

The relationship between age, intrinsic and extrinsic motivation, and how it affects job satisfaction amongst salespeople.

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Abstract

Over the last decade there has been an increase in realization of importance of age-related changes in employees work motivation. Today, motivation has been identified as a dynamic system which several authors have suggested experiences age-related changes across the persons time and experience in the organization. There are expected increases in aging workforce in Europe due to governments increasing retirement ages, as well as increased willingness to continue working post economic downturns. This is contributing to the age and generations diversity in the workplace which is forcing management to comprehend the desires, needs and motivators of their employees so that they can endorse methods and rewards that will cultivate and sustain work motivation and in turn lead to the increased work satisfaction and improved performance. This study investigated the correlations between age, intrinsic and extrinsic work motivation, and job satisfaction. In total, 106 workers of an Irish horse betting sales company participated. The method used to conduct this research was a quantitative research. Data was distributed and collected by a survey to arrive at findings. The main significant finding of this study showed that as employees age there is a positive relationship with intrinsic motivation and job satisfaction and a strong negative relationship with extrinsic motivation. Moreover, the findings in this study showed that those relationships differ amongst three different age groups; young workers, middle-aged workers and older workers, which adds new knowledge to the existing body of literature on motivation and job satisfaction in salespeople. The findings of this study are clear and easy to interpret by management when reinventing and implementing new reward and motivation systems in the workplace. By acting on the knowledge of the differences amongst the salespeople in the company management can contribute to improvement of motivation, job satisfaction of workers at any age and overall benefit the company.

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Chapter 1 . Introduction

The area of research to which this study relates to is work motivation and job satisfaction as correlates of age in salespeople, specifically horse betting sales people in Ireland.

According to European demographic forecasts, the average age of the workforce is continuing to rise considerably with major increases in the share of people aged 65 and over (Laszkiewicz and Bojanowska, 2017). This is due to people's increase in willingness to stay in employment after the economic downturns, as well as governments decisions in retirement age increases. In turn, this aging workforce will influence the way in which organizations are led and workers are motivated in the future (Bonsdorff, 2011). The challenge with aging workforce for management, however, lies within understanding and managing the age diversity in the workplace. Diversity management involves implementing management and communication strategies which actively thrive towards organizational goal and benefits achievement based on the value and acceptance of differences in the workplace (Laszkiewicz and Bajanowska, 2017). This research focuses on chronological age as a differentiating element.

Today, it is crucial for management to understand and take into account the differences between the different age groups of employees when training or motivating in order to enable their employees to work to their full potentials. The importance of work motivation and its changes in aging workforce has been heightened by many scientific studies. However, authors such as Boumans, De Jong and Janssen (2011) stress the need to move away from purely theory development and move towards understanding of how aging affects work motivation and job satisfaction. Identifying the motivational drivers of employees will allow management to be able to put in place reward systems which will attract, motivate and retain their employees, as Bonsdorff (2011, p. 1264) stated '*reward systems should be built on an understanding of employees' reward preferences*'.

The aim of this research is to carry out correlational studies on the relationship between age, motivation and job satisfaction of salespeople in Ireland to seek and achieve a greater understanding of motivation and job satisfaction in sales employees

and how it changes in relation to their age. Amongst many studies reviewed there are different findings concluded on the topic of work motivation and job satisfaction and how they vary across the life span of an employee but the rationale for conducting this research was to fill a gap in the literature on those correlations in the context of salespeople in Ireland specifically, and thus the findings can be used to give the sales managers insights into how to better motivate and satisfy their employees at all different ages.

Following the conclusion of this chapter, there will be six subsequent chapters of this research paper. Firstly, the literature around the topic of workforce aging, motivation and satisfaction will be explored with key findings in the literature clearly identified. The second chapter of this paper will be the research questions chapter which will set the objectives and sub-objectives for this study based on the linkage to previous literature findings. Following on, there will be a methodology chapter in which the choice of quantitative research via survey data collection will be explained, having considered its alternatives and limitations. The fifth chapter will present the analysis and findings of the correlations between age, intrinsic and extrinsic motivation, and job satisfaction along with the sub-objective findings of this study. This chapter will be followed on by the discussion chapter of this theses which will evaluate the preceding findings more in depth and situate them in the literature reviewed as well as point a direction to any potential future research opportunities on the topic of employee aging, motivation and satisfaction. Lastly, a conclusion chapter will aim to evaluate and conclude the study at hand.

Chapter 2 . Literature Review

2.1. Introduction to the literature

Employee motivation is one of most persistent and compelling topics in the field of human resource management research (Johnson, 2017). This is because employee motivation is now viewed as an underlying factor for organizational researchers when establishing and developing new and effective work-related theories (Tremblay *et al.*, 2009). Moreover, the importance in the topic of employee motivation comes from the fact that in today's economy accomplished and motivated employees are the treasured assets and competitive advantage for any organization in any business environment (Haider *et al.*, 2015).

Work motivation can be defined '*a force which affects the skills that individuals develop, the jobs and careers that individuals pursue, and the manner in which individuals allocate their resources*' (Johnson, 2017, pp. 341). In the past, motivation was seen as more of a 'on-off' phenomenon where employees would respond to any motivational interference in a constant manner (Johnson, 2017). However, in contrast to previous decades, in organizational research, work motivation is now perceived as a dynamic process that shifts and unfolds with time, as well as with the place and employees experience (Johnson, 2017).

Recently, there is an increase in aging workforce worldwide (Kooij, Bal and Kanfer, 2014). By 2050 there is an expected increase of 34 percent in people aged 60 or older in Europe. The primary reason for greying workforce in organizations is the governments increasing the retirement ages, which after several years will increase even further (Akkermans, De Lange and Van Der Heijden, 2016). Such increases are contributing to the growth of diversity in the workplace which means management is dealing with employees across different ages and generations, and each of these factors has an influence on individuals work motivation and job satisfaction (Forsten-Astikainen, Kultalahti and Muhos, 2018). This in turn is forcing organizations to better understand, as well as intervene on factors that contribute to, and enhance their employee's work motivation across their life span (Akkermans *et al.*, 2016). Therefore, this has resulted in an increased need for research on the relationship between age and work motivation (Kooij *et al.*, 2014).

Studies by Kooij *et al.* (2011) found that there is a decrease in motivation concerned with opportunities for personal growth and development in the workplace with chronological age over the life course, whereas motivations concerned with various aspects of employment security with respect to a particular position or organization presented an increase with age. However, Kooij *et al.* (2013) states that there is a need for more insight into the reasons as to how and why job-related motivations, attitudes and well-being, change with age. Furthermore, scholars such as Kanfer and Ackerman (2004) and Baltes *et al.* (2014) indicate that each different type of work motivation taken into account may result in differences in the relationship between age and work motivation. Thus, *“stressing the need to examine different types of work motivation as correlates of different types of age-related phenomena”* (Akkermans *et al.*, 2016, p.420).

Today, the sales industry business environments are growing and changing rapidly due to factors such as technology, competitive intensity, globalization, and an increased emphasis on the customer-seller relationship (Bellestra *et al.*, 2017). This in turn is forcing the sales functions to undergo dramatic changes by shifting operational functions to more cross-functional and strategic ones making the jobs activities carried out by sales employees very different to the ones they faced 15 or 20 years ago (Bellestra *et al.*, 2017). Therefore, sales organizations depend on employees to be able to adapt to those continuously changing environments, be bright, skilled and highly motivated (Bellestra *et al.*, 2017). Yet, sales persons motivation is an individual choice, and they cannot be motivated unless they decide to be (Fu, 2015). This in fact, in recent years has heightened the interest in importance of understanding salespeople changing work related motivation in both the short and the long run (Cetin and Askun, 2017).

As stated by Mallin and Ragland (2017) in reviewing studies on salespeople, it has been established that motivation is a key determinant in sales persons performance. Essentially there are two types of motivation, intrinsic and extrinsic motivation which are largely defined by the rewards that are most valued by sales people (Fu, 2015). Defined by Makki and Abid (2017, p.38) intrinsic motivation *“is the self-desire to find new things and challenges, to assess one’s potential, to observe and to gain knowledge. It is influenced by an interest or enjoyment in the task itself, and exists within the individual rather than depending on external pressures or a desire*

for reward’. Whereas, extrinsic motivation ‘*comprises the motivation that is determined by outcomes that are external of the task itself*’ (Akkermans *et al.*, 2016, p.422). An example of extrinsic motivation is a reward such as bonus, incentive, a tangible object, or avoidance of punishment (Akkermans *et al.*, 2016). As stated by Kenfer and Ackerman (2004), people’s intrinsic and extrinsic motivation isn’t constant, and people experience age-related changes in work motivation. Studies showcased in this literature review present many different findings on age related work motivation differences and their correlations with organizational commitment and job satisfaction and highlight the importance in understanding whether employees are intrinsically or extrinsically motivated at a particular age plays a key role in successful work outcomes and job satisfaction for employees (Kenfer and Ackerman, 2004). However, no studies have explored these shifts in intrinsic and extrinsic motivation with age increase amongst salespeople, moreover, no studies identified how those shifts relate to job satisfaction in sales. Therefore, this research aims to explore those areas further specifically in relation to salespeople.

2.2. Conceptualization of work motivation

Work motivation can be conceptualized in several ways. Work motivation defined by Pinder (1998) is ‘*a set of energetic forces that originated both within as well as beyond an individual’s being, to initiate work-related behaviour, and to determine its form, direction, intensity and duration*’ (Tremblay *et al.*, pp.11, 2009). Over the past twenty years, studies in relation to work motivation have continued to move away from its purely theory development concepts towards a more in-depth analysis on how changes in personal factors as well as changes in the world of work affect work motivation (Bishka, 2015). According to Johnson (2017), the topic of work motivation is of crucial importance to management as it relates to the development of work environments, policy making, and workplace processes that support employee well-being and organizational success. In addition, Cascio (1998) states that work is now becoming increasingly complex, multidimensional and there is less routine in place. Therefore, organizations are becoming increasingly dependent upon their workforce to keep their levels of work effort and work motivation high on their own initiative, as opposed to what traditional work practices consist of, which attempts to standardize and control work effort and motivation (Hunter and Tatcher, 2007).

The human needs and personality perspective to motivation were first explored and depicted by Deci and Ryan (1985) in The Self-Determination Theory (SDT) (Cetin and Askun, 2017). The prime presumption of the SDT is that humans are naturally active and growth oriented. Moreover, Deci and Ryan (2000) suggest that this strive towards growth and integration is completely natural, however, there are many factors such as social and environmental conditions that can easily affect an individual's self-determination; either support it or disturb it. The SDT typically applies to activities which arise from intrinsic motivation, activities which people, in this context employees, find interesting or pleasantly challenging. However, sometimes there are extrinsic motives in play as well, and they refer to activities which employees do not want to perform unless there is an extrinsic reason for doing them (Deci and Ryan, 2000).

2.3. Work motivation and salespeople

Motivating employees is of huge importance in all functions and industries. However, it is crucial for management of sales people to keep them motivated and driven at all times, primarily due to various unique challenges they face with their day to day job activities (Fu, 2015). These challenges and activities include taking on their own initiative to call on and develop a rapport with customers which most of the time takes place without managerial supervision (Fu, 2015). In turn, salespeople tend to frequently face customer rejection which may cause anxiety and disappointment, which consequently requires a lot of motivation and determination to continue on with good job performance and moving on (Fu, 2015). Many organizations spend billions annually investing in sales training in aim to improve employee motivation, productivity and performance as those are key drivers of job performance and contribute to the overall success of the organization (Slopec, 2009).

In sales management, work motivation is the salesperson's eagerness and willingness to expand their effort. It's the sales persons choice to initiate effort, the level of it, and the persistence in the way they expend of that level of effort (Fu, 2015). When making those choices, salespeople tend to ask themselves three questions; is this effort going to lead to an improved job performance, will I gain some type of reward from my actions, and how appealing and desirable this reward is to me (Fu,2015). This indicates that if the chances of the salesperson finding the reward attractive are

high, they will choose to be motivated and are more likely to work hard on the performance of their tasks. Whereas, if any of the answers are not satisfactory to the salesperson, they will not be motivated, and will not make any particular attempt to expand their efforts, but rather they may take it easy when completing the work tasks (Fu, 2015). However, several salespeople training professionals have indicated that the way a salesperson addresses those three questions is based purely on their perceptions subjective to the influences of many personal and environmental factors such as the differences in their knowledge, experiences, awareness and backgrounds which differ from one individual to another (Fu, 2015). Moreover, perhaps those perceptions may differ with age as with increase in age may come increase in knowledge, or maturity in personality. Thus, this research aims to explore age and its differences on employee motivation.

As previously stated, work motivation can be internal and external and refers to an individual's attraction towards a particular set of outcomes (Forsten-Astikainen *et al.*, 2018). These outcomes can include pay increase, high standards of performance, or friendly co-workers (Kooij *et al.*, 2011). According to Hatstrup, Mueller and Aguirre (2007) the differences in motives amongst individuals are generally determined by the importance they associate with the value and attachment to the attainment and achievement of specific work outcomes, the rewards either intrinsic or extrinsic. This is in line with Fu (2015) who suggested that salespeople tend to ask themselves three questions when making a decision on whether or not to make an effort on a specific work task and base their answer on the outcomes they want and think they will achieve. Here, we will focus on intrinsic and extrinsic work motivation and its connection to salespeople.

2.4. Intrinsic motivation

Intrinsically motivated person according to Deci (1972) engages in the activity for no particular reward, it more so relates to the content of work being performed. Internal sources of motivation are the self-desires such as to be faced with new challenges, explore one's potential, gain enjoyment from interaction in the activity or gain of new experience and knowledge (Makki and Abid, 2017). Intrinsic motives refer to work outcomes that provide the individual with a good feeling from performing the activity, feeling of accomplishment, relatedness and connection with others (Kooij *et*

al., 2011). Intrinsic motivation is perceived as proactive and rewarding of individual's work-related actions which in turn increases employee's willingness to expand their efforts in the workplace (Forsten-Astikainen *et al.*, 2018). Moreover, intrinsically motivated employees tend to continuously perform at relatively high levels (Makki and Abid, 2017).

In relation to this, intrinsically motivated salespeople according to Mallin and Ragland (2017) value things in more of a personal matter such as achievement and success, and the mere feeling of performing a useful service. Such motivators contribute to the salesperson's sense of personal pride, enjoyment, self-worth and self-esteem, which in turn has an indirect impact on their job performance and job satisfaction. In addition, Fu (2015) suggests that when it is identified that salespeople are finding their jobs naturally enjoyable and rewarding it is crucial for management to discuss what makes those tasks interesting and engaging so that the tasks can be recommended to other employees and perhaps influence their performance towards positive outcomes.

Research conducted by Cerasoli, Nicklin and Ford (2014) indicates that intrinsic motivation is more beneficial for performance on more complex job activities, in comparison to extrinsic motivation which aids the performance on more ordinary day-to-day tasks. The authors research further indicates that intrinsic motivation generally has a stronger impact on performance taking into consideration quality versus extrinsic motivation which focuses on performance in terms of defined quantity and rewards directly tied to the performance. However, Mallin and Regland (2017) argue that although sales researchers have theorized that higher intrinsic motivation is a stronger sales performance determinant, the experimental evidence does not come to a common conclusion across different sales performance studies. Research by Tygai (1982) indicated a direct and positive correlation of intrinsic motivation to sales performance. Whereas, on the other hand, research conducted by Ingram, Lee and Lucas (1991) and Oliver and Anderson (1994) presented conflicting findings arguing that the relationship between intrinsic motivation and sales performance is not entirely direct and may be influenced by some intermediary mechanisms. Oliver and Anderson (1994) identify those mediating mechanisms as moderate management supervision, balanced salary, or commission and bonus plans.

Those are categorised as extrinsic motivators which further suggests that motivation can change, and this study aims to explore how it does with age increase.

2.5. Extrinsic Motivation

According to Mallin and Ragland (2017), extrinsically motivated individuals exhibit a reward driven behaviour by which they aim to achieve a tangible reward, approval or hope to avoid any negativity such as punishment at the end of the task, generally, any influences that come from outside of the individual. Forsten-Astikainen *et al* (2018) state that extrinsic motivation amongst employees is made up of ‘stick and carrots’ reactions rather than reactions to fulfil the task itself. Salespeople tend to be drawn towards additional benefits, incentives, or recognition when they are extrinsically motivated (Fu, 2015). Recognition, reputation and security rewards are often dependent on sales management influences, who have the power over performance-contingent benefits (Miao and Evans, 2007).

In the past literature works, extrinsic motivation in comparison to intrinsic motivation has been portrayed as a weak and poor type of drive, even if very powerful and therefore, this type of motivation has obtained a lot less research interest (Makki and Abid, 2017). Makki and Abid (2017) further argue that extrinsic motivation is very much influenced by situational aspects like performance-contingent benefits which were proven to improve extrinsic motivation, and task-intrinsic benefits which reduce extrinsic motivation. Likewise, Miao and Evans (2007) suggest that the relationship between extrinsic motivation and sales performance is filtered and influenced by intermediary mechanisms such as role perceptions. Moreover, the authors believe that there is a multidimensional view to both intrinsic and extrinsic motivation and that at different stages of our lives our perceptions of our role changes. Hence the aim of this study to explore age as an influencing factor of change in extrinsic motivation.

2.6. Conceptualization of age

Based on the life span developmental theories, aging can be defined as ‘*changes that occur in individuals biological, psychological, and social functioning over time, and therefore, affect each individual at the personal, organizational and societal level*’ (De Lange *et al.*, pp. 30, 2006).

Rauschenbach and Hertel (2011) stated that when exploring age differences in the work context it's important to consider the fact that there are four aspects of age in the workplace; 1. Chronological – based on one's calendar age; 2. Psychosocial age – refers to one's self-perception or social perception of age; 3. Functional age – based on the employee's performance, and 4. Organizational age – which refers to the experience an individual has in their organization. Each of which has a wide variety of potential dimensions. However, Kooij *et al.* (2008) state that apart from certain theoretical and effect differences all those age conceptualizations are quite similar and interrelated in their nature. Therefore, in the present study, we focus on chronological age, and chronological age correlation with work behaviour and job satisfaction. Chronological age tends to be the primary indicator of aging in the workplace (Kooij *et al.*, 2011). Moreover, using chronological age has an advantage of facilitating the translation and comparison of other studies and their findings on age in the organizational environment (Kooij *et al.*, 2011). In order to further conceptualize age, this study will group age following the OECD (2005) categorization which differentiates between young workers (18-35 years), middle age workers (36-50 years), and older workers (50 years and more).

2.7. Connecting age to work motivation

Over the last decade, there has been a major increase in research and literature on organizational psychology indicating that employees undergo changes at different stages of their life cycle, these changes are influenced by work environments, cultures or norms, which in turn means that employees at different stages in life are motivated by different job features and work outcomes (Inceoglu *et al.*, 2012). Therefore, one would expect shifts in extrinsic and intrinsic motivation with age increase.

The first organizational literature which explored the age-related changes in employee work attitudes and behaviour was Rhodes (1983) where the study identified a direct relationship between age and employee wants and needs. The first findings by Rhodes (1983) established that with age increase attributes such as security, satisfying pay or recognition needs would strengthen, and that strength of needs for personal growth and self-actualization decrease.

Today, to some extent findings by Rhodes (1983) are still in line with a more recent research on the relationship between age and work motivation. According to Kooij *et al.*, (2011) there is a common assumption in organizational research that there is a significant decline in willingness and drive to grow and learn new things in the workplace as employees age. However, this decline in interest in learning and participating in new activities according to Inceoglu, Segers and Bartram (2012) is due to older employees' lower self-confidence in learning. Often older workers and their motivation to work is underestimated by younger co-workers as well as management (Calo, Decker and Patterson, 2014). Despite empirical evidence, when designing job activities, retaining and hiring new staff, there are negative stereotypes associated with older employees (Calo *et al.*, 2014). However, it's been found that age and job performance are unrelated and that well motivated and dedicated older employees perform as well as younger workers (Calo *et al.*, 2014). In agreement, Inceoglu *et al.*, (2012) state that stereotypes about older employees assume they lack the energy and interest in further training and development in the work place, however, the authors underline that there is a lack of sufficient amount of studies that examine the ages and the different directions of motivation of employees throughout their work life span.

It's important to note that according to Kooij *et al.*, (2011) although there is an evident decline in age-related growth and learning motives, employee aging isn't negatively correlated to all intrinsic motives. Even if older employees are less motivated by training, development, or career progression, they tend to be still more intrinsically motivated in terms of emotional satisfaction, positive work environment, and interaction with others (Inceoglu *et al.*, 2012). Older employees are much more intrinsically motivated than extrinsically because they are found to be extrinsically motivated at earlier stages in their life, and as they age, they may have already obtained wealth and status, therefore, those motivators may be of much less interest to them (Inceoglu *et al.*, 2012). Therefore, a strong positive correlation between intrinsic motivation and older workers would be expected. On the other hand, the decline in intrinsic motivation with age increase according to studies by Kooij *et al.*, (2011) argue that as employees get older, they tend to be much more motivated by the aim to retain their work resources and prevent any losses, therefore, motives such as security will strengthen in their relationship with increase in age.

Also, Warr (1997) suggested that older employees are more driven by extrinsic motives like security and monetary outcomes in the workplace. Therefore, strong positive correlation would be expected between older age and security motives. However, Higgs *et al.*, (2003) states that when it comes to older employees it is hard to define the motives for their continuation in the workplace. The authors suggest that work enjoyment and financial rewards are the two strongest motives for their willingness to continue their work. In addition, Inceoglu *et al.*, (2012) states that rather there being constant declines as age decreases and increases, employees experience shifts from one to the other at different stages in their life.

Contrary to the findings on the decline in intrinsic motivation and increase in extrinsic with older age, Akkermans *et al.*, (2016) found that there is a weak correlation between extrinsic work motivation and older age, and that older people depend a lot less on extrinsic motives for motivation and work satisfaction. This proves that older employees can be both intrinsically and extrinsically motivated as stated by Higgs *et al.*, (2003). However, those studies apply to employees in general, whereas, this study intends to examine the increases and declines in extrinsic and intrinsic motivation with age in salespeople specifically where there is a wide diversity of ages for management to understand and manage effectively.

In comparison to older people's decline in willingness to learn and grow, in organizations today younger employees are assumed to be highly motivated by their aim and goals to grow and develop their careers in their workplace (Forsten-Astikainen *et al.*, 2018). Although, Akkermans *et al.*, (2016) argues that young adults are much more extrinsically motivated whereas, as they start to age, they tend to become much more driven by internal factors such as positive appraisals and enjoyment. Thus, the assumption that young employees will be extrinsically motivated which will shift towards intrinsic motivation with middle aged workers.

Particularly in sales, according to Ballestra *et al.*, (2017) often sales managers are eager to recruit young people, especially students for sales positions due to their assumptions that they will behave in a very energetic way, and will be excited to face any new challenges and tasks. However, in agreement with Lee *et al.*, (2007) Ballestra *et al.*, (2017) state that young student employed in part-time sales positions demonstrate and communicate rather negative behaviour towards their jobs,

indicating that they are not ready for the job, nor are satisfied with it. Moreover, this is in line with Akkermans *et al.*, (2016) who stated that extrinsic drivers are much more appealing and successful towards younger people than intrinsic motivators. Hence the interest on how these theories apply to young employees in the sales company where some employees may or may not be students. Therefore, a strong positive correlation would be expected between younger employees and extrinsic motivation, and negative correlation between intrinsic motivation, job satisfaction and young employees.

2.8. Age, work motivation and its relation to job satisfaction

Job satisfaction essentially refers to *“a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”* Locke 1976 (cited in Djordjevic, Ivanovic-Djukic and Lepojevic, 2017). Job satisfaction is the result of the feelings and attitudes employees have about their job (Djordjevic *et al.*, 2017). Furthermore, the importance of job satisfaction is crucial to human resource managers as it allows them to utilise their employee’s full potential towards achieving organizational goals (Djordjevic *et al.*, 2017). According to MacDonald and Macintyre (1997) people tend to be naturally drawn towards jobs that have intrinsic characteristics and fit their personal morals and views. Apart from intrinsic characteristics such as positive work environment, co-workers and good relationships with management MacDonald and Macintyre (1997) argue that extrinsic characteristics such as pay and job security are also major components of job satisfaction.

In its first studies on the relationship between age and work attitudes and work motivation, Rhodes (1983) also found that there is a strong and constant correlation between age and work satisfaction. Moreover, studies by Forsten-Astikainen *et al.*, (2018) found that there are differences between specific age groups in their job satisfaction and values. Older workers have been generally found to have higher levels of job satisfaction and commitments than younger workers (Calo *et al.*, 2014). Older workers find work stability and security much more attractive and satisfying than younger employees do (Djordjevic *et al.*, 2017). This is because over the years older employees gain more work experience, knowledge and leadership in that particular job and they feel the desire to remain in it (Wood *et al.*, 2008). In

addition, because over the years they have gained so much experience, older workers tend to have lower expectations than younger workers therefore are more satisfied with their jobs (Djordjevic *et al.*, 2017). Consequently, a strong positive correlation is predicted between job satisfaction and age increase.

On the other hand, young employees tend to be dissatisfied with job characteristics such as stability and security in the workplace, and place greater importance on financial opportunities in the workplace such as additional income and promotion (Djordjevic *et al.*, 2017). In addition, Clark (1996) suggested that young employees have very little experience and knowledge about the world of work therefore they wouldn't have many opportunities to compare their current positions and determine whether or not their job is bad or good in relation to others. As a result, young extrinsically motivated employees and job satisfaction should indicate in a positive relationship. Thus, the importance of this research is to identify if especially in sales young people are drawn to become salespeople because they are interested in receiving monetary rewards, and if so, does this result in high job satisfaction amongst them?

2.9. Concluding discussion

This literature review has sought to demonstrate that the research on the topic of correlation between age, intrinsic and extrinsic motivation, and job satisfaction has been lacking focus on sales people specifically, and it has been grounded in the past. In management and human resource management, the assessment of work motivation allows to measure and identify its consequences on employee job satisfaction and performance and therefore allow management for development of any interventions and enhancements in relation to improving work motivation and satisfaction in the workplace (Tremblay *et al.*, 2009).

As showcased, work motivation is of huge importance especially in sales due to the challenging tasks and activities salespeople face when calling on to and dealing with customers on every day basis (Fu, 2015). However, it is important to note that motivation isn't constant, nor are the attributes that contribute to it, as it rather shifts across the life span of an employee (Inceoglu *et al.*, 2012). Studies from as early as Rhodes (1983) found that as age increases workers are more motivated by extrinsic rewards, particularly by security and monetary rewards. The decrease in their

intrinsic motivation has been identified to be due to their lower self confidence in learning, and therefore less need for career growth and development (Kooij *et al.*, 2011). Yet, there isn't much research available on how those changes apply to salespeople specifically.

On the other hand, researchers such as Inceoglu *et al.*, (2012) suggest that older workers are often being underestimated by their colleagues and management and that they are indeed intrinsically motivated by certain job characteristics such as positive work environments and interacting with co-workers. Young employees have been identified to be more drawn towards extrinsic rewards although in some literature young employees are predicted to aim towards intrinsic rewards such as career progression and development (Ballestra *et al.*, 2017). Such differences in findings identify a gap and possibility to research shifts in employee motivation in sales across the age increases. Moreover, Calo *et al.*, (2014) and Inceoglu *et al.*, (2012) suggested that age and performance are unrelated, and that there are no sufficient amounts of research carried out in relation to age and intrinsic and extrinsic motivation changes. Thus, the hope of this research is to identify the correlations between intrinsic and extrinsic motivation and age as it changes. Moreover, the literature identified job satisfaction as a consequence of work intrinsic and extrinsic characteristics. Authors such as MacDonald and MacIntyre (1997) identified positive correlations between intrinsic and extrinsic motivation and job satisfaction, however, there is very limited amount of research and knowledge up to date as to how those change in relation to age and salespeople specifically. Hence the importance of this research to correlate age, work motivation and job satisfaction in sales employees, which may contribute to improved management practices in sales companies.

Chapter 3 . Research Questions

“ The relationship between intrinsic and extrinsic motivation and age, and how it affects job satisfaction amongst salespeople”

The main objective of this research is to examine the relationship between intrinsic and extrinsic motivation and job satisfaction, and how these relationships change with age increase. This study will specifically examine those factors on salespeople from a horse betting company in Ireland. The literature review chapter of this paper has identified that employees undergo changes in their work motivation at different stages of their life cycle (Inceoglu *et al.*, 2012). However, there were no uniform agreements and many studies presented contradicting findings on age related changes in work motivation. Moreover, no studies identified focused on employees from a sales company specifically. In addition to this main objective, this study will aim to answer several sub-objectives which alongside the main objectives can be seen below.

3.1. Objectives

1. To examine the correlations between age, intrinsic and extrinsic work motivation, and job satisfaction.
2. To identify how work motivation shifts between intrinsic and extrinsic motivation as the age of salespeople increases.

Throughout the reviewed literature, many studies presented conflicting findings on the relationships between age, intrinsic and extrinsic motivation, and job satisfaction. Researchers such as Kooij *et al.*, (2013) suggest that there is a need for more understanding of the reasons for changes in work related motivations, attitudes and well-being with age. Moreover, scholars Baltes *et al.*, (2014) and Kanfer and Ackerman (2004) suggest that further assessment of each different type of work motivation may result in different relationships between age and work motivation being identified. By examining the two different types of motivation and its correlations with age, as well as its implications for employee job satisfaction this study could add to the existing body of knowledge on what is known about age related changes in work motivation and its relationship with job satisfaction.

Furthermore, identifying and comparing the general knowledge on employee work motivation and job satisfaction to salespeople in a horse betting company could fill in the gap in literature and better understand salespeople in Ireland specifically. In addition to those main objectives this research also aims to answer the following sub-objectives.

3.2. Sub-objectives

1. Do strong differences exist in work motivation and job satisfaction between young workers (18-35 years old), middle age workers (36-50 years old), and older workers (51 and more years old)?
2. Does job security play a major factor in older workers job satisfaction?

The focal point of the sub-objectives of this research is establishing the differences between the three employee age groups identified as stated above. Forsten-Astikainen *et al.*, (2018) found that there are differences between specific groups in their value and job satisfaction and with contradicting findings in the literature review on the relationships between age, work motivation and job satisfaction it is important this research seeks to identify and comprehend those differences amongst salespeople in Ireland. In addition, in the literature, MacDonald and Macintyre (1997) argued that job security is a major component of job satisfaction. Moreover, it has been stated that as employees get older, they tend to be much more motivated by the aim to retain their work resources and prevent any losses (Kooij *et al.*, 2011). Thus, this study will aim to explore whether job security plays a major factor in older workers job satisfaction and how it compares to other age groups of employees in sales in Ireland.

Chapter 4 . Methodology

4.1. Introduction

The aim of this study is to investigate and analyse the relationship between intrinsic and extrinsic motivation and age, and the implications for job satisfaction amongst salespeople in Ireland. In addition to this, this study also intends to answer a number of objectives and sub-objectives outlined in the previous research questions chapter of this paper. In order to make sure all the necessary data and information collected is presented and analysed correctly it was necessary that appropriate procedures were adopted for the study as failing to do so would result in errors that would interfere with the aims and objectives of this study being achieved.

In the subsequent sections of this methodology chapter the research design for this study will be stated and justified making it clear as to why this method was found to be the most appropriate having considered all other options. Following on, the research instrument that was used for this research will be clearly stated, justified and critiqued. Moreover, there will be a section in this methodology chapter that describes the sample profile of participants that contributed to this study.

Furthermore, data analysis section will clearly explain the data gathered and indicate how the data obtained was analysed. Finally, there will also be a limitations section which will highlight any deficiencies that may have occurred during the data collection process and its potential influences on the research findings. Followed by ethical considerations section which will demonstrate the ethical implications of this research design.

4.2. Research Design

The research design that was identified to be the most appropriate for this research question, objectives and sub-objectives was cross-sectional correlation research which is typically used to investigate the relationship and associations between two variables measured at the same time (Bryman and Bell, 2007). For this research the relationship investigated is between age the independent variable and intrinsic motivation, extrinsic motivation, and job satisfaction as dependent variables. Moreover, the common characteristics of cross-sectional research is that groups

within the sample can be compared (Park and Park, 2016). In relation to this, this research aimed to compare the relationships between three different age groups; young workers, middle-aged workers and older workers and its correlations with intrinsic and extrinsic motivation, and job satisfaction. Cross-sectional research is a very common form of research and it's an alternative to experimental design research which is carried out in highly controlled conditions and used when actively manipulating variables, which this research does not intend to do. Carrying out cross-sectional research allowed to obtain large amounts of information quickly, investigate different variables simultaneously as well as compare various hypotheses at the same time in order to draw findings and conclusions for this research (Bryman and Bell, 2007).

This research used quantitative data and analysis which was determined when reviewing previous similar studies examining the relationships between age and other variables using quantitative methods. Also, a quantitative approach deemed to be the most appropriate method in order to examine a larger sample of 106 employees from the studied organization. Moreover, quantitative methods aid examination of the relationships between concepts, differences between groups, and conditions which suits the aim of this research - to examine the relationship between intrinsic and extrinsic motivation and age, and how it affects job satisfaction amongst salespeople. As well as quantitative methods are typically based on a numerical, structured data and are analysed statistically which fits with the research instrument used for data collection for this study.

Prior to conducting this research, qualitative research method was also considered. However, qualitative methods are most suitable for research that aims to explore experiences, phenomena and subjective accounts of experiences, feelings, opinions, or beliefs which wasn't in line with the aims and objectives of this study (Park and Park, 2016). According to Strauss and Corbin (1998) qualitative research is '*any type of research that produces findings not arrived at by statistical procedures or other means of quantification*'. However, in order to examine the relationship and correlations between age, motivation, and job satisfaction the findings must be arrived at by statistical procedures and means of quantification therefore, quantitative methods have been chosen. Furthermore, qualitative methods are best

suited for small sample sizes and are analysed using methods such as thematic analysis which requires extended period of time and would greatly prohibit the aims of this research being achieved. Also, most importantly, when using qualitative methods, it is more difficult to generalise qualitative analysis to the general population, which is ultimately what this research intends to do (Park and Park, 2016).

Another justification for the use of quantitative methods in this study is that this research used a deductive approach to examine the relationship between intrinsic and extrinsic motivation and age, and job satisfaction and quantitative methods are best suited for this type of research (Saunders *et al.*, 2012). Deductive approach intends to explain the relationships between two variables (Heath and Tynan, 2010). In addition, deductive approach is used when hypothesis and theory is identified first and then a method is put in place in order to test those hypotheses and based on the findings from those tests those hypotheses are either confirmed or rejected (Saunders *et al.*, 2012). In the literature review chapter several theories and hypotheses have been identified from other similar studies on age and its correlations with motivation, thus, this research aimed to carry out tests on the relationships between age and motivation and job satisfaction on a sample of horse betting sales people in Ireland and identify whether they are in line or not with what was proposed in the literature.

4.3. Research Philosophy

When carrying out any research study, research philosophy deals with the source, nature and development of the knowledge (Bajpai, 2011). In other words, research philosophy is a belief about the ways in which the researcher should collect, analyse and use the data. In order to conduct this study four main research philosophies were explored; Pragmatism, Positivism, Realism and Interpretivism.

Pragmatism research philosophy recognises that there are several different ways to interpret the world when conducting research and that no single point of view can paint the whole picture because there are multiple realities. Pragmatist research argues that there is a continuum in place between objective and subjective viewpoints and the choice of which suits depends purely on the nature of the research question being asked (Gracobbi, Poczwardowski, and Hager, 2005).

Moreover, in pragmatism research philosophy concepts are found to be relevant only if they support action (Saunders *et al.*, 2012). That is, pragmatist research tests the accuracy of the facts through a dialogue and further allow a practical level of truth to be examined (Gracobbi *et al.*, 2005). In order to do so, this research philosophy also integrates more than one research method and allows for multiple use of research methods such as quantitative, qualitative and action within the same study (Collins and Hussey, 2014). For this research study it is aimed to focus on the examination of correlations between variables rather than an exploration of rightness between those variables through dialogue, negotiations or the usefulness of knowledge which this research philosophy is essentially based off therefore this research philosophy is deemed inappropriate for this particular research.

Another philosophy identified as not suitable for this particular research study is Realism research philosophy. Realism philosophy can be divided into two groups and primarily both are based on the idea that reality is independent from the human mind. Direct realism can be described as ‘*what you see is what you get*’ (Saunders *et al.*, 2012 p.40) whereas, Critical realism argues that the perceived sensations and images of the real world aren’t actually portraying the real world (Saunders *et al.*, 2012). Realism research is based on a set of assumptions the researcher brings to the empirical investigation. Moreover, this research philosophy contends that there are underlying causes and entities that form the researcher’s observations and assumptions (Sobh and Perry, 2005). Those underlying causes and entities tend to be derived from the literature the researcher begins to read before proceeding interviews with their participants as having prior knowledge helps the researcher to ask the right questions and recognise when something critical to the study has been said (Sobh and Perry, 2005). According to Pawson and Tilley (1997) the desire of realism research is to cover different contexts and reflect different perceptions of the participants in order to develop a family of answers. Moreover, realism research results are not based on analysis that show a direct cause between two variables and there are very few direct links between variables because they are strongly influenced by the context (Sobh and Perry, 2005). Because realism research focuses on observations and findings through interviews with participants as well as it does not accommodate correlations and direct links between variables it suits a qualitative

research method which this study does not intend to carry out, therefore, this research philosophy has been rejected.

Positivism research philosophy is based on the idea that science is the only way to learn about the truth (Wilson, 2010). Positivism research depends on data collection, quantifiable measurements and statistical analysis where large samples are tested and hypotheses can be either confirmed or rejected (Wilson, 2010). Moreover, positivist studies typically adopt deductive approach and tend to be based on pure facts and objectives (Saunders et al., 2012). Therefore, this study will follow a positivism research philosophy as the main objective of this study is to explore the correlations between several variables using quantitative data and statistical analysis.

The last research philosophy studied was interpretivism research philosophy. Interpretivism research philosophy is based on the critique of positivism research philosophy and it involves that the only way to access reality is through social constructions such as instruments, languages, consciousness and shared meanings (Saunders *et al.*, 2012). This philosophy research clearly emphasizes on qualitative analysis over quantitative, therefore, interpretivist research philosophy has been identified as not suitable for this particular study.

4.4. Research Sample

The necessary data to answer the research question has been obtained from a convenient sample of a sales people at a horse betting company in Ireland. The population number of all sales operators at the company is 370 however, it was difficult to have access to every member of the population, therefore, this study is based on a sample of 106 randomly selected employees from the horse betting company. Those 106 valid responses were received out of a total of 113 surveys as 7 responses were incomplete as respondents have failed to fill out all questions.

Out of the 106 randomly selected employees 55 were female and 51 were male with ages ranging from 19 to 73 years old; mean 41 years of age and standard deviation of 15. Those have further been classified into three working groups; young workers aged 19 to 35 years old, middle-aged workers 36 to 49 years old and older workers 50 to 73 years old; sample size of 35 for each group. All participants come from different parts of Ireland and operate in counties such as Kerry, Galway, Limerick,

Dublin, Kildare, Meath and Wexford. All 106 respondents are a representative sample and the researcher is confident in the generalisability of the results and that the sample closely matches the characteristics of the population as a whole.

The survey was distributed using non-profitability sampling techniques. Non-probability sampling techniques use non-randomized methods to draw the sample and uses mostly involves judgement (Forster, 2001). Participants were selected on the basis of their availability at the race track on the day the researcher was distributing the surveys and because the researcher personally felt that those participants would be representative of the population on the basis of their age, gender and role in the organization. Also, the management of the company over the period of two months the data was being collected sent out three emails to all the employees of the company across Ireland with information about this study and a link to an online survey to voluntarily undertake part in this research, therefore, a number of 62 responses came from those who answered the emails.

In line with ethical considerations, all printed and online surveys distributed were provided with an information sheet about this research, a consent form and researcher information details, therefore participants were free to withdraw or refuse to participate at any time, contact the researcher or researcher's supervisor with any questions that they may have had in relation to this study. Also, all participants were assured of the confidentiality of these surveys as no names or survey identification numbers have been drawn. In addition, in order to carry out this study on a sample of employees from this particular horse betting sales company a permission was sought for the management of the company to ensure they're aware of my actions and are in agreement with them.

4.5. Research Instrument

In order to answer the research question and objectives, a survey consisting of two scales was designed. The reason for the choice of a scaled survey for this research was that surveys are the most suitable ways of collecting data about people to explain, compare, predict or describe their behaviours, knowledge, or attitudes (Phillips, Aaron and Phillips, 2013). Surveys also allows for large amounts of data being collected and generally have no limit on the number of questions that can be

asked. However, when designing the research instrument, the researcher was well aware that often too many questions lead to unanswered questions, therefore, made sure the instrument was kept short and to the point. In addition, the use of surveys allows the participants to complete their responses quickly in comparison to open ended questionnaires or interviews which require an extended period of time (Phillips *et al.*, 2013). This was ideal considering the surveys were collected around participants working hours, therefore quick responses didn't intervene with their work tasks.

The first section of the survey asked the participants for general background information; gender, years as sales person, their level of education and age. Following those four questions, a motivation scale was presented, and a job-satisfaction scale.

The intrinsic and extrinsic motivation scale (see appendix 1) was designed in order to answer the objectives of correlations between age and intrinsic and extrinsic motivation and job satisfaction.

The scale was made up of 20 statements – 10 intrinsic motivation and 10 extrinsic motivation statements and the overall Cronbach's Alpha value for the 20 intrinsic and extrinsic questions was 0.826. The participants were asked using a 6-number scale of 1 does not correspond at all to 6 corresponds exactly to indicate to what extent each of the statements corresponds to the reason why they are presently involved in their work. The maximum score for intrinsic set of questions was 60 meaning high intrinsic motivation and the lowest possible score was 10 indicating low intrinsic motivation. The same score system was applied to the extrinsic set of questions, maximum score of 60 meaning high extrinsic motivation and lowest score of 10 showing low extrinsic motivation. The researcher sourced 10 questions for intrinsic motivation from journals by Tremblay *et al.*, (2009), Gagne *et al.*, (2010) and Lawler and Hall (1970), the ten intrinsic question scale achieved a Cronbach's Alpha value of 0.851. The researcher sourced 7 questions for extrinsic motivation from Tremblay *et al.*, (2009) and Malaka and Chatman (2003), however, these 7 questions did not comprehensively tap into the full range of intrinsic aspects, therefore, in addition 3 questions were devised to cover the aspects of continuous pay increases, recognition and additional income which weren't covered in the

previous questions. Shortcoming, these three questions weren't previously tested for validity or reliability but doing the Cronbach's Alpha analysis on these three new questions the value of reliability presented in 0.727, which means they are in line with the other 7 questions. In total the 10 questions on extrinsic motivation presented a Cronbach's Alpha value of 0.744.

A second scale was presented in the survey. The scale was the generic job satisfaction scale by Macdonald and Macintyre (1997). This scale presented 10 statements and asked the participants to circle the number to indicate their degree of agreement ranging from 1 strongly disagree to 5 strongly agree. Each scale must then be added up, the highest score that can be achieved is 50 meaning very high job satisfaction and the lowest to score is 10 meaning very low job satisfaction - the score interpretations are as follows; 42-50 very high, 39-41 high, 32-38 average, 27-31 low, and 10-26 very low. The researcher tested the internal reliability of Macdonalds and Macintyre (1997) job satisfaction scale in the context of our sample. The researcher reports a Cronbach's Alpha value of reliability of 0.690. This actually differs and in particular is less than the Cronbach's Alpha value that has been reported for this scale in the previous studies for example, in the main study where the scale was explored and confirmed the authors reported this as a reliable scale achieving a high Cronbach's Alpha value of 0.770. Whereas, in a study by Wilkins *et al.*, (2018) also a high Cronbach's Alpha value of 0.930 was achieved. Perhaps the reasons that this differs from this study may be the context and the sample we're dealing with, or the working environment as we're implying this scale to a horse betting sales environment, whereas previous studies applied it to randomly selected sample obtained from telephone directories for different regions in America in managerial, administrative, clerical related occupations and UK university junior and senior faculty.

An online version of the survey was developed using Google Forms and distributed by email to the sample population. The email consisted of all information in relation to this study, consent form, researcher contact details, and a web-link to the survey. The design and layout of the online survey was the exact same as the one distributed by hand at the race courses.

4.6. Data Analysis

Once all the anonymous surveys have been collected by hand and via secure Google Forms online platform, all data was firstly organised in worksheets on MS Excel on a password protected computer. All responses have been organised into columns for variables and rows for observations. Once this was completed the researcher prepared a codebook in order to move all the responses onto SPSS program. Using SPSS' built in codebook functionality the researcher made sure all data was transcript correctly and no variables were missing. As a part of this quantitative study the researcher used descriptive form of statistics through scatter plot graphs to present the data in a more meaningful way and to allow for a simpler interpretation of the data and results.

To make sure the reliability and validity of the scaled used, the researcher ran reliability analysis for Cronbach's value on SPSS, once those were analysed and justified the researcher began the tests for the relationships between the various variables. The relationships were being analysed using bivariate correlations with set Pearson correlation coefficients and two-tailed test of significance. These were conducted for the whole sample, and for each group separately. The null hypothesis is the starting point in this research and all variables were tested for their probability values and levels of significance. Furthermore, in order to analyse the results and obtain the most accurate findings any probability of the null hypothesis that was less than 0.05 the null hypothesis was rejected and the alternative hypothesis got accepted. The results got compared to previous studies and scale interpretations from its original journals and furthermore noted and presented in the upcoming findings chapter of this study.

4.7. Ethical Considerations

In relation to ethical considerations, the researcher considered and ensured all the necessary data safety, all responses were anonymous and there was no document identification in place, moreover, the company from which this sample origins have also remained anonymous throughout. This study did not involve any minors or vulnerable people in society. Each participant was asked to participate voluntarily and could have withdrawn at any stage during the survey completion with no prior warning. Prior to completion of the survey each participant was asked to give a

consent about wanting to be involved. Each participant received an information sheet describing the aims and objectives and the purpose of this study, as well as contact details for the researcher and the researcher's supervisor in case of any questions in relation to the study. All data collected is being handled only by the researcher and it will not be held for any longer than it is required.

4.8. Limitations

The first limitation of this study is that it was only conducted using a sample of sales people from a very specific horse betting company in Ireland therefore it is not representative of all horse betting sales people. Moreover, we cannot easily generalize the results to other professions or countries. Second limitation of this study is that it focused only on chronological age, whereas some other studies have used five different concepts of age; chronological, psychological, perception, psychological and organizational age. Therefore, this study is limited to and all findings are based on purely the correlation between chronological age and intrinsic and extrinsic motivation, and job satisfaction. The researcher also acknowledges the sample size as a limitation and is aware that different conclusions could have been drawn if the sample was increased. Lastly, during data collection the researcher noticed hesitance amongst some employees of the company and a lot of questioning as to whether or not management of the company will have access to results and assurance of their responses remaining anonymous. Therefore, the researcher is aware that certain responses may not be the true representative of the motivation and job satisfaction of the employee at that particular age but rather a response that would impress management.

Chapter 5 . Analysis and Findings

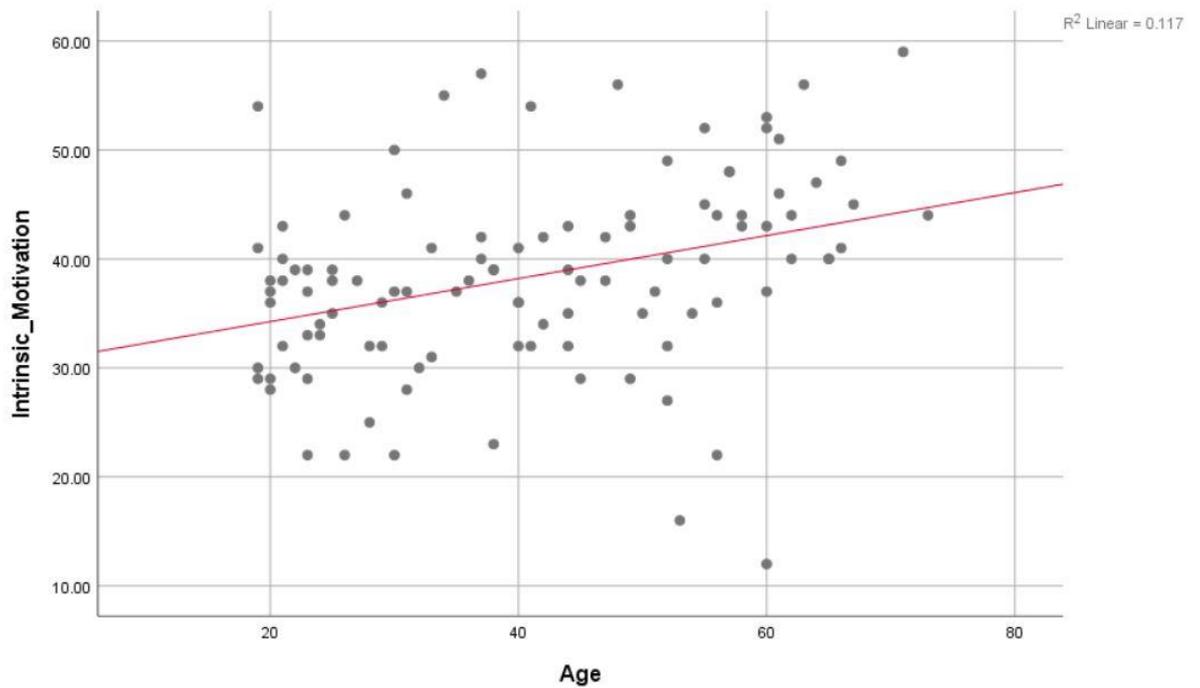
5.1. Introduction

In the forthcoming chapter an overview of the results and findings of the study will be presented. Section 5.2 of this chapter will present the findings for objective 1 the correlations between age and intrinsic motivation and job satisfaction. Section 5.3 of this chapter will present the findings to objective 2 of this research which looks at the shifts between intrinsic and extrinsic motivation as the age increases are identified. Section 5.4 showcased the findings for sub-objective 1 and the difference between the three age groups in relation to motivation and job satisfaction and lastly, section 5.6 presents findings to sub-objective 2 of this study which examines the correlation with security as a component of job satisfaction in older workers.

In order to examine the correlation between the two variables the Pearson correlation coefficient has been used. The strength of the correlation is determined by correlation coefficient value represented as 'r', the closer to zero the more evidence to suggest there is no correlation between the two variables. The closer it is to +1 the more evidence to suggest positive correlation, the closer to - 1 the more evidence of a negative correlation between the two variables. Moreover, the level of significance is represented as 'p' value which is the level of significance and it reflects the strength against the null hypothesis. Any p-value less or equal to ≤ 0.05 indicates strong evidence against the null hypothesis, therefore the null hypothesis can be rejected. Any p-value $>$ more than 0.05 suggests weak evidence against the null hypothesis, so the null hypothesis is gets accepted. The null hypothesis tested against in this research proposes that no statistical relationship exists between a set of the given observations.

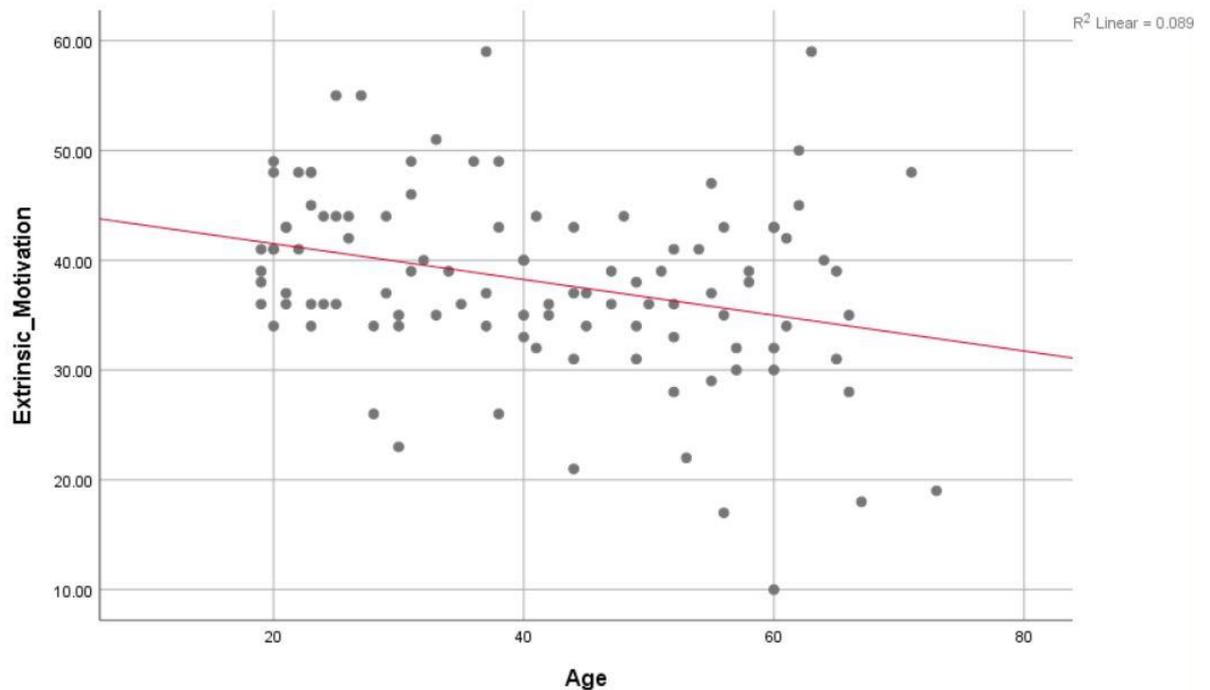
5.2. Objective 1 findings

5.2.1. The correlation between age and intrinsic motivation



The analysis of the correlation between age and intrinsic motivation present a correlation coefficient value of $r=0.342$ suggesting a positive correlation between the two variables. Moreover, the statistical significance value for age and intrinsic motivation is $p < 0.001$ which rejects the null hypothesis given null hypothesis is that there is no relationship between measured variables.

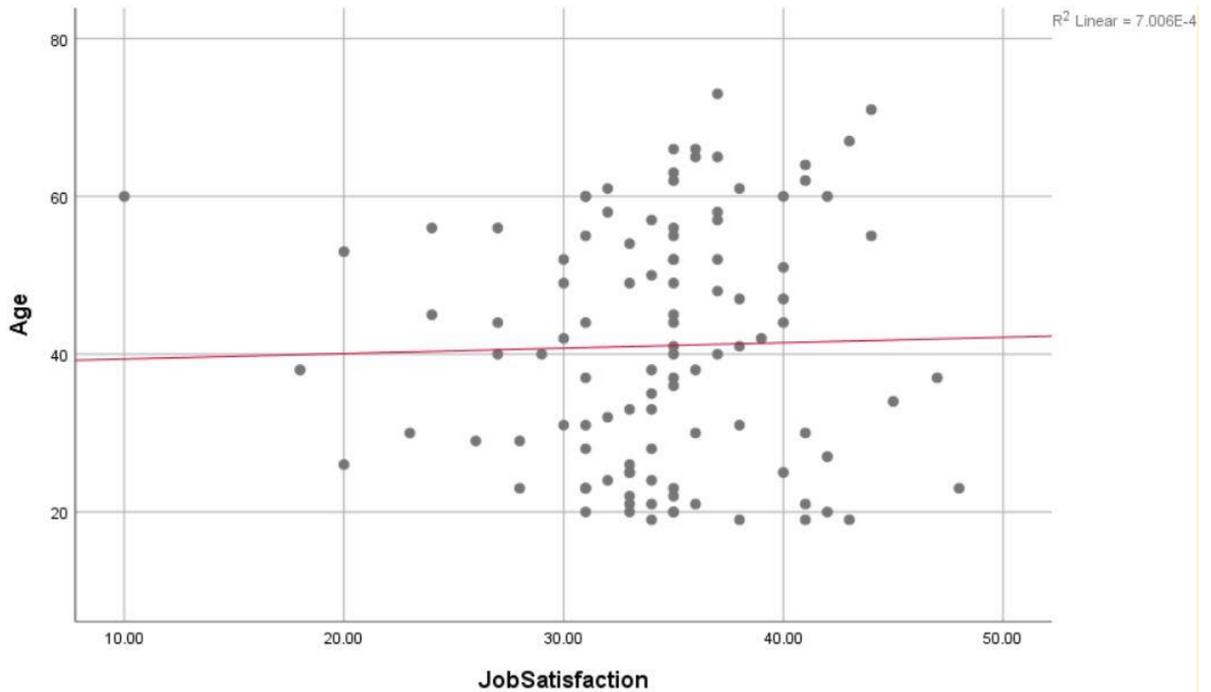
5.2.2. The correlation between age and extrinsic motivation



The correlation analysis between age and extrinsic motivation exhibit a correlation coefficient a negative value of $r = -0.298$ indicating that there is negative correlation between age and extrinsic motivation. Also, it provided statistical level of significance of $p = 0.002$ ($p \leq 0.05$) allowing for rejection of the null hypothesis.

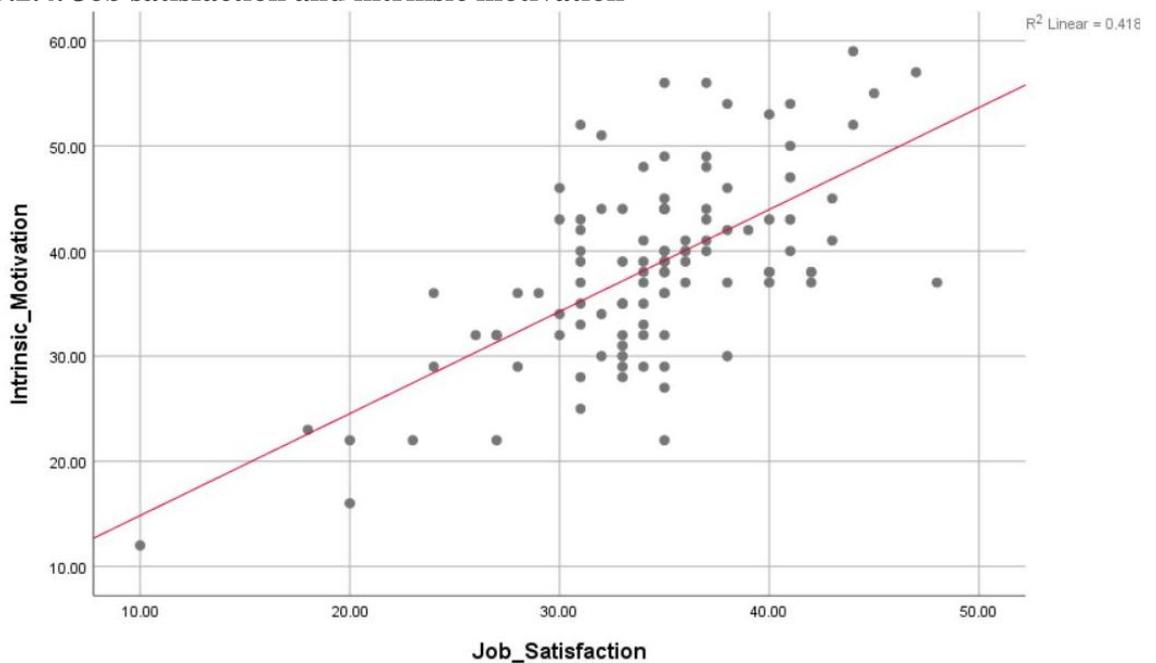
The findings for objective 1 present a positive correlation between intrinsic motivation and age as it increases ($r = 0.342$, $p = 0.000$) as well as a negative correlation between age and extrinsic motivation ($r = -0.298$, $p = 0.002$) in salespeople in a horse betting company.

5.2.3. Job satisfaction and age



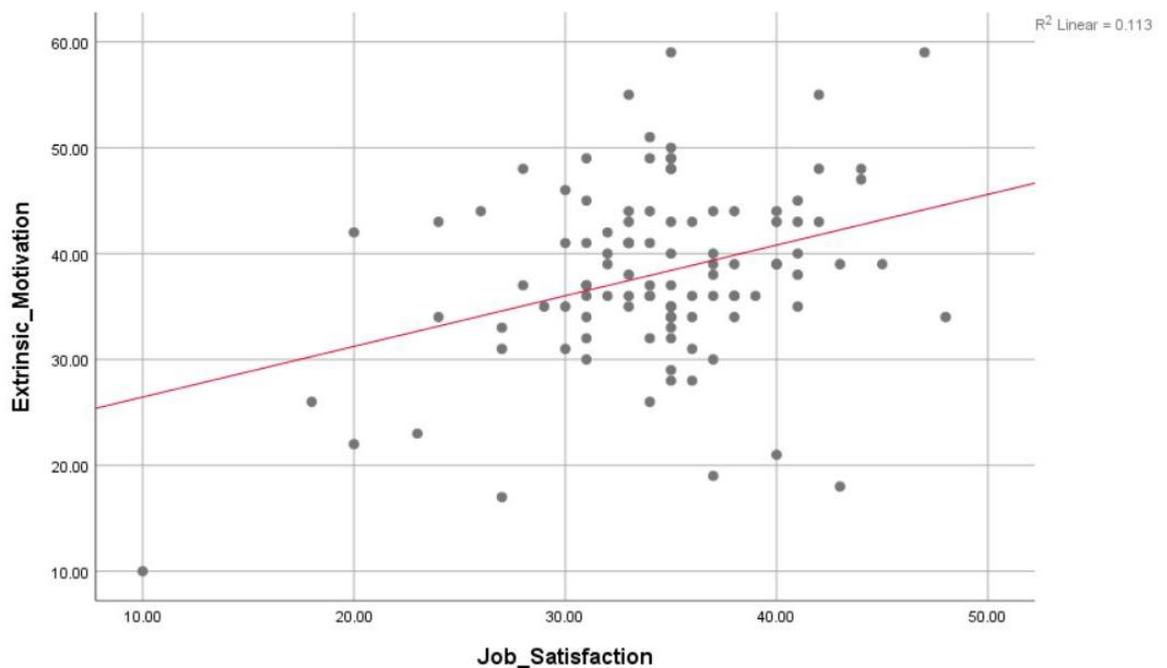
The correlation coefficient between job satisfaction and age provides a value of $r = 0.026$ suggesting a positive correlation between two variables with extremely weak evidence against null hypothesis as the level of significance is $p = 0.788$ ($p > 0.05$), therefore the null hypothesis is accepted.

5.2.4. Job satisfaction and intrinsic motivation



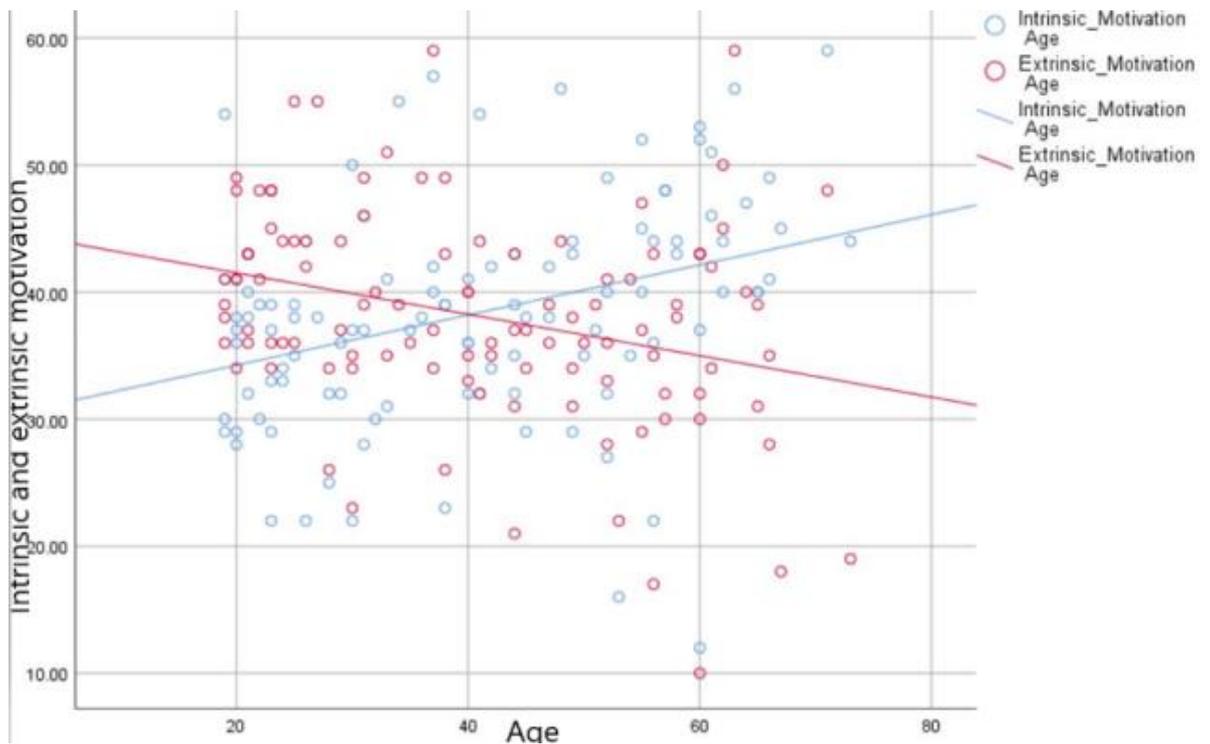
The correlation between job satisfaction and intrinsic motivation presents a correlation coefficient value of $r = 0.645$ which suggests a positive relationship between the two variables. Moreover, the level of significance between job satisfaction and intrinsic motivation was $p < 0.001$ which indicates strong evidence against null hypothesis which gets rejected.

5.2.5. Job satisfaction and extrinsic motivation



The correlation between job satisfaction and extrinsic motivation has been identified at a correlation coefficient value of $r = 0.336$ suggesting a positive relationship between the two variables with a level of significance value of $p = 0.000 (\leq 0.05)$ which rejects our null hypothesis.

5.3. Objective 2 findings



This objective aimed to identify how work motivation shifts between intrinsic and extrinsic motivation as the age of salespeople increases. In this research it is evident that in horse betting sales people in Ireland motivation shifts greatly from high extrinsic motivation at the early stages of their work life cycle towards intrinsic motivation as they get older. The definite shifts between the age groups are identified further in the sub-objective section below.

5.4. Sub-objective 1 findings

The sub-objective aimed to explore do strong differences exist in work motivation and job satisfaction between young workers (18-35 years old), middle age workers (36-50 years old), and older workers (51 and more years old)?

5.4.1. Differences between age groups and their job satisfaction

In young workers there is a negative relationship between age and job satisfaction, with the correlation coefficient value of $r = -0.340$ and level of significance of $p = 0.040$ which rejects the null hypothesis of there being no statistical significance between the two variables. The middle-aged workers have also been found to have a negative correlation with job satisfaction with a value of $r = -0.016$ and p value of

0.926 which accepts the hypothesis that there is no significance between job satisfaction and young workers. Older workers however, have been found to have a strong positive correlation of $r= 0.285$ and $p =0.092$ with no statistical significance between the two variables. It is evident that overall job satisfaction does not correlate with age. However, there is a relationship in the youngest age group.

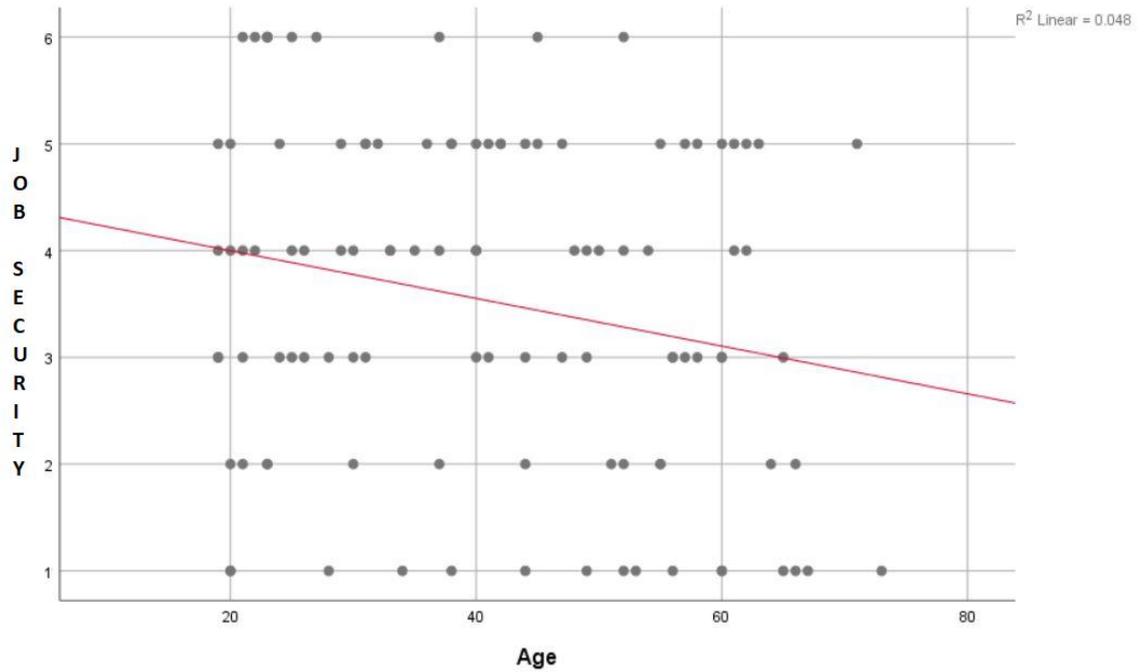
5.4.2. Differences between age groups and their extrinsic motivation

There has been no correlation found between young workers and extrinsic motivation with correlation coefficient value of $r= - 0.251$ and p value of 0.145 which means there is no significant relationship between the two variables. Middle aged workers and extrinsic motivation also have no correlation with a negative r value of $- 0.386$ and p value of 0.022 which rejects the null hypothesis and means there is a significant relationship between the two variables. The final group of older workers have also been identified to not be correlated with extrinsic motivation. The correlation coefficient presents a negative value of $- 0.011$ with p value of 0.948 accepting the null hypothesis meaning there is no significant relationship between older workers and extrinsic motivation.

5.4.3. Differences between age groups and their intrinsic motivation

The findings for the correlations between the three age groups and intrinsic motivation have been identified as follows. Young workers have been found to have no correlation with intrinsic motivation $r= - 0.110$ and p value of 0.528 indicating no statistical significance. Middle aged employees have been found to have a positive correlation with intrinsic satisfaction with no statistical significance ($r= 0.077$, $p=0.662$). Whereas older workers have a positive correlation with intrinsic motivation presenting a correlation coefficient value of $r= 0.398$ and p -value of 0.016 rejecting the null hypothesis.

5.5. Sub-objective 2 findings



This sub-objective aimed to explore does job security play a major factor in older workers job satisfaction? In this study we have found a negative correlation between age increase and job security. The correlation coefficient value of $r = -0.215$ was presented with a p value of 0.027 which rejects the null hypothesis so there is a significance in the relationship between the two variables.

Chapter 6 . Discussion

This chapter will thoroughly look at the findings of this research and discuss how they situate in the literature reviewed. It will also highlight any potential limitations to this research with hope that it will inspire future research direction through recommendations to be potentially explored in the area of salespeople motivation and job satisfaction. The main research question and focus of this research was to explore the relationship between intrinsic and extrinsic motivation and age, and how it affects job satisfaction amongst salespeople in Ireland. The analysis resulted in findings that advance previous studies, as well as support a body of literature on the topic of salespeople motivation and job satisfaction.

One of the main objectives of this research was to identify the changes in work motivation across different ages. This is because motivation has been defined as a dynamic process which unravels with time, place and employee experience (Johnson, 2017). Motivation isn't constant and employees undergo changes at different stages of their life, thus, are motivated by different attributes and outcomes (Inceoglu *et al.*, 2012). Indeed, the findings across the whole sample of horse betting sales people in this study have conclusively proved that there are changes in employee motivation as age increases. Findings concluded that at younger ages there are high levels in extrinsic motivation and low intrinsic motivation. Whereas, at the age of forty there is a cross over and there is a substantial increase in intrinsic motivation and decline in extrinsic motivation. Therefore, the following discussions of the relationships between different ages and motivation and job satisfaction will aim to provide a better understanding of what drives sales people in order for management and organizations to be able to make better decisions that contribute to, and enhance their employee's work motivation across different age groups.

The first analysis carried out found that across the whole sample, there was a positive relationship between increasing age and intrinsic motivation. However, the positive correlation was only evident for middle aged and older workers, but was negative for younger workers. Also, the findings proved a negative relationship between age and extrinsic motivation as age increases. Moreover, those correlations presented negative and non-significant across the young and older age groups, but negative with a significant relationship with the middle- aged employees.

Those relationships are very much contrary to most of the research on the relationship between age and intrinsic motivation reviewed in the literature chapter of this paper. Extrinsic motivation, in comparison to intrinsic motivation, has been portrayed as a weak and poor motivator. This type of motivation has obtained a lot less research interest as a result of this portrayal (Makki and Abid, 2017). Yet, extrinsic motivation and financial rewards in the literature have been identified as strong motivator of employees as they age. This is because older employees have been assumed to have a declining level in willingness to grow and learn new things in the workplace (Kooij *et al.*, 2011). This research however, supports findings of authors such as Inceoglu *et al.*, (2012) and Akkermans *et al.*, (2016) who proposed that as employees start to age, they become much more intrinsically motivated rather than extrinsically motivated. Warr (1997) suggested that older employees are much more driven by extrinsic rewards, in particular job security and additional income. However, this study proved otherwise, and a reason for so may be as Inceoglu *et al.*, (2012) suggested the fact that older employees don't reach for extrinsic rewards such as wealth, status or recognition as by that stage in their life that has been already obtained.

In the sales industry, according to Ballestra *et al.*, (2017) management is eager to recruit young people, especially students because they are assumed to have a very energetic behaviour and be excited to face any new challenges and tasks proposed. Young employees are assumed to be driven by internal motives such as goals to grow and develop in the workplace (Forsten-Astikainen *et al.*, 2018). However, young salespeople from a horse betting company have indicated that they place greater importance on financial opportunities in the workplace such as incentives and promotions for motivation. Only as they start to age, they become more driven by internal motivators. This is very much in line with studies by Djordjevic *et al.*, (2017) who emphasised the importance of financial rewards for young workers.

One of the first studies on the relationship between age, work attitudes and motivation by Rhodes (1983), a strong and constant relationship between increasing age and work satisfaction has been identified. Moreover, studies by Forsten-Astikainen *et al.*, (2018) found that there are differences between young and older employees and their job satisfaction, attitudes and values. Indeed, analysis across the whole sample concluded a positive relationship between increasing age and

higher job satisfaction, although the relationship is relatively moderate. Across the sample of salespeople at a horse betting sales company a strong positive correlation was only evident for older worker age group, with negative relationship between job satisfaction and younger and middle-aged workers. According to Ballestra *et al.*, (2017) young employees tend to demonstrate high levels of dissatisfaction and negative attitudes towards their job. However, as suggested by Clark (1996) young workers have very little experience and knowledge in relation to the world of work. Therefore, they wouldn't be presented with many opportunities to compare their current positions to other sales positions to determine whether or not their job is good or bad in relation to others.

On the other hand, older workers in this research have achieved a positive relationship with job satisfaction. The reasons for this may perhaps be in line with Calo *et al.*, (2014) who stated that older employees tend to have higher levels of job satisfaction and commitments to the organizations they work for in comparison to younger workers because over the period of time they have been with the company they have gained so much experience and knowledge about how things are ran and how they work that their expectations for the job and its outcomes lower.

In addition, findings on the relationship between job satisfaction and work motivation concluded a positive relationship between job satisfaction and both intrinsic and extrinsic motivation. In the literature reviewed intrinsic motivation and individual's personal pride, enjoyment and self-esteem in the workplace has been identified to have an indirect impact on job satisfaction. Moreover, research by MacDonald and Macintyre (1997) suggests that extrinsic characteristics such as pay and security are major components of employee's job satisfaction. This research is in line with both of those findings and although both intrinsic and extrinsic motivation prove to be positively correlated with job satisfaction, it is intrinsic motivation that is more correlated with job satisfaction as age increases rather than extrinsic motivation amongst salespeople at the horse betting company in Ireland.

In the final set of analysis, the sub-objectives in this study aimed to identify the relationship between older workers in the company and job security. This is because job security has been identified as an important factor in employee motivation, as well as it has been identified as an important component in job satisfaction and older

workers find job stability and security much more important than other age groups (Djordjevic *et al.*, 2017). When the relationship between age and job security was measured, a negative correlation was found. The weak correlation showed that as employees age increases the level of job security decreases. There was a lot of variability within the three age groups and while also considering the weak correlation this demonstrates that there isn't a significant change between job security as employees get older.

6.1. Implications for practice

While quantitative research doesn't dive into the underlying reasons for employee behaviour/attitudes, it does measure trends that are important for management to be aware of. The findings of the main objectives in this study showed that there are evident differences between age groups when considering motivation, job satisfaction and job security. By being aware of the different motivators between age groups, management can utilise this knowledge for the benefit of the company when reinventing and implementing new policies and reward systems. The data showed when measuring how intrinsically motivated different age groups are, employees become progressively more intrinsically motivated with older age. The key to intrinsic motivation is ensuring that employees feel valued and confident in their job which will encourage them to set their own personal goals. Presenting staff with responsibilities, encouraging collaboration, refresher courses, or offering opportunities for improvement such as regular customer service, first aid courses etc is crucial. Moreover, simply asking for feedback and suggestions on improvement processes or technology used in the work place would in turn make employees feel more valuable, and perhaps enhance their job satisfaction as well as feeling of security in the job because they would become a treasured asset to the organisation.

Interestingly, the findings of this research showed strong correlation between intrinsic motivation and job satisfaction, meaning that the more intrinsically motivated the employee the higher their level of job satisfaction. Management considering an intrinsically motivated individual's needs may contribute to that individual's job satisfaction.

In terms of extrinsic rewards which are much more appealing to younger staff, opportunities for Christmas or seasonal bonus should be presented, making sure all

staff has up to date uniform as well as presenting employees with opportunities for employee of the month title and reward would be beneficial. If management are leading a group of largely younger employees, or alternatively older employees, reward systems can be tailored for the group of employees specifically based on the findings.

However, it is important that the management takes into consideration that those correlations are not completely uniform and within those age groups there are differences amongst individuals. Therefore, management must aim to combine intrinsic and extrinsic motivation. This can be achieved by creating a compelling vision that will set clear goals for employees (extrinsic), and by evaluating the company values enhance the company culture and working conditions so that employees enjoy and love what they do and therefore set their own goals (intrinsic).

6.2. Research strengths

A number of strengths to this research has been identified; firstly, the raw data collected was distributed across a wide range of ages. This suggests that the findings of this study are an accurate representation of the population. Secondly, the results for the findings of this research are clear and easy to interpret and can be manipulated by management for future actions and decision making. Another strength of this research is that this research was carried out on a very specific area – salespeople in Ireland in the horse racing industry which adds to the existing body of literature on salespeople. Moreover, the findings of this research indicating that the relationships differ amongst different age groups is novel and adds new knowledge.

6.3. Limitations and future research recommendations

A considerable amount of limitations and opportunities for future research has been identified by the researcher. Firstly, it is important to point out that this research is based on the relationship between chronological age which is one's calendar age and intrinsic and extrinsic motivation. This is one limitation to this study that may be explored further. There were three other concepts of age identified in the literature reviewed; psychological age, functional age, and organizational age that could be explored in the same context as this study. Although the researcher focused on chronological age because it would allow for easy understanding and comparison to

other similar studies it would be interesting to apply other concepts of age and explore how they differ and vary to the findings of chronological age in this study.

Another limitation to be considered is that the company that this sample came from doesn't offer full time weekly hours and it may be considered 'occasional' work or part time job for some employees. This is particularly important in regards to the findings about young people as they may be currently enrolled in college courses hence why depending on extrinsic motivators, moreover, because of this, their current position may not be their goal and not be something they would intend on doing for a long period of time. Whereas, older staff has been with the company for several years so their goals and perceptions differ.

Also, the data demonstrates that as individuals become more intrinsically motivated, job satisfaction increases. Simultaneously, as individuals become more extrinsically motivated, job satisfaction increases once again. This indicates that increases in both forms of motivation lead to an increase in job satisfaction, this has the potential for further research. Further exploration could determine if an individual experience less job satisfaction when they do not feel motivated by any reward system.

Furthermore, the researcher has noticed a hesitance in some employees to participate in this study due to worries about their responses being identified and reviewed by the management of the company. Thus, another limitation of this research may be that some people intentionally focused their responses on intrinsic factors for management satisfaction.

Finally, another opportunity for future research is that this research was purely based on the aim to examine the correlations between the variables rather than it being an explanatory study. It is evident in the literature reviewed that there is a need to explore the how and why of these changes in personal factors. Researchers such as Miao and Evans (2007) as well as Oliver and Anderson (1994) have suggested that relationships between motivation, sales performance and job satisfaction may be filtered and influenced by intermediary mechanisms. Carrying out in-depth interviews and open-ended questionnaires could explore those intermediary mechanisms and it would build on top of this research by providing more on an explanation of the reasons behind the shifts and changes in motivation and job satisfaction amongst salespeople in Ireland.

Chapter 7 . Conclusion

This research was carried out in order to fill a gap in the literature in relation to the relationships between age, intrinsic and extrinsic motivation, and job satisfaction in salespeople in Ireland. This research adds to the knowledge in existing literature on factors which influence on individuals work motivation and job satisfaction.

Moreover, it aimed to examine intrinsic and extrinsic motivation as correlates of different types of age-related phenomena as stressed by Akkermans *et al.*, (2016) and Kooij *et al.*, (2014). A number of findings emerged from the data collected from a sample set of horse betting sales people in Ireland who participated in this research that confirmed to be noteworthy and insightful.

This research has found that indeed there is a positive correlation between age and intrinsic motivation and a negative correlation between age and extrinsic motivation as the age of the employee increases. Moreover, this research has identified the shifts in motivation with age. It's important to note that these findings are very contrary to majority of the literature reviewed on the topic of correlations between age and work motivation. That is because this research found that as salespeople age, they become more intrinsically motivated rather than extrinsically motivated. Whereas most of studies explored in the literature chapter concluded declines in older workers intrinsic drivers and found that it's extrinsic rewards that motivate that particular age group. In addition to this, another salient finding in this study that is contrary to what is proposed in the literature is that young salespeople are in fact more driven by extrinsic rewards rather than intrinsic drivers such as waiting to learn, grow and develop in their careers. By better understanding what drives sales people at different stages in their life can aid management in implementation of better incentive schemes as well as training and development programs that can in turn improve employee performance and job satisfaction. In relation to employee job satisfaction, this research has found that older salespeople aged 50 and more are the only age group that has a positive relationship with job satisfaction which may be due to the fact that older employees have gained experience and knowledge over the past years which lowers their expectations for the job and work outcomes (Calo *et al.*, 2014). This research has also included potential future research recommendations in the area of sales people work motivation and job satisfaction

which have been defined in the prior chapter of this paper. Overall it is very likely that the correlation levels and shifts of the variables examined will change from industry to industry, as well as different sales environments. However, the findings of this research can be applied to different horse betting sales companies as well as compared against if explored further. Nonetheless, this research provided a greater understanding of sales people in Ireland today.

Appendix 1.

General Background

Age _____

Gender Female Male

Years as a sales person _____

Level of Education: Leaving Certificate PLC Vocational Education and skills
 Bachelor's Degree Higher Diploma Master's Degree
 Doctorate Degree Other _____

Why Do You Do Your Work?

Using the scale below, please indicate to what extent each of the following statements corresponds to the reasons why you are presently involved in your work

	Does not correspond		Corresponds moderately		Corresponds exactly	
	at all					
	1	2	3	4	5	6
1. Because I want to be very good at this work.	1	2	3	4	5	6
2. Because it allows me to earn money.				1	2	3
3. Because this job fits my personal values.				1	2	3
4. Because of the additional benefits and incentives.				1	2	3
5. Because I have fun doing my job.				1	2	3
6. Because it allows me to have the material possessions and lifestyle I desire.				1	2	3
7. Because I enjoy this work very much.				1	2	3
8. Because it improves my reputation.				1	2	3

- | | | | | | | |
|--|---|---|---|---|---|---|
| 9. It presents me with opportunities to be creative and innovative. | 1 | 2 | 3 | 4 | 5 | 6 |
| 10. Because my current situation demands it. | 1 | 2 | 3 | 4 | 5 | 6 |
| 11. It gives me the opportunity to contribute to the growth and welfare of the organization. | 1 | 2 | 3 | 4 | 5 | 6 |
| 12. Because it allows me to gain recognition. | 1 | 2 | 3 | 4 | 5 | 6 |
| 13. Allows me to make full use of my abilities. | 1 | 2 | 3 | 4 | 5 | 6 |
| 14. Because I treat it as additional income. | 1 | 2 | 3 | 4 | 5 | 6 |
| 15. Because when I do my work well, it gives me a feeling of accomplishment. | 1 | 2 | 3 | 4 | 5 | 6 |
| 16. Because I'm hoping for continuous pay increase. | 1 | 2 | 3 | 4 | 5 | 6 |
| 17. Doing my job well increases my feeling of self-esteem. | 1 | 2 | 3 | 4 | 5 | 6 |
| 18. It allows for additional time off. | 1 | 2 | 3 | 4 | 5 | 6 |
| 19. Because I find the work engaging. | 1 | 2 | 3 | 4 | 5 | 6 |
| 20. Because this type of work provides me with security. | 1 | 2 | 3 | 4 | 5 | 6 |

For each statement, please circle the number to indicate your degree of agreement.

	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
I receive recognition for a job well done.	1	2	3	4	5
I feel close to the people at work.	1	2	3	4	5
I feel good about working at this company.	1	2	3	4	5
I feel secure about my job.	1	2	3	4	5
I believe management is concerned about me.	1	2	3	4	5
On the whole, I believe work is good for physical health.	1	2	3	4	5
My wages are good.	1	2	3	4	5
All my talents and skills are used at work.	1	2	3	4	5
I get along with my supervisors.	1	2	3	4	5
I feel good about my job	1	2	3	4	5

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