

Differences of motivation profile of public sector employees in Israel depending on age and job seniority

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Abstract: The problem of differences of labour motivation in public sector institutions in Israel is discussed in relation to the age and job seniority of the employees. The motivation structure of public sector employees is presented from the perspective of the 12-factor motivation theory developed by Sh. Ritchi and P. Martin. The concept of labour motivation has been viewed from different perspectives, and key factors of motivation of public sector employees have been allocated. Intrinsic and extrinsic motivation factors of the state service workers have been discussed. Based on the above, this empirical research was conducted among the 585 people aged 18 to 65 working in public institutions in Israel. The structure of the motivation sphere of the employees was studied from the perspective of the 12-factor motivation theory. Statistical analysis shows that there are differences in the level of motivation depending on the employee's age and job seniority. Intrinsic motivation factors, such as structuring of work, social contacts, diversity and change, and the need for self-improvement, growth, and development appear to be stronger among older employees. The results contribute to the development of work motivation plans for the employees and help to understand the key factors of public sector employee performance.

Keywords: Motivation, public sector employees, age, job seniority.

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Introduction

Organizational performance and success greatly depend not only on productivity of the employees, but also on their motivation. It is not a secret, that managers prefer dealing with highly motivated staff ready to reach the organizational goals. The functioning of public sector institutions is based on a set of prerequisites, including strong requirements to the personnel particular in respect to their labour motivation and compliance with the organizational goals. State sector employees should be oriented to the public needs, not only on control and monitoring. They are also required to have strong motivation for work and compliance with the organizational goals. Therefore, the study of labour motivation of employees engaged in the public

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service is driven by strict requirements to their personality, e.g., moral principles and readiness to serve the public.

Some authors agree that public sector employees differ from staff in the private sector as they are predominantly driven by intrinsic motivation ("motivation to serve") as opposed to extrinsic motivation ("financial benefit"). Thus, public sector employees have to be motivated for work, irrespective of the material benefits (Kanfer, R., Ackerman P.L, 2004).

Due to the ageing of the labour force all over the world, older age employees tend to remain at work as long as possible. Nevertheless, young professionals also come to work, and they need to accrue experience. Psychologists assume that younger adults are mainly motivated by a desire to increase profits, and older adults are more motivated to retain what they have already achieved. Based on their experience, older age employees tend to seek respect, while younger employees wish that their opinion was more respected (Weberova et al., 2017). Thus, the differences in the motivation structure between employees of older and younger ages and different length of work experience require attention due to the strong requirements of the people working in the state sector.

Our empirical research, conducted among the public sector employees of Israel, is based on the concept of fundamental differences between people of different age groups. Age-related differences in the motivation structure of the employees of the state sector of economy, or "public sector employees," have been considered from the perspective of 12-factor motivation theory, introduced by Sheila Ritchi and Peter Martin. The results of the empirical research of motivation differences depending on employees' age and work experience are presented below.

1. Literature review

The level of motivation demonstrated by employees engaged in different spheres of the economy can influence organizational performance. Motivation is regarded as willingness of employees to achieve better results at work. Highly motivated people stay more loyal to the organizational goals and help to achieve the goals more quickly. Motivation is an individual's readiness to exert maximum effort to achieve organizational goals, provided that these efforts can ensure that certain personal needs of an individual are satisfied (Robbins, S., 2008). Motivation should not just satisfy people but also "surprise" them (Forsyth, P, 2003).

Motivation can also be defined as satisfying or appealing to the needs of workers to encourage them to perform. A highly performance-driven staff is a crucial factor of successful organization. No matter how automated an organization may be, high productivity is contingent on the level of employee motivation and effectiveness. Therefore, managers who utilize the most effective motivation tools and techniques will provide competitive advantage and profits to their organizations (Hitka et al., 2019).

The concept of motivation first appears in psychology and is described as a process of regulation of human activity. This psychological process is associated with

important human needs and satisfaction. Modern researchers interpret the phenomenon of motivation from different perspectives, focusing on various aspects of this process.

According to Robbins and DeCenza (2008), motivation is the employee willingness to develop efforts to such extent that it will help to achieve organizational goals. Chukwuma and Obiefuna (2014) define motivation as a process driven by the need of the human being to create a negative pressure in a person. Beardwell and Claydon (2007) consider motivation in connection with work as a psychological process resulting from the interaction between employees and the working environment.

Maslow (1954), Herzberg (1966), and Alderfer (1972) are considered to be the classics in organizational behaviour. According to Maslow and Alderfer, there are five and three classes of needs, arranged hierarchically from basic, lower-order needs such as physiological needs to higher-order needs for actualization or growth.

Frederick Herzberg's Two-Factor Motivation Theory is widely recognized among researchers who investigate labor motivation. In this theory, the key variables that influence employee motivation are identified and represented from a straightforward and unique perspective. Herzberg allocated two categories of motives, commonly known as “satisfiers” and “motivators,” or extrinsic and intrinsic motives, with “motivators” (i.e., intrinsic motives) considered to be motives of a higher order as compared to extrinsic motives. Satisfaction of all human needs is associated with enhanced performance and happiness.

Extrinsic variables, sometimes referred to as employment context factors, are described as external “benefits” provided by employers rather than the employees themselves (Yusoff & Kian, 2013). These variables give suggestions to the companies on how to establish a competitive working environment that promotes the comfort and productivity of the employees. On the contrary, intrinsic variables are the factors that actively contribute to the degree of job satisfaction experienced by employees (Robbins & Judge, 2009).

Another well-known motivation theory – Self-Determination Theory (SDT) claims that alterations in work motivation, specifically an autonomous one, can appear in response to shifts in job fulfillment. SDT does not provide a specific delineation of the life phases during which such changes normally occur.

The cognitive evaluation theory first proposed that external factors such as tangible rewards, deadlines, surveillance, and evaluations tend to reduce feelings of autonomy, cause a shift from an internal to an external locus of causality, and diminish intrinsic motivation. In contrast, some external factors, such as providing options regarding aspects of task engagement, tend to increase feelings of autonomy, shift the perceived locus of causality from external to internal, and boost intrinsic motivation (Green et al., 2017).

High-scoring individuals, more than emotionally stable individuals, are attracted to jobs that excel in extrinsic job factors or emphasize the importance of earning money. Based on the Two Factor Theory (Bipp, 2010), which identifies intrinsic (motivators) and extrinsic (hygiene) factors at work and their relationship to job satisfaction, neuroticism was found to be the strongest (negative) correlate of the

“Big Five” to work satisfaction. Social-contextual factors that increase feelings of autonomy and competence increase intrinsic motivation, while factors that decrease these feelings decrease intrinsic motivation, leaving people either controlled by contingencies or unmotivated, as postulated by the cognitive evaluation theory (Green et al., 2017).

Empirical studies confirm a positive correlation between extrinsic and intrinsic factors of work motivation, such as autonomy, the application of skills, and the Growth Need Strength variable (Bipp, 2010). The first study was based on the broad distinction between intrinsic and extrinsic factors. The separation of intrinsic factors (IF) and extrinsic factors (EF) can still be found in more recent conceptualizations, despite the fact that discussions about the significance of these factors in the field of work motivation date back to the beginning of theory construction in the 1950s (Bipp, 2010).

According to Henning et al. (2022), the development of autonomous work motivation is contingent upon workers' satisfaction with their fundamental psychological needs, namely autonomy, relatedness, and competence, either through job tasks or through the provision of support from leaders or co-workers. Autonomous motivation comprises two distinct subdimensions. In the context of work, intrinsic motivation is observed when individuals derive enjoyment from the tasks in which they are engaged. On the other hand, identified regulation refers to the phenomenon wherein individuals develop a sense of identification and attach value to the tasks they undertake. Controlled motivation pertains to the motivation that arises from external influences, such as the desire to please others, the pursuit of external rewards, the avoidance of punishment (external regulation), or the avoidance of negative emotions like guilt, bad conscience, or ego-enhancement (introjected regulation) (Henning et al., 2022).

Aarabi et al., contend that motivation is a complex phenomenon, so, personal factors such as age, gender, and job experience, as well as job characteristics, influence a person's job satisfaction. Since motivation is concerned with factors that energize, direct, and maintain behaviour, there are a number of significant variables that can influence an individual's work motivation. These variables fall into three categories: individual characteristics, job characteristics, and work environment characteristics (Aarabi et al., 2013). It can be caused by a variety of factors that influence motivation in various ways. In addition, these factors do not act independently; rather, they create a system of specific, interdependent relationships (Hitka & Baláová, 2015).

Age-related factors of motivation of employees can influence their performance at work (Katz et al., 2019; Nica et al., 2022). The term, "age of employees," pertains to a collective of individuals who possess shared professional or personal experiences (Heckhausen et al., 2019). A generation is commonly understood as a substantial and socially diverse cohort of individuals who share similar patterns of thought and behaviour that arise from their experiences and lifestyles during a particular era (Anguelov et al., 2020). As the average human lifespan increases, there is a greater overlap in the years experienced by different generations (Fernández-Muñoz & Topa, 2018).

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Psychologists identify five stages of a human's life (Kooij D. et al):

1st stage (16-20years old) – the stage preceding self-determination, when a job in the sense of occupation hasn't been established yet.

2nd stage (between 16-20 and 25-30 years) – the search for a vocation, a field of activity that best corresponds to the abilities and aspirations of a person;

3rd stage (from 25 to 45-50 years) is the time of personal maturity, when the life vocation has been clarified, life and professional experience is accumulated; at the same time, people can experience a "mid-life crisis» that is largely determined by how a person evaluates his/her professional destiny.

4th stage (between 45-50 and 65-70 years) is the period of completion of professional activity;

5th stage (from 65 years old) – communication becomes the leading type of human activity.

In the study of R. Kanfer, and P. L. Ackerman, it is clearly shown (Kanfer, R., Ackerman P.L., 2004) that "productive" forces of motivations are higher in 20 year old employees, consequently, their "response" will be more impulsive, while the elderly need to be motivated by more "strong" motives. It should be noted that motivation means nothing if it is not multifaceted, and each of its elements should be connected with communication, as well as the whole process of management.

There are different views on the issue of the generation gap in the workplace. A satisfying work environment is crucial to whether or not people believe they can work. However, whether or not people want to work depends on whether or not they are satisfied with the factors that motivate them to do so. If society desires that more people work until a ripe old age, it is crucial to improve both the work environment and motivational factors in their work situation (Rauvola et al., 2020).

The upward trend in life expectancy among the population presents both advantageous and challenging implications for society. The demographic trend of an aging workforce is leading to a rising proportion of older individuals engaged in employment, in comparison to their younger counterparts. In the past, a significant number of individuals employed in this sector were unable and unwilling to continue working until the suggested age of 69. Additionally, there is a lack of individuals possessing a high level of education available for recruitment purposes. The current state of understanding regarding the factors that influence long-term engagement in the healthcare workforce is limited, as indicated by the research conducted by Shavit et al. (2023).

Prior studies indicate that the health of senior workers significantly influences their decision to extend their employment into old age. Inadequate physical work environments or poorly designed and strenuous work conditions can result in individuals experiencing fatigue and exhaustion. The detrimental impact of work-related stress on the health of older workers is evident. It has been observed that older individuals in the workforce tend to require increased periods of rest, a moderate work pace, and restricted working hours to sustain optimal health. The decline in cognitive capacity among older individuals is frequently attributed not solely to the process of aging itself but rather to a combination of factors such as

diminished motivation, lifestyle choices, and negative expectations. Contrary to popular belief, there is evidence to suggest that advancing age does not necessarily lead to a decline in an individual's overall work capacity (Shavit et al., 2023).

The distinction between the two types of personnel motivation is useful in research on work in older age due to different antecedents and outcomes. The socio-emotional selectivity theory posits that as people age, they perceive their time to be limited, resulting in an age-related shift from strategies of knowledge acquisition to emotion regulation. As a result, as people age, they focus more on positive social and emotional experiences. This strategy, according to Feldman (2010), leads to the self-selection of workers into more rewarding jobs over time, which should correlate with greater need satisfaction among older workers. A fundamental premise of SDT is that the need for job satisfaction results in greater autonomous work motivation. Akinin et al. (2020) concluded that older age should be associated with greater autonomous work motivation.

Moreover, it is commonly believed that older individuals exhibit a greater inclination towards intrinsic rather than extrinsic workplace incentives. This inclination can be attributed to two theoretical frameworks. Firstly, according to the socio-emotional selectivity theory, older adults prioritize present work attributes over long-term external rewards due to their limited time perspective. This perspective is supported by Akkermans et al. (2016). Secondly, the lifespan theory of control suggests that older individuals find it more challenging to exert control over extrinsic job characteristics, such as higher remuneration or career advancement, as they age. The notion in question has been substantiated through multiple research investigations (Kim & Lee, 2022).

According to some life-span theories, the final years of work before retirement are regarded as a period of life when individuals tend to pay less attention to their professional responsibilities and progressively allocate more time and energy towards fulfilling other roles, such as familial relationships.

The influence of aging on employee motivation represents one of the most pressing challenges (Androniceanu et al., 2020). As a growing number of senior employees and organizations face strong challenges to find sufficient replacement workers and prevent knowledge loss. Recognizing this problem, several large organizations have implemented incentive and work redesign plans to discourage retirement-related turnover among older workers (Kooij et al., 2011).

An employable age is identified as the productive period of life, because it provides career growth, which motivates personnel to professional and service growth, increases their competitive profile, rationalizes the choice of self-development and a self-determination path. Retirement age ambiguously affects the motivational behaviour of personnel, because of the change in their physical abilities: activity, mobility, memory, speed of response causes a decrease in the flow of investment of the enterprise, and, as a consequence, negatively affects the motivational behaviour of personnel.

Tolbize (2008) believes that joint activities affect and define each generation. Although individuals in different generations vary, nevertheless they share certain

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values, ideas, and types of behaviour because of joint events (Zemke et al. 1999). Employees of younger age are more motivated by a desire to increase profits, and older adults are more motivated to keep what they already have (Freund, 2006). Deal (2007) claims that younger workers more often complain about the lack of respect for them in the workplace. Weberova et al. (2017) found out that older and younger employees share similar views on the particular attitudes towards the company management. Younger employees, as well as their older colleagues, need to be respected, although understanding that the links between older and younger employees are different. It was also found that chronological age rather than cognitive abilities plays a key role in the successful result of work of middle-aged and older employees. Younger staff have identified educational needs differently from their older colleagues --- e.g., the older generation likes skills training in the area of their qualification, while the younger generation prefers leadership training (Deal, 2007).

Considering the age of employees, the following key motivational factors have been allocated and are of the greatest importance: basic salary, job security, good work team, further financial reward, and fair appraisal system according to the preferences of a specific group of employees. Regarding seniority, the authors found that despite different orders of importance of motivation factors, there are no differences in the level of motivation of employees hired for less than 10 years and more than 10 years. The only significant difference was found for the motivation factor, “further financial reward” (Hitka et al., 2015).

Social comparisons and social pressures can affect the valence of certain outcomes at different ages (Androniceanu et al., 2022). Employees tend to compare themselves and their own goal attainments to those of others and may view the perceived utility of specific outcomes in relation to the views of others.

As for the individual peculiarities of employee motivation, the following peculiarities of the personnel of public sector motivation have been established by Dambueva (2020):

- For the pragmatic type of public sector employee, money is the main motivator.
- The hygienic type of public sector employee is mainly focused on working conditions, such as regime, climate, equipment, etc.
- Performance-based staff needs clear criteria for the results that are expected from them.
- The status type of a public sector employee is characterized by a desire to form useful social ties.
- The affective type of a public sector employee is focused on establishing long-term warm relationships with colleagues.
- Public sector employee of the patriotic type are ready to work on a general idea and fully devote themselves to the implementation of the plans of the leadership.
- Public sector employee of ambitious type are eager to achieve individual professional results.

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- Public sector employee of the owner type are interested in the opportunity to influence other people and the work process in the organization.
- The innovative type of public sector employee needs constant changes in his/her professional activities.

It has been concluded from the meta-analysis of work-related motives and values in relation to age (Kooij et al., 2011) that personnel age is positively related to intrinsic motives and negatively related to the strength of growth motives (valuing opportunities for continuous learning) and extrinsic motives.

2. Research methodology

After conducting a theoretical review of the studies devoted to the issue of personnel behaviour dependence on age and job seniority, we generated the main hypotheses and determined the structure of the age and experience related personality trends. The results of the empirical studies on determining the motivation system of people of different ages are presented in Table 1.

Table 1. The system of needs depending on the age

Motivation factors (needs)	Younger generation (before 40 years old)	Older generation (40-65years old)
Money and tangible rewards	high prevalence	High prevalence
Rotation, career promotion	High prevalence	Low prevalence
Autonomic work	High prevalence	Low prevalence
Social possibilities	High prevalence	Low prevalence
Safety at workplace	Low prevalence	High prevalence
Responsibility	Low prevalence	High prevalence
Respect of managers	Low prevalence	High prevalence
Satisfaction from work	High prevalence	Low prevalence
Conditions of work	Low prevalence	High prevalence
Health insurance	Low prevalence	High prevalence

Source: Author's contribution

This research is based on the motivation theory of researchers in the sphere of human resource management, Sh. Ritchie and P. Martin (Ritchie & Martin, 1999), identified 12 factors of staff motivation: 1. Money and tangible rewards 2. Physical condition 3. Structure 4. People contact 5. Relationship 6. Recognition 7. Achievement 8. Power and influence 9. Variety and change 10. Creativity 11. Self-development 12. Interest and usefulness. Analysis of each of the motivational factors, their compatibility, and mutual influence gives the real picture of the needs of the employee, which allows one to obtain a more accurate picture of methods of

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employee stimulation with different needs and goals, and to develop the most effective system of motivation (Minaeva N., 2016).

The factors presented in this theory include human needs for interesting work, achievement, self-development, variety, creativity, power, influence, social contact, money and tangible rewards, structure and rules, long-term relationships, and good working conditions (Buchanan D., 2000)

The questionnaire covers 33 questions, and it profiles individuals against 12 factors including, for example, money and rewards, through relationships, power and influence, and self-development (Hale R., 2000)

The *objective* of this empirical research is to study the motivation of the staff of public institutions from an age-related perspective and according to the personnel age.

The *object* of the study is the staff of public institutions in Israel.

It has been *hypothesized* that there are differences in staff motivation due to an employee's age.

The following empirical hypotheses were set during the planning and development of the research program:

- Age and experience differences influence the prevailing type of motivation of the personnel of public institutions;
- Age and experience differences influence the degree of motivational factors.

The following participants were enrolled for the study: the staff of public institutions and private firms in Israel and engaged in various spheres of professional activity: education, culture, civil service, communications, municipal services, consumer services, etc.

A total of 585 people aged 18 to 65 working in public institutions in Israel participated in the study (44.6% –men and 54.4% – women).

The median age of respondents was 42 years. To make sure that the median age of men was not statistically significantly different from the median age of women, a student's t-test for independent samples was performed. The findings show that there is no difference in the mean age between the two gender groups ($t(762)=-1.6$, $p = n.s.$ (the mean age of males was 41.47 (SD = 11.78) and the mean age of females was 42.83 (SD = 11.63)). Therefore, there is no difference between the sample groups, except for age and job seniority.

3. Research results and discussions

The Sheila Ritchie and Peter Martin questionnaire was used to study the motivation factors and the degree of their influence on the motivation of employees. To determine the individual combination of the most and least relevant needs for a particular person, an individual motivational profile has been compiled, consisting of the following motivational factors:

1. Money and tangible rewards
2. Physical condition
3. Structuring

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4. People contact
5. Relationship
6. Recognition
7. Achievement
8. Power and influence
9. Variety and change
10. Creativity
11. Self-development
12. Interest and usefulness

To check the hypothesis on the influence of the age aspect on the power of motivational factors, student t-tests for independent samples were conducted. The results are presented in Table 2.

Table 2. The results of the t-test for comparison of the influence of motivation factors

Motivation factor	Before 42 years old $\mu(\sigma)$	Above 42 years old $\mu(\sigma)$	p-value
Money and tangible rewards	37.20 (16.43)	32.75 (13.82)	.010*
Physical condition	25.95 (9.19)	34.85 (13.11)	.000*
Structuring	29.28 (11.94)	36.55 (13.01)	.000*
People contact	29.28 (11.94)	36.55 (13.01)	.000*
Relationship	25.34 (8.26)	24.81 (7.55)	.590
Recognition	32.39 (10.23)	31.74 (10.31)	.610
Achievement	13.82 (4.92)	13.62 (4.37)	.730
Power	29.96 (15.32)	22.94 (8.83)	.000*
Variety and change	26.70 (7.92)	27.68 (7.14)	.450
Creativity	28.20 (10.96)	28.41 (8.08)	.850
Self-development	30.56 (10.28)	30.24 (6.51)	.750
Interest and usefulness	33.10 (9.22)	31.85 (9.07)	.260

*p-value \leq 0.05 – statistically significant difference

Source: Author's contribution

A statistically significant difference was found between the age groups of employees by the factors “Money and tangible rewards” ($t= -2.40$), “Physical condition” ($t= 6.2$), “Structuring” ($t= 4.68$), “People contact” ($t=4.68$), “Power” ($t= 4.72$), with p-values \leq 0.05. The findings indicate that there are significant differences in motivation structure between young and older employees. Positive t-value shows that older employees tend to be motivated by the need for good working conditions, the need for clear structuring of work and feedback, and the need for social contacts with colleagues, partners, and clients. The younger employees tend to be motivated by the need for high wages, the need for influence and power, and the desire to be a leader, as compared to the older workers.

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Correlation coefficients between the age of employees (without dividing into age groups) and the strength of motivational factors were also calculated. The results are summarized in Table 3.

Table 3. Correlation coefficients (employee age and motivators' strength)

Motivation factor	Pearson Correlation	Sig. (2-tailed)
Money and tangible rewards	-.251*	.000*
Physical condition	.292*	.000*
Structuring	.340*	.000*
People Contact	.340*	.000*
Relationship	-0.019	.726
Recognition	0.01	.849
Achievement	0.075	.165
Power	-.340*	.000*
Variety and change	.152*	.005*
Creativity	.136*	.011*
Self-development	0.105	.052
Interest and usefulness	0	0.996

* - statistically significant correlation

Source: Author's contribution

A negative statistically significant correlation was found between the employees' age and such variables as "Money and tangible rewards," meaning that the older the age of the employees, the need for high wages becomes less important. Positive statistically significant correlations were found between the employees' age and the variables "Physical condition", "Structuring", "People contact" and "Creativity," meaning that employees of an older age are driven mainly by the need for good working conditions, the need for clear structuring of work and feedback, and the need for social contacts with colleagues, partners, and clients, as well as the need to be a creative worker, open to new ideas.

To analyze the degree of influence of motivational factors on the motivation of public sector personnel depending on the length of work seniority, the data obtained by using the questionnaire of 12 factors of labor motivation (according to Sh. Ritchie and P. Martin, 1999) were considered.

The analysis of the mean values of the indicators of motivation factors shows that there are statistically significant differences in the strength of motivation factors (5 out of 12) amongst groups of public personnel with different work experiences in public institutions in Israel. To identify the predominant type of motivation among different seniority groups of public sector personnel, the data obtained with the help of the motivation questionnaire were also examined. The participants were divided into two groups depending on the length of their work experience (pre-median length of work experience – up to 14 years) and veteran group (post-median length of work experience – more than 14 years). The findings are presented in Table 4.

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**Table 4. Comparison of mean indicators of motivation factors
between two groups with different work experience**

Motivation factor	Juniors group $\mu(\sigma)$		Veterans group $\mu(\sigma)$		p-value
	μ	σ	μ	σ	
Money and tangible rewards	35.89	15.12	33.45	15.08	0.187
Physical condition	29.75	12.47	32.34	12.24	0.088
Structuring	31.76	13.42	35.09	12.51	0.037*
People contact	31.76	13.42	35.09	12.51	0.037*
Relationship	25.37	7.20	24.73	8.46	0.507
Recognition	31.18	8.91	32.82	11.39	0.189
Achievement	13.23	4.04	14.16	5.06	0.098
Power	28.46	14.91	23.52	9.07	0.001*
Variety and change	25.94	7.03	28.20	7.75	0.013*
Creativity	27.58	10.69	29.04	7.95	0.208
Self-development	28.82	8.36	31.87	8.02	0.003*
Interest and usefulness	32.72	9.31	32.07	9.01	0.561

* – statistically significant differences

Source: Author's contribution

The correlation between the length of service of employees and the strength of motivational factors was revealed without dividing into seniority groups (Table 5)

**Table 5. Correlation coefficients
(employee length of work in public sector and motivators' strength)**

Motivation factor	Pearson Correl.	p-value
Money and tangible rewards	-0.077	0.208
Physical condition	0.121*	0.048*
Structuring	0.130*	0.033*
People contact	0.130*	0.033*
Relationship	0.008	0.898
Recognition	0.034	0.578
Achievement	0.116	0.057
Power	-0.224*	0.001*
Variety and change	0.151*	0.013*
Creativity	0.076	0.214
Self-development	0.130*	0.034*
Interest and usefulness	0.002	0.977

Source: Author's contribution

The results of the conducted statistical analysis are presented below:

Such motivational factors as the need for high wages and material rewards, the need for influence and power, and the desire to lead others appear to be stronger in the junior age group of public sector employees compared to the senior age group.

Such motivational factors as the need for good working conditions and comfortable environment, the need for clear structuring of work, and the need for social contacts

appear to be stronger in the junior age group of the public sector employees compared to the senior age group.

A statistically significant correlation was found between the age of a public sector employee and the following motivational factors: good working conditions and comfortable environment, clear structuring of work, social contacts, the need for variety, change and stimulation, the need to be a creative employee open to new ideas (weak positive correlation), material rewards, the need for influence and power (weak positive correlation), the need for a high salary and material rewards, the need for influence and power (weak positive correlation), and the need for a high salary, and material rewards (weak positive correlation).

The obtained results show that the need for influence and power, and the desire to lead others is stronger in the group of “veterans” (more than 14 years of experience) than in the group of younger personnel (fewer than 14 years). The following motivational factors appear to be stronger in the group of “veterans” compared to the group of workers with job experience of fewer than 14 years: clear structuring of work, social contacts, diversity, change and stimulation, the need for self-improvement, growth, and development as a person, i.e., mainly intrinsic factors.

A statistically significant correlation was found between the length of work of a public sector employee and the following motivational factors: good working conditions and a comfortable environment, clear structuring of work, the need for social contacts, the need for diversity, change, and stimulation, the need for self-improvement, growth, and development as a person (weak positive correlation), the need for influence and power (weak negative correlation).

4. Conclusions

This theoretical and empirical research is devoted to the problem of age and work seniority differences in the motivation structure of public sector employees in Israel. Intrinsic and extrinsic factors of human motivation have been considered.

The problem of motivation in the workplace was considered from different perspectives. According to the most widely-known definition, motivation is the process of encouraging a person to perform different actions. Still, many authors agree that motivation is not coercion, but actualization of goals that become important for a motivated person. Managers are advised to consider motivation factors and to focus on specific known individual motivational preferences of people of different ages and job seniority.

The empirical research is based on the 12-factor theory of human needs at work. Statistically significant differences exist between the employees of different age groups. The Pearson correlation also reveals numerous statistically significant correlations among the variables of age, job seniority, and some factors of the Sh. Ritchie and P. Martin motivation profile. Therefore, our hypothesis about the differences in staff motivation due to an employee's age and work experience is statistically confirmed.

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The results obtained generally support assumptions from the literature, which suggest the following tendency in public sector employees' motivation structure: older employees are less motivated by extrinsically but more by intrinsically rewarding job features. Future studies are required to better understand the peculiarities of motivation of personnel of different age and seniority groups in other spheres of the economy.

We believe that the obtained findings can help directors and managers of state institutions of Israel to create motivational programs according to state employees' age. The effectiveness of their motivational programs can be substantially increased. To make reasonable managerial decisions regarding the determination of motivation practices, it is necessary to have a motivational portrait or motivational profile of an employee, which consists of a set of external and internal motivational factors. The strength of motives, stability, and structure are unique to each person. These factors affect behaviour differently. Whatever is effective in motivating one person may be ineffective for another.

Conflict of Interest Statement

No conflicts.

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