



STATISTICAL ANALYSIS OF MOTIVATIONAL DIFFERENCES IN DIRECT SELLING ACROSS GENERATION Y AND GENERATION Z

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Abstract: This research aims to investigate the motivational differences between Gen Y and Gen Z individuals in the direct selling industry, providing insights for tailored recruitment and retention strategies. By exploring these generational differences this research seeks to contribute to the development of effective approaches for attracting and retaining direct sellers, ultimately enhancing the industry's sustainability and success. A stratified random sampling technique was used to select 361 respondents (180 Gen Y and 181 Gen Z) from the Northern Region of India, ensuring representativeness and randomness. A structured questionnaire has been employed to collect primary data, which has been analyzed using SPSS software by the statistical technique Mann-Whitney U test. Gen Y is motivated by attractive compensation plans, quality products & services and joins because of trust in the introducer, while Gen Z prioritizes extra income, being their boss, getting rich quickly, and flexibility of the business. Both generations also share motivations for curiosity, low investment risk, financial security, company reputation, and no requirement of any qualification. However, Gen Z is more drawn to attractive rewards and recognition, peer pressure, to support their family, and reasonable prices of products while Gen Y is motivated towards entrepreneurial success. Concluding that modifications in recruitment strategies and marketing approaches to accommodate the unique motivations of Gen Y and Gen Z individuals can enhance recruitment success and consumer engagement within the direct selling industry. These adjustments will allow for effective targeting and communication strategies, contributing to the success and sustainability of the direct-selling business.

Key words: Direct selling, Multi-Level Marketing (MLM), Network marketing (NM), Independent business owner (IBO).

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1. Introduction

1.1 Gen Y and Gen Z

The term “Generation” refers to a collection of individuals who share similar age ranges and have been influenced by comparable experiences. Each generation is distinguished by unique traits, beliefs, expectations, or interests that are shaped by the common experiences they encounter [Wadlewski (2022)].

“Each generation imagines itself to be more intelligent than the one that went before it, and wiser than the one that comes after it”- George Orwell [Okros (2020)].

For this study, the definition of Gen Y and Gen Z has been taken from the research “Defining Generations: Where Millennials End and Generation Z Begins” conducted by author Michael Dimock in 2019

[Raslie and Ting (2021)], where Gen Y are born between 1981-1996 and Gen Z is born in 1997 and onwards.

Gen Y and Gen Z entrepreneurs exhibit distinct viewpoints [Gosztonyi (2023)]. Both generations demonstrate varying attitudes, preferences and values [Priyowidodo *et al.* (2014)]. Gen Y is renowned for its entrepreneurial mindset, desire for independence in work (autonomy) [Wadlewski (2022)], value for flexibility and eagerness for skill development [Dolinska-Werynska (2016)] as cited in Wadlewski (2022)]. Conversely, Gen Z demonstrates greater assertiveness compared to Gen Y, manifesting impatience and a desire for rapid career advancement [Sidor-Rzȃdkowska (2018) as cited in Wadlewski (2022)]. Many Gen Z individuals are still in the early stages of entering the workforce or entrepreneurial activities. From the literature, it can be deduced that there exists a significant disparity in the attitudes and expectations between these two generations.

In the ever-evolving environment of business and commerce, direct selling has emerged as a significant avenue for individuals seeking alternative ways to achieve financial success and personal fulfillment. This type of retailing, which involves marketing and selling products directly to consumers outside of ordinary retail stores, has gained popularity. Not only is Gen Y now joining the industry, but Gen Z is also increasingly attracted to it [IDSA (2022)].

Over the past few decades, this direct selling industry has faced so many challenges, one of which is a notably high attrition rate compared to similar sectors offering analogous products and services [Deliema *et al.* (2018), Miner (2005), Stanworth *et al.* (2004), Vashisth and Rojhe (2018)], with Msweli-Mbanga (2004) reported citing a staggering 100% attrition rate. Despite this challenge, there has been a continued influx of individuals into the industry, including an increase in the number of Gen Z participants, as reported by the annual report of the Indian Direct Selling Association for 2020-21 [IDSA (2022)]. This raises a fundamental question: What motivates different generations to join the direct selling industry despite its high attrition rate?

No research has been done to date that specifically compares the motivational factors of different generational cohorts, such as Gen Y and Gen Z, in the context of direct selling. This study aims to fill this

knowledge gap by investigating the motivational differences between Gen Y and Gen Z individuals who join the direct selling industry and exploring the implications of these differences for recruitment and retention strategies.

2. Objectives of the Study

- To identify the primary motivating factors that attract individuals to join the direct selling industry.
- To investigate the specific motivational factors that drive Gen Y and Gen Z individuals to engage in the direct selling industry.
- To compare and contrast the motivations of Gen Y and Gen Z individuals towards direct selling identifying any generational differences or similarities.

2.1 Theoretical Aspects of Direct Seller's Motivation

Direct sellers, also referred to as independent business owners (IBO) or direct selling distributors, purchase products directly from the direct selling company and sell them to consumers. They typically build their networks by recruiting and training them [Bäckman and Hanspal (2018), Singh and Kumar (2019), Vashisth and Rojhe (2018)].

Motive is the inner reason or driving force behind a person's actions or behavior representing the underlying purpose or intention that prompts someone to act in a certain way. When a person uses these motives to initiate, direct, and sustain their actions, it is called motivation. It is the act of giving someone a reason for doing something [McCoach and Flake (2018)].

Research has shown that motivated individuals consistently attempt better results compared to those lacking motivation [Monkevičienė *et al.* (2007)]. Each person possesses unique motivations for joining a direct selling company, ranging from financial incentives to personal development opportunities, flexible work arrangements, a desire for independence, or the need for social connections.

Understanding the motivation of direct sellers is crucial for the direct selling industry to effectively retain its direct sellers and create a positive impact in society. Various scholars have examined the motivational factors influencing individuals to enter the direct selling

industry are listed below:

2.1.1 Financial Aspects

- **To Earn Extra Income (or Passive Income)** [Vashisth and Rojhe (2018), Deepalakshmi and Vijayalakshmi (2016), Makni (2014), Wotruba and Tyagi (1992)]: People often join the direct selling industry to supplement their existing income or to earn passive income. The flexible nature of direct selling allows individuals to work part-time, offering them the opportunity to increase their financial stability and achieve greater independence. **Supported Motivational Theories-** Maslow's Hierarchy of Needs; Herzberg's Two Factor Theory; Expectancy Theory; Self-Determination Theory.
- **Attracted towards Rewards** [Vashisth and Rojhe (2017), Deepalakshmi and Vijayalakshmi (2016), Nga and Soo (2011)]: The attraction of impressive rewards serves as a significant magnet for individuals to enter the direct selling industry. These tempting rewards like bonuses and incentives motivate people to enter the direct selling industry. These perks attract ambitious individuals looking for both money and recognition. **Supported Motivational Theories-** Herzberg's Two Factor Theory; Equity Theory; Expectancy Theory; Self-Determination Theory
- **No/Low Financial Risk** [Gulabdin *et al.* (2021), Vashisth and Rojhe (2018)]: The direct selling industry presents a low or no financial risk for individuals, as they are not required to make significant investments to start their businesses. This characteristic makes this industry an attractive option for those seeking entrepreneurial opportunities without the burden of substantial financial commitments upfront. By eliminating the need for large initial investments, direct selling offers a pathway to entrepreneurship that is accessible to a wide range of individuals, fostering economic empowerment and flexibility. **Supported Motivational Theories-** Maslow's Hierarchy of Needs; Expectancy Theory.
- **To have Financial Security** [Deepalakshmi and Vijayalakshmi (2016)]: This industry provides individuals with the opportunity to generate stable income streams and build financial resilience. By leveraging their entrepreneurial skills and the support of a direct selling company, individuals can establish a reliable source of income, offering them a sense of stability and security for themselves and their families. **Supported Motivational Theories-** Maslow's Hierarchy of Needs; Expectancy Theory.
- **To Become Rich Quickly** [Vashisth and Rojhe (2017), Nga and Soo (2011)]: Many individuals perceive the direct selling industry as a shortcut to quick wealth, driving them to join with high hopes of rapid financial gain. They perceive it because they hear success stories and see promises of making a lot of money in the industry. **Supported Motivational Theories-** Maslow's Hierarchy of Needs.
- **To Support Family Financially** [Wotruba and Tyagi (1992)]: Earning supplement income can help meet one's needs and desires. This industry promises to provide additional income without disrupting one's primary job. Through this, individuals can financially support their families. **Supported Motivational Theories-** Maslow's Hierarchy of Needs; Equity Theory.

2.1.2 Direct Selling Mix

- **Profile of the Company** [Alturas *et al.* (2005), Goyal and Dole (2006), Jyoti (2022), Nga and Soo (2011), Vashisth and Rojhe (2018)]: A Company's reputation can be an attraction for a person. Introducers often highlight the goodwill of direct selling companies when presenting opportunities, attracting individuals to join. **Supported Motivational Theories-** Maslow's Hierarchy of Needs; Social Learning Theory; Self-Determination Theory.
- **Product** [Jyoti (2022), Vashisth and Rojhe (2018), Deepalakshmi and Vijayalakshmi (2016)]: The direct selling industry promises to offer a diverse range of quality products, both for direct sellers and for those seeking to purchase quality products at reasonable prices. This variety and affordability serve as significant attractions for individuals interested in either selling or consuming the products offered within this industry. **Supported Motivational Theories-** Maslow's Hierarchy of Needs; Herzberg's Two Factor Theory; Equity Theory; Expectancy Theory; Self-Determination Theory.

- **Price** [Vashisth and Rojhe (2018), Deepalakshmi and Vijayalakshmi (2016)]: Direct sellers join because they think they will get products at good prices and also receive great offers and discounts. **Supported Motivational Theories-** Maslow's Hierarchy of Needs; Expectancy Theory; Equity Theory.
- **Plan** [Roman *et al.* (2021), Alafi *et al.* (2013), Nga and Soo (2011), Goyal and Dole (2006)]: The compensation plan serves as the primary attraction of the direct selling industry, offering a clear roadmap of potential earnings and advancement opportunities. This blueprint outlines how individuals can earn commissions [Constantin (2009)], bonuses and rewards based on their sales performance and team-building efforts. It provides a transparent framework for understanding the financial benefits and growth potential within the industry, motivating many to join and excel in their entrepreneurial endeavor. **Supported Motivational Theories-** Maslow's Need Hierarchy Theory; Herzberg's two Factor Theory; Equity Theory; Expectancy Theory; Self-Determination Theory.

2.1.3 Social Aspects

- **Trust in Introducer** [Deepalakshmi and Vijayalakshmi (2016), Nga and Soo (2011), Makore *et al.* (2023)]: People are attracted to the direct selling industry because they have trust in their introducers, who present them with the opportunity. This trust in their introducers serves as a significant motivating factor for individuals to enter the world of direct selling. **Supported Motivational Theories-** Social Learning Theory; Expectancy Theory
- **Peer Pressured me to Join** [Vashisth and Rojhe (2018), Deepalakshmi and Vijayalakshmi (2016), Mathews *et al.* (2007)]: Some individuals resort to pressuring their family, friends, colleagues, and people they know to join the direct selling industry. This can lead to unwilling participation from those who feel coerced, resulting in a negative form of motivation. **Supported Motivational Theories-** Social Influence Theory; Social Learning Theory.

2.1.4 To reach Self-Esteem

- **To be a Successful Entrepreneur** [Crittenden and Bliton (2019), Bäckman and Hanspal (2018),

Vashisth and Rojhe (2018)]: The direct selling industry also offers opportunities for success. It provides a structured vision of step-by-step success, which motivates individuals to join the industry. **Supported Motivational Theories-** Maslow's Need Hierarchy Theory; Self-Determination Theory.

- **For Recognition and Respect** [Deepalakshmi and Vijayalakshmi (2016), Nga and Soo (2011), Vashisth and Rojhe (2018), Wotruba and Tyagi (1992)]: This industry promises respect and recognition one will get over time. The prospect of earning acknowledgement for their efforts and accomplishments serves as a powerful motivator for ambitious individuals, driving them to pursue success within the industry. **Supported Motivational Theories-** Maslow's Need Hierarchy Theory; Herzberg's Two Factor Theory; Self-Determination Theory; Expectancy Theory; Social Identity Theory

2.1.5 Work Perception

- **No qualification is needed** [Gulabdin *et al.* (2021), Vashisth and Rojhe (2018), Wotruba and Tyagi (1992)]: Many traditional professions or industries that may require specific qualifications or degrees, direct selling often welcomes individuals from all educational backgrounds. The absence of qualification requirements. **Supported Motivational Theories-** Equity Theory; Self-Determination Theory.
- **To be an Independent Business Owner** [Deepalakshmi and Vijayalakshmi (2016), Gulabdin *et al.* (2021), Vashisth and Rojhe (2018), Wotruba and Tyagi (1992)]: This industry invites people to be their boss. They can operate their own business without the formal recruitment processes typical of other industries. This freedom to enter and leave without formal notice provides a level of flexibility and autonomy not commonly found in traditional employment arrangements. **Supported Motivational Theories-** Herzberg's Two Factor Theory; Self-Determination Theory.
- **Flexibility in Doing Business** [Vashisth and Rojhe (2017), Wotruba and Tyagi (1992)]: People also join this industry because of its work flexibility characteristics, which allow them to manage their schedules according to their commitments and

preferences. This flexibility empowers individuals to balance work with other responsibilities such as family, education, or other jobs. Moreover, it offers the freedom to work from anywhere, providing a sense of autonomy and control over one's work-life balance. **Supported Motivational Theories-** Herzberg's Two Factor Theory; Expectancy Theory; Self-Determination Theory.

2.1.6 Personal Aspect

- **Out of Curiosity** [Deepalakshmi and Vijayalakshmi (2016)]: Curiosity is a fundamental aspect of human nature, that drives us to explore and discover new things. In the context of the direct selling industry, many people are attracted to it because it offers opportunities for exploration of easy ways of earning, unique business models, or potential earning opportunities. **Supported Motivational Theories-** Self-Determination Theory

Identified factors from the existing literature considered for the study have been listed as follows

| | |
|---------|------------------------------------|
| fact_1 | Curiosity |
| fact_2 | Being my Boss |
| fact_3 | Peer Pressure |
| fact_4 | Flexibility in doing Business |
| fact_5 | To Earn Extra Income |
| fact_6 | To be a Successful Entrepreneur |
| fact_7 | Need No Qualification |
| fact_8 | Attracted Compensation Plan |
| fact_9 | To get rich Quickly |
| fact_10 | Low Investment Risk |
| fact_11 | To have Financial Security |
| fact_12 | Reputation of the Company |
| fact_13 | Quality Products and Services |
| fact_14 | Reasonable Price of Products |
| fact_15 | Trust in the Introducer |
| fact_16 | Attracted Rewards and Recognitions |
| fact_17 | To Support Family |

3. Methodology

According to the Indian Direct Selling Association annual report, 2020-21, there is a total of 25.1 lakh active direct sellers in the Northern Region of India. However, the breakdown of this population by generation (Gen Y and Gen Z) has not been provided, so an equal number of respondents has been selected from each group. Moreover, a stratified random sampling technique has been used to ensure that the respondents are

representative of both Gen Y and Gen Z, with respondents being randomly selected from each stratum. The total number of Gen Y and Gen Z respondents were 180 and 181, respectively.

With the help of a structured questionnaire, data has been collected. The questionnaire was built in Hindi and English language for the better participation of the respondents, based on a comprehensive review of existing literature on motivational factors in direct selling, as well as input from industry experts.

The questionnaire was made available both online and offline. The questionnaire has been divided into three parts. The first part consists of questions providing the socio-demographic characteristics of the respondents followed by direct selling activities of the respondents, and reasons for joining direct selling. It consists of multiple-choice questions, allowing direct sellers to select multiple reasons for joining the direct selling industry. Additionally, an open-ended option has been provided to allow respondents to provide qualitative insights and elaborate on their motivations in their own words.

Since all the 17 factors are qualitative a nonparametric test *i.e.*, Mann-Whitney U test for two Independent samples is used to analyze the mean difference between Gen Y and Z using the statistical software package, SPSS. Table 1 represents the demographic characteristics of the respondents.

3.1 Data Analysis

A total number of 361 direct-selling distributors have been surveyed from the Northern region of India. Among them 180 belong to Gen Y, falling under the range of 28 to 43 years, while 181 have been classified as Gen Z, falling under the age group of 27 and below as of 1st of January, 2024. The demographic data as shown in Table 2, has been dynamic in nature which has helped provide a comprehensive understanding of the characteristics and behaviors of direct-selling distributors across different generational groups. These characteristics of the demographic data have enabled us to analyze and compare the pattern of behavior exhibited by Gen Y and Gen Z.

Graph 1 depicts the motivation of Gen Y and Gen Z to join the direct selling industry, providing insights into the comparative motivations of these two generational groups. Here, the x-axis shows the motivational factors for joining the direct selling industry,

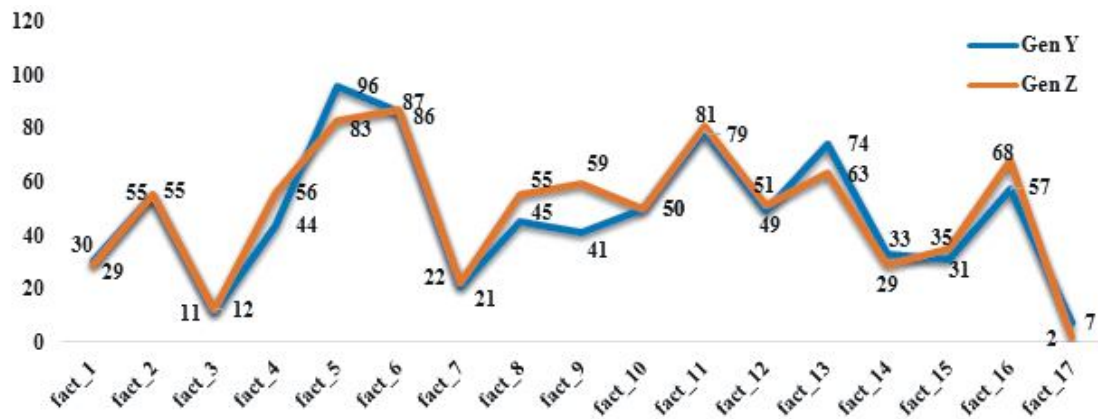
Table 1: Socio-Demographic characteristics of Respondents (n = 361).

| Demographic Variables | | Frequency | Percentage |
|-----------------------|-------------------------|-----------|------------|
| Gender | Male | 217 | 60.11 |
| | Female | 144 | 39.89 |
| Age Group | Below 18 | 5 | 1.39 |
| | 18-22 | 58 | 16.07 |
| | 23-27 | 118 | 32.69 |
| | 28-32 | 112 | 31.02 |
| | 33-37 | 52 | 14.4 |
| | 38-42 | 16 | 4.43 |
| | | | |
| Generation | Gen Z | 181 | 50.14 |
| | Gen Y | 180 | 49.86 |
| State of Residence | Haryana | 84 | 23.27 |
| | Punjab | 86 | 23.82 |
| | Himachal Pradesh | 56 | 15.51 |
| | Uttar Pradesh | 21 | 5.82 |
| | Rajasthan | 2 | 0.55 |
| | Uttarakhand | 36 | 9.97 |
| | Chandigarh | 9 | 2.49 |
| | Delhi | 19 | 5.26 |
| | Other | 48 | 13.3 |
| Marital Status | Unmarried | 84 | 23.27 |
| | Married | 266 | 73.68 |
| | Divorced | 3 | 0.83 |
| | Widow/Widower | 1 | 0.28 |
| | Single Parent | 3 | 0.83 |
| | Other | 4 | 1.11 |
| Education Level | No Education | 3 | 0.83 |
| | Middle Class-8th | 14 | 3.88 |
| | High School-10th | 29 | 8.03 |
| | Senior Sec. School-12th | 67 | 18.56 |
| | Graduation | 149 | 41.27 |
| | Post-Graduation | 89 | 24.65 |
| | Doctoral-PhD | 5 | 1.39 |
| | Other | 5 | 1.39 |
| Employment status | Unemployed | 15 | 4.16 |
| | Home Maker | 54 | 14.96 |
| | Student | 25 | 6.93 |
| | Self-Employed | 75 | 20.78 |
| | Private Employee | 57 | 15.79 |

Table 1 continued...

Table 1 continued...

| Demographic Variables | | Frequency | Percentage |
|---|-------------------------|-----------|------------|
| | Government Employee | 20 | 5.54 |
| | Retired | 7 | 1.94 |
| | Full-Time Direct Seller | 105 | 29.09 |
| | Other | 3 | 0.83 |
| Income from Direct Selling Business | No Income | 157 | 43.49 |
| | Below 5000 | 106 | 29.36 |
| | 5001-15000 | 52 | 14.4 |
| | 15001-25000 | 11 | 3.05 |
| | 25001-35000 | 9 | 2.49 |
| | More than 35000 | 26 | 7.2 |
| Time worked with Direct Selling Company | Less than 6 Months | 27 | 7.48 |
| | 6-11 Months | 19 | 5.26 |
| | 1-2 Years | 171 | 47.37 |
| | >2-4 Years | 79 | 21.88 |
| | >4-6 Years | 24 | 6.65 |
| | >6-8 Years | 17 | 4.71 |
| | >8-10 Years | 2 | 0.55 |
| | >10-12 Years | 4 | 1.11 |
| | More than 12 | 18 | 4.99 |



Graph 1: Gen Y and Gen Z Motivation to Join Direct Selling Industry

while the y-axis represents the number of responses for each respective factor. Moreover, two lines show the Gen Y and Gen Z responses for the factor. Table 2 depicts the mean rank and sum of ranks for different factors of Gen Z and Gen Y for applying the Mann-Whitney U Statistic.

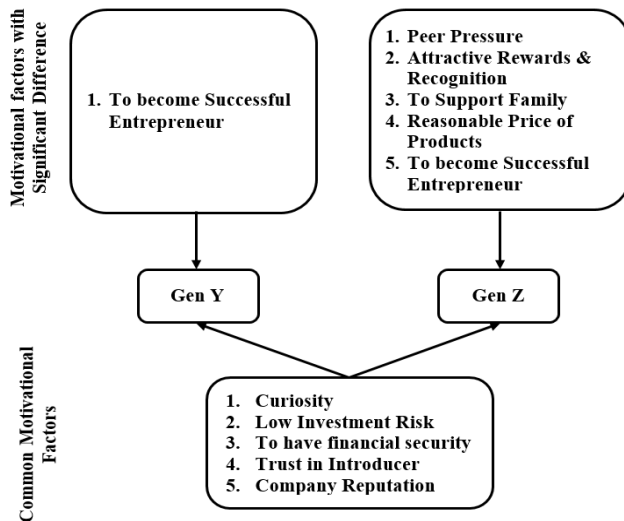
Further, a non-parametric test *i.e.*, Mann-Whitney U test for two Independent samples is conducted to analyze the characteristics and motivations of Gen Y and Gen Z. Each column of Table 3, represents different

motivational factors and the row represents the Mann-Whitney U statistics, Wilcoxon W Statistics, Z Statistics, Asymp. Sig. (2-tailed) test for the mean difference between Gen Y and Gen Z.

From Table 3, it is concluded that the p-value of fact_3 (Peer Pressure), fact_6 (To be a successful entrepreneur), fact_14 (Reasonable price of Products), fact_16 (Attractive rewards and recognition) and fact_17 (To Support Family) are less than 0.05, so it can be concluded that these factors exhibit highly

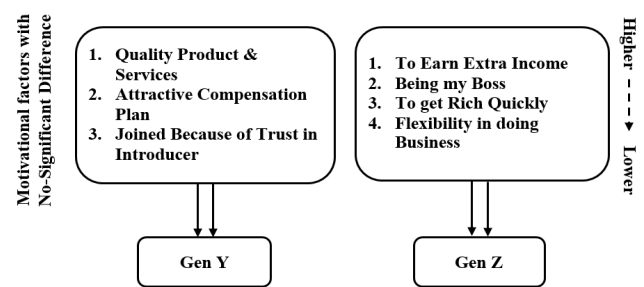
Table 2: Mean Ranks and Sum of Ranks.

| Ranks | | | | | | | | | |
|------------|-------|-----|-----------|--------------|------------|-------|-----|-----------|--------------|
| Generation | | N | Mean Rank | Sum of Ranks | Generation | | N | Mean Rank | Sum of Ranks |
| fact_1 | Gen Z | 181 | 180.44 | 32659.5 | fact_10 | Gen Z | 181 | 181.3 | 32817.0 |
| | Gen Y | 180 | 181.56 | 32681.5 | | Gen Y | 180 | 180.7 | 32524.0 |
| fact_2 | Gen Z | 181 | 190.11 | 34410.0 | fact_11 | Gen Z | 181 | 181.2 | 32796.5 |
| | Gen Y | 180 | 171.84 | 30931.0 | | Gen Y | 180 | 180.8 | 32544.5 |
| fact_3 | Gen Z | 181 | 207.64 | 37583.0 | fact_12 | Gen Z | 181 | 182.3 | 33002.5 |
| | Gen Y | 180 | 154.21 | 27758.0 | | Gen Y | 180 | 179.7 | 32338.5 |
| fact_4 | Gen Z | 181 | 187.34 | 33908.0 | fact_13 | Gen Z | 181 | 171.9 | 31109.5 |
| | Gen Y | 180 | 174.63 | 31433.0 | | Gen Y | 180 | 190.2 | 34231.5 |
| fact_5 | Gen Z | 181 | 191.01 | 34573.0 | fact_14 | Gen Z | 181 | 193.3 | 34989.0 |
| | Gen Y | 180 | 170.93 | 30768.0 | | Gen Y | 180 | 168.6 | 30352.0 |
| fact_6 | Gen Z | 181 | 145.3 | 26299.0 | fact_15 | Gen Z | 181 | 172.6 | 31232.5 |
| | Gen Y | 180 | 216.9 | 39042.0 | | Gen Y | 180 | 189.5 | 34108.5 |
| fact_7 | Gen Z | 181 | 184.14 | 33329.5 | fact_16 | Gen Z | 181 | 192.9 | 34922.5 |
| | Gen Y | 180 | 177.84 | 32011.5 | | Gen Y | 180 | 169.0 | 30418.5 |
| fact_8 | Gen Z | 181 | 172.37 | 31198.5 | fact_17 | Gen Z | 181 | 208.5 | 37739.5 |
| | Gen Y | 180 | 189.68 | 34142.5 | | Gen Y | 180 | 153.3 | 27601.5 |
| fact_9 | Gen Z | 181 | 188.82 | 34176.0 | | | | | |
| | Gen Y | 180 | 173.14 | 31165.0 | | | | | |

**Fig. 1:** Proposed Framework for Motivations of Gen Y and Gen Z

significant differences in means in these groups of Gen Y and Gen Z.

These factors vary across generations, with fact_3 (Peer Pressure), fact_14 (Reasonable Price of Products), and fact_17 (To Support Family) are most

**Fig. 2:** Motivations of Gen Y and Gen Z with no significant difference

significant with ** stars, followed by fact_16 (Attractive by the Rewards and Recognition), significant with * star, being significant for Gen Z, whereas, fact_6 (To be a Successful Entrepreneur) (most significant with ** stars) for Gen Y.

Precisely, Factors 3, 14, 16 and 17 exhibited significantly higher mean ranks for Gen Z in comparison to Gen Y indicating that Gen Z is more motivated by these factors. Whereas Factor 6 mean rank is higher for Gen Y in comparison to Gen Z so this factor is more motivated for Gen Y.

However, there is no significant difference in

Table 3: Test Statistics^a.

| Factor | fact_1 | fact_2 | fact_3 | fact_4 | fact_5 | fact_6 |
|------------------------|----------|----------|----------|----------|----------|----------|
| Mann-Whitney U | 16188.50 | 14641.00 | 11468.00 | 15143.00 | 14478.00 | 9828.00 |
| Wilcoxon W | 32659.50 | 30931.00 | 27758.00 | 31433.00 | 30768.00 | 26299.00 |
| Z | -0.178 | -1.809 | -7.461 | -1.651 | -1.922 | -6.711 |
| Asymp. sig. (2-tailed) | 0.858 | 0.070 | 0.000** | 0.099 | 0.055 | 0.000** |
| Factor | fact_7 | fact_8 | fact_9 | fact_10 | fact_11 | fact_12 |
| Mann-Whitney U | 15721.50 | 14727.50 | 14875.00 | 16234.00 | 16254.50 | 16048.50 |
| Wilcoxon W | 32011.50 | 31198.50 | 31165.00 | 32524.00 | 32544.50 | 32338.50 |
| Z | -0.660 | -1.690 | -1.468 | -0.061 | -0.037 | -0.374 |
| Asymp. Sig. (2-tailed) | 0.509 | 0.091 | 0.142 | 0.952 | 0.971 | 0.709 |
| Factor | fact_13 | fact_14 | fact_15 | fact_16 | fact_17 | |
| Mann-Whitney U | 14638.50 | 14062.00 | 14761.50 | 14128.50 | 11311.50 | |
| Wilcoxon W | 31109.50 | 30352.00 | 31232.50 | 30418.50 | 27601.50 | |
| Z | -1.759 | -2.651 | -1.736 | -2.231 | -5.828 | |
| Asymp. sig. (2-tailed) | 0.079 | 0.008** | 0.083 | 0.026* | 0.000** | |

motivation between the two generations for Factor 1, 2, 4, 5, 7, 8, 9, 10, 11, 12, 13, 15 as indicated that *p-values* > 0.05.

4. Findings

Both generations demonstrate distinct patterns in their motivations for joining the direct selling industry, with some motivations being more salient for one group compared to the other. The findings of the study reveal the following results:

- Gen Z was significantly more motivated by Peer Pressure (fact_3), Reasonable price of Products (fact_14), Attractive rewards and recognition (fact_16), and To Support Family (fact_17), whereas Gen Y was more drawn to be a successful entrepreneur (fact_6).
- Gen Z was more attracted to Being my Boss (fact_2), Flexibility in Doing Business (fact_4), Earning Extra Income (fact_5), To get rich quickly (fact_9), whereas Gen Y was more motivated by Attractive Compensation plan (fact_8), Quality products and services (fact_13) and Joined because of trust in the introducer (fact_15).
- Both generations were equally motivated by the desire for curiosity (fact_1), Need no Qualification (fact_7), Low Investment Risk (fact_10), To have Financial Security (fact_11), and The Good Reputation of the Company (Fact_12).

Fig. 1 illustrates the motivational factors influencing

the decision-making of different generational groups to join the direct selling industry. The significant factors, denoted by solid arrows, indicate a strong relationship between the factor and the decision to join the industry.

On the other hand, the non-significant factors, denoted by the dashed arrow, which are common for both Gen Y and Gen Z may require further investigation to understand their potential influence. While these factors may not be significant at the overall level, they may still play a crucial role in individual decision-making processes and warrant further exploration in future studies.

However, motivational factors having no significant difference between Gen Y and Z, mentioned in Fig. 2, denoted by double solid arrows, in which the sum of ranks of Gen Y is more than Gen Z showing corresponding factors from High to low of Gen Y. Similarly, the factors which have more sum of ranks of Gen Z than Gen Y is indicated corresponding to Gen Y from high to low.

5. Conclusion and Suggestions

The findings underscore the importance of understanding the distinct preferences and aspirations of Gen Y and Gen Z cohorts in shaping recruitment strategies for those direct sellers who are planning to recruit new team members and for direct selling organizations seeking to comprehend their direct sellers' preferences and behaviors. Moreover, modifying recruitment strategies and marketing approaches to accommodate the unique motivations of Gen Y and Gen Z individuals can enhance recruitment success and

consumer engagement within the direct selling industry, which will allow effective targeting and communication strategies, contributing to the success and sustainability of direct selling businesses. Also, a well-structured training program needs to be run to support direct sellers from different generations, focused on the learning styles of both generations.

Limitations

The study has some limitations. First, it relies on direct questions to understand respondents' motivations, oversimplifying the complexity of their decision-making processes. Additionally, the study focuses on existing motivational factors, potentially overlooking emerging factors relevant to new generations. The research also does not fully explore underlying societal, cultural and economic influences shaping motivations across different generations. Moreover, the study does not investigate how motivational factors influence Direct Sellers's turnover intentions.

Future Research

Future studies can address these limitations by integrating longitudinal designs to track motivational changes over time and across different market conditions, examining the effectiveness of tailored recruitment and marketing strategies, investigating the impact of technological advancements and digital platforms on motivations and behaviors, and considering generational differences. These gaps will be addressed in future research; however, other researchers are also encouraged to contribute to this area of study, providing valuable insights for organizations seeking effective strategies.

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