

The impact of work motivation on job satisfaction with mediating effect of key work behaviour variables: A Bulgarian case of Generation Z employees

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Abstract. Employers today are clearly aware that employee absenteeism, disengagement and turnover seriously disrupts the rhythm of work and leads to a loss of return on investment in human and social capital for them. With the phased entry of Generation Z, three different generational cohorts in the workforce (X, Y and Z) need to work together and be managed effectively within the organisation. Too little is known about the personalities, needs and issues associated with Generation Z. The research problem addressed in this article focuses on motivated and satisfied young employees in a professional work environment. The purpose is the purpose of this research was to examine the relationship of motivational issues with significant individual work attitudes pertaining to high motivated and satisfied young Bulgarian employees. Research methods include literature review, critical analysis, questionnaires and rating scales, statistical methods and techniques. The results show significant relationships between young employees' work motivation, organizational commitment, work engagement and job satisfaction and the mediating effect of their committed and engaged.

1 Introduction

Over the past few years, much research has focused on the Covid-19 pandemic. In 2020, the global society and economy witnessed employers struggling with one of the tightest labor markets in nearly five decades. The COVID-19 pandemic has transformed a range of traditional work arrangements, threatened employment status and modified the employment regime of millions of people around the world. The demographic dynamics of the workforce are also changing as the older working generation retires or leaves the workforce in record numbers. The current generations in the workplace (Generations X, Y and Z), who already have changed expectations, priorities and preferences for work, have already begun to change the nature of work and the work process, hence the characteristics of jobs. Although the global pandemic has passed, its post COVID-19 effects have certainly left a lasting mark on the future of employment.

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In this complex context, HR scholars and practitioners continue to work hard on research-based theses and practical findings on motivational issues of young employees in business organizations. It remains unclear “what” and “how” motivates young Generation Z people in professional work environments. There are too many questions around the personal qualities, needs and issues associated with young employees. They are entering the workforce at a rapid pace and are in serious competition with those already employed by the generational cohorts before them.

Thus, the purpose of this research was to examine the relationship of motivational issues with significant individual work attitudes pertaining to high motivated and satisfied young Bulgarian employees. The research methodology covered the following key research and practice areas for investigation and analysis: (1) dimensions of work motivation; (2) dimensions of work engagement and organizational commitment; and (3) dimensions of job satisfaction. The research is significant because the results can provide a current portrait of the Gen Z employee’s motivation, commitment, engagement, and satisfaction. The results showed significant relationships between work motivation, organizational commitment, work engagement, and job satisfaction of young Generation Z employees. Also can be used to develop an effective motivational mechanism or motivational strategy in reducing the gap among young employees motivation to work. Some results of the research can be used in creating HR policies and practices in organizations.

2 Theoretical Framework

2.1 Literature Review

Over the years, the scholarly literature on motivational theory presented by global scholars in the field as: Abraham Maslow (1946), Douglas McGregor (1957), (Frederick Herzberg (1968), Clayton Alderfer (1969), David McClelland (1988), Edward Deci & Richard Ryan (2000), John Adams (1963), Victor Vroom (1967), Lyman Porter & Edward Lawler (1968), Edwin Locke & Gary Latam (1990), and others. They all offer a number of practical solutions to research problems concerning employee work motivation, but also raise opportunities for future research.

Although considerable research efforts have been devoted to research motivation over time, there is still no single motivational theory of employee in organizations. This lack reflects both the complexity of the theoretical constructs and the diverse backgrounds and goals of those who research it to find the expected answers and guide business practice [1].

2.1.1 Work Motivation

The term “motivation” is a very popular and commonly used word by man. Technically, the term can be traced back to the Latin word “moveo”, which means “to move” or cause to undertake or do something specific [2]. Motivation is also associated with the term “motive”, which means an active form of desire, longing, impulse, aspiration or need to be satisfied. In other words, a motive is anything that initiates or sustains a particular activity [3].

The phenomenon of employee “work motivation” is among the commonly studied topics in organizational science and is considered one of the most important areas in effective human resource management in organizations [4]. At the beginning of the last century - with Elton Mayo's „Hawthorne“ studies - the shift from the human relations approach to the human resources approach, in which employee motivation became the main focus of the business management [5].

Nowadays, probably not all business managers and HR experts will agree on the meaning of the term „work motivation“, since every organization and work activity has its specifics and peculiarities, which far exceed the understanding of the employee's „will to work“. (Nohria et al, 2008); as well as that a major part of human “motivation comes from the pleasure of the work itself and/or from the desire to achieve certain goals” [6]. However, work motivation remains an important part of HRM in any organization and any management activity [7], which should support and encourage motivating people at all levels.

2.1.2 Job Satisfaction

The issue of job satisfaction is one of the most actively and thoroughly researched topics in the field of human resources.

Definitions of job satisfaction formulated by different authors over time emphasize different aspects. Locke's (1976) definition, according to which job satisfaction is “*a pleasurable or positive emotional state resulting from the appraisal of one's work and work experience*”, is commonly found in the specialist literature. Nowadays, job satisfaction is more associated with a set of favorable or unfavorable feelings and emotions with which employees view their work [8].

2.1.3 Employee Engagement

Over the years, a number of researchers have turned their attention to the research of commitment (e.g., Mowday, Steers & Porter., 1979; Meyer & Allen, 1991). Essentially, employee engagement and organizational commitment are two important conceptualizations of engagement that influence job performance and employee attraction and retention: one is job-oriented and the other is organization-oriented.

Employee engagement is related to the human resources of the organization and is realized when employees are interested in their work and are willing to put in extra discretionary effort to achieve the required results. It does not apply to the organization and comes from intrinsic motivation, but the benefits reach the organization [9]. Moreover, working definitions of the term employee engagement take into account the psychological state of people that makes them worry about the organization and its success. When people are committed to their work and the organization, they demonstrate commitment by being available for the organization, performing at high levels, and making significant contributions to sustaining and improving business performance.

2.1.4 Organizational Commitment

In general, “*organizational commitment*” refers to the connection that employees feel with their organization, as well as the reasons why they stay at work. Its importance in human resource management theory is clearly highlighted in a leading article in the Harvard Business Review “From Control to Commitment” by Richard Walton (1985). From this point on, commitment is defined as an employee's desire to remain a member of the organization and influences whether the employee remains a member of the organization (is retained) or leaves to pursue employment elsewhere (is transferred).

Organizational commitment can be divided into several categories based on Mayer and Allen's (1991) three-component model: continuance, affectivity, and normativity. The three dimensions are defined as follows [10]:

- Continuance commitment is indicated by a perceived cost of leaving the organization. This type of commitment can be considered low quality as the psychological connection to the organisation itself is not a factor in determining whether the employee will continue in

their role. The continuance component is measured based on two factors: the amount and number of investments made and the perceived lack of alternatives. The employee calculates how high the costs (economic, social, etc.) of losing membership are (e.g., “staying because you need to”).

- Affective commitment refers to how much the employee wants to stay with the organization. This type of commitment is considered high quality as it is directly related to and can be influenced by positive work experiences. It is also characterized as identification or emotional attachment to the organization, with the employee strongly identifying with the organization's goals and wanting to maintain membership. (e.g., “you stay because you want to”).

- Normative commitment refers to a perceived obligation one feels to stay in an organization. In other words, the employee does not feel that they want to be there, but rather that they have to be there. This type of commitment can be assumed based on perceived investment or social experience in the organization. Also, the employee feels committed to an organization because of a sense of duty and obligation. (e.g., “you stay because you have to”).

2.1.5 Generation Z

Generation Z (“post millennial generation”, “network generation”, “digital generation” or simply “the different”) are a group of people born between 1995 - 2010. Members of this generation are the second generation (after millennials) to be “digitally born” and have grown up with the internet, modern technology, social networking and increasing globalisation. Moreover, they do not know a world without technology. For this generation, the digital world and the internet are now natural concepts and they know much more about the world than previous generations. With the amount of technology and information readily available, Generation Z have less need for guidance, but still need help on how to synthesize, evaluate, and verify the accuracy of the vast amount of data.

The characteristics of Generation Z in the workplace are partly influenced by the fact that they grew up in the Great Recession and are less confident about the economy as a result. They are therefore expected to be more career-minded, seeing advancement as a route to greater financial reward. Generation Z tend to be more entrepreneurial, tolerant and less money motivated than previous generations [11].

Representatives of the generation are prone to impatience, lack of concentration, spontaneous behavior and high dependence on technology and social networks. Despite their fluency in the virtual world, they are more likely to have real conversations and relationships with their older colleagues or clients. If they are given a clear sense of purpose, it will help motivate them. Additionally, Gen Z also prefers feedback, transparency, having their opinions weighed against decisions, and like to feel valued [12].

2.2 Theoretical model

Work motivation of the younger generation of employees is a current research problem. Its construction into an object of research is dictated by the growing role and importance of young employees' work motivation in organizations. For the purposes of this research, young employees in business organizations will be represented by the characteristics of Generation Z, whose representatives fall within the scope of “young employees”.

Based on the previous literature review, a proposed research model was developed to empirically explore possible interrelationships among the different variables as follows:

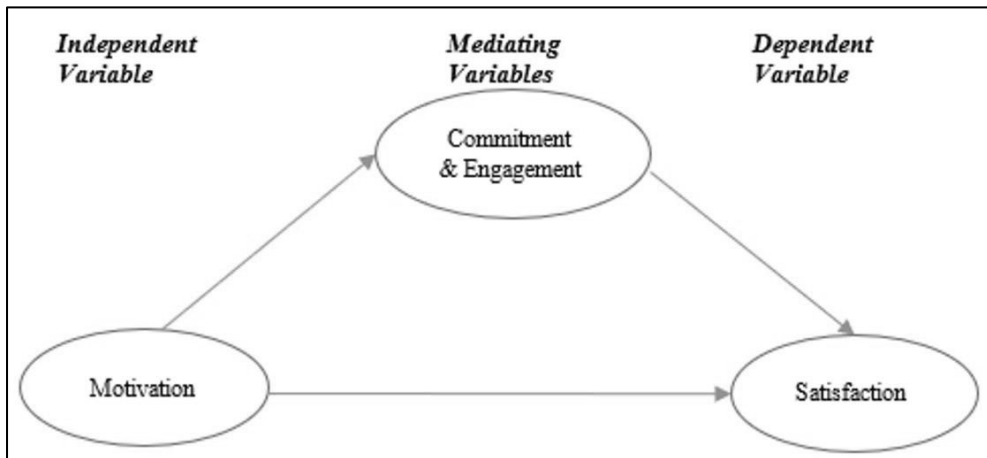


Fig. 1. Proposed research model showing the relationships of the four variables investigated.

The proposed research model shows the impact of work motivation to Generation Z employee’s commitment, engagement, and job satisfaction. It also can show the relationships between the mentioned variables.

Based on the proposed research model, the following research question arises:

“What is the nature of the relationships between the various elements in the proposed motivational model of interaction in the young generation of employees”? (specifically between the constructs of Work Motivation, Organizational Commitment, Work Engagement, and Job Satisfaction)

The formulated research question focuses on the functional relationships between the key mentioned variables introduced in the research. An important point in the research intention is: to establish the influence between the dimensions of work motivation and job satisfaction by determining the mediating effect of commitment and engagement. In this regard, the following research propositions and/or assumptions are proposed for confirmation/rejection:

- *Hypothesis H1:* Work motivation is positively related to Job satisfaction.
- *Hypothesis H2:* Organizational commitment mediates the relationship between Work motivation and Job satisfaction.
- *Hypothesis H3:* Work engagement mediates the relationship between Work motivation and Job satisfaction.

3 Methodology

Methodology is a distinct way of approaching practical research with a clearly understanding of purpose, data collection, analyzing relationship between the data and what is being referenced. This research also follows these steps by developing hypotheses and then testing, developing instruments, identifying a sample, analyzing the results, and finally summarizing.

3.1 Research Design

The purpose of this research is to examine the mediating effect of commitment and engagement on the relationship of Generation Z employee’s work motivation and job satisfaction. The type of research is a quantitative descriptive-causal. Data which was used to conduct this research were primary source includes questionnaire. Online survey method was used in gathering data.

It was performed a cross-sectional survey design. Descriptive design was used in presenting the young employees's orientations of work motivation (WM), organizational commitment (OC), work engagement (WE), and job satisfaction (JS). While the causal design was used in determining the effect of WM to OC thought WE and JS.

3.2 Sample and Data Collection

For the purposes of the research, according to the presented methodology, an online survey will be used to collect data from representatives of the younger generation of employees. Organizing and conducting a survey to gather primary empirical data - quantitative research that is used to explain or predict variable relationships, measuring dependent, independent and mediating variables, testing working hypotheses and applying the results to a wide audience. Statistical and mathematical methods are used to analyze data from quantitative research, which can be used to identify the presence of relationships between them.

The sampling process involves defining the population. The target population of the research involves all Bulgarian employees who reside in characteristics of young people (Generation Z and Generation Y). Similarly, no gender preference will be targeted. It was deemed acceptable to use the convenience sampling method, as the author had access to the university students of Business faculty at UNWE, as well as posted the survey on social networking sites such as Facebook and LinkedIn, and also via email in the hope of reaching maximum respondents. In addition, it was found other young employees (Gen Z) of business organizations, located in Sofia, Bulgaria, who were willing to participate in the online survey.

Hence, an online formal standardised questionnaire was deemed the most suitable research method for collecting the data required for this research. The quantitative data was obtained by conducting an online survey using Google Forms. Data was collected from young (under 35 years old) employees. The survey was carried out in January 2021. The questionnaire was divided into three parts:

- Part 1 is about the socio-demographic profile of the respondents (age, gender, generation, level of education, and other).
- Part 2 measures their orientation of work motivation.
- Part 3 measures their organizational commitment, work engagement, and job satisfaction.

In general, the sample size for this quantitative analysis the researcher intends to reach is minimum 200 respondents.

3.3 Instrumentation

The instrumentation in this research is the phenomenological approach. Research tools were adapted from previous researchers and empirical findings [9-10, 13-15, 17-18]. They were subjected for content and reliability testing to ensure that they measure what they are expected to measure. This research is based on a self-reported questionnaire as a research instrument, which contained 50 items and took about 15-20 min to fill in.

The selected research tools are good enough and can be used for the purpose of the research, their adaptation is in the translation from English into Bulgarian. During the translation process, emphasis was placed on ensuring the original meaning, and all statements with them were absolutely preserved. The adapted questionnaires were published and made available to respondents in their final version as follows:

- The Multidimensional Work Motivation Scale – MWMS - 18 items.
- Work and Well-Being Survey – UWES - 9 items.
- Organizational commitment scale – OCS - 18 items.
- Short Index of Job Satisfaction – SI-JB - 5 items.

3.3.1 Work Motivation

Driven from Self-determination theory by Deci & Ryan (2000), The Multidimensional Work Motivation Scale (MWMS-18) was developed and tested using data from 3,435 employees from nine countries in seven languages [13-15]. The instrument identified five motivation styles or orientations: Amotivation (3 items, $\alpha = .86$); Social Extrinsic Regulation (3 items, $\alpha = .84$); Material Extrinsic Regulation (3 items, $\alpha = .83$); Introjected Motivation (3 items, $\alpha = .85$); Identified Motivation (3 items, $\alpha = .75$); and Intrinsic Motivation (3 items, $\alpha = .90$). On a 7-point Likert scale ranging from “not at all” to “completely”, participants reflected on their level of agreement with the items and responded accordingly.

3.3.2 Job Satisfaction

The Short Index of Job Satisfaction (SIJS-5) is a psychometric self-rated job satisfaction instrument. The original version, created by Brayfield and Rothe (1951), is 18 items, and then there's 5 items [17, 18]. Respondents are asked to answer each question by answering a 5-point Likert scale (1 - *Completely disagree*, 2 - *Disagree*, 3 - *Undecided*, 4 - *Agree*, 5 - *Completely agree*). In terms of validity evidence based on internal structure in terms of reliability, this shorter five-item version presented good evidence of internal consistency ($\alpha = .89$).

3.3.3 Organizational commitment

The questionnaire was designed by Allen & Meyer (1990) and provides separate scores for the presence or absence of the three components. This measure consists of 18 items with 6 items for each component of commitment [10]. The level of agreement with the 18 statements is measured using a 5-point Likert scale ranging from “completely disagree” to “completely agree”. Affective commitment (6 items, $\alpha = .852$) includes the first set of statements, such as “*the organization has a lot of personal meaning to me*”, which highlights the emotional aspect of commitment. Continuance commitment (6 items, $\alpha = .839$) participants rated their level of agreement with statements such as “*too much of my life would be disrupted if I left my organization*”, indicating a need to stay due to a cost-benefit analysis of the situation. Normative commitment (6 items, $\alpha = .938$) can be measured by statements such as “*Even if it were in my favor, it would not feel right to leave*”, which indicates feelings of loyalty or guilt when one is considering leaving their organization.

3.3.4 Work engagement

Work and Well-Being Survey (Utretch Work Engagement Scale - UWES-9) was selected for this research based on the validity of the instrument for measuring Work engagement and its widespread use across countries [9]. Instrument includes the measurement of three three dimensions: Vigour (3 items, $\alpha = .84$), Dedication (3 items, $\alpha = .89$) and Absorption (3 items, $\alpha = .79$). Participants rated each statement using 7-point Likert scale to indicate how often they experienced the expressed feeling. The scale ranged from 0 (never) to 6 (every day/always). Schaufeli, Bakker, and Salanova (2006) developed the UWES-9 based on the original 17-item UWES.

3.4 Data Analysis

The data will be collected from the questionnaires distributed to the sample. It was analyzed using the IBM – Statistical Package for Social Sciences version 23.0 commonly known as

SPSS and Microsoft Excel Pro Plus 2020. SPSS is currently considered as one of the suitable software and it also helped to check all the hypotheses drawn and find the relationship between the mentioned variables. The “Google Forms” allows the data to be gathered online where it can then be imported on Microsoft Excel and then directly to SPSS. In any case, the sample size cannot be considered representative of Generation Z, but potential findings can focus on highlighting the actual number of respondents and their outcomes.

The data was categorized into work motivation and then correlated with three constructs: organizational commitment (OC), work engagement (WE), and job satisfaction (JS). The data analysis descriptive statistics and correlations. Mediation analysis is accompanied with a visual path diagram. Mean and standard deviation were used to describe the mentioned variables. Kurtosis and Skewness were also used to describe the behavior of the data. Confirmatory Factor Analysis was conducted by considering only indicators with significant factors loading and standardized estimates. The reliability of the questionnaire was .882 Cronbach’s Alpha.

4 Results and Discussion

This analysis was conducted to examine impact of work motivation on job satisfaction as mediated by two key variables in work behavior of young employees in business organizations: work engagement and organizational commitment. It was hypothesized that work motivation will significantly predict job satisfaction. Additionally, it was hypothesized that work engagement and organizational commitment will mediate this relationship. A series of regression analyses were carried out to test these hypotheses. Therefore, after the completion of data collection, data was then analyzed using SPSS as well as method for mediation analysis in SPSS [16]. The socio-demographics were analyzed by frequencies and percentages.

4.1 Descriptive Statistics

The reliability result was measured by using *Cronbach’s Alpha* and *Average Inter-item Correlation*. All item in all variables was reliable in terms of research standards (> than 0.70).

Table 1. The results of the reliability tests (Reliability Statistics).

Construct	Cronbach's Alpha	Cronbach's Alpha Based on St. Items	N of Items	Item Means	Inter-Item Correlations
Motivation	0,844	0,844	19	4.466	0.222
Engagement & Commitment	0,897	0,896	27	3.557	0.242
Satisfaction	0,765	0,779	5	3.633	0.413

* $p < .001$ for all correlations; n computed on $n = 320$

As shown in Table 2, Descriptive statistics among variables analyzed are all significantly correlated as well as consistent with predictions (all variable's KMO scores were > 0.5.)

Table 2. All Variable Validity Result (Means, Standard Deviation, Variance, KMO & Bartlett's Test).

	N	Range	Min	Max	Mean	Std. Error	Std. Deviation	Variance	KMO Test	Bartlett's Test	df	Sig.
WM	320	104.00	29.00	133.00	84.8500	.88483	15.82831	250.535	.754	5125.774	171	.000
WE	320	46	8	54	39.54	.560	10.017	100.337	.899	2381.64	36	.000
OC	320	54	25	79	56.51	.654	11.692	136.702	.776	3035.81	153	.000
JS	320	19	6	25	18.16	.229	4.091	16.738	.810	8540.067	496	.000

The data are examined using the frequency method for the social-demography variables of the respondents.

Table 3. Respondents’ socio-demographic characteristics.

		Frequency	Percentage (%)
Gender	Male	84	26.3
	Female	236	73.8
	<i>Total</i>	320	100.0
Generation	Gen Z (born after 1996)	152	47.5
	Gen Y (born between 1980 – 1995)	168	52.5
	<i>Total</i>	320	100.0
Level of Education	High school diploma	20	6.3
	Bachelor degree	120	37.5
	Master degree	132	41.3
	Doctoral degree	48	15.0
	<i>Total</i>	320	100.0

4.2 Hypothesis Testing

In relation to the confirmation or rejection of the research hypotheses (1, 2 and 3), relevant statistical methods and tests in the SPSS package were used. The hypothesis testing was tested by regression and person correlation coefficients.

In order to assess the magnitude and direction of the linear relationship between the outcome “*work motivation*” and “*job satisfaction*”, the data were analyzed using Pearson's correlation coefficient (r) between product and moment. The statistical test of reliability was positive. The bivariate correlation between these two variables was positive and strong, $r(320) = .177, p < .001$. In conclusion, the Pearson product-moment correlation of work motivation and work engagement was found to be moderately positive and statistically significant. Therefore, the *hypothesis H1* is confirmed. This indicates that an increase in motivational behavior would lead to higher job satisfaction in followers.

The below table shows the regression analysis results. The R2 value is 0.5463 and is also significant. It means that 55% change will occur in job satisfaction with a change in work motivation.

Table 4. Outcome variable: Job satisfaction and model summary.

R	R-sq	MSE	F	Df1	Df2	p
0.7391	0.5463	7.6664	126.8284	3.0000	316.0000	.0000

The results (path F) shows that work motivation is a significant negative predictor of job satisfaction ($\beta = -.0560, s.e. = .0115, p < .005$). The intrinsic motivation predict (path D) a significant positive impact of work engagement ($\beta = .2732, s.e. = .0313, p < .005$) and also (by path A) is significant predictor of Organizational commitment ($\beta = .1589, s.e. = .0419, p < .005$).

Table 5. Outcome variable: Job satisfaction and model.

	coeff	se	t	p	LLCI	ULCI
constant	7.3196	1.0161	7.2034	0.0000	5.3204	9.3189
WM	-0.0560	0.0115	-4.8536	0.0000	-0.0786	-0.0333
OC	0.0611	0.0143	4.2706	0.0000	0.0329	0.0892
WE	0.2996	0.0186	16.1228	0.0000	0.2630	0.3362

The organizational commitment (by path E) is a significant positive predictor of job satisfaction ($\beta = -.0611$, *s.e.* = .0143, $p < .005$), in turn, also (by path B) is a significant of work engagement ($\beta = .2457$, *s.e.* = .0410, $p < .005$).

Table 6. Outcome variable: Organizational commitment and model summary.

R	R-sq	MSE	F	Df1	Df2	p
0.2081	0.0433	131.1934	14.3945	1.0000	318.0000	0.0002

Table 7. Outcome variable: Organizational commitment and model.

	coeff	se	t	p	LLCI	ULCI
constant	43.8610	3.3955	12.9173	0.0000	37.1805	50.5415
WM	0.1589	0.0419	3.7940	0.0002	0.0765	0.2413

The work engagement (by path C) is a significant positive predictor of job satisfaction ($\beta = -.2996$, *s.e.* = .0186, $p < .005$).

Table 8. Outcome variable: Work engagement and model summary.

R	R-sq	MSE	F	Df1	Df2	p
0.5535	0.3064	70.0329	70.0179	2.0000	317.0000	0.0000

Table 9. Outcome variable: Work engagement and model.

	coeff	se	t	p	LLCI	ULCI
constant	3.9062	3.0633	1.2752	0.2032	-2.1208	9.9333
WM	0.2732	0.0313	8.7307	0.0000	0.2116	0.3347
OC	0.2457	0.0410	5.9964	0.0000	0.1651	0.3263

The below table shows the mediation analysis. The purpose of the research was to analyze the impact of work motivation on job satisfaction with mediating effect of engagement and commitment.

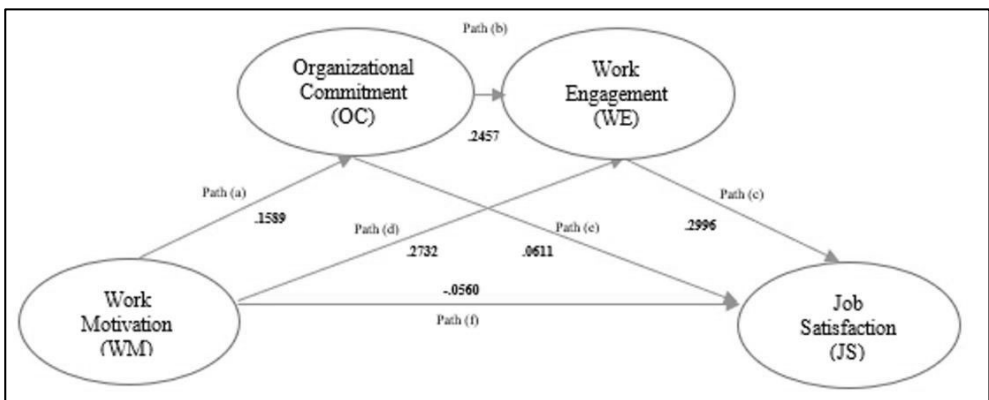


Fig. 2. Summary results of the hypothesised model.

The results revealed that there is sequential mediation effect available of work engagement and organizational commitment between the work motivation and job satisfaction. Analyzing the indirect effect show the results below.

Table 10. Indirect effect(s) of Work motivation on Job Satisfaction.

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	0.1032	0.0135	0.0773	0.1297
Ind1	0.0097	0.0029	0.0044	0.0158

Ind2	0.0818	0.0134	0.0566	0.1086
Ind3	0.0117	0.0027	0.0066	0.0172

Indirect effect key:

- Ind1: WM -> OC -> JS
- Ind2: WM -> WE -> JS
- Ind3: WM -> OC -> WE -> JS

The total indirect effect is the sum of the tree specific indirect effect and this can also be tested.

- Indirect effect 1 (.0097) is computed as: path (a) * path (e)
- Indirect effect 2 (.0818) is computed as: path (d) * path (c)
- Indirect effect 3 (.0117) is computed as: path (a) * path (b) * path (c)
- Total indirect effect is computed as: Ind1 + Ind2 + Ind3 = .1032

Nevertheless, the results also suggest that even after accounting for the mediating role of engagement and commitment, work motivation has a significant impact on job satisfaction. The total indirect effect is statistically significant as 0 fall outside the confidence interval. Work engagement and organizational commitment account for 10% of indirect total effect.

Table 11. Total effect model summary.

R	R-sq	MSE	F	Df1	Df2	p
0.1770	0.0313	16.2652	10.2806	1.0000	318.0000	0.0015

Table 12. Total effect model.

	coeff	se	t	p	LLCI	ULCI
constant	14.3978	1.1956	12.0425	0.0000	12.0456	16.7501
MW	0.0473	0.0147	3.2063	0.0015	0.0183	0.0763

Finally, the results of the analysis confirm the *hypotheses H2 and H3*. Moreover, these finding provide some evidence that motivated young employees are more likely to be satisfied on their job because they tend to be engaged themselves. Nevertheless, employees' more motivation for work contributes to employees' job satisfaction that is accounted for by engagement.

5 Conclusion

The big idea of this research is to try to improve the understanding of the interrelationships and interactions between young employees' work motivation, engagement and satisfaction, with a focus on the representatives of young bulgarian employees from Generation Y and Z. The analysis and interpretation of the results support the postulated working hypotheses. First, the statistical path analysis model reveals that employees' work motivation is significantly and positively related to their engagement and satisfaction. This positive relationship indicates that higher level of motivation led to higher level of job commitment and satisfaction. Second, the model proved that work motivation increased its influence on job satisfaction by mediating job involvement and organizational commitment. In the light of the research results, this interaction suggests that a motivated young employee in an organization will be more satisfied with his job if he is properly engaged with his job and the organization as a whole.

In conclusion, it can be reported that the realized research achieves the main research goal and objectives. The formulated research hypotheses are confirmed. However, the overall research draws attention to several thought-provoking questions.

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