Machová, Renáta; Zsigmond, Tibor; Zsigmondova, Annamaria et al.

Article

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Renata Machova,
Ph.D., Associate Professor, J. Selye University, Slovakia
 ORCID ID, 0000-0002-7817-0187
email: machovar@ujs.sk
Tibor Zsigmond,
Ph.D., Assistant Professor, J. Selye University, Slovakia
 ORCID ID, 0000-0002-2581-5519
email: zsigmondt@ujs.sk
Annamaria Zsigmondova,
J. Selye University, Slovakia
 ORCID ID, 0000-0002-9128-391X
email: zsigmondova.annamaria@student.ujs.sk
Zoltan Seben,
Ph.D., Assistant Professor, J. Selye University, Slovakia
 ORCID ID, 0000-0002-6081-4028
email: sebenz@ujs.sk

Correspondence author: zsigmondt@ujs.sk

EMPLOYEE SATISFACTION AND MOTIVATION OF RETAIL STORE EMPLOYEES

Abstract. *In the 21st century, the rapid technological development in different innovations has not reduced the value of human capital. It is considered to be the most valuable capital of businesses and acts as a driving force of business activity. The perception of human capital should be essential since it has a real impact on the business's success. In human resources management, it is necessary to keep in mind one of the basic functions of management: motivation, planning, and organizing. The main goal of this article is to identify the critical determinants of motivation factors of the human resources capital in the retail sector. An adequately motivated employee is a key to achieving the company goals since employee motivation maintains customer satisfaction and loyalty. Based on the results, the most popular motivation tools proved to be the financial incentives in the form of salary increases or bonuses. In the case of generational differences, there is no difference in the degree of satisfaction with the salary. The employees expressed to be less satisfied with their workplace's communication and leadership style. They have no decision-making power at all. Besides, they do not really feel a sense of belonging somewhere. The members of Generation Z are less satisfied with job security than the representatives of older generations. Most of the retail employees do not find their work interesting or diverse. On the other hand, they think the pace of the work is too fast, but they are well prepared for the work they are doing. Based on the answers, most of the respondents disagree with the inappropriate style of feedback they receive from the managers. The members of Generation Z feel that they cannot adequately utilize their knowledge and skills at their workplaces. They get more criticism than praise than the representatives of older generations.*
Keywords: motivation, satisfaction, retail store, retail store employees, human resources.

Introduction. Nowadays, it is more and more difficult to motivate the employees because of the old approach. Money and financial benefits are the most appropriate tools of motivation. Currently, some research and studies support that this attitude has changed. If the company wants to increase employee efficiency, it should apply the appropriate management approach and increase motivation to achieve the company goals. There are two reasons employee satisfaction is important for the company. One reason

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is morally motivated is that people spend most of their time at work. It is a moral obligation of the organization to create circumstances where the employees could feel that their objectives are met. The second main reason is economical because of satisfaction and commitment impact profitability and competitiveness. Less satisfied employees are difficult to mobilize to reach organizational goals. These employees will not be committed to the company. The performance of dissatisfied employees remains low. There is an increasing danger of losing talented employees.

Satisfaction and commitment are two different terms. Satisfaction is a pleasant, positive emotional stat related to an individual's work and work experience. Satisfaction could be described as a state where the conditions created for employees are natural and support them in achieving their personal goals.

In the simplest context, commitment means that the employee finds compulsory tasks defined as company goals. Commitment is usually an active form of satisfaction. It is innovative, creative, value-creating behavior for achieving company goals. Increasing organizational competitiveness depends on optimal utilization and development of human resources. It is crucial to apply those incentives and motivational tools to achieve real and voluntary goals.

Measuring employee satisfaction is a complex task since satisfaction couldn't be measured directly but with the help of different indicators. Measuring employee satisfaction is important for the organization. Employers have to be informed about the satisfaction level of their employees and the factors that make their employees satisfied. The survey results help the organizations to implement an efficient management style. It contributes to formulating the appropriate compensation system and determining the necessary organizational development steps (Zakrzewska et al., 2022a; 2022b). Remarkably, the quality of satisfaction surveys depends on the measurement's reliability, validity, and accuracy. Two types of mistakes could occur during measuring employee satisfaction. A lack of validity is a systematic error, while a lack of reliability is a kind of random error. Validity shows whether the measurement tool measures what it was designed for and reflects the concept's meaning. Different categorizations of methods for measuring employee satisfaction can be found. The methods fall into two categories: subjective and direct, e.g., questionnaire survey. This method is used to assess how employees evaluate different aspects of their work. The second group is formed by objective tools used to map the actual situation. The most appropriate methods are workplace monitoring and examining the company data and documents. Most companies apply questionnaire surveys to measure employee satisfaction. The method has more benefits. Noteworthy here, it is relatively inexpensive, fast, and ensures the respondent's anonymity. The results obtained are easy to quantify, standardize and compare with the existing data. Difficulties are experienced because employees do not always provide honest answers. Some of them would like to hide their opinion about the level of employee satisfaction, while others find it difficult to express their opinion. Satisfaction is not an absolute phenomenon. It has no upper limits, as dissatisfaction has no lower limit.

Literature Review. Motivation could affect labor productivity (Metzker et al., 2021; Bobenic Hintosova et al., 2021). According to Hitka et al. (2020), there isn't a universal prescription to motivate employees. Mura et al. (2019) shared this view stating: «There is no guaranteed unified model that could be used with the same result in each company». Still, there are some new models about motivation. The motivational spectrum model shows that an optimal motivational state is achieved if psychological needs are met. If the 3 psychological needs are met, the individual develops an integrated and coordinated motivation. If the 3 psychological needs are dissatisfactory, the individual develops a suboptimal state of motivation. External factors influence the motivation of an individual. According to the theory, the real nature of motivation is about the individual, who is born to learn, develop and enjoy his work, remain productive, develop a positive attitude, make a positive contribution to the happenings around himself/herself. The individual is not forced to do this because of external factors but because of his/her nature. The motivational spectrum model helps to understand what aspects motivate the individual's actions. These conditions are neither constant nor continuous. They could change at any time. These are the following:

- disinterest – the individuals find no value, waste time, feel overwhelmed;
- extrinsic motivation – the individuals would like to prove their abilities;
- forced motivation – the individuals have to complete the task since otherwise, they feel guilty
- coordinated motivation – the individuals are capable of conducting the task and providing an added value
- integrated motivation – associate professional or life goal with the activity
- intrinsic motivation – the individuals love the activity
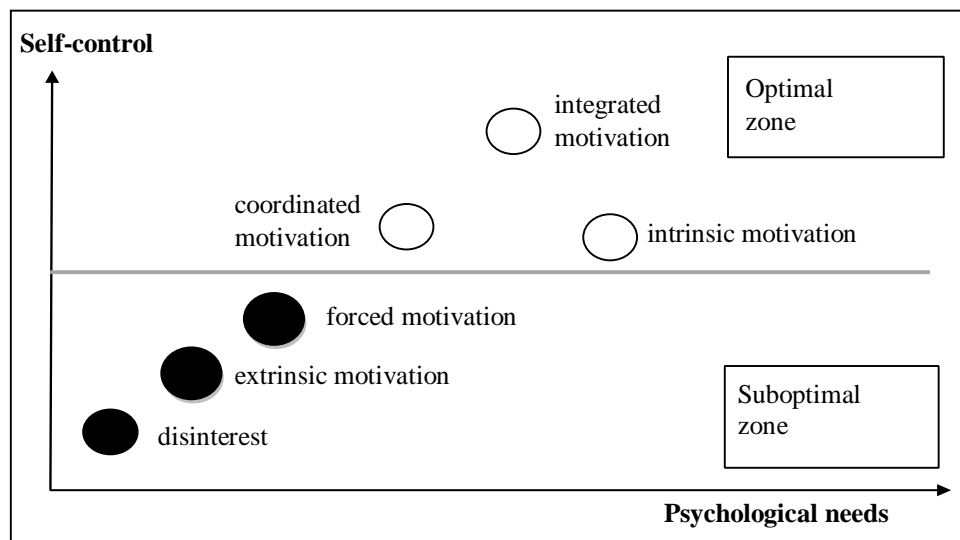
Figure 1. Motivational spectrum model

Sources: developed by the authors on the basis of (Fowler, 2015).

It is clear from the model that disinterest, extrinsic motivation, and forced motivation fall into the suboptimal zone. Low-quality motivational tools fuel these. The coordinated, integrated, and intrinsic motivation is due to high-quality motivational tools in the optimal zone. It is important to know how suboptimal and optimal conditions affect wellbeing (Szilard et al., 2021; Jaskeviciute, 2021; Jaskeviciute et al., 2021), productivity, and performance of the individuals. The 3 optimal motivational states require more preparation and thinking. However, the result in high-quality positive energy and positive feelings will lead to sustainable results. If leaders promise financial incentives, pressure appears, resulting in a suboptimal motivation state, leading to indifference, excentric, and forced motivation. The basis of motivation is to satisfy the psychological needs of the individual. These are autonomy, belonging somewhere, and competence. These terms could be summarized as ARCs. These needs are essential to the development and prosperity of the individual. Autonomy means that the employees have a certain degree of control, and decision-making is delegated to them. Belonging somewhere is a need to care about others and be cared for by them. For a long time, employees were forbidden to initiate and develop social relationships in their workplace. It could destroy the feeling of belonging somewhere and the employee's performance. It is important for the employee to feel that they belong to a group characterized by cohesion. Competence is about feeling successful and achieving results. Pieces of training evoke a sense of competence. Thus, employees could learn and develop (Fowler, 2015; Morley et al., 2016; Vlacsekova and Mura, 2017; Mura and Svec, 2018; Mieke et al., 2019; Al Karim, 2019, Minarova et al., 2021).

The 9m Model is associated with Mathe et al. (2011). The authors created 3 main dimensions and classified 3 – 3 – 3 factors influencing motivation into each dimension. Remarkably, the 3 main factors are life, networking, and development. The first group contains lifestyle, work, and private life factors.

These might include the time spent in and out of the workplace and with family and friends. The next group of factors was named «development». This group is related to workplace achievements and development. Employees would like to feel that their work creates value, and they could develop by conducting various tasks. They would be recognized and appreciated by their leaders, who provide further motivation for work. The latest dimension is networking. It is one of the most important among the company values. The mission and vision of the company determine the company's goals. This group also includes the relationship between the employees (Balogh and Nagy, 2018).
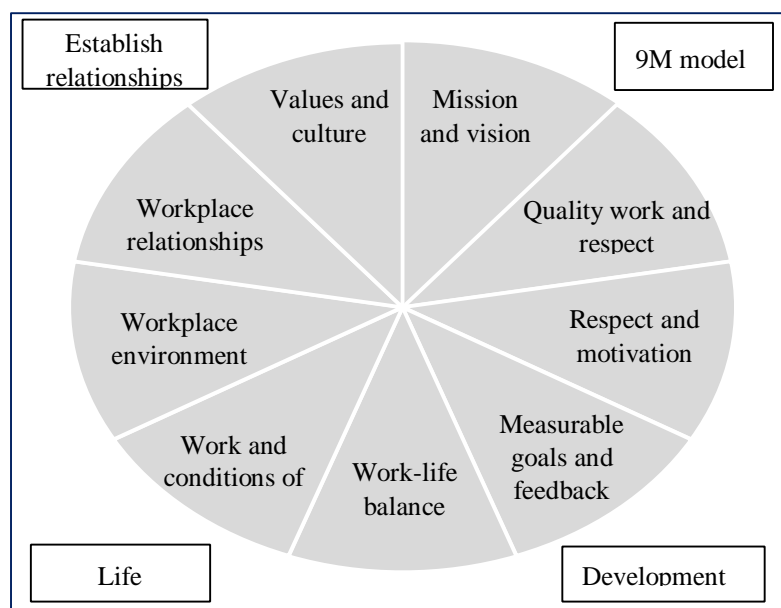
Figure 2. 9M Motivational model
Sources: developed by the authors on the basis of (Mathe et al., 2011).

According to motivation 3.0, employees are no longer primarily motivated by financial recognition and incentives. If the employee gets the basic wage that provides financial security and feels satisfied, money would not be an important motivation tool. If leaders would like to motivate employees with financial incentives or salary increases and require higher performance, they might be less likely to work. As one of the most important tools, it is necessary to mention that the employee needs to be independent. They have the possibility to improve and utilize their skills. The theory differentiates two kinds of employees. Type X employees prefer external desires. This type of employee is more concerned with the reward for completing a particular task than the feeling of satisfaction completing the work. Type I employee is more obsessed with intrinsic desires. The main motivation is the challenge and freedom in completing the task. Financial reward is less important than the individual's satisfaction with completing the task. The individuals born with this type of behavior could not learn it. It improves performance, health, and wellbeing. The basic idea of Motivation 3.0 is that one is driven by a sense of satisfaction and intrinsic desires. They are not motivated by excentric motivational tools. Challenge and satisfaction are the most important for

these types of individuals. Experiments and observations have shown that excessive motivation resulted in the loss of enthusiasm in the case of employees. Those with intrinsic motivation feel better, respect themselves and develop better relationships with others. To achieve professional success and self-realization, the individuals should approach the Type I form of behavior. Intrinsic motivation has 3 elements:

- independence – desire to take control;
- professional sophistication – desire to be better and improve in important tasks, become experienced in a particular field;
- purposefulness – the quality of knowing what the individuals intend to do (Pink, 2010).

According to Jankelova et al. (2020), job satisfaction is influenced by age, education, and job position factors. There are several generations present on the market at the same time. These generations have their characteristics, values, life experience, and motivation. Each of the generations is motivated to achieve its goals. What is important for the representatives of these generations is made up of 3 elements: in which phase of life currently the individual is in psychological and physiological terms, the current social and economic conditions, i.e., those events that have an impact on the purchasing power of the individual, the cohort memories that shape them and have an impact on their lives. These are common to all members of a given generation. These would determine and differentiate the habits associated with different generations (Smith and Clurman, 2003; Hitka et al., 2019).

The values represented by generations are different. The experts have to consider what values the representatives of different generations have in mind and what are important. It would be important for the leaders to keep this in mind and develop values for members of the younger generation (Fowler, 2015; Bilan, 2020)

Different generations' behavior, way of thinking, attitude, flexibility, and technical skills differ. These generations need to cooperate, and the leaders have to detect their differences. 6 generation groups could be differentiated, and they have different characteristic features.

Table 1. Classification of generations

Name of the generation	Interval (in years)
Veterans	1925-1945
Baby Boomers	1946-1960
Generation X	1961-1980
Generation Y	1981-1995
Generation Z	1996-2010
Generation Alpha	After 2010

Sources: developed by the authors on the basis of (Bencsik et al., 2016).

Friends and maintaining relationships with friends are essential for Generation X. They are worried about their own lives and not moved by community goals. The most important value for them is the change. As fresh graduates, they had easy conditions entering the labor market and faced rejection later in adulthood. Generation X is considered to be the most qualified and reliable generation, who work very well in a team. They became experienced during the uncertain years of political change in the 1990s. In addition to hard work, they believe in practical aspects of work. Besides, they are professionally sophisticated. Generation X masters the skill of fast response and are open to new challenges. They have already recognized that language skills are essential to progress in the labor market. Building a career has become an important part of their life. It had an impact on their families as well. This generation is less family-oriented and has fewer children than the previous generation. Company loyalty is important for Generation X. They feel proud of their company's work (Khan et al., 2021). Further motivational tools for the generation are, e.g., a theatre ticket, pension program, end-of-the-year bonus (wellness), and of

course, they prefer family-friendly workplaces (Bencsik et al., 2016)

Generation Y was the first generation born into the world of technology. They feel the world of technology is close, find it easy to acquire technological knowledge, and find easy-to-use technological tools. The Internet and the world of technology are familiar to them. They use technological devices as part of their everyday life. Using social networking sites is an essential part of their daily conversations. They communicate on virtual platforms; they are usually available online. Friendships are rarely made directly; this has shifted into virtual platforms. They have controversial personalities. It is easy for them to change the workplace if it does not meet their expectations. Most of the members of Generation Y present on the labor market have a university degree. They leave the workplace immediately after work time is over and do not make any extra effort. Their colleagues mainly represent Generation X. They need to do the work they envisioned for themselves and want to enjoy it. If they do not feel comfortable in their workplace, do not hesitate to move on and change. Money, career, and success are essential for them. They have already mastered that these factors help them make progress in the consumer society. Their primary motivation is success and progress. Traditional values and family gain less importance, but the work-life balance is important. They are afraid of growing up and taking on responsibility (Bencsik et al., 2016; Tari, 2010; Tekin and Turhan, 2020).

Soulez and Soulez (2014) differentiated four groups based on similar work values within Generation Y. The first group is formed by those seeking safety. They obtained the lower qualification, and their main motivation is to keep their positions. Career-oriented individuals would like to work for high-prestige companies with high income. The career-seekers find the work-quality balance important and prefer the diversity of tasks and work-life balance. The last group is formed by those employed in low-profile companies, have no desire for higher positions, and mainly conduct routine tasks. Generation Y is difficult to motivate. They are usually dissatisfied with their work since they constantly seek challenging tasks accompanied by higher responsibility. They do not appreciate the investment into pieces of training and change their workplace immediately if they feel dissatisfied. They are also characterized by a lack of effort invested in their work and require immediate feedback and reward. Some researches present controversial data. According to Kowske et al. (2010), the representatives of Generation Y are more satisfied with their work than the representatives of older generations.

In contrast, Cennamo and Gardner (2008) concluded that the representatives of Generation Y find it easy to leave their jobs, which is not characteristic of Baby Boomers or Generation X. However, there were no differences found in satisfaction and commitment to work. The significant difference was found in commitment to work among the representatives of Generation X (Meretei 2017; Žúborova 2018).

Generation Z is also known as the Facebook generation. They were born in the technology era and feel comfortable with technological gadgets. Technology and the Internet are essential for them. They are present in cyberspace by using different devices. Generation Z is considered to be the first global generation since they were born in the era of technology. They use the Internet to find solutions for their problems. The representatives of Generation Z are an excellent workforce. They reached a high level of technical and language skills. They have strong intrinsic motivation. Besides, they build their careers and work for themselves. They need to find the appropriate work-life balance. Many of them are afraid of unemployment and difficulties moving on or developing. They are happy to work in a team and share their knowledge. Practical skills and intelligence could characterize them. The representatives of this generation are looking for challenges and do not afraid of change. As for negative qualities, impatience and the lack of ability to fight for good things can be mentioned (Tari 2011; Bencsik and Machova, 2016; Csizarik-Kocsir et al., 2021; Garai-Fodor et al., 2021).

Table 2 shows similarities and differences as well. The company management must address the significant differences between the generations to achieve the company objectives (Bencsik and Machova, 2016).

Table 2. Differences between the generations

	Generation X	Generation Y	Generation Z
Relationships Objectives	face-to-face, virtual creating safe conditions	basically virtual competition for position	virtual and weak relationships focusing on present
Values	hard work, curiosity, practical skills	flexibility, broad but not deep knowledge, success-orientation, creativity	quick response, initiative ability, fast access to information, focus on content
Self-realization	fast promotion	immediate need for self-realization	doubt the necessity of self-realization
Motivation	financial incentives, status	individual freedom, the possibility for decision-making, competition, self-realization	immediate remuneration, freedom
Development, training	flexible, short pieces of training	quick, tailored to individual needs IT based	based on interest

Sources: developed by the authors based on (Bencsik and Machova, 2016).

Methodology and research methods. It is getting more difficult for companies to find the appropriate workforce. When the appropriate candidate is found for the position, appropriate motivational tools are needed to retain the employee and motivate higher performance. Motivation and retaining the employee should be a common goal since it would attract new employees and motivate the existing ones. The main goal is to find these motivation tools and utilize them. The presence of different generations in the labor market is real. It is important to find ways of cooperation between them. The researcher team wanted to know what kind of relationship exists between the generations in the labor market. Secondary sources (articles published in scientific journals, books, and monographs) were used to elaborate the theoretical background of this article. The main research questions were how satisfied employees are with the factors affecting their work and the company and how they contribute to employee satisfaction. The next question was, which are the most efficient motivation tools applied for different generation groups, and what problems occur during the cooperation of varying generation groups. Following the review of the scientific literature, hypotheses were formulated. The most appropriate research method was selected to support or reject the hypotheses. A questionnaire survey was conducted as a widespread form of a quantitative method for primary research. The following hypotheses were set, and conclusions were drawn after evaluation of the questionnaire survey:

H1: There is a difference in the degree of satisfaction regarding the employee salary between generations

H2: There is a difference in the degree of satisfaction in the case of the listed statements between different generation groups.

H3: There is a difference in evaluating job characteristics between the representatives of different generation groups.

H4: There is a difference in evaluating motivation tools addressing employee wellbeing between different generations.

The questionnaire survey included closed, semi-closed, and scaled questions. In turn, 127 respondents submitted the completed questionnaire. The SPSS statistical program was used to evaluate the obtained answers. In this line, Kruskal-Wallis H tests were used for hypothesis testing. The hypotheses were examined at a 0.05 significance level.

Results. The study wanted to examine the most effective motivation tool for the employees. 7 types of motivation tools were specified, and the respondents were provided a further option to choose «other». It was a multiple-choice question, where the respondents could choose more than one option. Due to that,

overlaps could be discovered in the provided answers. Different financial incentives were assumed, which are the most efficient motivation tools for all generation groups. Financial incentives were used in terms of salary increases and bonuses. The assumption was confirmed since most of the respondents marked these two forms of financial incentives as effective motivation tools. The least efficient motivation tool among Generation Z and Y representatives was the independence provided by the company. Teamwork is the least motivating for the representatives of Generation X.

Table 3. The most effective motivation tools

Tool	Generation		
	Generation Z	Generation Y	Generation X
Salary increase	88.9%	82.2%	92.9%
Bonuses	68.5%	62.2%	53.6%
Praise	25.9%	13.3%	14.3%
More free time	13.0%	8.9%	7.1%
Self-improvement, professional training	14.8%	20.0%	17.9%
Independence	5.6%	4.4%	10.7%
Teamwork	7.4%	8.9%	3.6%
Other	14.8%	11.1%	14.3%

Sources: developed by the authors.

Since the financial tools are the most motivating ones, it is interesting to investigate to what extent the employees are satisfied with their salaries. According to the first hypothesis:

H1: There is a difference in the degree of satisfaction regarding the employee salary between generations

A four-point Likert scale was used to assess the opinion of the respondents. Value «1» on the Likert-scale means «absolutely satisfied», while value «4» means «absolutely dissatisfied». Table 4 presents the results.

Table 4. Degree of satisfaction with salary – Generation Z, Y, and X

Degree of satisfaction	Generation		
	Generation Z	Generation Y	Generation X
1	5.6%	6.7%	3.6%
2	27.8%	17.8%	14.3%
3	40.7%	37.8%	67.9%
4	25.9%	37.8%	14.3%

Source: developed by the authors.

The study wanted to examine whether being a member of a certain generation group impacts the degree of satisfaction or not. Since a Likert scale was used to assess the degree of satisfaction, the Kruskal-Wallis H test was chosen to examine the data.

Table 5. Mean Ranks – Hypothesis 1

	Generation	N	Mean Rank
Satisfaction with salary	Generation Z	54	60.44
	Generation Y	45	69.54
	Generation X	28	61.95
	Total	127	

Sources: developed by the authors.

Table 6. Test statistics – Hypothesis 1

	Satisfaction with salary
Kruskal-Wallis H	1.845
df	2
Asymp. Sig.	.398

Sources: developed by the authors.

In Table 6, the Kruskal-Wallis H test shows no statistically significant difference in satisfaction score between the different generation groups, $H(2) = 1.845$, $p = 0.398$, with a mean rank satisfaction of 60.44 for Generation Z; 69.54 for Generation Y and 61.95 for Generation X. This result did not demonstrate any connection of representing a certain generation group and the level of satisfaction with salary. The respondents were asked to evaluate the factors that contribute to their satisfaction. 9 statements were listed, and the respondents had to mark their level of satisfaction on a four-point Likert scale. Value «1» means «absolutely satisfied», while value «4» means «absolutely dissatisfied». Table 7 shows the detailed results.

Table 7. Degree of satisfaction with the given factors

Items	Degree of satisfaction			
	1	2	3	4
«Communication within the organization»	1.6%	37.8%	47.2%	13.4%
«Job security»	22.8%	52.8%	21.3%	3.1%
«Relationship between employees»	14.2%	45.7%	39.4%	0.8%
«Leadership style»	2.4%	37.8%	47.2%	12.6%
«Work-life balance»	29.9%	41.7%	26.0%	2.4%
«The opportunity to express one's opinion freely»	6.3%	52.0%	36.2%	5.5%
«Sense of belonging somewhere»	3.1%	31.5%	47.2%	18.1%
«Control and decision-making power»	2.4%	18.9%	48.0%	30.7%
«Feeling productive and successful»	11.0%	41.7%	37.0%	10.2%

Sources: developed by the authors.

The retail employees feel the least satisfied with «Control and decision-making power». 30.7% of the respondents felt absolutely dissatisfied. They are most satisfied with work-life balance, where 29.9% felt absolutely satisfied. The research wanted to examine whether being a representative of a certain generation group impacts the degree of satisfaction or not. The second hypothesis was the following:

H2: There is a difference in the degree of satisfaction in the case of the listed statements between different generation groups.

Likert-scale was used to assess the degree of satisfaction. In turn, the Kruskal-Wallis H test was chosen to examine the obtained data in detail.

Table 8. Mean Ranks – Hypothesis 2

No.	Items	Generation	N	Mean Rank
1	2	3	4	5
1.	"Communication within the organization"	Generation Z	54	61.31
		Generation Y	45	63.99
		Generation X	28	69.20
		Total	127	
2.	"Job security"	Generation Z	54	72.40
		Generation Y	45	55.72
		Generation X	28	61.11

Continued Table 8

1	2	3	4	5
		Total	127	
3.	"Relationship between employees"	Generation Z	54	64.64
		Generation Y	45	62.48
		Generation X	28	65.21
		Total	127	
4.	"Leadership style"	Generation Z	54	65.89
		Generation Y	45	63.56
		Generation X	28	61.07
		Total	127	
5.	"Work-life balance"	Generation Z	54	67.74
		Generation Y	45	59.33
		Generation X	28	64.29
		Total	127	
6.	"The opportunity to express one's opinion freely"	Generation Z	54	58.92
		Generation Y	45	66.16
		Generation X	28	70.34
		Total	127	
7.	"Sense of belonging somewhere"	Generation Z	54	62.19
		Generation Y	45	65.94
		Generation X	28	64.36
		Total	127	
8.	"Control and decision-making power"	Generation Z	54	64.83
		Generation Y	45	68.06
		Generation X	28	55.88
		Total	127	
9.	"Feeling productive and successful"	Generation Z	54	62.28
		Generation Y	45	62.17
		Generation X	28	70.27
		Total	127	

Sources: developed by the authors.

Table 9. Test statistics – Hypothesis 2

	1.	2.	3.	4.	5.	6.	7.	8.	9.
Kruskal-Wallis H	1.009	6.325	.147	.389	1.453	2.482	.301	2.271	1.192
df	2	2	2	2	2	2	2	2	2
Asymp. Sig.	.604	.042	.929	.823	.484	.289	.860	.321	.551

Sources: developed by the authors.

The Kruskal-Wallis H test showed no statistically significant differences in satisfaction scores in the case of 8 statements between the generation groups (Table 9). On the other hand, the results showed a difference between generations in the case of satisfaction with «job security». H(2) = 6.325, p = 0.042, with a mean rank of 72.40 for Generation Z; 55.72 in the case of Generation Y and 61.11 in the case of Generation X. Comparing the mean ranks, it could be assumed that the members of the younger generation (Gen. Z) are less satisfied with «job security» than the representatives of Generation Y and X.

The research wanted to assess the respondents' opinion about job characteristics. 9 statements were formulated, and a four-point Likert scale was used, where 1 means «absolutely agree» and 4 indicates «absolutely disagree» (Table 10).

Table 10. The degree of agreement with job characteristics

Statements	Degree of agreement			
	1	**2**	**3**	**4**
«My job is interesting»	0.0%	37.0%	42.5%	20.5%
«My job is diverse»	0.8%	39.4%	40.2%	19.7%
«My job means a challenge for me»	0.0%	1.6%	52.0%	46.5%
«I have a lot of work to do»	11.0%	58.3%	29.1%	1.6%
«The pace of work is fast»	28.3%	0.0%	44.9%	26.8%
«I am professionally prepared for the work»	38.6%	50.4%	0.0%	11.0%
«I can utilize my skills and knowledge at work»	3.1%	34.6%	51.2%	11.0%
«There is an opportunity for development and career-building»	0.0%	21.3%	54.3%	24.4%
«I have a stable job»	4.7%	65.4%	0.0%	29.9%

Sources: developed by the authors.

It can be summarized that most of the respondents do not find their work interesting or diverse. Employees do not find their work challenging and have a heavy workload. Besides, they feel they are professionally prepared for the work. Most employees feel that they cannot adequately utilize their skills and knowledge and have limited career opportunities. In the case of workplace stability, the answers are diverse. Nearly one-third of the respondents are not sure about work safety.

The study wanted to assess whether the perception of job characteristics shows a significant difference between the representatives of different generation groups. Hypothesis 3 was formulated as follows:

H3: There is a difference in terms of evaluating job characteristics between the representatives of different generation groups.

Since the dependent variables were ordinal (Likert-scale), the Kruskal-Wallis H test assessed the possible differences between the generation groups (Table 11).

Table 11. Mean Ranks – Hypothesis 3

No.	Job characteristics	Generation	N	Mean Rank
1	2	3	4	5
1.	"My job is interesting"	Generation Z	54	63.20
		Generation Y	45	64.08
		Generation X	28	65.41
		Total	127	
2.	"My job is diverse"	Generation Z	54	64.40
		Generation Y	45	62.16
		Generation X	28	66.20
		Total	127	
3.	"My job means a challenge for me"	Generation Z	54	67.91
		Generation Y	45	61.77
		Generation X	28	60.05
		Total	127	
4.	«I have a lot of work to do»	Generation Z	54	67.68
		Generation Y	45	61.41
		Generation X	28	61.07
		Total	127	
5.	«The pace of work is fast»	Generation Z	54	66.44
		Generation Y	45	65.74
		Generation X	28	56.48

Continued Table 11

1	2	3	4	5
		Total	127	
6.	«I am professionally prepared for the work»	Generation Z	54	66.35
		Generation Y	45	65.74
		Generation X	28	56.66
		Total	127	
7.	«I can utilize my skills and knowledge at work»	Generation Z	54	72.57
		Generation Y	45	57.66
		Generation X	28	57.66
		Total	127	
8.	«There is an opportunity for development and career-building»	Generation Z	54	62.48
		Generation Y	45	63.51
		Generation X	28	67.71
		Total	127	
9.	«I have a stable job»	Generation Z	54	65.10
		Generation Y	45	61.17
		Generation X	28	66.43
		Total	127	

Sources: developed by the authors.

Table 12. Test statistics – Hypothesis 3

	1.	2.	3.	4.	5.	6.	7.	8.	9.
Kruskal-Wallis H	.077	.253	1.443	1.209	1.737	1.764	6.194	.472	.630
df	2	2	2	2	2	2	2	2	2
Asymp. Sig.	.962	.881	.486	.546	.420	.414	.045	.790	.730

Sources: developed by the authors.

Kruskal-Wallis H test showed no statistically significant difference in perception of generations of job characteristics in the case of 8 statements formulated (Table 11-12). On the other hand, there is a statistically significant difference in the case of statement No 7 "I can utilize my skills and knowledge at work" between the examined generation groups, $H(2) = 6.194$, $p = 0.45$, with a mean rank score of 72.57 for Generation Z, 57.66 for Generation Y and Generation X. The study also examined the employee emotional wellbeing. 6 statements were formulated, and a four-point Likert scale was used in each case, where 1 meant «absolutely agree» and 4 «absolutely disagree». Some of the statements were reversed. Table 13 demonstrates the findings.

Table 13. Degree of agreement in the case of statements about employee emotional wellbeing

Statements	Degree of agreement			
	1	2	3	4
«The management involves me in issues concerning me»	3.9%	26.0%	62.2%	7.9%
«I often get feedback on my performance»	2.4%	22.0%	62.2%	13.4%
«If I make a mistake, the feedback I receive has an inappropriate style»	1.6%	11.0%	40.9%	46.5%
«I receive more criticism than praise»	7.1%	35.4%	41.7%	15.7%
«The management team can identify my needs and choose the appropriate motivation tool»	0.0%	16.5%	63.8%	19.7%
«My requests are respected by the management»	7.1%	44.1%	41.7%	7.1%

Sources: developed by the authors.

Based on the answers, most of the respondents (45.5%) absolutely disagree with the inappropriate style of feedback they receive from the managers. As this statement was reversed, the result could be considered positive. The ratio of respondents who feel that the management cannot recognize their needs and choose the appropriate employee motivation tool is high (19.7%). Even worse could be considered the results that most workplaces lack motivation tools to ensure their employees' wellbeing. The research wanted to assess whether there is a difference in perception of motivation tools addressing employee wellbeing from the perspective of different generation groups. The last hypothesis was formulated as follows:

H4: There is a difference in the evaluating motivation tools addressing employee wellbeing between different generations. Since the dependent variables were ordinal (Likert-scale), the Kruskal-Wallis H test assessed the possible differences between the generation groups.

Table 14. Mean Ranks – Hypothesis 4

No.	Statements	Generation	N	Mean Rank
1.	«The management involves me in issues concerning me»	Generation Z	54	61.01
		Generation Y	45	65.61
		Generation X	28	67.18
		Total	127	
2.	«I often get feedback on my performance»	Generation Z	54	62.08
		Generation Y	45	64.69
		Generation X	28	66.59
		Total	127	
3.	«If I make a mistake, the feedback I receive has an inappropriate style»	Generation Z	54	62.81
		Generation Y	45	63.00
		Generation X	28	67.89
		Total	127	
4.	«I receive more criticism than praise»	Generation Z	54	56.69
		Generation Y	45	64.26
		Generation X	28	77.88
		Total	127	
5.	«The management team can identify my needs and choose the appropriate motivation tool»	Generation Z	54	68.26
		Generation Y	45	58.82
		Generation X	28	64.11
		Total	127	
6.	«My requests are respected by the management»	Generation Z	54	61.42
		Generation Y	45	66.67
		Generation X	28	64.70
		Total	127	

Sources: developed by the authors.

Table 15. Test statistics – Hypothesis 4

	1.	2.	3.	4.	5.	6.
Kruskal-Wallis H	.879	.403	.485	7.021	2.216	.609
df	2	2	2	2	2	2
Asymp. Sig.	.644	.817	.785	.030	.330	.737

Sources: developed by the authors.

The Kruskal-Wallis H test showed no statistically significant difference in perception of motivation tools addressing employee wellbeing among different generations (Tables 14-15). The only statistically significant difference could be discovered in the case of the statement «I receive more criticism than

praise». H(2) = 7.021, p = 0.030, with a mean rank score of 56.69 for Generation Z, 64.26 for Generation Y, and 77.88 for Generation X. It was a reversed statement as well. Therefore, these scores could conclude that the members of Generation Z feel they get more criticism than praise than the representatives of Generation X.

Conclusions. Following the evaluation of research data, the amount of obtained information is adequate about the operation of companies and employee satisfaction. The results showed that the majority were formed by dissatisfaction, in contrast to those they expressed satisfaction with.

The most popular motivation tools proved to be the financial incentives in the form of salary increases or bonuses. It confirms the results of Sandhya and Kumar (2011), Asaari et al. (2019), and Naruetharadhol et al. (2021), who stated that salary is the most important contributing factor to motivation. If we consider financial incentives, most respondents would appreciate a higher salary. The salary increase would improve the motivation of the examined generation groups. Employees, who have worked for the company long time and prove to be reliable and valuable assets of the organization, should receive financial incentives to remain motivated. It is important that these employees feel valued by the organization, increasing their intrinsic motivation.

The employees expressed to be less satisfied with the factors influencing satisfaction, e.g., communication, decision-making power, leadership style, and the sense of belonging somewhere. They feel satisfied with job security and work-life balance. It is also positive that the employees feel well qualified and prepared for their work. On the other hand, it is a warning sign that most of them feel the pace of work too fast. It confirms the statement of Tedjasputra and Sari (2004), Martin and Knudsen (2010), Poliacikova (2016), Yilmaz and Kuvat (2021), according to which retail and other blue-collar employees' work has a fast pace. The company does not ensure the emotional wellbeing of the employees, i.e., the employees are not motivated, they receive feedback rarely. Besides, they are not involved in the issues concerning them. Employees should be provided variable tasks to do in their workplaces. It would help them to feel their work is less monotonous. The pace of work should be slowed down, and variable work activities have to be ensured. There are some tasks, which require precision, but more time to be completed. Time is not a crucial factor in this case since fast work could result in costly mistakes. The communication within the organization should be clear, accurate, fast, transparent, and purposeful since it is crucial for employee satisfaction and organizational performance as well (Kang and Sung, 2017; Mehra and Nickerson, 2019). The managers should provide all the necessary information for employees to avoid misunderstandings within the organization. Also, feedback positively impacts employee wellbeing – even if it is not necessarily positive (Jaskeviciute, 2021; Jaskeviciute et al., 2021). If the organization provides more decision-making power to employees, it could maintain good relationships among the co-workers. It would make the work in the company more challenging. Besides, it might increase employee motivation (Irawanto, 2015; Kaur and Randhawa, 2021). Team building programs are essential to improve the relationship between the employees. It is essential to create a friendly workplace atmosphere since employees spend most of their time at their workplace. Professional pieces of training contribute to employee success. They develop intrinsic motivation that contributes to performance growth and workplace satisfaction (Fowler, 2015; Morley et al., 2016; Vlacsekova and Mura, 2017; Mura and Svec, 2018; Mieke et al., 2019; Al Karim, 2019). Professional pieces of training contribute to higher qualification and increased professional knowledge of the employee so that the employees would play a more important role in decision-making. A career building and professional pieces of training would have a motivating effect on the individual. These steps could help fill the positions internally in those departments where the company is experiencing a labor shortage.

In the case of generational differences, there is no difference in the degree of satisfaction with the salary. The examined generation groups are dissatisfied with the financial remuneration. Calk and Patrick (2017) stated that stable, secure jobs and predictable salaries are less attracting the members of

Generation Y than the members of further examined generation groups. The statement is not valid in the case of Generation Z since they are less satisfied with «job security» than the respondents representing Generation Y and X. The younger generation members (Gen. Z) feel that they cannot adequately utilize their knowledge and skills at their workplaces. The reason might be that younger people are employed in lower positions in the company since they have been in the labor market shorter time. They have to obey and follow the instructions of older employees in higher positions. The reason mentioned above could also result in the fact that representatives of Generation Z feel that they get more criticism than praise compared to representatives of Generation X and Y. This result supports the research results of Bencsik et al. (2016), which said that Generation Z developed a high level of intolerance to criticism as it could lead to the growth of conflicts. The research had some limitations. Thus, the respondents filled in the questionnaire online, which may lead to some misunderstandings. Considering the current pandemic situation, it was the most appropriate method to use. The sample size is relatively small, which reduces the relevance of this study and increases the probability of error. The researcher team cannot formulate far-reaching conclusions. The scholars would like to increase the sample size to obtain more information and generate precise results in future research.

The plan is to extend the research within the V4 countries. A joint scientific project is planned since employee motivation is a widely discussed issue on professional forums, and Central Europe is still an interesting target for foreign investors. In addition to determinants essential for workplace motivation, planning to extend the research activity in the context of cultural differences concerning motivational factors will be discussed.

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Рената Махова, Ph.D., доцент, Університет імені Яноша Сельє, Словаччина
Тібор Зигмонд, Ph.D., доцент, Університет імені Яноша Сельє, Словаччина
Аннамария Зигмундова, Університет імені Яноша Сельє, Словаччина
Золтан Шебен, Ph.D., доцент, Університет імені Яноша Сельє, Словаччина

Задоволеність та мотивація співробітників: на прикладі роздрібної торгівлі

Попри стрімкий інноваційно-технологічний розвиток, людський капітал є основним активом та рушійною силою розвитку бізнес-середовища Авторами наголошено, що ефективність використання людського капіталу впливає на результативність бізнесу. У статті відмічено, що головними функціями управління людськими ресурсами є мотивація, планування та організація. Головною метою дослідження є визначення головних детермінант мотивації кадрового капіталу в секторі роздрібної торгівлі залежно від типу поколінь (X, У, Z). У роботі зазначено, що працівник з високим рівнем мотивації є основою для досягнення цілей компанії, оскільки мотивація співробітників сприяє підвищенню рівня задоволеності та лояльності клієнтів. За результатами дослідження встановлено, що найбільш поширеним інструментом мотивації є фінансові стимули у вигляді підвищення заробітної плати чи додаткових бонусів. Авторами не виявлено відмінностей у мірі задоволеності заробітною платою між поколіннями. У ході дослідження визначено, що співробітники є менш задоволеними спілкуванням на робочому місці та стилем керівництва. При цьому вони не мають права приймати рішення та не відчувають приналежності до робочого місця. У порівнянні зі старшими поколіннями, представники покоління Z є менш задоволеними гарантіями зайнятості. Більшість працівників сектору роздрібної торгівлі не вважає свою роботу цікавою чи різноманітною. У результаті дослідження авторами встановлено, що працівники вважають темп праці надто прискореним, хоча вони є достатньо підготовленими до виконуваної роботи. Результати проведеного опитування засвідчили, що більшість респондентів не погоджуються з наявним стилем зворотного зв'язку з менеджментом. Представники покоління Z вважають, що вони можуть адекватно використовувати свої знання та навички на робочому місці. При цьому у порівнянні зі старшими поколіннями, покоління Z, загалом, піддається переважно критиці, ніж похвалі.

Ключові слова: мотивація, задоволеність, магазин роздрібної торгівлі, співробітники магазину роздрібної торгівлі, людські ресурси.