

[www.globalscientificjournal.com](http://www.globalscientificjournal.com)

**Age, Gender and Worker Motivation**  
*A theoretical Appraisal*

**Kimeli M. Chirchir<sup>1\*</sup>, Chepkemai Kathleen<sup>2</sup>**

<sup>1</sup>Kenya School of Government

<sup>2</sup>CHRP (K), Kenya Rural Roads Authority

\*drkimelichirchir@gmail.com

**ABSTRACT**

Theoretical framework provide structure that hold or support of a research study and supports explanation on how researchers engage in using the theory and its fundamental assumptions to examine the research problems. Motivational theories provide a basis for making inferences on what controls, organizes and motivates people. This study is based on Hierarchy of needs theory, the ERG Theory, Two Factor Theor and the Transactional Theory of Stress. This review utilized data collected from 180 employees of the Kenyan National Police Service Commission, Kenya One of the independent institutions created under Chapter 15 of the 2010 Kenyan Constitution. Both qualitative and quantitative data were collected and survey data analysed through descriptive statistic. The study concluded that employees age influences individual work motivation; similarly, employees respond to staff motivation differently across their age but Gender attribute has weak influence on employee motivation. study recommends that for organisations to holistically motivate their employees, it will be necessary to consider aligning employee motivation strategies and programs to employees' age and gender. Human resource professionals are advised to adopt better and more age and gender specific and targeted decisions when managing employee motivation.

Key Words: Employee, Age, Gender, Motivation

**INTRODUCTION**

Theoretical framework provide structure that hold or support of a research study and supports explanation on how researchers engage in using the theory and its fundamental assumptions to examine the research problems. Motivational theories provide a basis for making inferences on what controls, organizes and motivates people. For purposes of this review, four theories are chosen; Hierarchy of needs theory (Maslow, 1943,) The ERG Theory (Alderfer, 1972), Two Factor Theory (Herzberg, 1959) and the Transactional Theory of Stress (1984).

**Hierarchy of needs theory (Maslow, 1943)**

Maslow, in 1943, articulated that people have an interior need forcing them near self-actualization (execution) and individual dominance (Vilnai-Yavetz & Levina, 2018). Maslow developed the opinion that there are five dissimilar heights of desires, and once we fulfil a need at one phase or level of the pyramid, it impacts our conduct. In that level, our conduct inclines to reduce; we now put out a more authoritative impact on our conduct for the necessity at the next phase up the pyramid. Primarily, persons are encouraged by mental requirements (Good, Hughes, Kirca & McGrath, 2022).

Conferring to Maslow, these emotional requirements form the rudimentary persistence needs, including foodstuff, warmth, clothing, and housing (Zeng, Takada, Hara, Sugiyama, Ito, Nihei & Asakura, 2022). When individuals are hungry and lack shelter or clothing, they are more encouraged to satisfy these requirements since they influence their conduct. Nonetheless, on the other hand, when persons do not have a deficiency in those rudimentary necessities (psychological needs), their desires incline to transfer to the subsequent phase, where Maslow similarly views it as the advanced order of requirements (Chang, Hou, Wang, Cui & Zhang, 2020). The second level is the security requirements: Safety is the most indispensable necessity for individuals at this stage. This is communicated in well-being in the worker's health and family.

The third phase of requirements by Maslow was communal necessities. When one is secure and safe at work, personnel will now insist on job dealings: building sound friendships, and affection (Kusumawati, Fauziddin & Ananda, 2023). As the ladder moves up, there are self-assurance requirements: Maslow's fourth phase of necessities is the acknowledgement to be recognised and appreciated by others. The uppermost or final level of Maslow's necessity is self-actualization necessities: Self-actualization was to advance into more of what one is proficient of being. Wahba and Bridge, in their widespread evaluation of Maslow's philosophy, established slight proof for the positioning of requirements that Maslow defined or even the actuality of a certain pyramid (Liu, 2020).

Maslow's model has been critiqued for this outward inflexibility. It is debatable whether essentials can consistently be graded hierarchically. Maslow queries the legitimacy of an inflexible organization of essentials because people probably have diverse significances (Nguyen, 2020). Grounded on this model, the scholar pursues to determine the effect of Extrinsic Motivation on employee Performance at National Police Service Commission, Kenya. This model is applicable to this research because the investigation is grounded on the circumstance that an organization's workers can execute well. Managers need to identify the factors that leads to better employee performance hence attainment organizational goals.

### **The ERG Theory (Alderfer, 1972)**

American psychologist Clayton P. Alderfer (1972) expanded and revised Maslow's theory. Alderfer contended that the three primary need categories of existence, relatedness, and growth could be formed by combining the five need categories included in Maslow's theory. As a result, the theory's name is derived from the initial letter of each need category (Hume, 1998). All sorts of fundamental material and physiological needs necessary to sustain human existence are collectively referred to as the "need of existence." For instance, the necessity for food and drink, as well as other necessities at the workplace, such as compensation, benefits, and physical security (Schneider & Alderfer, 1973).

The need for meaningful interpersonal relationships with peers, superiors, and subordinates in the workplace is known as the "need of relatedness." Still, the fundamental characteristic that sets relatedness needs apart from existence needs is that relatedness cannot be satisfied in isolation from others; mutuality is therefore necessary for relatedness to be satisfied (Schneider and Alderfer, 1973). According to Steers et al. (1996), the development of one's potential is linked to the demand for growth. According to Schneider and Alderfer (1973), a person is satisfied with this category when they work on challenges that require them to develop new skills and utilize all of their existing abilities. Alderfer, however, disagreed with Maslow's hierarchy and asserted that a person may experience activation of all levels of needs simultaneously (Huczynski et al, 2001). Accordingly, a person may be driven at the same time by his or her need for money (an Existence need), relationships with others (a Relatedness need), and recognition (a Growth need) (Brooks, 2003). As a result, each person's demands may be in a different order depending on their preferences and personal framework. The researcher uses this model as a foundation to investigate how employee performance at Kenya's National Police Service Commission is impacted by extrinsic motivation.

The theory's inability to definitively differentiate between the three categories and the possibility of their overlap are two of its most notable drawbacks. Duan, Fernández, van-Dongen & Kohn, (2020) posits that the ERG Theory's hierarchical structure lacks the clarity of Maslow's Hierarchy of requirements, making it hard to precisely classify people's necessities and rank

interventions based on respective needs. The ERG Theory has been the subject of conflicting empirical study; some studies have shown that people may skip levels or regress to lower-order demands in specific situations, while other investigations have failed to consistently corroborate the theory's predictions. The study examined how employees progressed from Existence needs to Relatedness needs and ultimately to Growth wants as they satisfied their lower needs, hence this model was relevant to the research. The purpose of this study was to determine whether meeting the needs of employees affects their performance.

### **Two Factor Theory (Herzberg, 1959)**

Frederick Herzberg first proposed this theory in 1959. His research was based on semi-structured interviews with 203 engineers and accountants from a Pittsburgh-based corporation. Finding out when the participant felt happy or negative about their employment was the study's goal (Wang, Lin & Spencer, 2019). Two questions on their experiences at work were posed to the participants: detailing their positive and negative feelings at those moments in detail. Herzberg divided the employment elements into two primary categories based on the responses to these questions. He referred to the first as motivators and the second as cleanliness. He maintained that the majority of the hygienic variables that affect employees are caused by external factors such as work policies, employee relations, compensation, status, and job security. Xue, Gu, Wu, Dai, Mu, and Zhou (2020) list achievement, acknowledgment, the work itself, responsibility, advancement, and the potential for growth as motivators. There is a greater possibility of self-actualization and creativity with these motivators.

Herzberg two factor theory forms the basis of this research work as we focus on three Hygiene factors of motivation namely: Supervision, Salary and Job Security. Results of a study conducted by Pandey et al. (2018) on The Impact of Supervisory Support for High- Performance Human Resource Practices on Employee In-Role, Extra-role and Counterproductive Behaviours, found that individuals' perceptions of managerial justice were lower when supervisors differed from the organization in their support of high-performance work systems. A study in East Denpasar, Bali, Indonesia by Atmaja and Puspitawati (2018), through analysis primary data from questionnaires and participant interviews established that physical work environment and job satisfaction had significant positive effect on employee productivity.

One limitation of the theory is its oversimplification of workplace motivation by dichotomizing factors into satisfiers and dissatisfies. While the theory highlights the importance of intrinsic motivators such as achievement and recognition, it tends to overlook the complexity of human motivation and the interplay between different factors (Mardanov, 2020). Critics argue that factors categorized as hygiene, such as salary and working conditions, can also influence job satisfaction and motivation, contrary to Herzberg's assertion that their presence merely prevents dissatisfaction rather than fostering motivation. Herzberg's reliance on self-reported retrospective data and the theory's limited predictive power in various cultural and organizational contexts have raised questions about its generalizability and applicability as a comprehensive theory of workplace motivation. This theory best explains that good work environment improves performance (Karlen, Suter, Hirt & Merki, 2019). This study was relevant to this research study whose purpose was to establish the effect of extrinsic motivation on employee performance at the National Police Service Commission Kenya.

### **The Transactional Theory of Stress - Lazarus and Folkman (1984)**

This research is based on the transactional theory of stress as developed by Lazarus and Folkman (1984). According to the theory, once an event occurs, people evaluate its significance as being inconsequential, a challenge, or a danger to their well-being. Debus et al., (2019), equates to the dissimilarity amongst challenge and danger as seen in the ideals of eustress versus distress and posits may play an important role in the challenge-hindrances paradigm. Stresses, according to this model, can jeopardise a person's goal pursuit; in this scenario, these hindrance stressors such as job insecurity can encourage wicked feelings.

Job security, on the other hand, can be motivating in this instance, they have the potential to lead to good feelings. Furthermore, Staufenbiel and König (2010), claimed that a stressor might be both a barrier and a challenge and they discovered data supporting the stressor of job insecurity. Job insecurity, in particular, may be assessed as a hinder stressor since it places employees in a perilous scenario in which they fear losing something valuable their job. Selenko et al., (2017) argue insecure employment signifies unpredictable and uncontrollability placing strain on employee Job insecurity likely impairing their capacity to concentrate on the tasks at hand hence interfering with goal achievement.

Debus et al., (2019) enjoins job-insecure employees are likely to be concerned that leaving their job may jeopardise the monetary and non-monetary benefits resulting from employment, moreover since they do not want to be part of the disadvantaged group of the jobless. Chen, Dai, Wang, Yang, Li & Wei, (2021) indicates the theory's limitation is often related with leadership styles, as its emphases on contingent rewards and punishments as mechanisms for motivating employees While transactional leadership can be effective in clarifying expectations, providing structure, and managing routine tasks, it may not foster creativity, innovation, or intrinsic motivation among employees. Critics argue that transactional leaders may rely too heavily on external rewards and punishments, potentially stifling employee autonomy, initiative, and long-term commitment to organizational goals. Moreover, the transactional approach may be less effective in dynamic or complex work environments where flexibility, collaboration, and adaptability are crucial for success (Tokan & Imakulata, 2019).

### **METHODOLOGICAL APPROACH**

This review utilized data collected from the Kenyan National Police Service Commission (NPSC), Kenya One of the independent institutions created under Chapter 15 of the 2010 Kenyan Constitution Article 246 of the Constitution establishes the commission. Among other things, it is responsible for the Police Service's human resource management, (NPSC Annual report 2021/2022). The Promotions and Transfers Committee leads the creation and application of systems and procedures for performance and change management. Article 246 of the Constitution establishes the National Police Service Commission with the mandate to recruit and appoint persons to hold or act in offices in the Service; confirm appointments; determine promotions and transfers; exercise disciplinary control over and remove persons holding and acting in offices and perform other functions prescribed by national legislation.

It was created to ensure the efficient and effective functioning of the National Police Service (NPS) in Kenya. The NPSC plays a crucial role in overseeing the recruitment, training, discipline, and promotion of police officers, as well as in setting and enforcing standards of professionalism within the police service. As stipulated in Article 246(2)(a) of the Kenyan constitution, the Commission consists of nine (9) members, including a person qualified to be appointed as a High Court Judge; two (2) retired police officers of a higher rank officers; three (3) individuals of integrity who have previously worked for the public with distinction; Inspector General of the NPS alongside the two (2) Deputy Inspector-Generals of the NPS. The NPSC's chairperson and eight (8) other members are all appointed by Kenyan President with the approval of Parliament.

The commission operates independently and exercises its powers and functions without undue influence from external entities. It operates from its headquarters in Nairobi and has a well-established secretariat to support its administrative functions which include; recruitment and appointments: The NPSC is responsible for conducting transparent and merit-based recruitment exercises to select qualified individuals for entry into the police service. It ensures that the recruitment process is fair, free from bias, and based on established criteria. Training and capacity building: The commission is involved in formulating policies and guidelines for the training and development of police officers. It works closely with the National Police Service Training Institute (NPSTI) to ensure that officers receive adequate training to perform their duties effectively. Promotions and transfers: The commission oversee the promotion and transfer of police officers within the NPS. It establishes clear promotion criteria and ensures that promotions are based on merit, seniority, and performance among

other functions. Overall, the National Police Service Commission plays a vital role in ensuring that the police service in Kenya operates with professionalism, accountability, and respect for human rights. Its efforts contribute to building a safer and more secure society for all Kenyan citizens.

According to Cooper and Schindler (2014), a research design is a plan and structure used by researchers to do an investigation and get answers concerning research questions under study. The study adopted descriptive research design methodology so as to provide accurate and effective representation of variables under study (Creswell, 2013). Furthermore, descriptive research provides a holistic understanding of the research problem by capturing a wide range of variables and perspectives.

According to Mugenda and Mugenda (2019) descriptive design ensure easy understanding of ideas, allowing gathering of information, summarizing, presenting and interpreting data for purpose of clarity. Descriptive design also helps in obtaining information systematically and providing answers to research questions of what, how, when and where of the research objectives. It helps in obtaining information systematically and providing answers to research questions of what, how, when and where of the research objectives. The whole population of 270 employees was taken as respondents. The study sought to investigate the association between staff demographic attributes and employee's motivation among staff of NPSC.

Population is a group of people, events or things of interest from which a researcher wishes to investigate and make inferences, based on the simple statistics (Sekaran & Bougie, 2013). According to Orodho (2005) a population consists of a group that share common characteristics from which individuals or units of analysis are then chosen out of the population for the study.

The target population of the study was presented as shown on Table 3.1.

Table 3.1: Target Population

Departments	Population	Percentage
Appeals, policy and legal affairs committee	30	11.2%
Discipline and HR Audit committee	60	22.2%
Finance, planning, administration and professional development committee	50	18.5%
Promotions and transfers committee	60	22.2%
Recruitment, appointment, confirmation and welfare committee	70	25.9%
<b>Total</b>	<b>270</b>	<b>100%</b>

Source: NPSC HR Office (2023)

Mugenda (2019) defines sampling frame as all items in any field of inquiry that constitute a universe or population. The practice of selecting a smaller number of people or objects in such a way that the ones chosen to represent the larger group from which they were chosen. The sampling frame consisted of 270 employees from five departments which include Appeals, policy and legal affairs committee (30), Discipline and HR Audit committee (60), Finance, planning, administration and professional development committee (50), Promotions and transfers committee (60) and lastly Recruitment, appointment, confirmation and welfare committee (70). The sampling frame represents the entire population under study.

According to Kothari and Garg (2014), sample design is a technique or a procedure used to select items for the sample. A sampling design denotes absolute plan for finding a sample from a given population. It denotes a procedure the investigator would espouse in selecting items for the

sample. Sampling technique is the selection of specific process by which the entities of the sample is selected Gichuru, (2021). Sampling techniques refers to deliberate actions taken by the researcher in selecting a small portion of the entire population and as such the information generated was generalized to cover the entire study population Etikan & Bala (2017). The study's use of stratified random sampling was justified by the population's homogeneity. By doing so, the researcher was able to ensure that every relevant subgroup was represented in the sample population, which serves as the best representation of the total population under study. In a population that encompasses multiple unique categories of varying sizes, stratified random sampling aids the researcher in achieving the required representations of diverse subgroups within the community, according to Mugenda & Mugenda (2019). Information that was more precise and dependable was produced using the stratified random approach.

Therefore, the sample size of the study was 180 and presented as shown in the table below.

**Table 3.2: Sample Size**

<b>Departments</b>	<b>Population</b>	<b>Percentage</b>	<b>Sample</b>
Appeals, policy and legal affairs committee	30	11.2%	20
Discipline and HR Audit committee	60	22.2%	40
Finance, planning, administration and professional development committee	50	18.5%	33
Promotions and transfers committee	60	22.2%	40
Recruitment, appointment, confirmation and welfare committee	70	25.9%	47
<b>Total</b>	<b>270</b>	<b>100%</b>	<b>180</b>

**Source:** Research Data (2024)

The primary tool for gathering data was the questionnaire. Dempsey (2003) stated that questionnaires were the favored method of gathering data since they enable participants to share a great deal of their ideas on the subject under study. Kothari (2004) states that as there is no bias or researcher influence in the data collected through questionnaires, reliable and accurate information was obtained. In order to collect both quantitative and qualitative data, the study used a semi-structured questionnaire with open-ended questions. Likert scale questions was used in measuring different constructs within the study objectives where rating was between 1-5 with 1= very low extent to 5= very great extent. The instrument further divided into three; section one contained the background of the respondent's, section two presented questions relating to independent variable promotion, job security, work environment and promotion while section three consisted of dependent variable- employee performance.

To be able to gather data for this research, the researcher got an introduction letter from the College of Human Resources Management. The researcher also sought permission to do the research from the National Commission for Science and Technology (NACOSTI). The researcher also sought permission from the management of the organization to collect data from employees. Questionnaires were administered to the target population whereby they were to be picked later as agreed with them. This strategy was convenient for study participants to complete the questionnaire when they have time, rather than having to schedule a specific time for an interview or survey. There was also an informed consent from the respondents for them to take part in the study.

The study determined the authenticity of the questionnaire by carrying out reliability and validity test. The degree to which the findings derived from the data analysis accurately depict the

phenomenon being studied is referred to as validity which demonstrates how accurately the data from a study accurately represents the study's variables; usually categorized into construct validity; which evaluating if a measure accurately captures the underlying theoretical construct that is supposed to represent, established using convergent and discriminant validity tests; criterion validity that assesses if a measure correctly predicts or correlates with an explicit criterion or outcome; and content validity, which determines if a measurement adequately represents the content domain it purposes to measure. Validity is critical in ensuring research findings are meaningful, reliable, and accurately reflect the concepts or variables under study (Mugenda & Mugenda, 2019). The study made use of content validity. This was appropriate for the study in that it looks at whether the instrument adequately covers all the content that it should with respect to the variable. It also checked the format of the instrument.

To assess the reliability of our measurement tools, the study will use Cronbach's alpha, as Neuman (2014) recommended. This statistical measure estimates the internal consistency of a questionnaire containing Likert scale questions. Ensuring that all variables in the model are reliable is important to ensure the study's validity. Taherdoost (2017) states that a Cronbach alpha coefficient of 0.7 or higher was generally considered a strong reliability indicator.

Both qualitative and quantitative data were produced by the study, and completed surveys that were brought back from the field were carefully examined to make sure all the questions had been addressed. The Statistical Package for Social Scientists was then used to modify, code, and input the data into the computer (SPSS). The SPSS's descriptive statistics features were used to analyze the data. Data was presented using tables, charts, and graphs.

## RESULTS

The study administered 180 structured questionnaires to employees at the National Police Service Commission for filling and analysis of responses given. The responses are as illustrated table 4.1;

**Table 4.1:** Response rate

Response	Frequency	Percentage
Filled questionnaires	137	76.1%
Nit filled	43	23.9%
<b>Total</b>	<b>180</b>	<b>100%</b>

**Source:** Research data (2024)

As shown in table 4.1; 137 of the targeted participants filled and returned the questionnaire for analysis, this formed an 76.1% representative of all the participants targeted. However, 23.9% failed to fill or return the questionnaires for analysis. The response obtained was far above average representation, hence, the data obtained was used to reflect the position of all the targeted population.

A pilot study of the data collection instrument was conducted at the Teachers Service Commission with 18 members of staff engaged which form 10% of the study sample size. The area selected for the study questionnaire pretesting was not included in the real studies due to the suitability of the researcher, so eliminating bias. The goal of the pilot study was to test the research methodology and procedure while reducing the possibility of error and identifying any issues early on. The results are presented in the sections below;

The test was done to check on the consistency of research instruments based on a Cronbach alpha. The results are illustrated in the table 4.2.

**Table 4.2:** Reliability results

Factor	Number of items	Cronbach's alpha
Promotion	6	.758
Training	6	.723
Work environment	6	.802
Job security	6	.830
Employee performance	6	.786

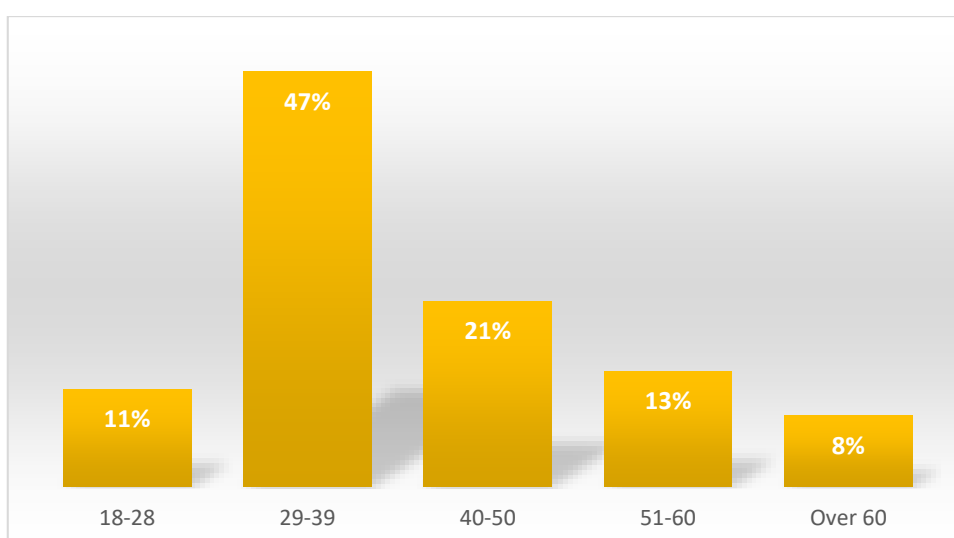
**Source:** Research data (2024)

As shown in table 4.2 above; Promotion had a Cronbach alpha of .758; Training had a Cronbach alpha of .723; Work environment had a Cronbach alpha of .802, Job security had a Cronbach alpha of .830 and employee performance had a Cronbach alpha of .786. From the findings, the statements provided had an alpha of more than 0.7, hence the research instruments were reliable for use in the study. The questionnaire data was consistent and appropriate in carrying a full-scale study and generalizing the findings of the study at NPSC. According to Porter (2019) a measurement scale having a Cronbach’s coefficient above 0.70 is acceptable as an internal consistent scale so that further analysis can be possible.

Validity refers to the extent to which a study accurately measures the values it intends to measure and replicates the genuine differences among the participants (Cooper & Schindler, 2014). Content validity refers to the extent to which an instrument addresses the key aspects of the study's research questions. Establishment of content validity optimized expert judgment by the study supervisors. The study was presented to a panel of college lecturers and approved the questionnaire to be used in the collection and analysis of findings.

### Age and Motivation

The study sought to establish the age distribution of participants and the findings are illustrated below; **Figure 1:** Participants age.



**Source:** Research data (2024)

As shown in the Figure 1, age group 18-28 years had a 11% representation, age group 29-39 had a 47% representation; age group 40-50 years had a 21% representation, age group 51-60 years



had a 13% representation and age group over 60 had an 8% representation. From the findings, it's evident that majority of staff at NPSC are very youthful. This study established motivation varied with age showing that younger members of staff responded mostly to Extrinsic motivators while the older employees respond better to intrinsic motivators with Mean worker age at 35 years old. Empirical review largely supports this finding.

A study on age related difference in work motivation by Ilke, Jesse and Dave (2012), among in a comparative samples of 9,388 and 2,512 established a statistically significant relationship, indicating that motivation varies with age, analysis indicate that older members of staff are less motivated by extrinsic motivators but more by intrinsic motivators, key difference across age indicated that older employees were less motivated by competition but more by power, need for autonomy and flexibility than younger employees. Younger employees tend to prefer Ease and job security, recognition by seniors, job status, job progression and material reward. Its worth noting that major changes occur at an approximate age of 35 years across various parameters. These findings are in agreement with this study's findings.

Similar findings were established by Hartel and Zacher (2018) who based on his findings advocates for age-differentiated human resource management on research on Age Differences in Motivation. He established that learning goals are preferred more by young employees, while goals geared to regulating emotions appeal more to older employees.

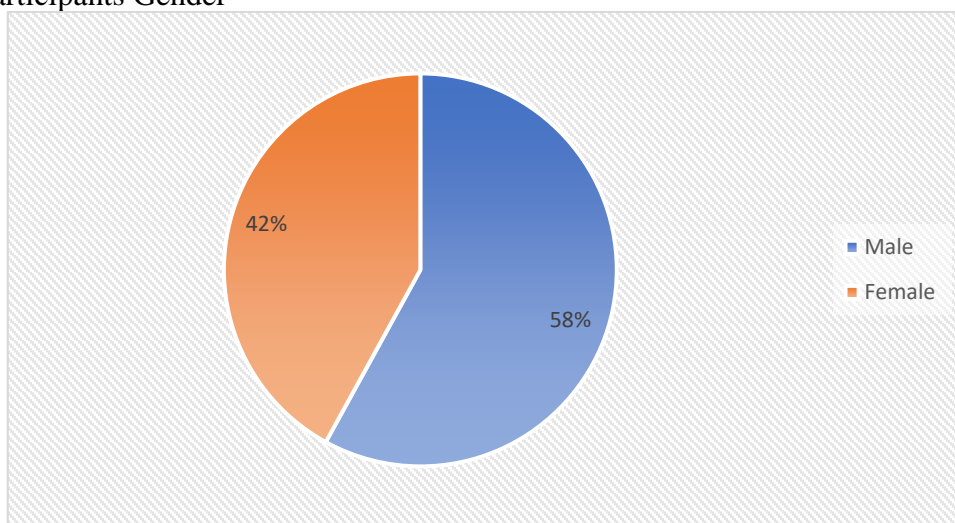
Optimising a person-centred perspective, Keith (2016) established differences in growth motives along age profile, with the younger responding better that the older employees. Similarly, Hitka et al (2019) studying a sample of 7,594 on age related sub strains of motivation established that variations on antecedents of motivation across employee age difference. He posits that this study let to designing Incentive plans for intercultural teams in Russia and China.

However, Christian (2015), argues in his findings that work motivation does not really linearly decline with age particularly for workers over 50 years of age. Proposing for the need to put more research effort on age-sensitive motivation that 'age-free' theories and models of motivation in favour of metatheories of motivation through longitudinal studies.

### Gender and Motivation

The study sought to establish the gender composition of study participants and the findings are illustrated in Figure 2.

**Figure 2:** Participants Gender



**Source:** Research data (2024)

As shown in the figure above, male participants had the highest representation at 58% while females were the minority with a 42% representation. The male gender was slightly favoured; however, the difference was minimal. Despite the male dominion on the staffing levels, some thin

difference is observed on the way male and female respond to employee motivators (Male: 49%, Female 51%). Literature provides ambivalent findings too on this matter.

Optimising gender as a dichotomous moderator among 330 IT based employees and employing the use of structural equation modelling (CFI=0.756; TLI=0.602; RMSEA=0.072), Messner (2017) established that female employees seem to have a higher level of organisational commitment than their male workers, He however establishes gender differences when it comes to how organisational and employee climate motivates male and female workers. While investigating Education and gender-based differences in worker motivation, Hitka et al. (2018) established a significant variation based on gender difference among employees in European countries. Chepkemoi et al. (2022) established revealed a positive relationship ( $r=0.689$ ;  $p<0.05$ ) between gender diversity on employee output amongst workers of County Governments in Kenya.

However non consistent findings to this study are found in the works of Safina, Qaiser and Zubair (2016) in their study among heads of secondary schools in Pakistan established no significant difference ( $t= -0.060$ , Intrinsic and  $t= 0.30$ , extrinsic) between male and female heads of higher secondary schools particularly regarding intrinsic and extrinsic dimensions of worker motivation. Similar finding is those from the works of Biri and Iwu (2014) on motivation, performance e and gender differentials amongst 600 workers who also established no significant correlation ( $F(1, 2651) = .285 < \text{critical } F = 4.96$  at 0.05 level of significance) between gender and job motivation and also job performance.

## CONCLUSION

With this study's result coupled with supporting literature, it is concluded that employees age influences individual work motivation; similarly, employees respond to staff motivation differently, the young employees responding better to extrinsic motivators while older employees respond better to intrinsic motivators. This study further concludes that The Gender though having little influence on employee motivation, this difference is still evocative to be ignored.

## RECOMMENDATION AND FUTURE SCOPE

The study recommends that for organisations to holistically motivate their employees, it will be necessary to consider aligning employee motivation strategies and programs to employees' age and gender, but age first. Human resource professionals are advised to adopt better and more age and gender specific and targeted decisions when managing employee motivation. It is imperative that the 'Freudian theory' of enchanting masculinity and male anatomy as the human standard while presuming femininity and female anatomy as eccentricity from the standard as posited by Hare-Mustin and Marecek (1988) is not a justifiable assumption for managing organisational employees. Finally, this study advocate for enhanced gender-differentiated employee motivation research.

## REFERENCES

- Alderfer, C. "*Existence Relatedness and Growth*", 4th Edition. Collier Macmillan London. **1972**.
- Biri, E. U., & Iwu, C. G. "Job Motivation, Job Performance and Gender Relations in the Broadcast Sector in Nigeria", *Mediterranean Journal of Social Sciences*, Vol. **5**, Issue. **16**, **191-198**, **2014**.
- Chang, Y., Hou, R. J., Wang, K., Cui, A. P., & Zhang, C. B. "Effects of intrinsic and extrinsic motivation on social loafing in online travel communities", *Computers in Human Behaviour*, Vol. **109**, **2020**

- Chen, Y., Dai, R., Wang, L., Yang, S., Li, Y., & Wei, J. "Exploring donor's intention in charitable crowdfunding: intrinsic and extrinsic motivations", *Industrial Management & Data Systems*, Vol. **121**, Issue. **7**, **1664-1683**, **2021**.
- Chepkemoi, G., Rop W., & Chepkwony, P. "The Relationship between Gender Diversity and Employee Performance in the County Government of Bomet, Kenya", *East African Journal of Business and Economics*, Vol. **5**, Issue. **1**, **90-98**, **2022**. <https://doi.org/10.37284/eajbe.5.1.564>.
- Christian, S. R. "Work motivation and aging", *Encyclopedia of Geropsychology*. **2015**. DOI.10.1007/978-981-287-080-3.
- Duan, H., Fernández, G., van Dongen, E., & Kohn, N. "The effect of intrinsic and extrinsic motivation on memory formation: insight from behavioural and imaging study", *Brain Structure and Function*, Vol. **225**, **1561-1574**, **2020**.
- Good, V., Hughes, D. E., Kirca, A. H., & McGrath, S. "A self-determination theory-based meta-analysis on the differential effects of intrinsic and extrinsic motivation on salesperson performance", *Journal of the Academy of Marketing Science*, Vol. **50**, Issue. **3**, **586-614**, **2022**.
- Hertel, G. & Zacher, H. "Managing the Aging Workforce", *The SAGE Handbook of Industrial, Work, & Organizational Psychology*, 2nd Edition, Vol. **3**, **396-428**, **2018**.
- Hertel, G., Thielgen, M., Rauschenbach, C., Grube, A. & Krumm, S. "Age-Differentiated Work Systems", *Springer-Verlag Berlin Heidelberg*, **119-147**, **2013**. DOI: 10.1007/978-3-642-35057-3\_6.
- Herzberg F. "*Work and the Nature of Man*. Granada Publishing", New Jersey USA. **1974**.
- Herzberg F. "The Motivation to Work", 2nd Edition. John Wiley's. London. **1959**.
- Hitka, M., Kozubíková, L., Potkány, M. "Education and gender-based differences in employee motivation", *Journal of Business Economics and Management*, Vol. **19**, Issue. **1**, **80-95**, **2018**.
- Hitka, M., Rózsa, Z., Potkány, M., & Ližbetinová, L. "Factors forming employee motivation influenced by regional and age-related differences", *Journal of Business Economics and Management*, Vol. **20**, Issue. **4**, **674-693**, **2019**. <https://doi.org/10.3846/jbem.2019.6586>
- Iike, I., Jesse, S., & Dave, B. "Age difference in Work Motivation", *The British Psychological Society*. Vol. **85**, **300-329**, **2012**.
- Karlen, Y., Suter, F., Hirt, C., & Merki, K. M. "The role of implicit theories in students' grit, achievement goals, intrinsic and extrinsic motivation, and achievement in the context of a long-term challenging task", *Learning and Individual Differences*, Vol. **74**, **2019**.
- Keith, L. Z. "The Impact of Age on Workplace Motivation", *Wayne State University Dissertations*. Paper **1499**, **2016**.
- Kusumawati, M. D., Fauziddin, M., & Ananda, R. "The Impact of Reward and Punishment on the Extrinsic Motivation of Elementary School Students", *Al-Ishlah: Journal Pendelikon*, Vol. **15**, Issue. **1**, **183-192**, **2023**.

- Liu, Y., Hau, K. T., Liu, H., Wu, J., Wang, X., & Zheng, X. "Multiplicative effect of intrinsic and extrinsic motivation on academic performance: A longitudinal study of Chinese students", *Journal of personality*, Vol. 88, Issue. 3, 584-595, 2020.
- Locke, E. A., & Schattke, K. "Intrinsic and extrinsic motivation: Time for expansion and clarification", *Motivation Science*, Vol. 5, Issue. 4, 277, 2019.
- Mardanov, I. "Intrinsic and extrinsic motivation, organizational context, employee contentment, job satisfaction, performance and intention to stay", In *Evidence-based HRM: A Global Forum for Empirical Scholarship* Vol. 9, Issue. 3, pp. 223-240, 2020.
- Messner, W. "The role of gender in building organisational commitment in India's services industry", *IIMB Management Review*, Vol. 29, 188-202, 2017.
- Mugenda, O., & Mugenda, M. "*Research Methods – Quantitative and Qualitative Approaches*", Nairobi: ACTS Publishers. 2019.
- Nguyen, T. M. "Do extrinsic motivation and organisational culture additively strengthen intrinsic motivation in online knowledge sharing? An empirical study", *VINE Journal of Information and Knowledge Management Systems*, Vol. 50, Issue. 1, 75-93, 2020.
- R.T. Hare-Mustin, J. Marecek, "The meaning of difference. Gender theory, postmodernism, and psychology", *American Psychologist*, Vol. 43, Issue. 6, pp. 455-464, 1988.
- Safina, M., Qaiser, S. & Zubair, A. "A Gender Based Study on Job Satisfaction among Higher Secondary School Heads in Khyber Pakhtunkhwa, (Pakistan)", *Journal of Education and Practice*, Vol. 7, Issue. 19, 46-62, 2016.
- Tokan, M. K., & Imakulata, M. M. "The effect of motivation and learning behaviour on student achievement", *South African Journal of Education*, Vol. 39, Issue. 1, 2019.
- Vilnai-Yavetz, I., & Levina, O. "Motivating social sharing of e-business content: Intrinsic motivation, extrinsic motivation, or crowding-out effect?", *Computers in Human Behaviour*, Vol. 79, 181-191, 2018.
- Wang, X., Lin, X., & Spencer, M. K. "Exploring the effects of extrinsic motivation on consumer behaviours in social commerce: Revealing consumers' perceptions of social commerce benefits", *International Journal of Information Management*, Vol. 45, 163-175, 2019.
- Xue, Y., Gu, C., Wu, J., Dai, D. Y., Mu, X., & Zhou, Z. "The effects of extrinsic motivation on scientific and artistic creativity among middle school students", *The Journal of Creative Behaviour*, Vol. 54, Issue. 1, 37-50, 2020.
- Zeng, D., Takada, N., Hara, Y., Sugiyama, S., Ito, Y., Nihei, Y., & Asakura, K. "Impact of intrinsic and extrinsic motivation on work engagement: a cross-sectional study of nurses working in long-term care facilities", *International journal of environmental research and public health*, Vol. 19, Issue. 3, 1284, 2022.