stereotypically seen as having an escapist mentality, as they escape the pressures of reality by playing video games and remain constantly connected to the internet. Domagalska-Grędyś points out that Generation Z strives to satisfy not only their own needs, but also those of society, which dispels one of the myths about the selfishness of the younger generations.

This generation highly values a good atmosphere and opportunities for self-realisation at work. It has also been confirmed that earnings are more important for Generation Z than for Generation Y (Domagalska-Grędyś, 2017). Having witnessed the financial crisis that their parents faced, they do not hide the fact that salary is important to them (Gojtowska, 2017).

Generation Y employees prefer more efficient ways of working and use innovative ways to accomplish tasks and goals. They are characterised by their reliance on technology and flexibility at work, while Generation Z is growing up with an even greater reliance on technology and an interest in social issues such as climate change and equality (Parker, Graf, and Needleman, 2019). Some research argues that there are similarities in the way the generations relate to their values at work (De Meuse and Młodzik, 2010; Radford and Chapman, 2015). Older research finds more similarities than differences in work attitudes and values between generations (Deal, 2007).

There is no significant difference between Generation Y and Generation X's assessment of the value of work (Tang and Tzeng, 1992). Generation X and Y share the same motivators for work, including opportunities for advancement and continuity of employment (De Meuse and Młodzik, 2010). Additionally, the level of engagement in the workplace is the same for all generations (Johnson and Lopes, 2008). Similarly, health appears to be a value valued by all generations. However, the youngest respondents (Generation Z) consider honour to be the most important value (45%), followed by truth, friendship and family (considered most important by 33% of respondents in this group). For Generation X women, in addition to family and health, independence (19%) and friendship (21%) are also important.

Generation X, on the other hand, focuses mainly on family, independence (55%), health (29%) and development (32%). For 45% of Polish women, family is most important, with 41% saying that work is just as important to them. These figures show that modern Polish women are still trapped between family and work life (Gedeon Richter Poland, 2021). Intergenerational differences are unavoidable, but it turns out that successive generations of Polish women have more in common than divides them, according to the study 'Polish women 2021. New values for new times', commissioned by Gedeon Richter Polska.

Although young Polish women accuse their mothers of a lack of tolerance and excessive attachment to social orders and prohibitions, it turns out that they consider

the same values to be the most important in life: health (51%), family (43%) and solidarity (30%) (Gedeon Richter Poland, 2021). The review of the literature on the subject made it possible to formulate the following theses:

*T1. There are differences between the professed values of Generation X, Y, Z employees.*

*T2. There are positive relationships between the values professed by employees from different generations and their motivation to work.*

### **3. Materials and Methods**

#### **3.1 Sample and Data Collection**

The study described here uses quantitative tools, based on deductive reasoning, using numbers to analyse and present the economic reality under investigation (Colander, 2000; Holt, Barkley, and Colander 2010). This was chosen because qualitative research, although valuable, is mainly accused of failing to meet the ideal of scientific rigour, as it is not fully objective, devoid of value judgements in relation to the reality under study (Borch and Arthur, 1995; Hoang and Antoncic, 2003).

The survey was conducted in Poland among 2312 people, from Generations Y, X and Z, using PAPI and CAWI techniques. All respondents consented to participate in the research and answered the survey questions themselves, which they received either in hard copy or electronically (link to the survey). The respondents were selected for the study partly randomly (Generation Z) and partly purposively (Generation X, Y). Respondents belonging to Generation Z accounted for the highest percentage of the survey population, i.e., 45% (N=1041).

Generation Y accounted for 37.5% (N=866) and the oldest Generation X 17.5% (N=405). Men far outnumbered men in the study population (85%). The structure of the respondents from the point of view of place of residence was as follows. 44% of the respondents resided in medium-sized towns (20-100 thousand), 22% in rural areas, 21% in large cities (over 200 thousand), and 14% in small towns (under 20 thousand). Of those employed, 83% were non-managers and 17% were managers.

#### **3.2 Measures and Variables Definitions**

Respondents were asked to determine how important values such as family, work, income/wealth, health, education, fast career, intensity of life and discipline were to them. The level of importance to them of the values surveyed was measured by self-assessment on a seven-point Likert scale, (Gamst, Meyers, and Guarino 2008), where 1 - meant completely unimportant, 2 - unimportant, 3 - rather unimportant, 4 - no opinion, 5 - rather important, 6 - important, 7 - very important. The level of work motivation was also measured by a self-assessment scale of 1 - 7, where 1 - completely unmotivated, 2 - not motivated, 3 - to some extent unmotivated, 4 -



neither motivated nor unmotivated/ difficult to say, 5 - to a small extent I am motivated, 6 - I am motivated, 7 - I am completely motivated.

In the research conducted, terminological determinations were made regarding the concepts of value, motivation and generation. It was assumed that "values condition human behaviour, constitute an important factor of human activity, dynamise, direct and explain the actions of individuals and groups (generations)" (Frączek, 2011, p. 221). When defining the concept of 'generation' at the level of an individual, the possibility of individualism was assumed, however, it was acknowledged that all representatives of a given generation are connected by the formation of a common consciousness as to the fate experienced, similar attitudes, rules of conduct, perception of reality (Hassa, 2015, p. 49).

The research conducted also assumes that a generation includes age groups that differ in attitudes, views, recognised values, aspirations, way of life, etc., (PWN, 1996, vol. 4, p. 948). It was considered that belonging to a generation is determined not only by the year of birth, but also by the community of experiences shaped by a particular society" (Golnau, Kalinowski, and Litwin 2010, p. 231). Thus, a generation was assumed to be a possible distinct group of people whose common denominator is a similar time of birth, which made it possible to distinguish Generations X, Y, Z (Lyons, Schweitzer, and Eddy 2015, p. 8; Ruth, Bolton, and Parasuraman, 2013, p. 247; Lingen, van 2012, p. 37).

It has been assumed that Generation X are those born between 1970 and 1979; Generation Y between 1980 and 1989; and Generation Z between 1990 and 1999. However, it is important to bear in mind that such divisions are highly questionable and that beliefs about generations are sometimes stereotyped, i.e., hurtful and unwarranted generalisations in which judgements are made about the salient characteristics of a particular individual based solely on his or her membership of a particular generation (Costanza and Finkelstein, 2015). However, the desire to conduct research required the above findings, including simplifications.

### **3.3 Data Analysis**

The method of literature analysis and criticism, the diagnostic survey method and statistical methods were used to answer the research questions. The research used an author's survey questionnaire, the preparation of which was preceded by preliminary research. This was a quantitative-qualitative study. They served to verify the research thesis formulated as a result of the analysis and criticism of the literature on the subject, which was that there are significant differences in the values professed by employees of Generations X, Y and Z, and that they have a significant relationship with work motivation. For all scales, the reliability coefficients ( $\alpha$ -Cronbach's) assumed acceptable values, allowing the scales to be considered reliable.

In the statistical analyses of the collected data, descriptive statistics were determined: the absolute numbers of respondents ( $n$ ) and the proportion of respondents ( $p_{-1}$ ), the proportion of responses ( $p_{-2}$ ) and the 95% confidence interval for  $p_{-1}$  (95% CI). Associations between the values held by Generation X, Y and Z employees, measured on a seven-point Likert scale, and their motivation to work were established using Spearman's rank correlation. Significant test probability was assumed to be at  $p < 0.05$  and highly significant at  $p < 0.01$ . Data from the questionnaires were statistically analysed, using PQStat software version 1.6.4.122.

#### 4. Research Results

Respondents were asked to rate the importance they give to values such as work, education, income/assets, fast career, health, family, intensity of life and discipline on a scale of 1-7, where 1 - totally unimportant, 2 - not important, 3 - rather unimportant, 4 - no opinion, 5 - not very important, 6 - important, 7 - very important. It emerged that family was of the highest importance to respondents, although the importance of this value decreases with lower age, as does work and discipline. It is lowest for Generation Z. In contrast, the younger the respondents are from the younger generation, the greater the importance to them of income/wealth, as well as health and intensity of life. A fast career is less important for Generation Z than for Generations X and Y (Table 1).

**Table 1.** Importance/importance given by respondents to individual values, on a scale of 1-7, where 1 - totally unimportant, 2 - unimportant, 3 - rather unimportant, 4 - no opinion, 5 - rather important, 6 - important, 7 - very important, by generation ( $N=2312$ ).

Importance/importance given by respondents to particular values	Generation X (N=405)		Generation Y (N=866)		Generation Z (N=1041)	
	Mean	Std.Dev.	Mean	Std.Dev.	Mean	Std.Dev.
Family	6,63	0,93	6,53	1,15	6,27	1,32
Income/assets	5,52	1,41	5,56	1,45	5,72	1,24
Fast career	6,42	1,06	6,44	1,14	5,71	1,49
Work	5,66	1,34	5,65	1,43	5,54	1,31
Education	5,43	1,47	5,35	1,48	5,52	1,42
Intensity of life	5,05	1,60	5,01	1,69	5,44	1,53
Health	4,34	1,83	4,61	1,77	5,31	1,53
Discipline	5,43	1,45	5,39	1,47	5,06	1,56

*Source:* Results of own research.

The average level of work motivation of the respondents, on a scale of 1 to 7, was 4.33. This is true for all generations X, Y and Z surveyed, with motivation levels between 4.52 and 4.55 (see Table 2).

**Table 2.** Level of motivation of respondents with the existing motivational system in the organisation, according to self-assessment, on a scale of 1-7, where 1 - completely unmotivated, 2 - not motivated, 3 - to some extent unmotivated, 4 - neither motivated nor unmotivated/no opinion, 5 - to a small extent I am motivated, 6 - I am motivated, 7 - I am completely motivated (N=2312).

Generation	Level of motivation by the organisation's existing incentive system
Generation X	4,52
Generation Y	4,46
Generation Z	4,55

**Source:** Results of own research.

The above indicates that the entire research group is hardly motivated to work by the existing motivational system in their organisations. The motivated and fully motivated are 26.6% (Generation X: 26.2%; Generation Y:26.7%, Generation Z: 27.1%). Representatives of the different generations do not differ significantly in terms of work motivation ( $\chi^2= 1.81$ ;  $p = 0.612$ , mean median  $Me = 5$ ). However, Generation Y is the least motivated. It therefore seems legitimate to conclude that the motivational systems in place in the organisations of the employees surveyed are not fully effective and do not adequately motivate employees, regardless of generation.

**Table 3.** Associations between the values held by Generation X, Y and Z employees, measured on a seven-point Likert scale, and their motivation to work (Spearman's rank correlation, two-sided significance) (N=2312).

Values	Generation X	Generation Y	Generation Z
Work	0,145**	0,179**	0,193**
	0,003	0,000	0,000
	405	866	1041
Health	0,141**	0,209**	0,080*
	0,004	0,000	0,010
	405	866	1041
Assets/income	0,147**	0,083*	0,153**
	0,003	0,015	0,000
	405	866	1041
Education	0,112*	0,135**	0,197**
	0,025	0,000	0,000
	405	866	1041
Intensity of life	0,050	0,208**	0,192**
	0,315	0,000	0,000
	405	866	1041

**Source:** Results of own research.

Analysis of the responses of people from different generations shows that statistically significant ( $p < .001$ ) relationships were recorded between the values of the respondents and their motivation to work. It appeared that the higher the motivation to work, the more important values such as discipline (0.179\*\*,  $p < 0.001$ ) and authority (0.178\*\*,  $p < 0.001$ ) were to them. However, this is a weak relationship. The more important family is to respondents, the more important to them are: honesty (0.499\*\*,  $p < 0.001$ ); health (0.472\*\*,  $p < 0.001$ ) and work (0.376\*\*,  $p < 0.001$ ). This is a relationship of medium strength.

For Generation Z, the more important work is to them, the higher their motivation to work (0.193\*\*,  $p < 0.01$ ). The more important health is to Generation Y, the higher their motivation to work (0.209\*\*,  $p < 0.01$ ). It would therefore be worthwhile for employers to use solutions that support the health of their employees, in particular Generation Y, as a motivational factor. Similarly, the issue relates to 'Intensity of life'. The greater the value it represents for Generation Y employees, the more motivated they are to work (0.208\*\*,  $p < 0.01$ ). Hypotheses H1 and H2 can therefore be accepted.

## **5. Discussion and Conclusion**

The analysis of the results of the research carried out authorises the following answers to the research questions posed. Family has the highest importance for the respondents, although the importance of this value decreases with lower age, as is the case with work and discipline. The lowest importance is attributed to these values by Generation Z. On the other hand, the more often the respondents come from the younger generation, the greater the importance for them of income/assets, as well as health and intensity of life. The highest importance is ascribed to these values by Generation Z.

There are therefore differences between the values espoused by Generation X, Y, Z employees. The crucial importance of values for employees such as family, health and work has already been pointed out by numerous studies (Strózik, 2014; Król and Ludwicyński, 2006; CBOS, 2020; Gedeon Richter Polska, 2021), but the research conducted has shown that among the youngest generation on the labour market (Generation Z), the importance of health, income/wealth and intensity of life is increasing, while values such as family, work and discipline are decreasing.

It is worth noting that the youngest Generation Z attaches great importance to health. It is of increasing importance to employees, as other studies show. This is particularly evident in the area of mental health. Many companies, are launching wellness programmes and providing access to online therapists. Psychological support has now become a key element in motivating employees, helping them cope with stress and overload.

The research conducted entitles us to conclude that employees are hardly motivated to work by the existing incentive system in their organisations, regardless of generation. This may indicate a certain mismatch between them and a lack of effectiveness. Reward and recognition systems need to be updated to reflect the different motivators of a multigenerational workforce, as other studies also point out (Chekwa *et al.*, 2013; Giaque, Anderfuhren-Biget and Varone, 2013).

There are positive relationships between the values held by workers from different generations and their motivation to work. The more important family is to the respondents, the more important to them are: honesty, health and work. It also turned out that the higher the motivation to work, the more important values such as: discipline and authority are to them. For Generation Z, the more important the value of work is to them, the more motivated they show themselves to work. These are medium and weak correlations, but they cannot be underestimated. As mentioned above, the research findings have some limitations, but they also have many dimensions of value, both scientific and practical.

The findings contribute to the development of management science and quality by revealing the values held by employees of different generations and their relationship to work motivation. As a result, the article directly contributes to a functionalist and contextualised approach to resource-based research in management, especially in managerial and leadership development. The findings are also of significant value to managers and decision-makers, helping them to understand the relationship between employees' values and their work motivation, and thus to make informed HR decisions.

This, in turn, enables them to adapt new, more diverse and personalised, HR practices accordingly, with regard to the different generations, in particular the youngest Generation Z. The findings both corroborate the results of other studies and provide new insights into the phenomena studied. This combined context brings novelty to both the discipline and management practice. Knowledge of employees' values should be taken into account when organising their work and building systems for motivation, remuneration or creating career paths.

As a follow-up to the research, it is worth considering the professed values of employees working in a hybrid work model (partly remote and partly stationary) and their relationship to motivation. This is an as yet unrecognised issue, particularly in relation to Generations X, Y and Z.

## **References:**

- Aguinis, H., Burgi-Tian, J. 2021. Talent management challenges during COVID-19 and beyond: Performance management to the rescue. *Business Research Quarterly*, 24(3), 233-242.

- Anderson, H., Bauer, J., Griffith, J., Buckley. 2017. What works for you may not work for (Gen)me: Limitations of present leadership theories for the new generation. *The Leadership Quarterly*, 28(1), 245-260. <https://doi.org/10.1016/j.leaqua.2016.08.001>.
- Awareson. 2024. Kto tu dyktuje warunki? Rynek pracy It i SAP2024. Awareson.
- Smith, A. 2021. The impact of remote work on employee motivation. *Harvard Business Review*. Retrieved from: <https://hbr.org>.
- Ayoobzadeh, M., Schweitzer, L., Lyons, S., Ng, E. 2024. A tale of two generations: a time-lag study of career expectations, *Personnel Review*. <https://doi.org/10.1108/PR-02-2022-0101>.
- Babic, L., Kordic, B., Babic, J. 2014. Differences in motivation of health care professionals in public and private health care centers. *European Journal of Applied Economics*, 11(2), 45-53. <https://doi.org/10.5937/sjas11-6957>.
- Bailey, D.E., Kurland, N.B. 2020. A review of remote work research: Current understanding and future opportunities. *Human Resource Management Review*, 30(1), 100704.
- Borch, O.J., Arthur, M.B. 1995. Strategic networks and small firms: Implications for strategy research methodology. *Journal of Management Studies*, 32 (4), 419-441. <http://dx.doi.org/10.1111/j.1467-6486.1995.tb00783.x>.
- Bush, C. 2017. Leading and motivating Generation Y employees. *Radiology Management*, 39(2), 19-26.
- Colander, D. 2000. The death of neoclassical economics. *Journal of the History of Economic Thought*, 22 (2), 127-143. <http://dx.doi.org/00/020127-17>.
- Campione, W.A. 2015. Corporate offerings: Why aren't millennials staying? *Journal of Applied Business and Economics*, 17(4), 60-75.
- Costanza, D.P., Finkelstein, L.M. 2015. Generationally Based Differences in the Workplace: Is There a There There? *Industrial and Organizational Psychology*, 8(3), 308-323. DOI: 10.1017/iop.2015.15.
- CBOS. 2020. Komunikat z badań. Wartości w czasach zarazy, Centrum Badań Opinii Społecznej, nr 160/2020.
- Chekwa, C., Chukwuana, M., Richardson, D. 2013. Generational gap: Intrinsic (nonmonetary) versus extrinsic (monetary) rewards in the workforce. *China -USA Business Review*, 12, 414-424.
- Chen, J., Lian, R. 2015. Generational differences in work values in China. *Social Behavior and Personality: An International Journal*, 43(4), 567-578. <https://doi:10.2224/sbp.2015.43.4.567>.
- Chicca, J., Shellenbarger, T. 2018. Connecting with Generation Z: Approaches in nursing education. *Teaching and Learning in Nursing*, 13(3), 180-184. <https://doi.org/10.1016/j.teln.2018.03.008>.
- Coates, T.L. 2017. Hearing the voices of Generation Y employees: A hermeneutic phenomenological study. *Human Resource Development International*, 20(1), 37-67. <https://doi.org/10.1080/13678868.2016.1222486>.
- Czapla, A. 2022. Strategie biznesowe w warunkach niepewności – działania przedsiębiorstw w czasie pandemii covid-19. *Uniwersytet Ekonomiczny w Katowicach, Humanitas Zarządzanie*, 23(4), 107-120.
- Deal, J.J. 2007. Retiring the generational gap: How employees young and old can find common ground. Hoboken, N.J., John Wiley.
- De Meuse, K., Młodzik, K. 2010. A second look at generational differences in the workforce: Implications for HR and talent management. *People and Strategy*, 33(2), 50-58.

- Deloitte. 2018. Welcome to Generation Z. file:///C:/Users/teres/Downloads/welcome-to-gen-z.pdf.
- Denek, K. 1999. Aksjologiczne aspekty edukacji. Toruń: Wyd. A. Marszałek
- Gojtowska, M. 2017. Czy pokolenie Z można uszczęśliwić?. Wyzwania HR. <http://www.wyzwaniahr.pl/4-kroki-do-uszesliwienia-pokolenie-z-w-procesie-rekrutacyjnym>, dostęp kwiecień 2017.
- Dick, S.D. 2019. Generational similarities in work values of generations X, Y and Z. *Journal of Human Resource Management*, vol. XXII, 2/2019.
- Domagalska-Grędys, M. 2017. Wartości w pracy młodych pokoleń Y i Z Values in the work of young generations Y and Z. *Roczniki Naukowe Stowarzyszenia Ekonomistów Rolnictwa i Agrobiznesu*, tom XIX, zeszyt 2.
- Eastland, R., Clark, K.R. 2015. Managing generational differences in radiology. *Radiology Management*, 37(3), 52-56.
- Frączek, Z. 2002. Edukacja aksjologiczna wobec potrzeb współczesności. Rzeszów: Wydawnictwo Uniwersytetu Rzeszowskiego.
- Fritzsche, D.J. 2007. Personal Values Influence on the Ethical Dimension of Decision Making. *Journal of Business Ethics*, 75, 335-343.
- Froese, F. 2013. Work values of the next generation of business leaders in Shanghai, Tokyo, and Seoul. *Asia Pacific Journal of Management*, 30(1), 297-315. <https://doi.org/10.1007/s10490-011-9271-7>.
- Gajda, J. 1997. Wartości w życiu człowieka. Prawda, miłość, samotność, Wyd. UMCS, Lublin.
- Gedeon Richter Polska. 2021. Polki 2021. Nowe wartości na nowe czasy. <https://oczymlekarze.pl/styl-zycia/wywiady-i-opinie/10167-najwazniejsze-wartosci-dla-polek-z-pokolenia-z-x-millennials-xennials-silver-power>.
- Giaque, D., Anderfuhren-Biget, S., Varone, F. 2013. HRm practices, intrinsic motivators, and organizational performance in the public sector. *Public Personnel Management*, 42(2), 123-150. <https://doi.org/10.1177/0091026013487121>.
- Golnau, W., Kalinowski, M., Litwin, J. 2010. Zarządzanie zasobami ludzkimi, Warszawa, Wydaw. CeDeWu.
- Gursoy, D., Chi, C.G., Karadag, E. 2013. Generational differences in work values and attitudes among frontline and service contact employees. *International Journal of Hospitality Management*, 32, 40-48. <https://doi.org/10.1016/j.ijhm.2012.04.002>.
- GUS. 2015. Wartości i zaufanie społeczne w Polsce w 2015 r. Warszawa.
- Hassa, T. 2015. Zachowania Y na rynku przedstawicieli pokolenia bankowych usług detalicznych w Polsce. Szkoła Główna Handlowa w Warszawie, Warszawa.
- Hernaus, T., Pološki Vokic, N. 2014. Work design for different generational cohorts. Determining common and idiosyncratic job characteristics. *Journal of Organizational Change Management*, 27(4), 615-641. <https://doi.org/10.1108/JOCm-05-2014-0104>.
- Hillman, D.R. 2014. Understanding multigenerational work-value conflict resolution. *Journal of Workplace Behavioral Health*, 29(3), 240-257. <https://doi.org/10.1080/15555240.2014.933961>.
- Hoang, H., Antonicic, B. 2003. Network-based research in entrepreneurship: A critical review. *Journal of Business Venturing*, 18(2), 495-527. [http://dx.doi.org/10.1016/S0883-9026\(02\)00081-2](http://dx.doi.org/10.1016/S0883-9026(02)00081-2).
- Holt, R.P.F., Barkley, Jr., J.R., Colander, D. 2010. The Complexity Era in Economics. Middlebury College Economics Discussion Paper, (10-01), <http://sandcat.middlebury.edu/econ/repec/mdl/ancoec/1001.pdf>.

- Howe, N., Strauss, W. 1991. *Generations: The history of America's future, 1584 to 2069*. New York, NY.
- Jenkinn, J. 2008. Strategies for managing talent in a multigenerational workforce. *Employment Relations Today*, 34(4), 19-24. doi: 10.1002/ert.20172View/save citation.
- Jarecki, W. 2019. Wartości wyznawane przez pracowników z Ukrainy. Education of Economists and Kukreja, J. Internal marketing: a prelude or an outcome of employee motivation? *BVIMSR's Journal of Management Research*, 9(1), 54-59.
- Jenkinn, J. 2008. Strategies for managing talent in a multigenerational workforce. *Employment Relations Today*, 34(4), 19-24. doi: 10.1002/ert.20172View/save citation.
- Johnson, J.A., Lopes, J. 2008. The international workforce, revisited. *Organization Development Journal*, 26(1), 31-36.
- Kabwe, C., Okorie, C. 2019. The Efficacy of Talent Management in International Business: The Case of European Multinationals. *Thunderbird International Business Review*, 61, 857-872. <https://doi.org/10.1002/tie.22090>.
- Kilber, J., Barclay, A., Ohmer, D. 2014. Seven Tips for Managing Generation Y. *Journal of Management Policy and Practice*, 15, 80-91.
- Kroth, A., Young, S.J. 2014. New professionals, new desires: What millennials want in their work. *Recreational Sports Journal*, 38(1), 23-32.
- Król, H., Ludwicyński, A. 2006. *Zarządzanie zasobami ludzkimi. Tworzenie kapitału ludzkiego organizacji (Human resources management. Creating the human capital of the organization)*. Warszawa: PWN.
- Kukreja, J. 2017. Internal marketing: a prelude or an outcome of employee motivation? *BVIMSR's Journal of Management Research*, 9(1), 54-59.
- McDonnell, A., Wiblen, S.L. 2021. *Talent Management: A Research Overview*. Routledge.
- Mahmoud, A.B., Fuxman, Leonora, Mohr, Iris, Reisel, William D., Grigoriou, Nicholas. 2021. We aren't your reincarnation! workplace motivation across X, Y and Z generations, *International Journal of Manpower*, Vol. 42, Issue 1, p. 193-209. DOI:10.1108/IJM-09-2019-0448.
- Jiri, B. 2016. The employees of baby boomer's generation, generation X, generation Y, and generation Z in selected Czech corporations as conceivers of development and competitiveness in their Corporation, *Journal of Competitiveness*, 8(4), 105-123. <https://doi.org/10.7441/joc.2016.04.07>.
- Juchnowicz, M. (red.). 2014. *Zarządzanie kapitałem ludzkim. Procesy – narzędzia – aplikacje*, Warszawa: PWE.
- Locmele-Lunova, R., Cirjevskis, A. 2017. Exploring the multigenerational workforce's personal and work values: the future research agenda. *Journal of Business Management*, 13, 7-19.
- McCrinkle, M., Wolfinger, E. 2014. *The ABC of XYZ: Understanding the Global Generations*. UNSW Press.
- Lingen, S. 2012. *The Impact of Social Computing on Human Resource Management*. Master Thesis, Erasmus University Rotterdam, <https://sandervanlingen.files.wordpress.com/2012/09/the-impact-of-social-computing-on-human-resource-management-erasmus-university-rotterdam-sander-van-lingen.pdf>.



- Lyons, S., Kuron, L. 2014. Generational differences in the workplace: A review of the evidence and directions for future research. *Journal of Organizational Behavior*, 35(S1), S123-S157. <https://doi.org/10.1002/job.1913>.
- Lyons, S.T., Schweitzer, L., Eddy, S.W. 2015. How have careers changed? An investigation of changing career patterns across four generations. *Journal of Managerial Psychology*, Vol. 30, Issue 1, 8-21.
- Maslow, A.H. 1954. *Motivation and Personality*. New York, NY: Harper and Row Publishers.
- McKinsey and Company. 2021. *Digital Transformation in the Post-COVID-19 Era*. Retrieved from: <https://www.mckinsey.com>.
- Mencil, J., Lester, S. 2014. More Alike Than Different: What Generations Value and How the Values Affect Employee Workplace Perceptions. *Journal of Leadership and Organizational Studies*. DOI: 10.1177/1548051814529825.
- Michalczyk, T. 1988. Zagrożenia wartości w pracy. *Studia Socjologiczne*, 2, 296-301.
- Stewart, J.S., Oliver, E.G., Cravens, K.S., Oishi, S. 2017. Managing millennials: Embracing generational differences. *Business Horizons*, 60(1), 45-54. <https://doi.org/10.1016/j.bushor.2016.08.011>.
- Stróziak, T. 2014. System wartości a ocena jakości życia młodzieży akademickiej w świetle badań ankietowych studentów uczelni Poznania. *Studia Oeconomica Posnaniensia*, 2, 5-23.
- Mengying, Z. 2023. Gen Z's expectations at work, July. <https://abmagazine.accaglobal.com/global/articles/2023/jul/practice/gen-z-s-expectations-at-work.html>.
- Parker, K., Graf, N., Igielnik, R. 2019. Generation Z Looks a Lot Like Millennials on Key Social and Political Issues. Pew Research Center, Jan. 17, 23 pages.
- Popovska, M.B., Latkovic, M.T., Jakimovski, J., Popovski, V. 2015. Work Values of the Macedonian Workforce. *Journal of Advanced Management Science*, Vol. 3, No. 2, pp. 158-161. doi: 10.12720/joams.3.2.158-161.
- PWN. 1996. *Nowa encyklopedia powszechna PWN. T.4:M-P / (red. prowadzący Dariusz Kalisiewicz ; red. nac. Barbara Petrozolin-Skowrońska)*. Warszawa: Wydawnictwo Naukowe PWN, 190/2017.
- Puii, S. 2016. Generation Z: A new type of consumers. *Young Economists Journal*, 13(27), 67-78.
- Radford, K., Chapman, G. 2015. Are all workers influenced to stay by similar factors, or should different retention strategies be implemented? Comparing younger and older aged-care workers in Australia. *Australian Bulletin of Labour*, 41(1), 58-81.
- Rogozińska-Pawelczyk, A. 2014. *Pokolenia na rynku pracy*, Wydaw. Uniwersytetu Łódzkiego, Łódź.
- Rokeach, M. 1973. *The Nature of Human Value*. New York: The Free Press.
- Ruth, N., Bolton, A., Parasuraman, A. 2013. Understanding Generation Y and Their Use of Social Media: a Review and Research Agenda. *Journal of Service Management*, Vol. 24, Issue 3, 245-267.
- Stanton, R. 2017. Communicating with employees: Resisting the stereotypes of generational cohorts in the workplace. *IEEE Transactions on Professional Communication*, 60(3), 256-272. <https://doi.org/10.1109/TPC.2017.2702078>.
- Queiri, A., Yusoff, W.F.W., Dwaikat, N. 2014. Generation-Y employees' turnover: Work-values fit perspective. *International Journal of Business and Management*, 9(11), 199-213. <https://doi.org/10.5539/ijbm.v9n11p199>.

- 
- Tang, T., Tzeng, J. 1992. Demographic correlates of the protestant work ethic. *Journal of Psychology*, 126(2), 163-170. <https://doi.org/10.1080/00223980.1992.10543351>.
- Thomas W.J., Znaniecki F. 1918. *Polish Peasant in Europe and America, Boston 1918-1920*, t. I, s. 21.
- Tulgan, B. 2013. How to bring out the best in today's talent. *Professional Safety*, 58(10), 38-40.
- Yang, S.B., Guy, M.E. 2006. GenXers versus Boomers: Work motivators and management implications. *Public Performance and Management Review*, 29(3), 276-284. <https://doi.org/10.2753/PmR1530-9576290302>.
- Weirich, B. 2017. A millennial leader's views on the millennial workforce. *Nurse Leader*, 15, 137-139. <https://doi.org/10.1016/j.mnl.2016.12.003>.
- Zargar, M.S., Vandenberghe, C., Marchand, C., Ayed, A.K. 2014. Job scope, affective commitment, and turnover: The moderating role of growth need strength. *Journal of Occupational and Organizational Psychology*, 87(2), 280-302. <https://doi.org/10.1111/joop.12046>.
- Zameer, H., Ali, S., Nisar, W., Amir, M. 2014. The impact of the motivation on the employees' performance in beverage industry of Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 4(1), 293-298. <http://dx.doi.org/10.6007/IJARAFmS/v4-i1/630>.