

Mina-Raiu, L. & Stan, C. (2026). Motivation and Job Satisfaction across Generations: Evidence from the Public Sector. *Applied Research in Administrative Sciences*, 7(1), 84-95. DOI: <https://doi.org/10.24818/ARAS/2026/7/1.06>

Motivation and Job Satisfaction across Generations: Evidence from the Public Sector

Laura, MINA-RAIU

Associate Professor PhD, Bucharest University of Economic Studies; Bucharest; Romania
laura.minaraiu@amp.ase.ro

Cristiana, STAN

Master student, Bucharest University of Economic Studies; Bucharest; Romania
stancristiana20@stud.ase.ro

Abstract:

Understanding how different generations relate to work has become increasingly important for public organizations facing growing challenges in attracting and retaining talent. This study examines generational differences in work motivation and job satisfaction within the public sector, using data collected from employees in a Romanian central administration institution.

Building on Self-Determination Theory and Herzberg's Two-Factor Theory, the research adopts a quantitative approach based on a survey administered to 92 employees. The results reveal a clear and consistent pattern: younger employees (Millennials and Generation Z) display higher levels of intrinsic motivation, particularly in relation to autonomy and professional development, but report lower levels of job satisfaction. In contrast, older employees (Generation X and Baby Boomers) exhibit higher job satisfaction, primarily influenced by extrinsic factors such as job security and salary.

Statistical analysis confirms that these differences are significant ($p < 0.001$), suggesting that motivation and job satisfaction do not evolve in parallel across generations. This finding points to a structural mismatch between the expectations of younger employees and the traditional characteristics of public sector employment.

The study contributes to the literature by providing empirical evidence from a public sector context and highlights the need for more adaptive human resource practices that better align with generational expectations.

Keywords: public service motivation, job satisfaction, generational differences, intrinsic motivation, extrinsic motivation

JEL: J28, J24, J45, M12

DOI: <https://doi.org/10.24818/ARAS/2026/7/1.06>

INTRODUCTION

Public sector organizations are increasingly confronted with the challenge of managing a workforce characterized by growing generational diversity. As younger cohorts enter public institutions, they bring different expectations regarding work, career development, and organizational practices, often contrasting with those of more experienced employees. This dynamic raises important questions about how work motivation and job satisfaction are shaped across generations and how public organizations can respond effectively to these differences.

Understanding work motivation and job satisfaction has long been a central concern in organizational and public administration research. Classical theoretical frameworks, such as Self-Determination Theory (Deci & Ryan, 2000; Ryan & Deci, 2017) and Herzberg's Two-Factor Theory (Herzberg, Mausner, & Snyderman, 1959), emphasize the distinction between intrinsic and extrinsic drivers of behavior and highlight their different implications for employee engagement and satisfaction. These perspectives suggest that while intrinsic motivation supports sustained engagement and well-being, extrinsic factors remain essential for ensuring stability and performance, particularly in structured organizational environments.

Empirical research consistently shows that both motivation and job satisfaction are strongly associated with organizational outcomes, including performance and employee retention (Sitopu, Sijinjak, & Marpaung, 2021; Kalleberg, 1977). At the same time, studies indicate that these constructs are influenced by generational differences, as employees from different cohorts display distinct values, expectations, and attitudes toward work (Twenge, 2010; Lyons & Kuron, 2014).

In the context of the public sector, motivation takes on additional dimensions, as employees are often driven not only by individual rewards but also by a broader commitment to public service (Perry & Wise, 1990; Vandenabeele, 2007). However, the extent to which these motivational patterns differ across generations remains insufficiently explored, particularly in relation to job satisfaction.

Existing research suggests that younger generations tend to prioritize autonomy, flexibility, and meaningful work, while older generations place greater emphasis on job security and financial stability (Bencsik, Horvath-Csikos, & Juhasz, 2016; Ng, Schweitzer, & Lyons, 2010). At the same time, generational differences reflect deeper variations in values and work-related attitudes, rather than merely demographic distinctions (Burke et al., 2015; Inglehart, 1997).

Despite these insights, there is still a lack of empirical research examining how work motivation and job satisfaction interact across generational groups within the public sector. Most studies focus either on private sector contexts or on single constructs, leaving a gap in understanding the combined dynamics of motivation and satisfaction in institutional environments.

Against this background, the present study aims to analyze generational differences in work motivation and job satisfaction and to explore the relationship between these two constructs within the public sector. Specifically, the study seeks to: (1) assess the relative importance of intrinsic and extrinsic motivational factors across generational groups; (2) compare levels of job satisfaction between younger and older employees; and (3) examine the relationship between motivation and job satisfaction in order to identify potential patterns of convergence or divergence.

1. LITERATURE REVIEW

1.1. Work Motivation: Theoretical and Conceptual Perspectives

Work motivation represents a core concept in organizational research, being directly linked to employee performance, engagement, and organizational effectiveness (Pinder, 2014). It refers to the internal and external forces that influence individuals' willingness to initiate and sustain work-related behavior.

A central distinction in the literature is between intrinsic and extrinsic motivation, as conceptualized within Self-Determination Theory (Deci & Ryan, 2000; Ryan & Deci, 2017). Intrinsic motivation is associated with internal satisfaction derived from performing tasks, such as autonomy, competence, and relatedness, while extrinsic motivation is driven by external rewards, including salary, job security, and recognition. Complementary to this perspective, Herzberg's Two-Factor Theory (Herzberg et al., 1959) distinguishes between motivators, which contribute to satisfaction, and hygiene factors, which prevent dissatisfaction but do not necessarily enhance motivation.

These theoretical frameworks suggest that motivation is multidimensional and that different factors may have distinct effects on employee attitudes and behaviors. Empirical studies confirm that both intrinsic and extrinsic motivation influence organizational outcomes, although their relative importance varies across contexts and individuals (Sitopu et al., 2021). While intrinsic motivation remains a pillar for engagement, the nature of extrinsic motivators varies across cohorts. For instance, Generation Z tends to be more motivated by material extrinsic rewards (such as direct financial benefits), whereas Generation X is more influenced by social extrinsic rules and norms (Zen, 2023).

1.2. Job Satisfaction and its Determinants

Job satisfaction is generally defined as a positive emotional state resulting from the appraisal of one's job or job experiences (Kalleberg, 1977; Sabie *et al.*, 2025). It is a multidimensional construct that includes satisfaction with compensation, working conditions, interpersonal relationships, and opportunities for advancement (Sabie *et al.*, 2024).

Research has consistently shown that job satisfaction is associated with important organizational outcomes, including performance, commitment, and turnover intentions (Sitopu *et al.*, 2021). Bielińska-Dusza (2022) emphasizes that satisfaction is shaped by both material and non-material factors, highlighting the need for a comprehensive approach to employee well-being.

Importantly, job satisfaction is not determined solely by objective working conditions, but also by employees' expectations and perceptions (Mina-Raiu *et al.*, 2024). This makes it particularly sensitive to generational differences, as individuals from different cohorts may evaluate the same organizational context in different ways.

Recent comparative studies show that the strongest predictor of job satisfaction for Generation Z is "interesting work," whereas older generations like Baby Boomers and Generation X are more satisfied by salary levels and relationships with management (Andrade *et al.*, 2024).

1.3. Generational Differences in the Workplace

Generational theory provides a framework for understanding differences in work-related attitudes and behaviors among employees. Generational cohorts—such as Baby Boomers, Generation X, Millennials, and Generation Z—are shaped by distinct socio-economic and cultural contexts, which influence their values and expectations (Inglehart, 1997).

Empirical studies indicate that younger generations tend to prioritize autonomy, flexibility, and meaningful work, while older generations place greater importance on job security and financial stability (Bencsik *et al.*, 2016; Ng *et al.*, 2010). Twenge (2010) further argues that generational differences are reflected in work attitudes, including expectations regarding rewards, work-life balance, and career progression.

Moreover, Lyons and Kuron (2014) highlight that generational differences should be understood as patterns rather than fixed categories, suggesting that variability exists within cohorts. Nevertheless, these differences remain relevant for understanding organizational dynamics and designing effective management strategies.

1.4. Motivation and Job Satisfaction in the Public Sector

In the public sector, motivation is often influenced by factors that differ from those in the private sector. Public Service Motivation (PSM) theory suggests that employees are driven not only by personal benefits but also by a desire to contribute to the public good (Perry & Wise, 1990; Vandenabeele, 2007).

This perspective implies that intrinsic motivation may play a particularly important role in public organizations. However, the extent to which PSM interacts with generational differences remains an open question. At the same time, the structural characteristics of the public sector, such as stability and formalization, may influence job satisfaction in ways that differ from other organizational contexts (Profiroiu, *et al.*, 2021, Profiroiu, *et al.*, 2022).

Wright and Pandey (2008) argue that the alignment between individual values and organizational characteristics plays a key role in shaping both motivation and satisfaction, suggesting that generational differences may affect this alignment.

1.5. Research GAP and Contribution

Despite the extensive literature on work motivation, job satisfaction, and generational differences, there is still limited empirical research examining how these constructs interact within the public sector. Most studies focus either on private sector organizations or analyze motivation and satisfaction separately.

The study addresses this gap by providing empirical evidence on generational differences in work motivation and job satisfaction and by examining the relationship between these constructs within a public sector context. By doing so, it contributes to a more nuanced understanding of how generational dynamics shape employee attitudes and highlights the need for more adaptive human resource management strategies.

2. METHODOLOGY

This study adopts a quantitative research design aimed at examining generational differences in work motivation and job satisfaction within the public sector. The research is based on a cross-sectional survey, allowing for the analysis of employees' perceptions and attitudes at a specific point in time. This approach is appropriate given the objective of identifying measurable differences between generational groups and exploring the relationship between key constructs.

The empirical data were collected through a structured questionnaire administered to employees of the Ministry of Investments and European Projects (MIPE), Romania. The target population consists of public sector employees working in an organizational environment characterized by stability, formalization, and standardized procedures, which makes it particularly relevant for analyzing how generational dynamics influence work-related attitudes. The final sample includes 92 respondents, covering multiple generational cohorts. For analytical purposes, respondents were grouped into two categories: younger employees (Millennials and Generation Z) and older employees (Generation X and Baby Boomers). The sampling strategy can be described as non-probabilistic, based on voluntary participation, which is suitable for exploratory research, although it limits the generalizability of the findings.

Data collection was conducted using a self-administered questionnaire, designed to ensure anonymity and confidentiality in order to reduce response bias and encourage honest reporting. Participation was voluntary, and respondents were informed about the purpose of the study. The instrument was constructed to measure two central constructs—work motivation and job satisfaction—using multiple items evaluated on a five-point Likert scale, ranging from low to high levels of agreement.

Work motivation was operationalized by distinguishing between intrinsic and extrinsic components. Intrinsic motivation was captured through items related to autonomy, opportunities for personal and professional development, and the perceived meaningfulness of work. Extrinsic motivation was measured through items reflecting external rewards, such as salary, job security, and formal recognition. Job satisfaction was assessed as a multidimensional construct, including satisfaction with compensation, working conditions, professional relationships, opportunities for advancement, and recognition. The use of multiple items for each construct allows for a more comprehensive assessment and facilitates the aggregation of responses into composite scores.

The main independent variable in the study is the generational group, while the dependent variables include intrinsic motivation, extrinsic motivation, and job satisfaction. The analysis focuses on identifying differences between generational cohorts and examining the relationship between motivation and satisfaction within the given organizational context.

Based on the theoretical framework and research objectives, the study tests several hypotheses. It is expected that younger employees exhibit higher levels of intrinsic motivation compared to older employees, while older employees report higher levels of job satisfaction. Additionally, the study assumes that statistically significant differences exist between generational groups in terms of both motivation and satisfaction, and that the relationship between these constructs may differ across generations, potentially revealing a divergence between motivation and satisfaction.

The data were analyzed using both descriptive and inferential statistical techniques. Descriptive statistics were used to summarize the data and identify general patterns, while comparative analysis was employed to examine differences between generational groups. An independent samples t-test was conducted to assess the statistical significance of these differences, with results interpreted at a conventional significance threshold ($p < 0.05$), while particular attention was given to stronger levels of significance (e.g., $p < 0.001$), indicating robust differences between groups.

While the study provides valuable insights into generational differences in work motivation and job satisfaction, several limitations should be acknowledged. The use of a non-probabilistic sample restricts the generalizability of the findings, and the cross-sectional nature of the research does not allow for causal interpretations or the analysis of changes over time. Nevertheless, the study offers a relevant empirical contribution to understanding how generational dynamics shape employee attitudes within the public sector.

3. SURVEY RESULTS

The empirical analysis reveals clear and consistent differences between generational groups in terms of both work motivation and job satisfaction. These differences are not only statistically significant but also conceptually meaningful, highlighting distinct patterns in how employees relate to their work.

The distribution of motivational factors across generations indicates a structural differentiation between intrinsic and extrinsic drivers. As shown in Figure 1, younger employees report higher levels of intrinsic motivation, particularly in relation to autonomy, opportunities for development, and the perceived meaningfulness of work. This suggests that their engagement is primarily driven by internal factors, reflecting a strong orientation toward personal growth and self-fulfillment.

In contrast, older employees display a stronger orientation toward extrinsic motivation, with higher scores associated with job security, salary, and organizational stability. This pattern reflects a more traditional relationship with work, where external rewards and institutional predictability play a central role. The contrast between the two groups suggests that motivational structures are not uniform across generations but are shaped by different expectations and career trajectories.

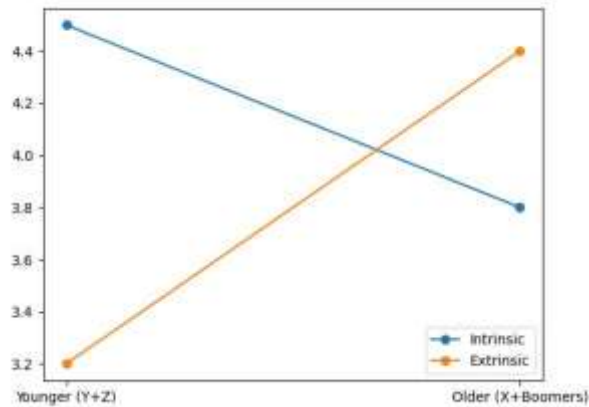


Figure 1. Intrinsic versus Extrinsic Motivation by Generation

Source: survey results, 2025

The analysis of job satisfaction reveals a pattern that differs from that observed for motivation. As illustrated in Figure 2, older employees report higher levels of overall job satisfaction across most dimensions, including compensation, working conditions, and professional relationships. This result suggests a higher degree of alignment between expectations and organizational realities among this group.

By contrast, younger employees report lower levels of satisfaction, particularly in areas related to career advancement and rewards. This finding indicates that, although younger employees may be highly motivated, their expectations regarding outcomes are not fully met within the existing institutional framework. The discrepancy between expectations and perceived organizational support appears to be a key factor influencing their lower satisfaction levels.

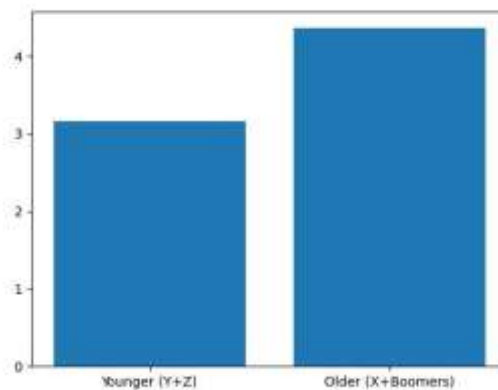


Figure 2. Job Satisfaction by Generation

Source: survey results, 2025

The relationship between motivation and job satisfaction becomes more nuanced when the two constructs are analyzed together. As shown in Figure 3, younger employees combine relatively high levels of intrinsic motivation with lower levels of job satisfaction, while older employees display the opposite pattern. This divergence suggests that motivation and satisfaction do not necessarily evolve in parallel and may reflect different underlying processes.

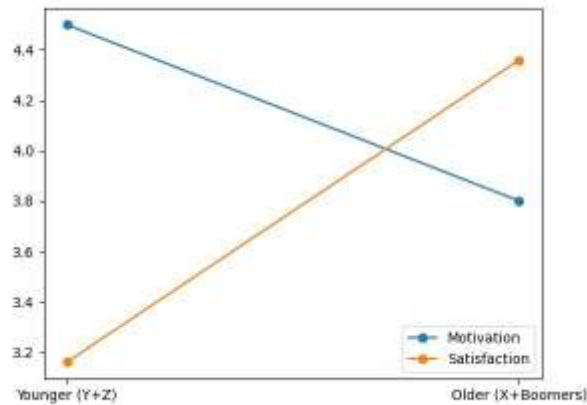


Figure 3. Motivation vs Satisfaction by Generation

Source: survey results, 2025

In the case of younger employees, high intrinsic motivation may indicate a strong willingness to engage and contribute, but also higher expectations regarding work conditions and career development. When these expectations are not met, satisfaction levels remain relatively low despite high engagement potential. In contrast, older employees may experience higher satisfaction due to greater stability and a better alignment between expectations and organizational realities, even if their motivation is more strongly influenced by extrinsic factors.

A more granular perspective is provided in Figure 4, which decomposes job satisfaction into its key components. The results show that generational differences are particularly pronounced in relation to pay and benefits and promotion opportunities.

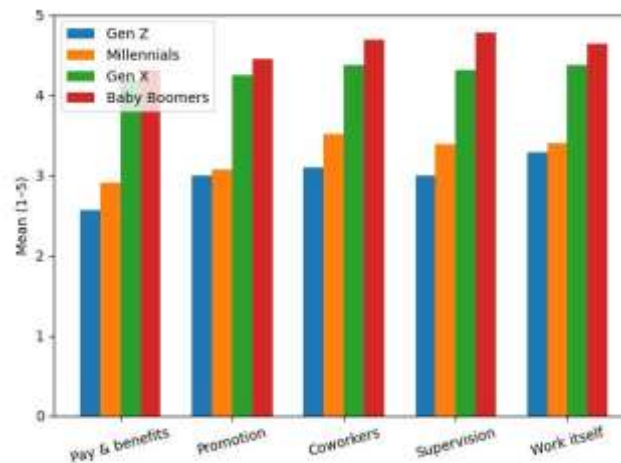


Figure 4. Job satisfaction dimensions by generation

Source: survey results, 2025

Younger employees report significantly lower satisfaction levels in these dimensions, with mean values consistently below the midpoint of the scale. In contrast, older employees evaluate these aspects much more positively, with scores exceeding 4.0. This suggests that financial rewards and career advancement are perceived as insufficient or less accessible by younger cohorts.

Moderate differences are observed in relation to coworkers and supervision, where satisfaction levels remain relatively high across all generations, although older employees still report slightly higher

values. This indicates that interpersonal relations and managerial support are less affected by generational factors.

The dimension “work itself” presents the smallest variation across cohorts, suggesting that the intrinsic content of work remains relatively stable and appreciated across generations. Overall, these findings indicate that generational disparities in job satisfaction are driven primarily by extrinsic and structural factors rather than by the nature of work itself.

Figure 5 provides a detailed breakdown of intrinsic motivation across its core components. The analysis confirms that younger employees consistently report higher levels of intrinsic motivation across all dimensions.

The most significant differences are observed in relation to development and advancement, where younger cohorts demonstrate particularly strong expectations regarding professional growth and career progression. Similarly, high scores are recorded for achievement and responsibility, reflecting a strong orientation toward self-realization and meaningful engagement at work.

Older employees, while still reporting relatively high levels of intrinsic motivation, display slightly lower scores across most dimensions. This suggests a more stabilized motivational structure, likely influenced by accumulated professional experience and reduced emphasis on rapid growth.

Importantly, dimensions such as work itself and responsibility show relatively small differences between generations, indicating that core psychological drivers of work engagement remain consistent across age groups. However, the stronger emphasis placed by younger employees on growth-oriented dimensions highlights the increasing importance of self-development and autonomy in contemporary organizational contexts.

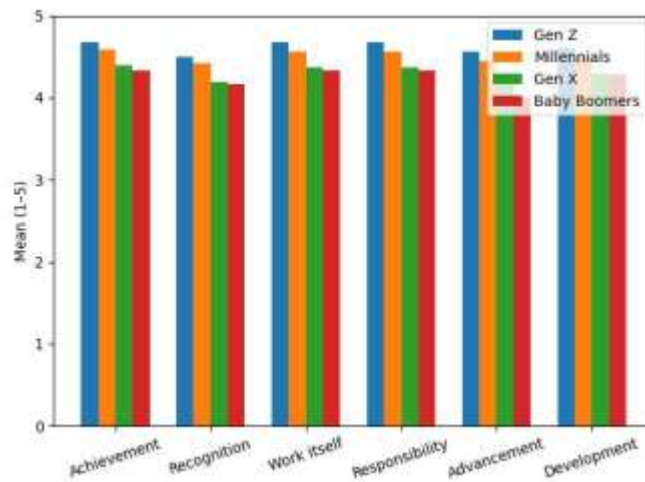


Figure 5. Intrinsic motivation components by generation

Source: survey results, 2025

The descriptive statistics presented in Table 1 further support these findings by highlighting the differences in mean values across generational groups. Younger employees record higher average scores for intrinsic motivation, while older employees score higher in both extrinsic motivation and job satisfaction. The magnitude of these differences reinforces the interpretation that generational belonging plays a significant role in shaping work-related attitudes.

In addition to descriptive patterns, the statistical analysis confirms that the observed differences are significant. The independent samples t-test indicates a clear distinction between generational groups, with mean values of 3.16 for younger employees and 4.36 for older employees, at a significance level of $p < 0.001$. This result suggests that the differences identified in both motivation and job satisfaction are robust and unlikely to be due to random variation.

Table 1. Descriptive statistics by generational group

Variable	Younger (Y + Z) Mean	Older (X + Boomers) Mean	Difference
Intrinsic Motivation	4.50	3.80	+0.70
Extrinsic Motivation	3.20	4.40	-1.20
Job Satisfaction	3.16	4.36	-1.20

Note: Values are based on Likert scale (1–5)

Source: (survey results, 2025)

Overall, the results highlight a consistent pattern of divergence between motivation and job satisfaction across generations. Rather than reinforcing each other, the two constructs appear to follow different trajectories, particularly in the case of younger employees. This finding provides a strong empirical basis for further interpretation in the discussion section and suggests that generational differences should be considered a key factor in understanding employee behavior within the public sector.

4. DISCUSSION

The findings of this study provide consistent evidence that generational differences play a significant role in shaping both work motivation and job satisfaction within the public sector. More importantly, the results suggest that these two constructs do not evolve in parallel across generations, but rather follow distinct and, in some cases, divergent patterns.

As illustrated in Figure 1, younger employees exhibit higher levels of intrinsic motivation, particularly in relation to autonomy, professional development, and the perceived meaningfulness of work. This finding aligns with existing research emphasizing that younger generations are more strongly driven by internal motivators and personal growth opportunities (Bencsik, Horváth-Csikós, & Juhász, 2016). In contrast, older employees demonstrate a stronger orientation toward extrinsic motivation, such as job security and financial stability, reflecting a more traditional relationship with work. This distinction confirms the argument that motivational drivers are shaped not only by organizational factors but also by generational values and experiences (Burke et al., 2015).

However, the pattern observed in Figure 2 reveals an important contrast: older employees report higher levels of job satisfaction, while younger employees display comparatively lower satisfaction levels. This result suggests that satisfaction is not solely determined by motivational intensity, but rather by the degree of alignment between expectations and organizational realities. In this sense, the findings support previous studies indicating that job satisfaction is influenced by both material and non-material factors, as well as by employees' subjective evaluation of their work context (Sitopu, Sitinjak, & Marpaung, 2021; Bielińska-Dusza, 2022).

The divergence between motivation and satisfaction becomes particularly evident when analyzing the relationship between these constructs across generations. As shown in Figure 3, younger employees combine high intrinsic motivation with lower job satisfaction, while older employees display the opposite pattern. This finding challenges the common assumption that higher motivation naturally leads to higher satisfaction and suggests a more complex relationship between the two variables. In particular, it indicates that motivation may reflect aspirations and engagement potential, whereas satisfaction reflects the extent to which these aspirations are fulfilled within the organizational environment.

The descriptive statistics presented in Table 1 further reinforce this interpretation by highlighting the differences in mean values across generational groups. The higher intrinsic motivation scores among younger employees, combined with their lower satisfaction levels, point to a potential mismatch between expectations and institutional conditions. Conversely, the higher satisfaction levels observed

among older employees suggest a greater degree of adaptation to the organizational context, possibly resulting from accumulated experience and adjusted expectations over time.

These findings have important theoretical implications. First, they suggest that motivation and job satisfaction should not be treated as inherently aligned constructs, but rather as distinct dimensions that may evolve differently depending on generational context. Second, the results contribute to the literature on generational diversity by providing empirical evidence from the public sector, a context that remains relatively underexplored compared to the private sector (Bielińska-Dusza, 2022). Finally, the study supports the view that generational differences reflect deeper variations in values and expectations, rather than superficial demographic distinctions (Burke et al., 2015).

From a practical perspective, the results highlight a structural challenge for public organizations. While existing institutional arrangements appear to support higher satisfaction among older employees, they may be less effective in meeting the expectations of younger cohorts. As suggested by Minh and Uông (2022), adapting organizational practices to generational characteristics is essential for maintaining employee engagement and improving performance. In this context, public sector organizations may need to place greater emphasis on non-material factors, such as opportunities for development, autonomy, and meaningful work, in order to better align with the expectations of younger employees.

At the same time, the findings suggest that a differentiated approach to human resource management may be more effective than standardized policies. Rather than applying uniform practices across all employees, organizations should consider tailoring motivational strategies to the specific needs and expectations of different generational groups. This approach could contribute to reducing the gap between motivation and satisfaction observed among younger employees, while maintaining the stability and satisfaction levels characteristic of older cohorts.

Despite its contributions, the study has several limitations. The use of a non-probabilistic sample limits the generalizability of the findings, and the cross-sectional design does not allow for causal interpretations. Future research could address these limitations by using longitudinal designs or by extending the analysis to multiple public institutions in order to capture a broader range of organizational contexts.

Overall, the study provides a nuanced understanding of how generational differences shape work motivation and job satisfaction within the public sector. By highlighting the divergence between these two constructs, the findings contribute to both theory and practice and underscore the need for more adaptive and context-sensitive approaches to managing generational diversity in public organizations.

CONCLUSIONS, RECOMMENDATIONS AND RESEARCH LIMITATIONS

The present study aims to examine generational differences in work motivation and job satisfaction within the public sector and to explore the relationship between these two constructs. The findings provide clear evidence that generational belonging plays a significant role in shaping employees' attitudes toward work, revealing distinct patterns that have both theoretical and practical relevance.

A key conclusion of the study is that work motivation and job satisfaction do not evolve in parallel across generations. Younger employees exhibit higher levels of intrinsic motivation, reflecting a strong orientation toward autonomy, personal development, and meaningful work. However, this high level of motivation is not matched by equally high levels of job satisfaction. In contrast, older employees report higher levels of satisfaction, despite relying more strongly on extrinsic motivational factors such as job security and financial stability.

This divergence suggests that motivation and job satisfaction should be treated as distinct, though related, constructs. While motivation reflects the willingness to engage and invest effort in work,

satisfaction appears to be more closely linked to the alignment between expectations and organizational realities. In this sense, the findings contribute to a more nuanced understanding of employee behavior, particularly within the public sector context.

From a practical perspective, the results highlight the need for more adaptive and differentiated human resource management strategies. Public organizations, traditionally characterized by stability and standardized practices, may need to reconsider their approach in order to better respond to the expectations of younger employees. Specifically, greater emphasis should be placed on non-material factors such as opportunities for professional development, increased autonomy, and the design of meaningful work tasks. At the same time, maintaining the stability and predictability valued by older employees remains essential.

In this context, a one-size-fits-all approach to human resource management is unlikely to be effective. Instead, organizations should consider developing tailored strategies that address the specific needs of different generational groups. Such an approach could help reduce the gap between motivation and job satisfaction observed among younger employees, while preserving the positive aspects associated with higher satisfaction among older cohorts.

Despite its contributions, the study has several limitations that should be acknowledged. First, the use of a non-probabilistic sample limits the generalizability of the findings beyond the analyzed organization. Second, the cross-sectional design does not allow for causal interpretations or the analysis of changes over time. Third, the reliance on self-reported data may introduce response bias, although measures were taken to ensure anonymity and confidentiality.

Future research could build on these findings by employing longitudinal designs in order to capture changes in motivation and satisfaction over time, or by extending the analysis to multiple public sector organizations to improve generalizability. Additionally, further studies could explore other variables, such as organizational culture or leadership style, in order to better understand the mechanisms underlying generational differences.

Overall, the study provides relevant empirical evidence on the complexity of the relationship between work motivation and job satisfaction and highlights the importance of considering generational dynamics in the design of public sector human resource policies.

REFERENCES

- Andrade, M. S., Westover, J., & Clark, S. (2024). Job Satisfaction and Generational Difference: The Shifting Nature of the Workplace. *American Journal of Management*, 24(3), 1-20. <https://doi.org/10.33423/ajm.v24i3.7270>
- Bencsik, A., Horváth-Csikós, G., & Juhász, T. (2016). Y and Z generations at workplaces. *Journal of Competitiveness*, 8(3), 90–106.
- Bielińska-Dusza, E. (2022). Job satisfaction and its determinants in contemporary organizations. *Management Sciences*, 27(2), 45–58.
- Burke, R. J., Koyuncu, M., & Fiksenbaum, L. (2015). Work engagement among different generations. *International Journal of Human Resource Management*, 26(5), 593-608.
- Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227-268.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*. New York: Wiley.
- Inglehart, R. (1997). *Modernization and postmodernization: Cultural, economic, and political change in 43 societies*. Princeton University Press.
- Jurkiewicz, C. L., & Brown, R. G. (1998). Generational comparisons of public employee motivation. *Review of Public Personnel Administration*, 18(4), 18-37.
- Kalleberg, A. L. (1977). Work values and job rewards: A theory of job satisfaction. *American Sociological Review*, 42(1), 124-143.
- Lyons, S. T., & Kuron, L. K. (2014). Generational differences in the workplace: A review of the evidence and directions for future research. *Journal of Organizational Behavior*, 35(S1), S139-S157.

- Mina-Raiu, L., Raiu, C. & Comănicu, M. (2024) Improving the quality of civil servants' professional training process through digitalization. An exploratory research from employees' perspective. *Romanian Statistical Review*, 1, 43-64.
- Minh, H. T., & Uông, V. T. (2022). Generational differences in employee motivation and implications for human resource management. *Asian Journal of Management Studies*, 11(1), 23-35.
- Ng, E. S. W., Schweitzer, L., & Lyons, S. T. (2010). New generation, great expectations: A field study of the Millennial generation. *Journal of Business and Psychology*, 25(2), 281-292.
- Perry, J. L., & Wise, L. R. (1990). The motivational bases of public service. *Public Administration Review*, 50(3), 367-373.
- Pinder, C. C. (2014). *Work motivation in organizational behavior* (2nd ed.). New York: Psychology Press.
- Profiroiu, A. G., Sabie, O. M., Brişcariu, R., & Nastacă, C. C. (2021). Work motivation and satisfaction of civil servants from Romania's Senate. *Management Research and Practice*, 13(4), 17-25.
- Profiroiu, A. G., Sabie, O. M., & Nastacă, C. (2022). A qualitative research on civil servants' motivation from Romanian public administration. *Applied Research in Administrative Sciences*, 3(2), 37-49.
- Ryan, R. M., & Deci, E. L. (2017). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. New York: Guilford Press.
- Sabie, O. M., Nastacă, C. C., & Brişcariu, M. R. (2025). The Impact of Emotional Intelligence on Public Employees' Job Stress and Willingness to deliver high-quality and performant public services. *Transylvanian Review of Administrative Sciences*, 21(74), 130-150.
- Sabie, O.M., Popescu, R.I., & Creţu, I. (2024). Burnout and Job Satisfaction. A Pilot Study among Employees of Romanian Cultural Research Institutions. *Applied Research in Administrative Sciences*, 5(1), 4-19
- Sitopu, R., Sijinjak, K. A., & Marpaung, F. (2021). The influence of motivation and job satisfaction on employee performance. *International Journal of Research and Review*, 8(3), 123–130.
- Twenge, J. M. (2010). A review of the empirical evidence on generational differences in work attitudes. *Journal of Business and Psychology*, 25(2), 201–210.
- Vandenabeele, W. (2007). Toward a public administration theory of public service motivation. *Public Management Review*, 9(4), 545-556.
- Wright, B. E., & Pandey, S. K. (2008). Public service motivation and the assumption of person–organization fit. *Administration & Society*, 40(5), 502-521.
- Zen, A. (2023) Determinants of Employee Engagement and Productivity: An Analysis of Work Motivation, Competence, Compensation and Transactional Leadership. *East Asian Journal of Multidisciplinary Research*, 2(2), 863-892.