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“Motivation as a Factor in Employee performance”

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# “Motivation as a Factor in Employee performance”

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## **Abstract**

Human resources department and managers, play a key role in understanding what motivates employees and implementing strategies to keep them engaged. This dissertation focuses on the two basic factors of intrinsic and extrinsic motivation. How Human Resources helps to develop motivation, how financial rewards affect the efficiency of employees and consequently the performance and efficiency of the entire company. Also creating different ways to motivate a company's workforce, such as safety within a company, the conditions they work in, and the environment they work in. Analyzing if there are strong motivations that can make the employees stay longer time in their jobs rather than leave their job and try to find another job, if the employees are willing to be as effective as they can. Analyzing if offering opportunities for growth and development or recognizing and rewarding accomplishments, or fostering a positive work culture, and promoting work-life balance are strong motivations for employees. Analyzing also the role of Human Resources and how this department is capable of understanding the needs and preferences of their employees, and finally is capable the Human Resources department to approach of motivating and supporting a more productive and happy workforce. This dissertation will help, the managers and human resources department to understand, to develop their motivation chances and to analyze how financial or non-financial incentives are ultimately an important factor in the satisfaction of a company's human resources.

## **Keywords**

Intrinsic, Extrinsic, Motivation, Employees Performance, Human Resources, Managers

“ Το κίνητρο ως παράγοντας απόδοσης των εργαζομένων. ”

“Μαρία Γιαλιτάκη”

## Περίληψη

Τα τμήματα ανθρώπινου δυναμικού και οι διευθυντές των εταιρειών διαδραματίζουν βασικό ρόλο στην κατανόηση του τι παρακινεί τους υπαλλήλους και στην εφαρμογή στρατηγικών ώστε να τους κρατήσουν αφοσιωμένους. Η παρούσα διπλωματική εργασία εστιάζει στους βασικούς παράγοντες που επιρρεάζουν τα κίνητρα των εργαζομένων και χωρίζονται σε δυο κατηγορίες, τους εσωτερικούς και τους εξωτερικούς παράγοντες παρακίνησης. Πως το Ανθρώπινο Δυναμικό βοηθά στην ανάπτυξη αυτών των κινήτρων, πως οι οικονομικές ανταμοιβές επηρεάζουν την αποτελεσματικότητα των εργαζομένων και κατά συνέπεια την απόδοση και την αποδοτικότητα ολόκληρης της εταιρείας. Επίσης η δημιουργία διαφορετικών τρόπων παρακίνησης του εργατικού δυναμικού μιας εταιρείας, παίζει σημαντικό ρόλο, όπως η ασφάλεια που νοιώθουν οι εργαζόμενοι μέσα σε μια εταιρεία, οι συνθήκες στις οποίες εργάζονται και το περιβάλλον της εταιρείας. Ανάλυση, εάν υπάρχουν ισχυρά κίνητρα που μπορούν να κάνουν τους εργαζόμενους να παραμείνουν στη δουλειά τους και να μην αναζητούν αλλού εργασία. Επίσης, εάν οι εργαζόμενοι είναι πρόθυμοι να είναι όσο πιο αποτελεσματικοί μπορούν. Η ανάλυση του εάν η προσφορά ευκαιριών για ανάπτυξη και εξέλιξη ή η αναγνώριση και η επιβράβευση των επιτευγμάτων ή η ενθάρρυνση μιας θετικής εργασιακής κουλτούρας και η προώθηση της ισορροπίας μεταξύ επαγγελματικής και προσωπικής ζωής αποτελούν ισχυρά κίνητρα για τους εργαζομένους. Αναλύεται επίσης ο ρόλος του Ανθρώπινου Δυναμικού και των διευθυντών, για το πώς μπορούν να κατανοήσουν τις ανάγκες και τις προτιμήσεις των εργαζομένων τους και τέλος να προσεγγίσουν και να υποστηρίξουν ένα πιο παραγωγικό και χαρούμενο εργατικό δυναμικό μέσα από την προσφορά και ανάπτυξη των κινήτρων. Αυτή η διατριβή θα βοηθήσει τα διευθυντικά στελέχη και το τμήμα ανθρώπινου δυναμικού να κατανοήσουν, να αναπτύξουν ευκαιρίες μέσω των κινήτρων, και να αναλύσουν πως τα οικονομικά και μη κίνητρα είναι τελικά ένας σημαντικός παράγοντας για την ικανοποίηση του ανθρώπινου δυναμικού μιας εταιρείας και κατ'επέκταση για την απόδοση των εργαζομένων μέσα στον οργανισμό.

## **Λέξεις – Κλειδιά**

Εσωτερικά, Εξωτερικά, Κίνητρα, Απόδοση Εργαζομένων, Ανθρώπινο Δυναμικό, Διευθυντές.

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# 1 Introduction

The concept of Human Resources flourishes day to day and more and more employers and employees are getting their awareness of their rights and their demands. Organizations irrespective of their size or their market try to keep their employees and inspire them. organizations recognize their crucial role and their contribution. To improve employee performance is important to overcome challenges and achieve the goals of the organization. Managers should develop strategies to be capable to compete competitive markets and to achieve high level of performance. Nowadays, it is imperative for a well-organized organization to keep its employees satisfied, and the same applies to the Medical School of the University of Crete. The Medical School has always aspired to become a modern teaching and research centre focusing on education and student training for physicians and biomedical scholars. The role of human resources and employee satisfaction is the cornerstone of supporting, achieving, and implementing the Medical School's goals. It is recognized that no one organization can thrive without their human resources (University Of Crete Medical School).

According to Dewhurst on November 2009, financial compensation is not the only means to reward employees. There are many different ways, an organization motivate their employees like for example praises, opportunities, the relationships in the organization, and the type of leadership that the organization applies (Lam C, 2008).

People have different needs and are distinct from person to person. This variety has a mix of feelings, needs, requirements and expectations. For example, for some individuals, security is more important than others, and other individuals focus on achievements. Managers must be able to predict and support employee behaviour and offer them, exactly what they want from their job, without making assumptions but with deep study and learning for what motivates their employees (McAlearney A, 2006).

## **1.1. Statement of the problem**

Employee satisfaction is linked to the models of personnel management and is usually implemented by people-centred management. The concept of motivation is closely linked to transformational leadership which is considered important in terms of human resource management and employee satisfaction (A, 2006)

This paper attempted to identify and map the main factors that enable nurses to be more efficient and satisfied in an adverse work environment. The investigation of the attitudes and opinions of nursing staff related to job satisfaction through the provision of incentives is of interest because it is directly related to the quality of care and the course of patients' health. This paper attempted to map and establish the main factors that enable employees of the Medical School of Crete to be more efficient and satisfied in their work environment. The investigation of the attitudes and opinions of human resources related to job satisfaction through the offer of incentives is of interest because it is directly related to the motivation of Medical School students.

### **1.1.1. Research question of the study**

The study focuses on key research questions such as: age, gender, years of service, level of education, permanence of the position and to decode the emotions of the employees by describing how they feel about their present job and the profession they practice. To tell about what like and dislike about their jobs.

#### **1.1.1.1. Parallels goals of the study**

The goals of this research are:

- To investigate the most important motivational factors that contribute to employee satisfaction.
- To investigate whether the application of incentives and motivational methods works positively as a means of motivating work performance.
- To investigate whether motivation pushes staff to personal and professional satisfaction.
- Finally, to investigate whether appreciation and a positive attitude towards their work help them, their students, their colleagues and the leadership of the entire organization.

## **2. Literature Review**

### **2.1. Introduction**

In this chapter develops relevant literature theories in relation with the motivations and their impact to the employee performance. Three basic issues are analyzed regarding motivation: First, the extrinsic factors that influence the level of employee performance should be emphasized. Second, we will focus in the intrinsic factors that influence the level of employee performance. According to the statement of Eisenhower Dwight which refers that: "Motivation is the art of getting people to do what you want them to do because they want to do it", Motivation is the force that can influence the employees. It is crucial in this point to refer that anyone can be motivated in various ways (Achim I, 2013).

Motivation is a total of internal and external states that push the employees to act, move or be influenced. At the same time, it causes a person to adopt a certain behavior. Generally, we can say that motivation is the stimuli that employees receive from their work environment during their job duties. For this reason, it would be useful for managers to have knowledge of what is important of their employees and what makes them to increase their performance in their jobs. The knowledge of their employee motivation it is obvious that is a valuable advantage which offers immense value to the organization" (Rajhans K, 2009).

### **2.1.1. Extrinsic Factors which influence the level of employee performance**

The individuals are extrinsically motivated when they engage in the work in order to obtain some goal apart from the work itself (Amabile T, 1993). This means that we refer to extrinsic motivation when an individual uses its job as a means to an external goal which is not related to their job. Extrinsic motivations even though they are dependent on the task as for example the salary, the culture in an organization, do not exist an intrinsic component. It is obvious that there are many work activities that have mainly extrinsic motivations. In most individuals, it is more likely to combine both intrinsic and extrinsic motivations which motivate them to do their job (Amabile T, 1993).

According to the above, work is the means to pursue other motives, as extrinsic motives can not be satisfied only by the work itself but must be taken into account also other factors. It is also crucial for the companies to recognize and satisfy the needs of their employees

#### **Salary / Monetary compensation**

Financial factors are one of the most important extrinsic factors as they influence many sectors aspects of adult life, including health, family, and work. Each individual worries about economic issues which include socioeconomic positions, demographic characteristics and general the lifestyle framework and this makes the economic factors a universal worry (Rosso V, 2024).

The negative consequences of this stress like the low performance of employees in an organization force the companies to find different ways to address this issue (Kaur S).

In a recent survey found that a financially stressed worker is more inclined to report a negative impact on productivity, spend more time dealing with financial issues during work, and look for another job PwC Employee Financial Wellness Survey (Rosso V, 2024).

Generally, financial motivations are tools that contribute to a firm's effectiveness by influencing behavior of individual or group. That's the reason that the companies use salaries, economic promotion, bonuses, or compensation to enforce high-level performance of their employees. In a firm, financial rewards can not necessarily be the main source of motivation for employees. Individuals approach motivation in different ways.

## **Culture Organization**

Organizational Culture in a company is a basic pattern used by the organization to act, solve problems, to obtain competitive advancement but also to enhance their employees to improve their performance. Organizational Culture adopts methods which are capable of uniting members of the organization and helping employees to adapt to the environment. The organizational culture not only is the application of values in a society, but also the values that the members are shared of the organization and passed down from one generation to another. Through the organizational culture a company determines the direction and which strategies will follow in their organization, which values, beliefs, and ways will adopt their members that the company will obtain their goals (Syafii L, 2015).

In a firm, financial rewards can not necessarily be the main source of motivation for employees. Individuals approach motivation in different ways. Organizational Culture importantly influences employee motivation through employee experience. In general, workers are more willing to stay motivated in a positive workplace that values them, supports their growth and well-being, and provides a psychologically safe and trustworthy atmosphere. Since people act in ways that are align their values with the organizational culture in the company. Therefore, the culture of a company should establish expectations for conduct that guide the workers to act in a manner that consistence with its culture in the company (Di Stefano G, 2019).

## **Leadership**

Generally, leadership (top management and senior managers) can be regarded as the driving force for organizations, that show the path of productivity and effectiveness in a company. Managers can enhance communication in the company, to increase organizational commitment from the employees, enforce the employees value but also the recognition of employees contributions. Is crucial for managers to receive information from the employees, give solutions and care about employee well-being (Brem A, 2010).

When the employees achieve their goals and the company's goals it is a result of the leader's support, through the encouragement, targeted incentives that make the staff voluntarily want to contribute more to the company and work at the same time in the best way for the company. Leadership can influence employees to do things in the right way. The companies usually try to find suitable leaders for their needs who will make their employees follow and trust them. If they want to achieve this, it is crucial to offer incentives. A good leader understands that leaders and followers support each other. Leadership and motivation are two basic ingredients for the company to achieve its goal (Thanh N, 2022).

## **Rewards and Promotion Opportunities**

A lot of Scientists especially neuroscientists have demonstrated that the activation of the reward which is fueled by neurotransmitter and dopamine, are capable of improving the behavior of individuals, to enhance the attention of individuals and increase the working memory. The neurobehavioral process known as incentive salience, which holds that behavior is governed by the "wanting" of extrinsic rewards (like food or salary), is particularly suited with pleasant feelings, stimulating features of extrinsic motivation. for example, a cup for an athlete contestant or a good grade for students are examples of reward-predictive signal, although extrinsic rewards in humans can also take many different forms, such as social acknowledgment and congrats. It is obvious that obtaining a reward it is not easy, we need effort, but if individuals follow the rules and instructions from their managers, which are may be from a simple behavior to the solution to a complex problem then the individuals have a reason to try more and more. Moreover , the instruction-driven behavior on extrinsic rewards and the associated signal that the individuals receive is only one aspect of motivated performance (Anselme P, 2024).

## **Work Environment and Conditions in the Company**

The working environment and the conditions that an employee spends many hours per day in the workplace play an essential role as they influence not only his motivation but also his performance. Its powerful extrinsic motivator for employees to have for example flexible working hours and having the option to set their own work engagement or having the choice to remote work. According to Gallup estimates 35%—51% would change jobs to have the choice to work from home or have flexible scheduling (Clifton, 2017).

The business case for flexible work arrangements (FWAs) and other flexible opportunities like work or family support is also strong for the employees. The professionals in human resources believe that the flexibility is a tool strategy to attract and retain a high-quality workforce (Galinsky E, 2013). Policies that support work-life balance including employees, supervisor, coworkers, families and the whole organization tend to receive benefits such as stress reduction, organizational commitment, and an ability to attract and retain a high-quality workforce (Smith E, 2019).



In addition, managers must ensure that their employees have the suitable equipment and the right materials to do their work. The managers must offer also a pleasant workplace. An indicator which reduces job stress when individuals have suitable and upgraded materials to do their jobs. The best managers, when their employee request cannot be fully funded, they try to find ways using their employees talents to reduce the distance and cover their needs for both physical resource needs and potential barriers in their future performance. It is obvious that the lack of proper equipment and resources become real obstacles to actual productivity (Galinsky E, 2013).

### **Benefits and Perks**

Nowadays there are a lot of companies which offer more and more perks to their employees as a morale booster. they believe that the more benefits and perks they offer, it is more likely to retain their existing talents or to find new talents for their company. The benefits and perks that are more attractive to employees are those that offer them greater flexibility, autonomy and the ability to lead a better life such as paid vacation, health insurance, wellness programs, reimbursement of fees to attend professional conferences, professional developments programs, employee assistance program e.t.c. (Clifton, 2017).

### **Job Security**

There are a lot of researches that refer that employee security affects directly their job performance and their work engagement. The managers must maintain and enhance job security in their organization and make the individuals adopt behaviors which protect and develop the resources even when these are threatened (Nemțeanu M, 2022). According to the Conservation of Resources Theory, when employees are faced with stressful situations and job instability, they often cultivate unproductive work habits (Xanthopoulou D, 2009), such as having disparaging conversations about the company, scolding colleagues, or supervisors, bringing up nonexistent work-related concerns spending time meant for task completion unproductively on social media or engaging in potentially counterproductive activities against to the organization or engaging in potentially counterproductive activities against to the organization (Nemțeanu M, 2022).

According Gallup, about 51% of employees consider that stability and security are more important in a new job. Employees want to work for companies that provide a solid base and are ready for growth. The more stable and secure is a company the more possibilities have the employees to continue to work for this company (Clifton, 2017).

### **Social Acceptance and co-workers**

One of the most influential theories on human needs is Maslow's. Maslow states that humans always want more, Maslow explains that a satisfied need is not any more motivation. Maslow arranges human needs into five hierarchy categories: physiological needs, safety needs, social needs (sense of belonging), esteem needs and self-actualization needs. Maslow also supports that when a lower level need is satisfied the individual directs all his attention and effort to satisfy a need at the next level (Çınar O, 2011). There are a lot of companies that have adopted social strategies and have aligned the goals of their company with the needs of their employees inspiring their employees and making them take pride in working for this company and being a member of its community. At the same time, the emotional relationship enhances positively within the organisation with the colleagues, affecting the total employee performance in the company (Castaldo S, 2023).

In other words, employees feel proud when their company belong in a high social position and supports practices that are for the common benefit of individuals as well as society as a whole. As the relationship between the co-workers isn't directly linked with their tasks, their job is likely influenced by this relationship. These factors boost individuals' self-esteem and lead to receiving the company's highest performance, as increasing knowledge sharing, enhancing employee creativity, enforcing quality employee performance, and finally, increasing customer satisfaction at multi levels (Story J, 2019).

#### **2.1.1.1. Intrinsic Factors which influence the level of employee performance**

The study of intrinsic motivation is interwoven with all areas of psychology and has been examined by many perspectives. In the same research, Deci supports that when individuals are occupied with interesting tasks for them they can develop intrinsic motivations like self-determination or competence. Generally, according to Deci and Ryan, support that intrinsic motivations focus on tasks any other focus like for example on product means that extrinsic motivations have involved (Deci L.E, 1980). Intrinsic motivation we mean the voluntary intention of individuals to engage themselves in the tasks, firstly for their own sake, as the work itself is interesting for them or for some reasons they receive psychological satisfaction. Generally, the impression of intrinsic motivations includes more personal internal tensions like enrichment, challenges, enjoyments, interests, recognition, opportunities for personal growth, stimulation, self-determinations and achievement to the individuals (Amabile T H. K., 1994). which are intertwined even with primary needs such as the need for food or water. Finally, intrinsic motivations are created by the need of individuals for competence and self-determination and that are performed without any external influence. We can observe the choices that individuals make when they have free-choice period and after the rewards are removed (Deci L.E, 1980).

#### **Recognition of Accomplishments**

An established recognition of accomplishment system is capable of producing well-desired level of motivation in the employees, Not only tangible but also intangible recognitions assist companies to enhance the motivation level of their employees (Saqib S, 2015).

Employees who receive recognition will actively participate in their company's targets, they will have an increase in their work involvement and less absenteeism. Generally, recognition is the answer that a company gives to their employee for their contribution or performance such as naming the best worker of the month or an extra day off for their effort. The manager's only thing they have to do is to keep supporting the worker's belief that they are appreciated, this kind of recognition makes the employee try to have positive behavior not only in present but also for the future (Shoaib M, 2009).

In this point, it is also crucial to refer that when an organization offer recognition to their employees is a signal that it cares about the well-being of its employees and is willing to offer more to them. We can divide into three categories the identification strategies: daily recognition, department-specific informal recognition, and formal recognition for the entire organization. For most workers, daily praise confirms a caring and appreciative attitude. Additionally, it lends credibility, support, and significance to the select few who are nominated or win formal or informal honors. Everyday recognition validates the attitude of caring and appreciation for a majority of employees. It also gives support, credibility and meaning to the few who receive the nominated or earned formal or informal awards. It is obvious that, rewards can attract individuals, but recognition is a tool for maintaining them (Madhani P, 2009).

### **Training and Skills Development**

Intrinsic motivation is created, as we have already referred to, from an inner need of the individual which seeks to be fulfilled. There are employees who are motivated by the opportunity to develop new skills or improve existing ones. For some of them the sense of progress and growth in their capabilities is a powerful motivator.

The most important asset for an organization is its employees. Their role is vital to the company's success. If an organization want to maximize its performance, it's required to provide better training and skills development to its employees to enhance their capabilities. Career development programs are often used by organizations to improve employee performance (Tafese Keltu T, 2009). Through skills development, organization offer assistance to their employees to empower them, by improving necessary skills, pieces of knowledge and maestries clarifying their role in the company. Skills enhancement is a piece of individuals empowerment (Beehr T, 2009).

Before managers decide which training program they want to develop it is crucial to analyze the effectiveness of this program and whether it align not only with the goals of the company but also with their employees expectations (Ahmed I, 2014). Training is a procedure which improves the progress of learning and assists not only employees to be more efficient but also the companies to activate education of related knowledge, in order to achieve its goals (Huynh Q, 2021).

## **Autonomy**

With the term of autonomy, we refer to the feeling that controls the actions and decisions which take individuals and pose themselves as initiators of their tasks (X, 2024).

According to the theory of Self-Determination Theory which analyzes the dynamics of motivation posits that satisfaction is crucial for the optimal function and intrinsic motivation of individuals and is based on three fundamental psychological needs autonomy- competence and relatedness (Earl S, 2019). In addition, the managers must consider whether the activities are goal-directed or differ in the extent to which they are autonomous, that is, with a full sense of volition and individuals choice (Alcover C, 2020). Several types of research support the idea that autonomy enforces motivation and generates many benefits for individuals (Earl S, 2019), (Eckes A, 2018), (Koestner R, 1984), (Trouilloud D, 2006), (Cheon S, 2020).

Generally, When people are occupied with an activity because they find it interesting, they are doing the activity volitionally and more effective (e.g I work because it makes me happy...). Both controlled and autonomous motivation are intentional, and when combined, they contrast with amotivation, which is characterized by a lack of motivation and intention. People who are autonomously extrinsically driven must see the importance of a conduct for their own self-selected objectives. People have more freedom and choice when there is recognized restriction since the behavior is more in line with their individual identities and aims. The integration of an identification with other facets of oneself, like other identifications, interests, and values, is the most complete form of internalization, which permits extrinsic motivation to be really autonomous or volitional (Gagné M, 2005).

Nowadays, technologies and especially mobile technologies which play important role in our daily, there are many professionals who have adopted remote jobs as a means of empowering and increasing autonomy of their employees. These technologies allow their employees to use their time as they want and work from anywhere they want. This flexibility increases and improves the efficiency. Environments that allow for individual self-determination—which occurs, as we have already referred, when people's psychological requirements are met—stimulate intrinsic motivation. Among these is the requirement for independence and autonomy. (Porter A, 2020).

In the modern and changing environment, autonomy is necessary to allow individuals to adapt, make quick decisions, and respond to all daily challenges. Task performance improves when individuals handle uncertainties, and challenges and seize opportunities for personal and professional growth. Workplace autonomy boosts intrinsic motivation by giving employees more flexibility and choice. An individual's sincere interest and enjoyment in an activity, independent of outside rewards or limitations, known as intrinsic motivation. Because they give their time and effort freely, people who feel empowered are therefore more likely to participate, create, and perform effectively at work (Mousa Alriyami H, 2024).

## **Trust**

As important as autonomy is, so is trust in a work environment. When trust and justice predominate in a company, this could potentially lead to improved task performance. Trust is a fundamental theory to fostering and enhancing, in the work environment satisfaction. When individuals trust their company and believe that there is justice and fairness of treatment, then a positive work environment is created which is capable of boosting motivation, employee performance and engagement to complete their tasks. In this way, individuals are more likely to work hard, take risks and initiative, and overtake expectation (Mousa Alriyami H, 2024).

Trust is of the highest importance in allowing individuals to work together in an organization, acting with more insurance even though the current conditions might be uncertain. When there is trust in a work environment, individuals can put themselves at risk by focusing on their goals without watching their backs or monitoring the behavior of other members of the team (Allen M, 2018).

Trust influences the behaviour of employees and the behaviour affects the employee performance. Trust influences the behaviour of employees and the behaviour affects the employee performance. This means that when managers use honesty and fair behaviour, they engage their employees to behave in the right manner themselves, which affects the performance of the entire business (Brown S, 2015).

There are a lot of literature reviews that recognise the positive relationship between trust and economic growth not only in microeconomic but also at the macroeconomic level. It is obvious that, any commercial transaction includes a relationship of trust. Much of the economic delay can be based by the lack of trust . When a lack of assets restricts access or when there is no established formal system of financial intermediation, investment can be facilitated via informal credit markets that rely on strong interpersonal trust to credit in banks. Increased investment and other economic activities are also based on trust. In societies where people trust one another more, central bankers' commits to avoid raising interest rates, finance ministers' assurances that a nominal exchange rate anchor is set in stone, and assurances that tax laws won't be changed quickly are all likely to be seen as more credible (Knack S).

### **Work-life Balance**

Changes to the social and demographic levels affect the expectations and priorities of individuals. In previous years, work-life balance but also benefit facilities were considered a luxury that was difficult to obtain. Labor circumstances have evolved over the past several decades, extended workdays make it challenging to fulfill obligations to their family, and job instability has grown. Today most organizations try to improve the balance between work and life-family. The negative relationship between work-life can affect job satisfaction, cause more stress and negatively affect the performance of employees (Medina-Garrido J, 2017).

Nowadays, it is crucial for companies offer to their employees a work-life balance, if they want to attract and retain employees. Additionally, work-life advantages that increase workers' job satisfaction are likely to foster a sense of community inside the company. In the end, that greater responsibility to the organization, staff members return the favor by becoming more dedicated to the company and the feeling of belonging towards the organization (Tiwari M, 2024).

Nowadays, there are many companies which have implemented family-friendly methods with the objective of improving employee experiences of work–life balance. The lack of a well-developed program for work-life balance has a negative impact of their employee performance. It is also important for managers to measure their employees' perceptions regarding work-life balance before making decisions, as it would be useful information for the company and their organisational stakeholders. (Kalliath T).

Work–life balance focuses on individuals multiple life roles and being equally satisfied with their work role and family role. Based on three components of work-family balance first on-time balance which means equal time devoted between work and family, second involvement balance which means equal involvement in work and family and finally satisfaction balance which means equal satisfaction on work satisfaction condition and family satisfaction condition (Greenhaus J, 2003).

### **Sense of Self-Efficacy**

Self-efficacy, refers to the belief that individuals can handle their tasks successfully and achieve specific goals. Self-efficacy and the feel competent plays a crucial role in intrinsic motivation, as they influence the way that individuals approach challenges, resolve the problems and their insistence on facing failures and their overall performance. Generally, individuals with the highest self-efficacy set more high goals and they are more committed to achieving them. When individuals believe that their abilities are capable of handling their tasks with success, gives them the chance to take on tasks that others shy away from. Managers need to find in which domain are efficient their employees, as lacking efficacy in some domains does not preclude being efficacious in others. According to Bandura the self-efficacy is strongly related to work related performance and can nurtured via training, experiences, social persuasion and psychological programs (Bandura A).

On the other hand, self-efficacy can take place in training programs and interventions from managers. Self-efficacy, combined with other factors but also independently, have been shown to be crucial positive predictor of goal setting and motivation of employee's performance (Luthans F, 2007).



Self-efficacy plays a significant role in assessing the degree of entrepreneurial intent as well as the probability that such intentions would lead to entrepreneurial activity 47. (Boyd N, 1994). Self-efficacy's incorporation provided further understanding of the mental process through which entrepreneurial goals are formed and executed through certain actions (Boyd N, 1994).

### **Curiosity and interest**

First of all, curiosity and interest are the motivation that comes from inside and enforce to individuals to learn explore, and participate in activities either for internal or external rewards. It is part of the human organism to engage in interesting activities. Generally, when individuals are experiencing the need for satisfaction, they not be behaving in a specific way just to satisfy their needs, but it is more possible to do something that they will find interesting for them. In other words, curiosity and interest are linked with basic psychological needs and their fulfillment. Intrinsic motivation is related to what the individuals find interesting and this promotes growth and their performance (Deci E, 2020).

Jobs can always be more interesting and enjoyable for employees, but companies emphasise productivity and salaries. On the other hand, many employees consider their jobs as something that they have to do or as a burden that they must do. Even if, there are positive job experiences many employees tend to discount them either because it doesn't contribute to their own goals or there is no interest in them (Csikszentmihalyi M).

Interest aligns with curiosity, as both of them have been recognized as an important motive that influences individuals behavior either positive or negative ways at all stages of the life cycle (Loewenstein G, 1994).

## **Personal Growth and Self-Actualization**

Self-actualization and personal growth can be dated from the time of philosopher Aristotle. Aristotle states that individuals can actualize their highest potential through an ethically meaningful way of living, growth-oriented, autonomy and competence. The accomplishment of these needs is crucial for psychological growth, well-being and self-actualization. Self-actualization, can manifest in the work environment in many ways like as motivation and meaning in work but also with a behavioral way from managers (Schoofs L, 2022).

There are personal resource interventions that focus on promoting self-actualization and enhancing physical and social relations, development opportunities, skills and knowledge to support work engagement and performance in their direct employees (Knight C, 2017). According to Maslow self-actualization is the higher level of the hierarchy in the needs theory and is in central to well-being after the satisfaction of physiological needs (Li H, 2024).

## **Moral Values and Social Service**

According Morcarini, employees with high confidence in their tasks and in themselves, believe that they can increase output and gain bonuses, on the other hand, employees with low confidence in themselves, believe that their effort is useless. The role of high moral as intrinsic motivation is crucial. For employees, it is important to have space and be able to do things with their rhythm, their beliefs and their conscience. Their perception of the effects of their effort is how they themselves will evaluate it first (Fang H, 2005).

In addition, there are sectors which need to enhance a sense of social responsibility more, than the other sectors, there are employees who work in the public sector and they are motivated when they can do things for other people, especially in the public sectors. The way that supervisors receive their decision is milestone. Employee conduct can be influenced either favorably or unfavorably by a leader's values and traits. Based on their talents and abilities, each leader takes the right choices, shapes the work of their team, and is in charge increasing the sense of social responsibility (Kitsios F, 2021).

### **3. Methodology**

#### **3.1. Data Collection**

From the theories of literature review, it is obvious that motivation influences human behavior in their workplace. This create the need from managers to approach more carefully their employees and create new ways of thinking, with ethical values and principles that stem from knowledge and respect for human. One of the most great challenge for Managers is the creation of a working culture the empowers and rewards the work and the role of human resource, while at the same time achieving the goals of the organization. The purpose of this study is to examine different factors that influence employee motivation. The goal of this study was to identify which are the main extrinsic and intrinsic factors that influence the level of employee motivation. The population for the study was employees of the Medical School of Crete. Data was collected through a short form of the Minnesota Satisfaction Questionnaire (MSQ) survey in order to gauge the level of satisfaction, which is a reliable tool for measuring job satisfaction in various dimensions. The MSQ was developed by Weiss, Dawis, England and Lofquist in 1967 and has been used in a lot of various professional sectors. The Questionnaire was used to investigate how the intrinsic and extrinsic motivation influence the employees performance. The first four questions are to collect demographic information like age, gender, level of education and how long the employees have worked in the organization. The information in the first part is essential for the research, to understand the general profile of participants and analyze the answers. From the first part, the researcher could be able to identify the differences between the different demographic groups. The main part of the questionnaire takes into account twenty dimensions. Each question is related on a five point Likert scale, from strongly disagree to strongly agree. This scale allows for the quantitative measurement of agreement or disagreement in various aspects of work, facilitating the analysis and interpretation of data. These questions cover both intrinsic and extrinsic motivational factors. The 20 questions of the MSQ questionnaire can be categorized based on the type of motivation they assess. More specific :

Being able to keep busy all the time. Regarding the first question, being busy all time, is classified as an extrinsic motivation and is related to the feeling of job security and employment stability that someone feels.

The chance to work alone on the job. Regarding the second question, working alone, is classified as an intrinsic motivation and examines the feeling of self-efficacy and independence that the employees feels, when they perform their duties.

The chance to do different things from time to time, is also classified as intrinsic motivation and is related to skills that someone wants to obtain.

The chance to be "someone" in the community, classified as extrinsic motivation and is related with the rewards, promotion and opportunities examines the rewards, promotion and opportunities that employees receive, for professional development and advancement within the organization.

The way my boss handles his/her workers, and the follow question, the competence of my supervisor in making decisions, characterized as extrinsic motivation and examines the quality of supervision from the leadership that the company follow.

Being able to do things that don't go against my conscience. This variable stems from intrinsic motivation and is related to the moral values that someone has.

Other questions that are related to intrinsic motivation are "The way my job provides for steady employment", related to the work-life balance "The chance to tell people what to do" related to also ethical values, and also "The chance to do something that makes use of my abilities" is about the trust that someone receive from its work.

The question: The way company policies are put into practice is related to the culture and the work frame that an organization implements.

My pay and the amount of work I do, is related to the salary variable and show how this extrinsic motivation affects the performance of employees.

The chances for advancement on this job, this variable is related to benefits and perks that an employee receive from its job and calculate how much this extrinsic motivation affects the employees.

The freedom to use my own judgment: this variable is related to autonomy as intrinsic motivation. More specific this question, assesses the extent to which the employees feel they can make decisions and control their judgment at work.

The chance to try my own methods of doing the job. This variable shows how this intrinsic motivation is related to the curiosity and the interest that someone has and can satisfy this need in its job.

The working conditions. This variable is also important as it shows how this extrinsic motivation affects the working environmental conditions

The way my co-workers get along with each other, this variable is linked to the extrinsic motivations of employees and the sociability that someone wants to have at work.

The praise I get for doing a good job, this variable is linked to the intrinsic motivation and the recognition that someone receive because of its job

The feeling of accomplishment I get from the job, with the last variable as intrinsic motivation, is related to the personal growth and the self-actualization that someone receives because of the job.

### **3.1.1. Sampling**

The permit for the research was carried out in February 2025 after prior written approval from the Dean of the Medical School of the University of Crete. The study population was 170 employees from various departments in the university. A sample size of 47 respondents was selected using a population random sampling approach. The study of employee motivation and job satisfaction at a given time is considered necessary for the following important reasons:

First of all, motivated employees are more productive, dedicated and efficient in their work, which positively affects the overall functioning of the university. In addition, in an academic institution, job motivated not only influences teaching but also research activity, which leads to a better academic environment for students and faculty. Employee job motivation, is one of the most important factors affecting the efficiency and effectiveness of an organization. Specifically, in the field of education, teacher job motivations contribute significantly to improving the quality of teaching and research, creating a more conducive academic environment for students and faculty. Motivations are directly linked to organizational commitment, lower absenteeism rates from employees, and positive work behavior of employees. Furthermore, strong motivations can act as a counterweight to burnout, which is a common phenomenon in the field of education. With strong motivations, teachers can maintain high levels of commitment and dedication to their profession, which is positively reflected in their performance and the quality of education they provide.

Moreover, employees who work in academic and healthcare positions often experience high levels of stress due to the nature of their work, which requires increased responsibility and constant updating. Giving them motivations managers can help them to prevent and deal with issues like stress and pressure. At the same time, the result of this research are also useful for managers, as they provide them the opportunity to develop policies and strategies that promote a positive and supportive work climate, to insert into organization professional development programs and create better working conditions not only for employees but also for students too.

Greece, both in previous years and today, has suffered a great loss from young people who choose to migrate to another country in search of better living conditions, better lifestyle and more professional opportunities. Maintaining human resources in the country and in this institution is a vital objective. In addition, the attraction of new administrative staff as well as highly qualified scientists will be a great success for the Medical School of Crete.

Finally, when employees are satisfied with their work it contributes significantly to the improvement of generally work environment, as it helps cooperation, reduces tensions and conflict and finally, promotes teamwork. A supportive work climate can be a cornerstone of organizational goals, the academic development and overall progress of the institution.

#### **3.1.1.1. Data Analysis**

For the needs of the study, designed a descriptive research, which was considered the most suitable way to describe the factors that influence employees performance. Descriptive research is the method in which data is collected in order to answer questions about current status. The program used for collecting data is Google Forms, which was sent via the University of Crete e-mail to the employees. More specifically, for the presentation of the questionnaire, percentages were calculated and presented. Pie charts were used to present categorical variables. For the needs of research, the mean, the median and the standard deviation, while the frequency % was used for the discrete and qualitative variables. A structured and anonymous questionnaire was used to conduct this study.

The researcher used the Minnesota questionnaire. This questionnaire was preferred as a methodological tool because it is easy and reliable to use, is offered for measuring the opinions of the participants, is distributed quickly via the specific electronic link in Google Forms platform, and its completion does not require the physical presence of the researcher. The total sample size is 170 employees, of which 47 agreed to participate in the study, which belong to 27,64%, the response rate of the sample was satisfactory. Sampling is the process by which part of the population is selected and conclusions are concern the whole of population. The sampling was satisfactory, even though, there were a lot of employees who didn't answer the questionnaiere.

At this point, it is crucial to note that the sampling frame often differs from the actual population because of errors, mistakes or limitations.

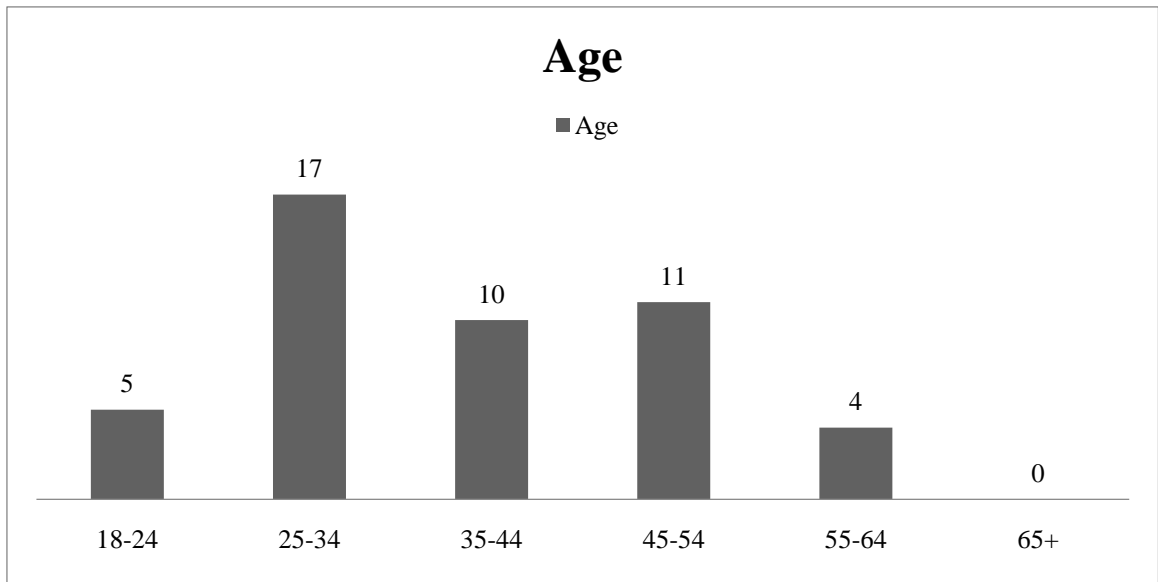


# 4. Results

In this chapter discusses the results of the findings of the data analyzed from the questionnaires. Based on the research objectives and questionnaire findings using statistical tools like charts, graphs, means and figures are presented.

Figure 4.1 shows the results that were obtained when the respondents were classified by age. Seventeen of respondents (36.2%) belongs to the age group of 25-34, while eleven participants (23,4%) participants were aged between 45 and 54 years. Ten respondents (21,3%) indicated that they aged is between 34 to 40 years, five of them belongs to 18 to 24 years (10,6%) and the rest four people (8,5%) are between 55 to 64 years. Accordint to the results of the questionnaire, most participants are between of 25 and 34 years old. This is an important finding as the staff is not old, on the contrary they belong to a productive age.

Age Group



(Author, 2025)

Figure 4.1 Age of Group

Asked from the participants to indicate their gender, figure 4.2 present that thirty-two (n=32) of the participants were female which belong to 68,1%, while the rest of them, fifteen respondents were male (n=15) and belongs to 31,9%. Most of participants are women.

Gender

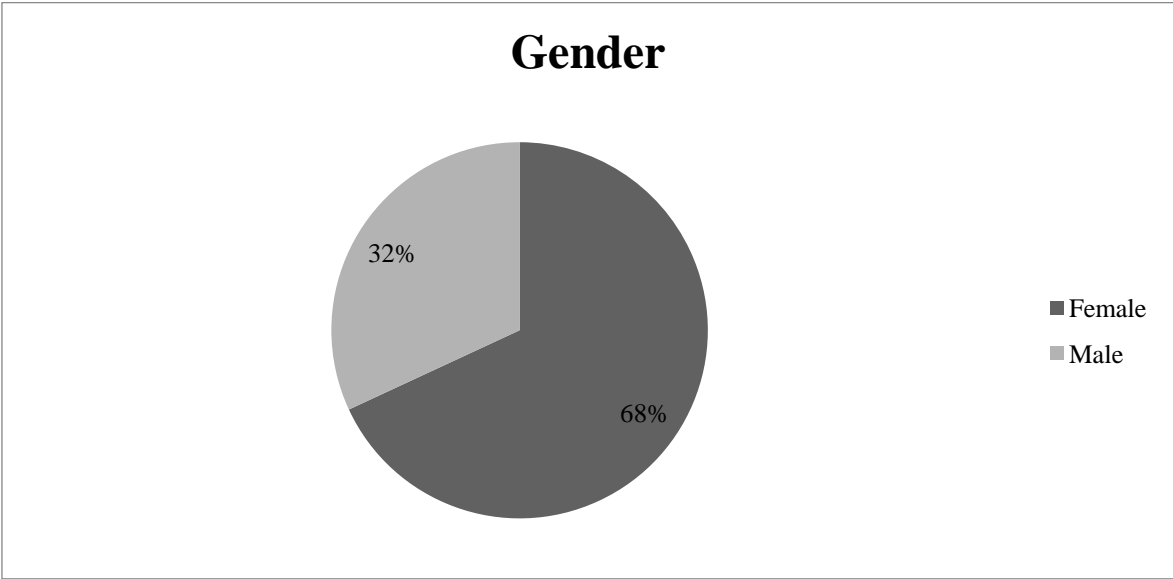


Figure 4.2 Gender (Author, 2025)

According to the responses about their tenure in the organization the results presented in figure 4.3. Twenty-six of participants (n=26) 55% been working for less than 5 years at the Medical School and eleven respondents (n=11) belongs to 24% who worked in the organization for more than twenty years. The rest of the respondent worked between 6 and 20 years. Accordint to the results of the questionnaire, most participants have been working in the organization for less than five years. This is an important finding as the organizations management should identify the reasons, why most employees work for less than five years. For example it is the employees choice to leave the organization and look for work somewhere else and what the organization can do to solve this problem.

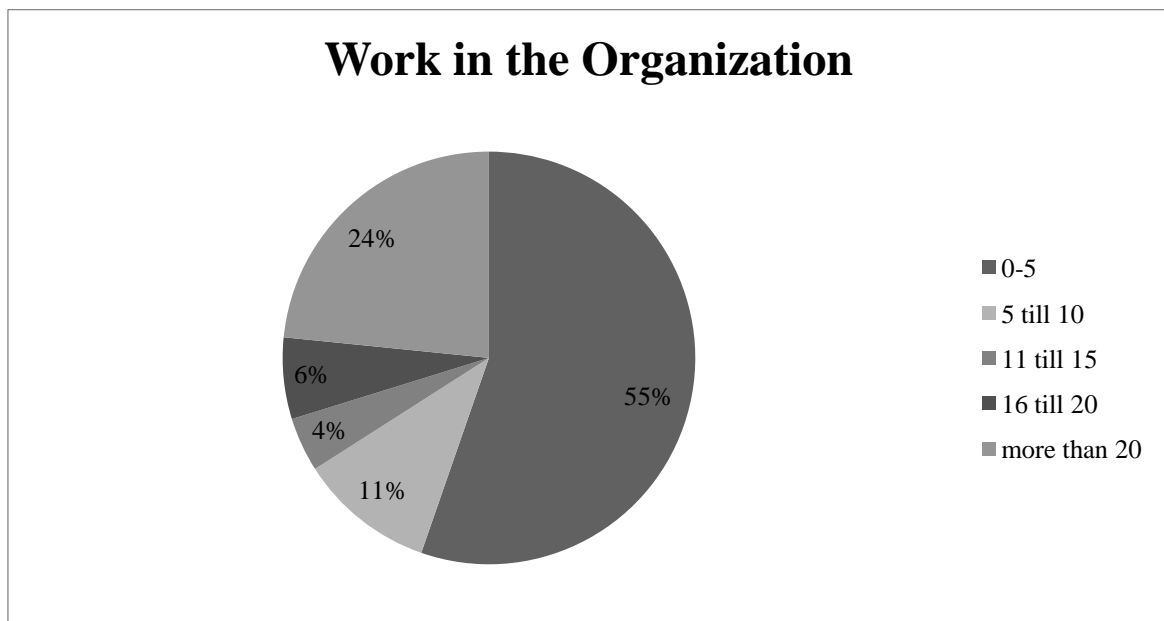


Figure 4.3 Work in the organization (Author, 2025)

In the Figure 4.4, classification of the Respondents by educational background represents the results as follow:

From the study it was found that 34% of the respondents (n = 16) indicated that they possessed Master degree.

Twenty-seven point seven percent of the respondents (n = 13) indicated that they held a Doctoral degree while 26% (n =12) they finished university,

n=4 with Vocational training which belong to 8% and finally, n=2 with high school with 4%. This findings are also very important as they show that the largest percentage of employees is highly educated, with 34% holding a master's degree. It is known that education is a dominant method of enhancing productivity and motivating the individuals.

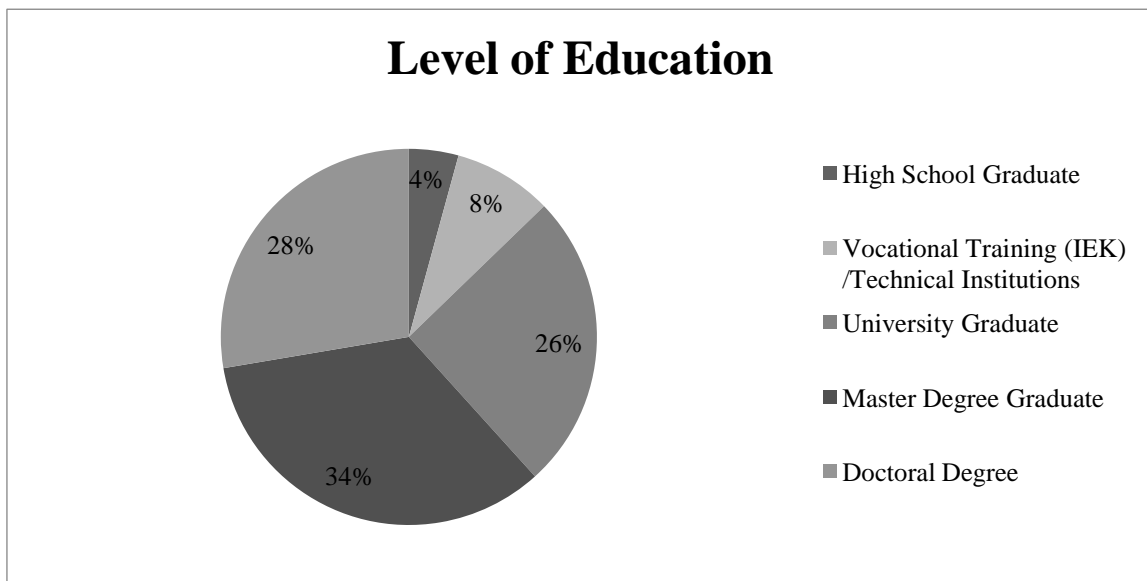


Figure 4.4 Level of Education (Author, 2025)

Figure 4.5 shows the results that were obtained when the respondents were asked to indicated.

Their level of agreement to keep busy all the time and if they influenced their motivation levels.

Six (n=6) respondents (13%) disagree, and also six (n=6) with the same percentage are strong agree.

(15%) indicated that they are neutral with n=7, and the biggest percentage 59,6% declared that they agree with n=28.

Busy all Time

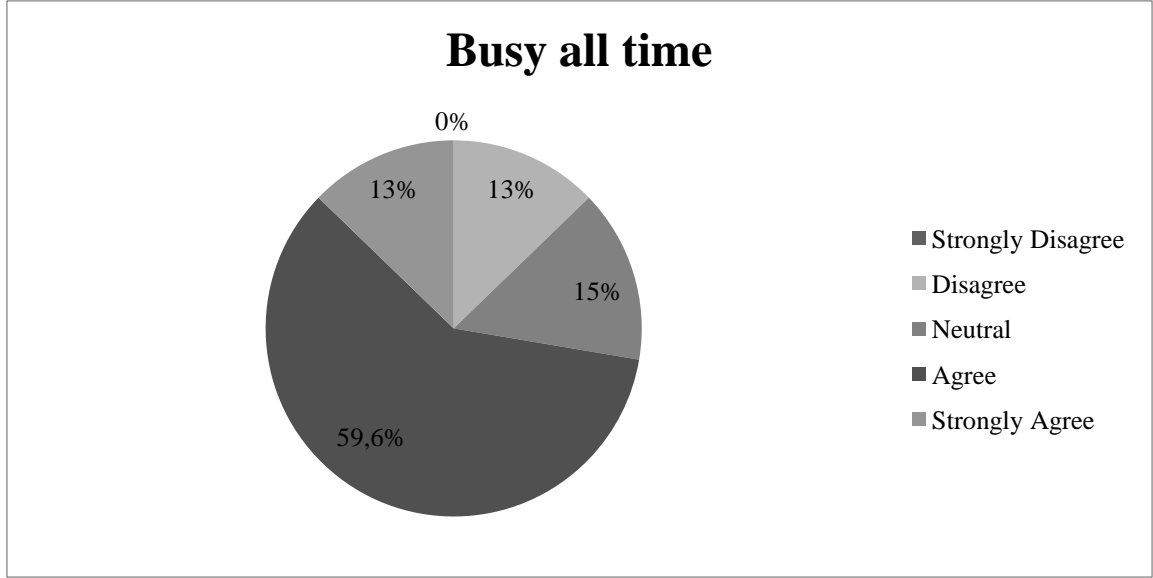


Figure 4.5 Busy all Time (Author, 2025)

Figure 4.6 shows the results that were asked if the level of performance influenced if they worked alone.

Six-point-four percent (6,4%) of the respondents (n=3) indicated that they strongly agreed that the level of employee worked alone influenced motivation. nineteen-point-one (19,1%) percent of the respondents (n=9) indicated that they disagreed. Thirty six-point-two (36,2%) percent of the respondents (n=17) indicated neutral and finally, thirty-eight- point three percent (38,3%) they agree.

Work Alone

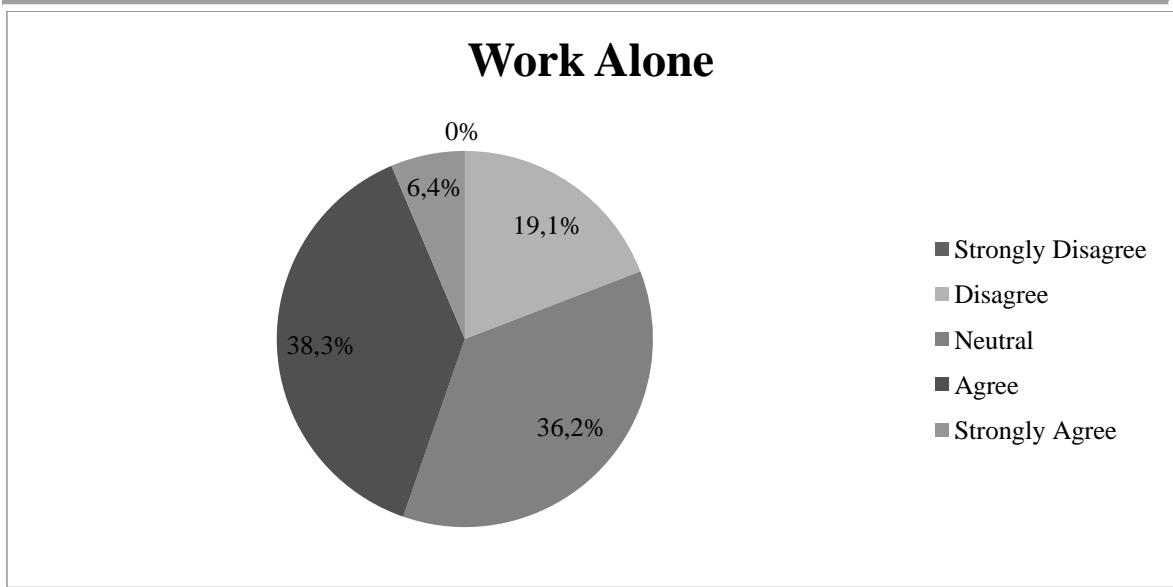


Figure 4.6 Work Alone (Author, 2025)

In addition, the respondents were also asked to answer about their level of agreement or disagreement with the notion that the chance to do different things from time to time by the organization influences motivation.

Twenty eight (n=28) respondents (59,6%) answered agree, and ten (n=10) respondents (21,3%) answered neutral, seven (n=7) respondents with percent 14,9% answered strongly agree and only two of them (n=2) answered disagree.

Different Things

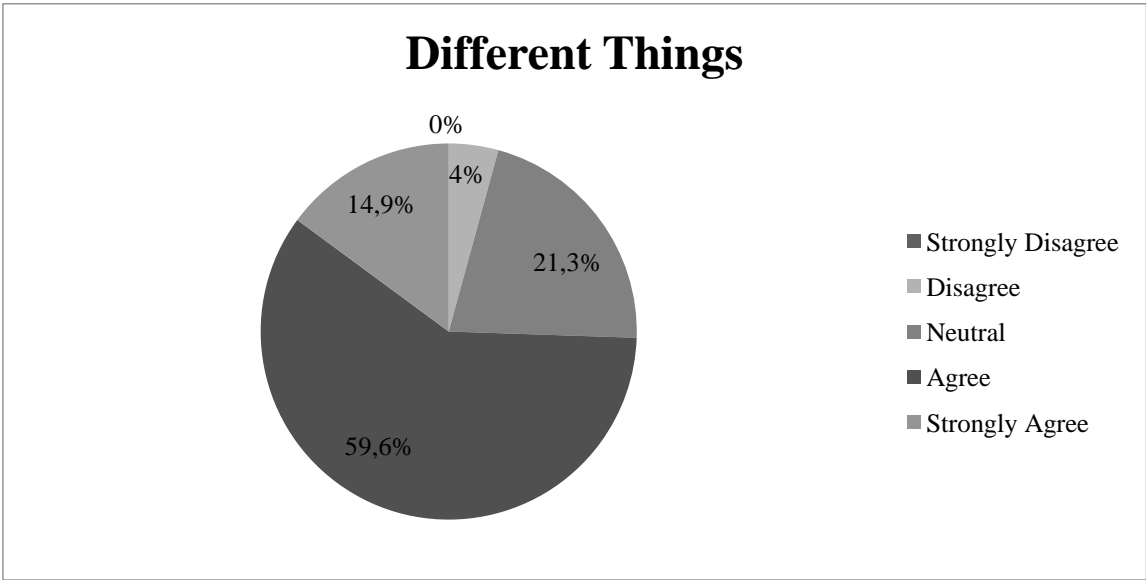


Figure 4.7 Different Things (Author, 2025)

Figure 4.8 show the results when the participants asked about their level of agreement or disagreement about being somebody in their community. Fourty six point eight percent (46,8%) with eight persons (n = 8) answered that they agreed, Twenty nine-point-eight percent (29,8%) of the respondents (n = 14) answered neutral, fourteen-four point nine percent (14,9%) of answered strongly agree. On the other side, only eight point five percent answered disagree (n=4).

Be «Somebody»

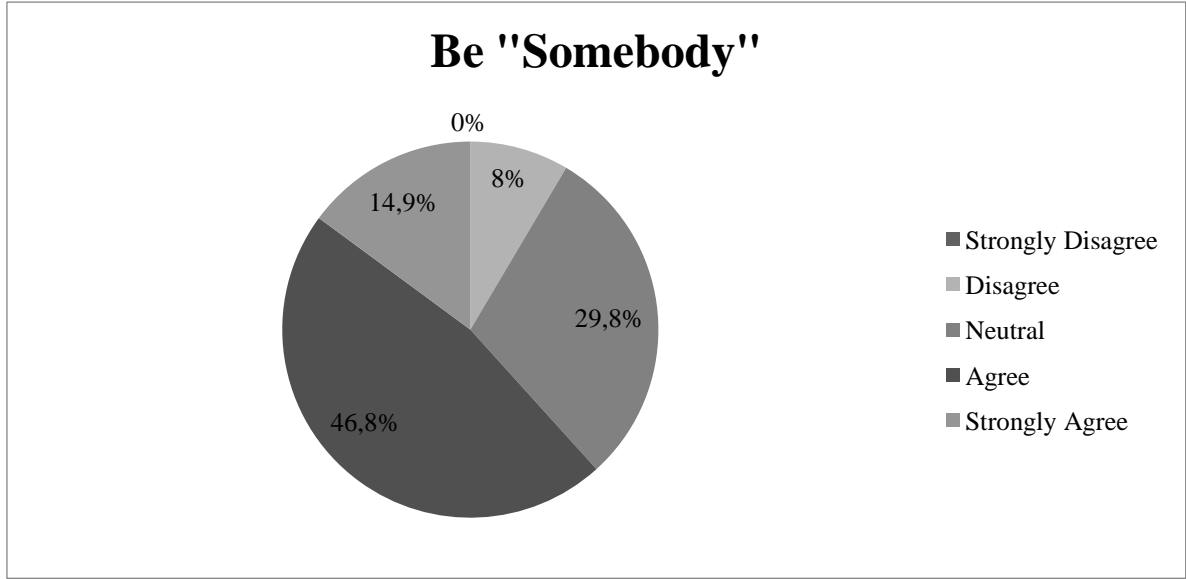


Figure 4.8 Be «Somebody» (Author, 2025)



Figure 4.9 show the results about the level of agreement according to the leadership and how the way that the boss handles their workers.

Most of the participants answered agree with forty-four-point-seven percent 44,7% and twenty-one persons (n=21) indicated that they agreed.

Also a big percent with thirty-eight point three (38,3%) declared neutral with eighteen persons (n=18). In addition six person (n=6) declared strongly agree with percent twelve point eight 12,8% and on the other hand only one declared disagree and strongly disagree with two point one percent 2,1% (n=1)

### Leadership

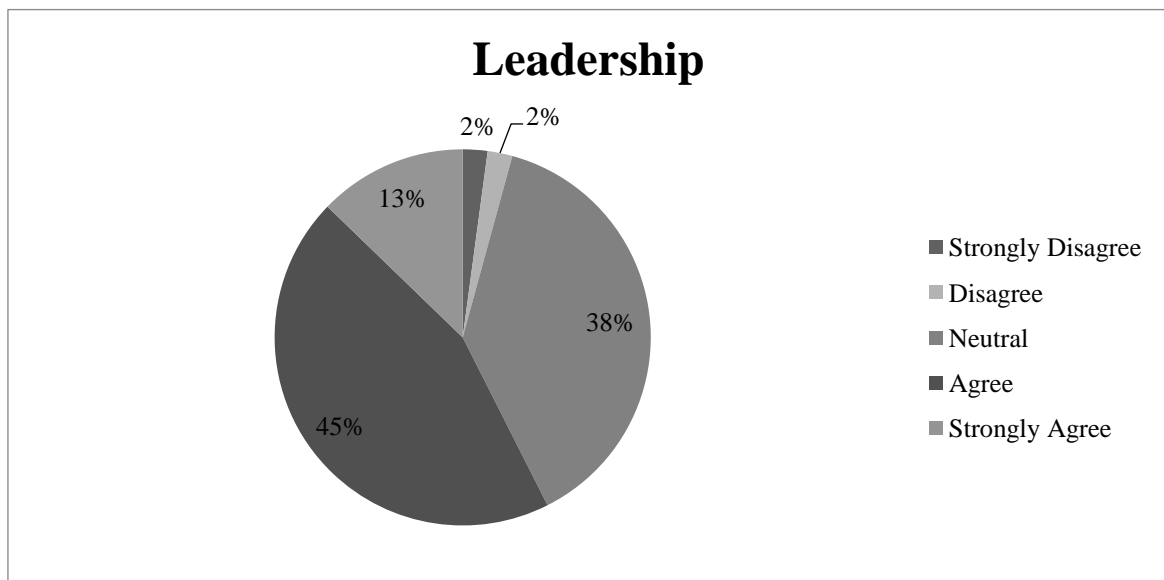


Figure 4.9 Leadership (Author, 2025)

Figure 4.10 show the results about the level of agreement about the competence of the supervisor in making decisions.

Most of the participants answered agree with fifty-five-point-three percent 55,3% and twenty-six persons (n=26) indicated that they agreed. Also, with twenty-one point three (21,3%) declared neutral with ten persons (n=10).

In addition, nine persons (n=9) declared strongly agree with percent nineteen point one 19,1% and on the other hand only one declared disagree and strongly disagree with two point one percent 2,1% (n=1).

Making Decisions

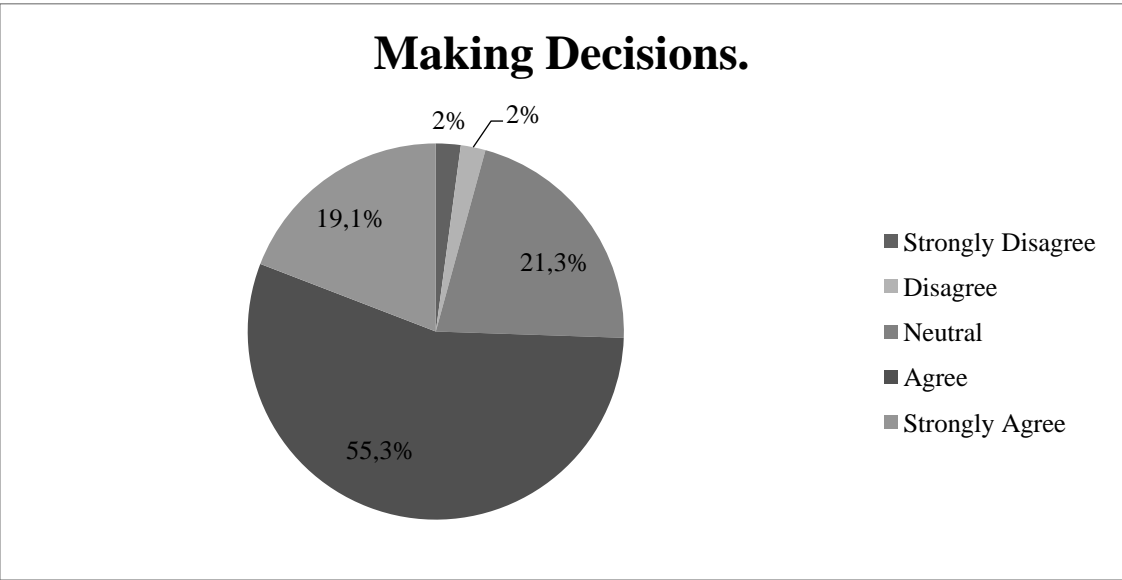


Figure 4.10 Making Decisions, (Author, 2025)

Figure 4.11 shows the results about the level of agreement participant to do things that don't go against their consciences.

Most of the participants answered agree with forty-four-point-seven percent 44,7% and twenty-one persons (n=21) indicated that they agreed.

Also, with twenty-nine point eight (29,8%) declared strongly agree with fourteen persons (n=14).

In addition, seven persons (n=7) declared neutral with percent fourteen point nine 14,9% and on the other hand, only four (n=1) declared disagree with eight-point-five (8,5%) percent with (n=4) and strongly disagree with two point one percent 2,1% (n=1).

## Moral

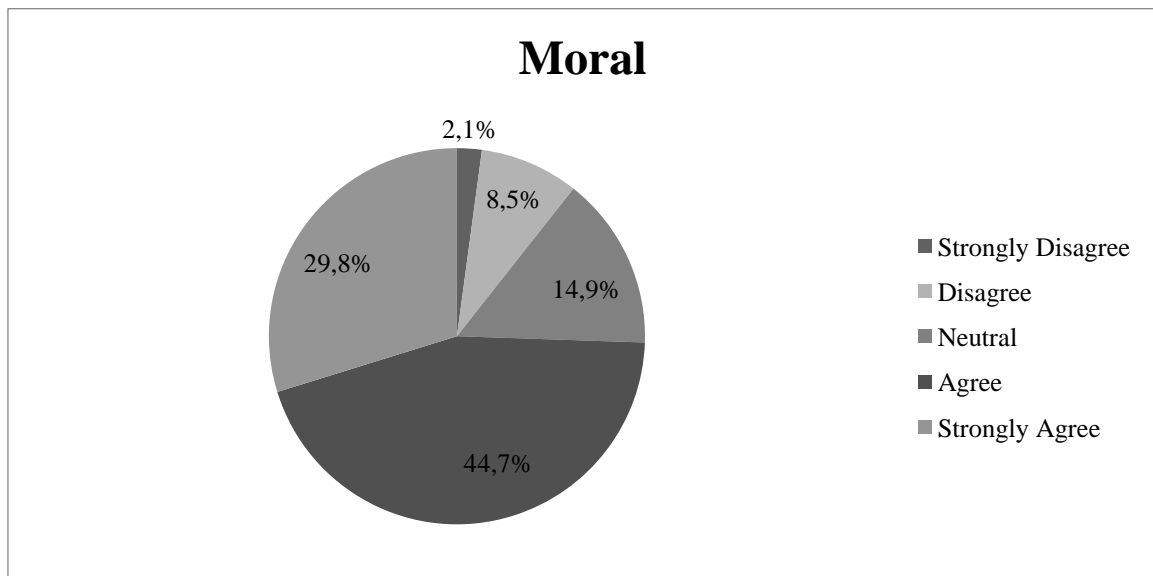


Figure 4.11 Moral, (Author, 2025)

Figure 4.12 shows the results about the level of agreement participant have a steady employment.

The participants answered agree with thirty-one-point-nine percent 31,9% and fifteen persons (n=15) indicated that they agreed.

Also, with twenty-three point four (23,4%) declared strongly agree with eleven persons (n=11). In addition, ten persons (n=10) declared neutral with percent twenty-one-point three 21,3%.

On the other hand, only seven (n=7) declared disagree with fourteen-point-nine (14,9%) percent with (n=7) and strongly disagree with eight-point-five percent 8,5% (n=4).

#### Steady Employment

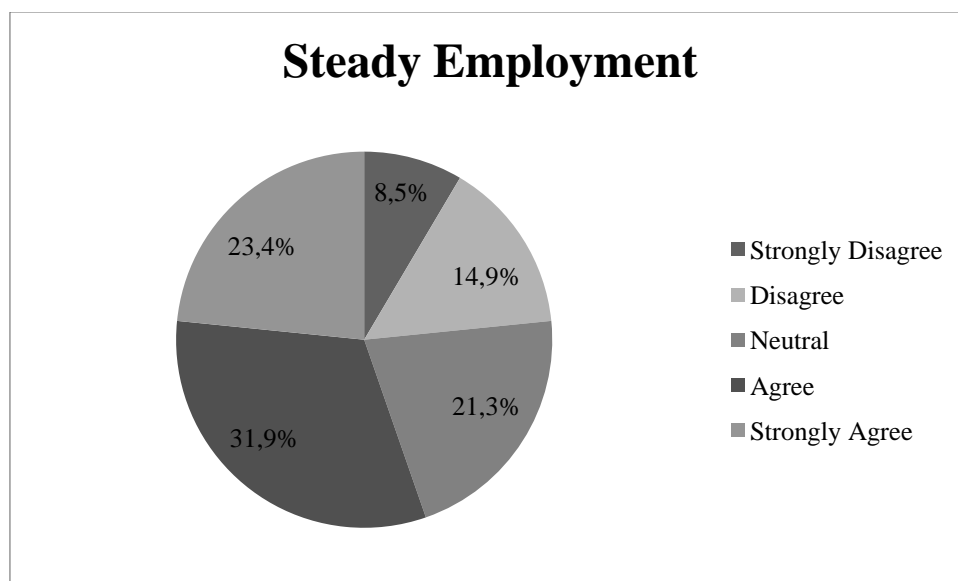


Figure 4.12 Steady Employment, (Author, 2025)

Figure 4.13 shows the results about the level of agreement participants to give the chance to tell people what to do.

The participants answered neutral with forty-point-four percent ( 40,4% ) and nineteen persons (n=19).

Also, with thirty-four ( 34% ) declared agree with sixteen persons ( n=16 ).

In addition, nine persons (n=9) declared disagree with percent nineteen-point one 19,1%.

On the other hand, only two (n=2) declared strongly disagree with fourteen-point-three percent ( 4,3% ) with (n=1) and strongly disagree with two-point-one percent 2,1% (n=1).

Tell People what to Do

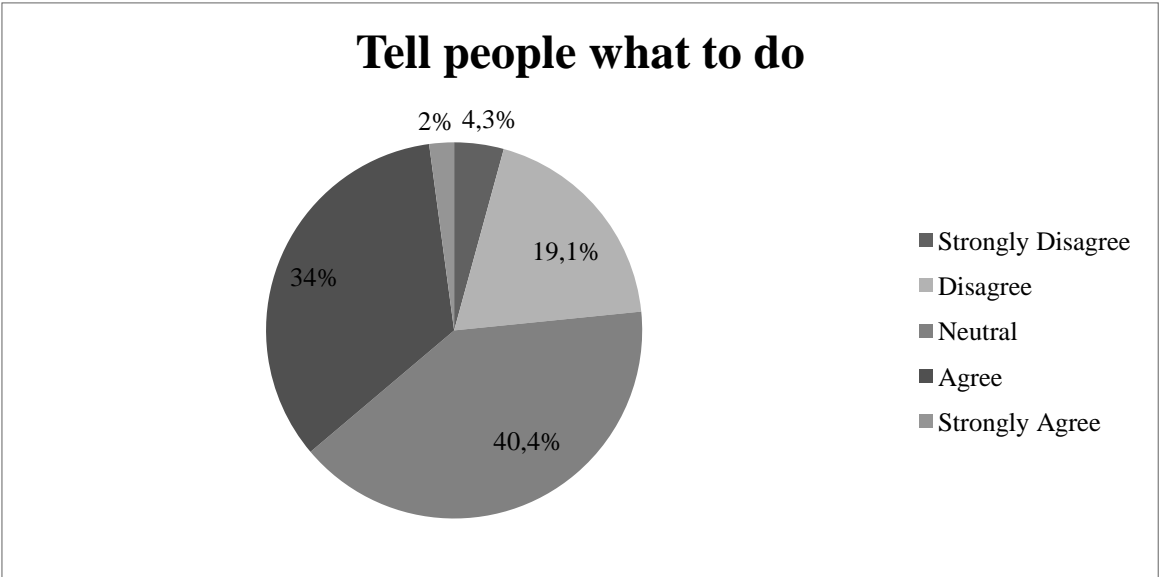


Figure 4.13 Tell People what to Do, (Author, 2025)

Figure 4.14 shows the results about the level of agreement, participants to give the chance to use their abilities.

The participants answered agree with forty eight-point-nine percent (48,9% ) and twenty-three persons (n=23).

Also, with nineteenpoint-one (19,1%) declared strongly agree with nine persons (n=9).

In addition, eight persons (n=8) declared strongly disagree with percent seventeen 17%,

And finally, five (n=5) declaredneutral with ten-point-six percent 10,6% with (n=5) and disagree with four-point-three percent 4,3% (n=2).

Use Abilities

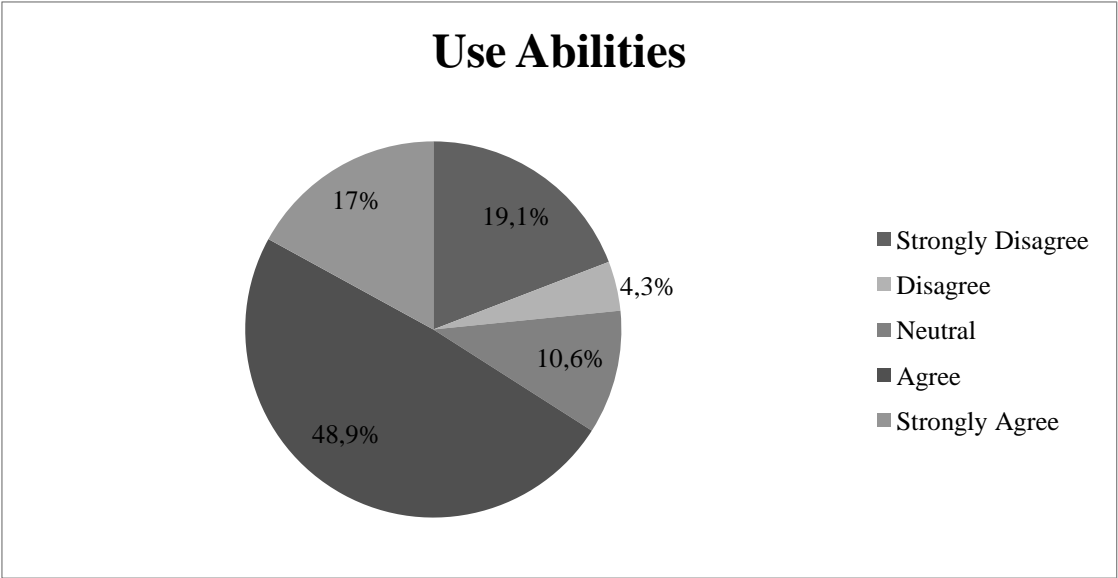


Figure 4.14 Use their Abilities, (Author, 2025)

Figure 4.15 shows the results about the level of agreement participants about the way company policies are put into practice.

The participants answered neutral with forty -point-four percent ( 40,4% ) and nineteen persons (n=19).

Also, with thirty-one-point-nine (31,9%) declared agree with fifteen persons (n=15).

In addition, six persons (n=6) declared disagree with percent twelve-point eight 12,8%.

In addition, four (n=4) declared strongly agreement with eight-point-five percent 8,5% with (n=4) and strongly disagree with six-point-four percent 6,4% (n=3).

### Culture

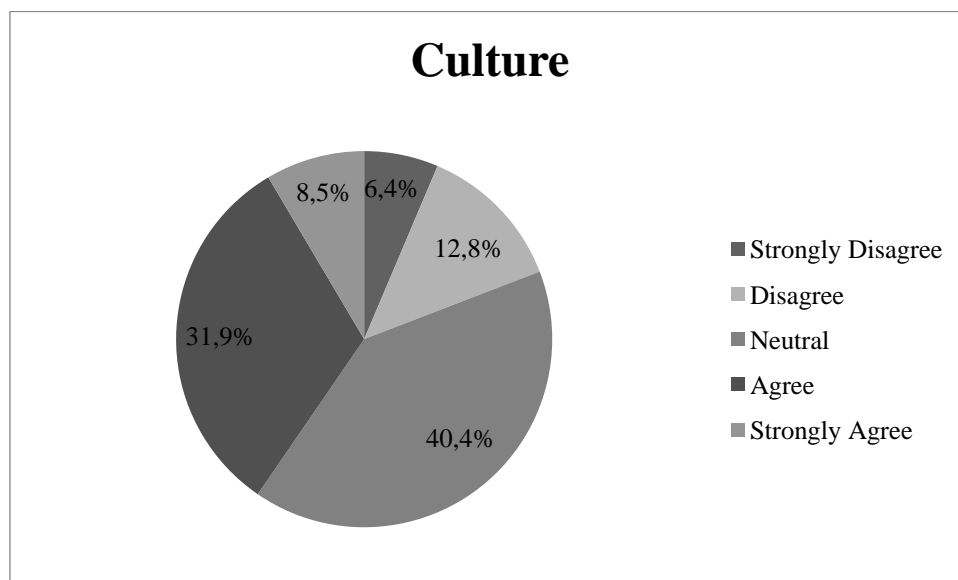


Figure 4.15 Culture

Figure 4.16 shows the results about the level of agreement, as a regard the payment and the amount of work the participants do.

The participants answered disagree with thirty-one -point-nine percent 31,9% and fifteen persons (n=15).

Also, with twenty-five-point-five (25,5%) declared agree with twelve persons (n=12).

In addition, nine persons (n=9) declared strongly agree with percent nineteen 19%.

In addition, six (n=6) declared strongly disagreement with twelve-point-eight percent 12,8% with (n=5) and neutral with ten-point-six percent 10,6%.

### Salary

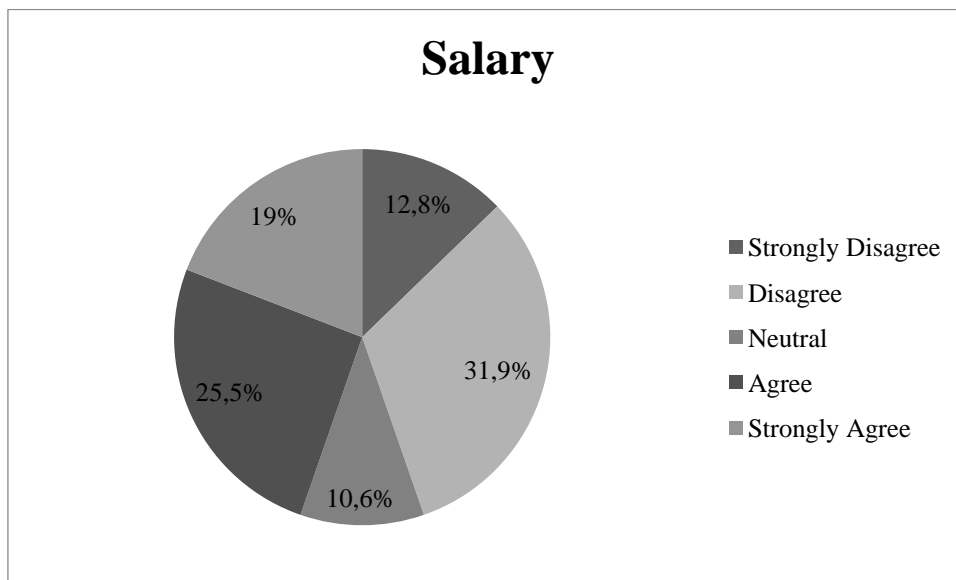


Figure 4.16 Salary, (Author, 2025)



Figure 4.17 shows the results about the level of agreement, that participants have the chance to receive benefits and Perks from their job.

The participants answered agree with twenty-seven -point-seven percent 27,7% and thirteen persons (n=13).

Also, with twenty-five-point-five (25,5%) declared agree and neutral with twelve persons (n=12).

In addition, seven persons (n=7) declared disagree with percent fourteen-point-nine 14,9%, and finally three (n=3) declared strongly disagreement with six-point-four percent 6,4%.

Table 4.17 Benefits-Perks

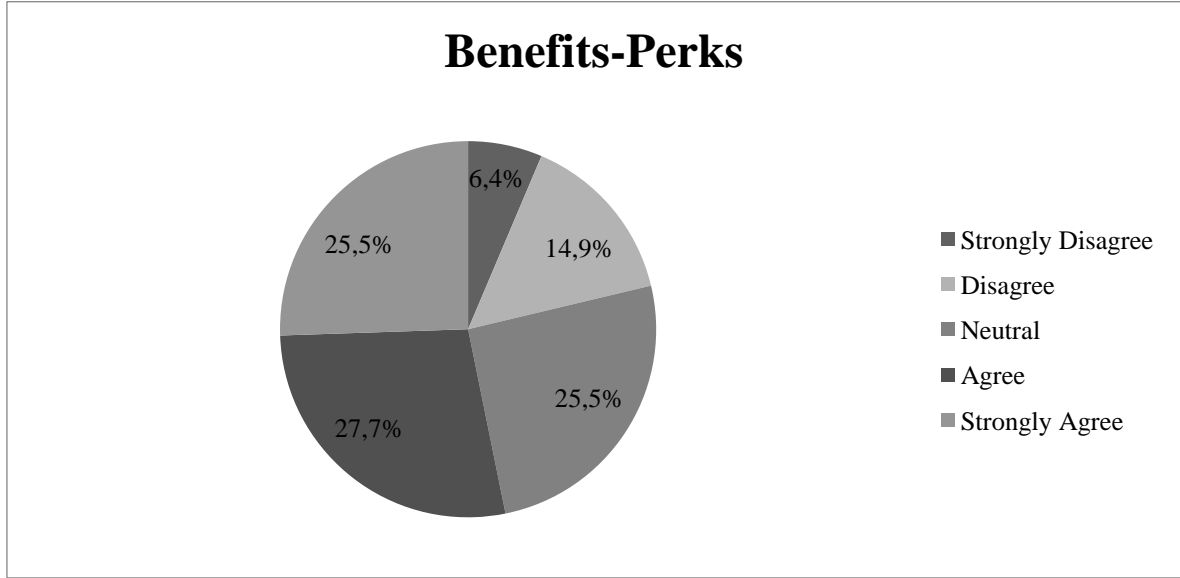


Figure 4.17 Benefits-Berks, (Author, 2025)

Table and Figure 4.18 shows the results about the level of agreement participants about the freedom to use their own judgment.

The participants answered agree with fifty-seven -point-four percent 57,4% and twenty seven persons (n=27). Also, with twenty-three-point-four (23,4%) declared strongly agree with eleven persons (n=11). In addition, six persons (n=6) declared neutral with percent twelve-point-eight 12,8%, three (n=3) declared disagreement with six-point-four percent 6,4%.

Table 4.18 Autonomy-Own Judgment

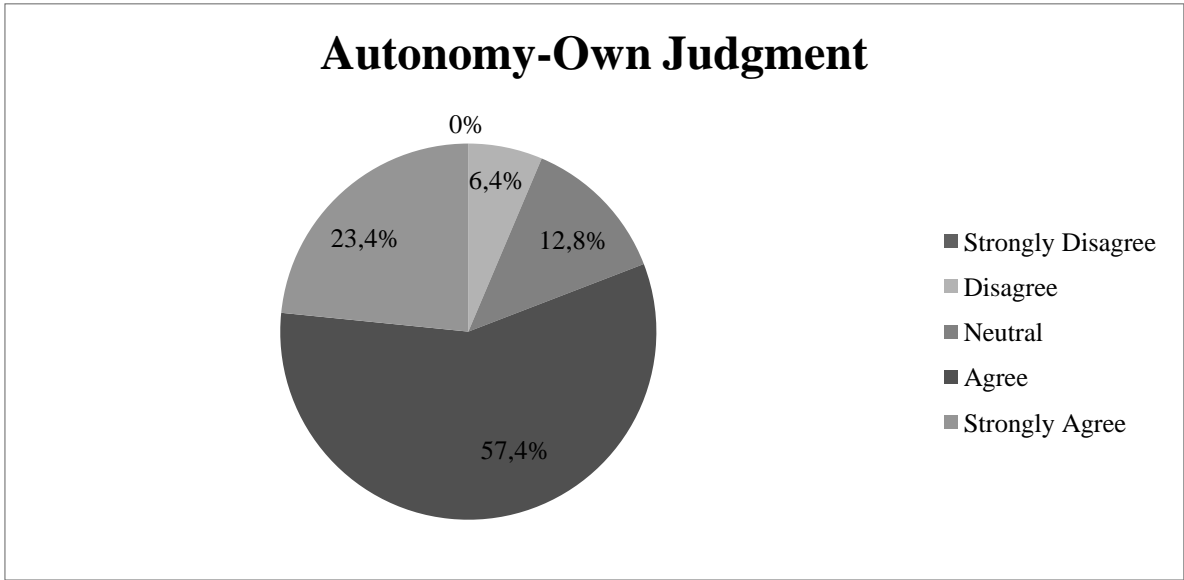


Figure 4.18 Autonomy-Own Judgment, (Author, 2025)

Figure 4.19 shows the results about the level of agreement participants about the chance to try their own methods of doing their job.

The participants answered agree with fifty-five-point-three percent 55,3% and twenty six persons (n=26).

Also, with nineteen -point-one (19,1%) declared neutral with nine persons (n=9). In addition, five persons (n=5) declared disagree with percent ten-point-six 10,6%, one of them (n=1) declared strongly disagreement with two-point-one percent 2,1%.

With thirteen (13%) percent and n=6, the participants answered: strongly agree. This variable is very important, as the largest percentage of participants ( 55,3%), agree that the employee should find interest in their work. Many times, a job when there is a lot of repetition has a high possibilities of become boring. The management of the organization, in order to increase motivation, must reduce the repetition of tasks.

#### Curiosity-Interest

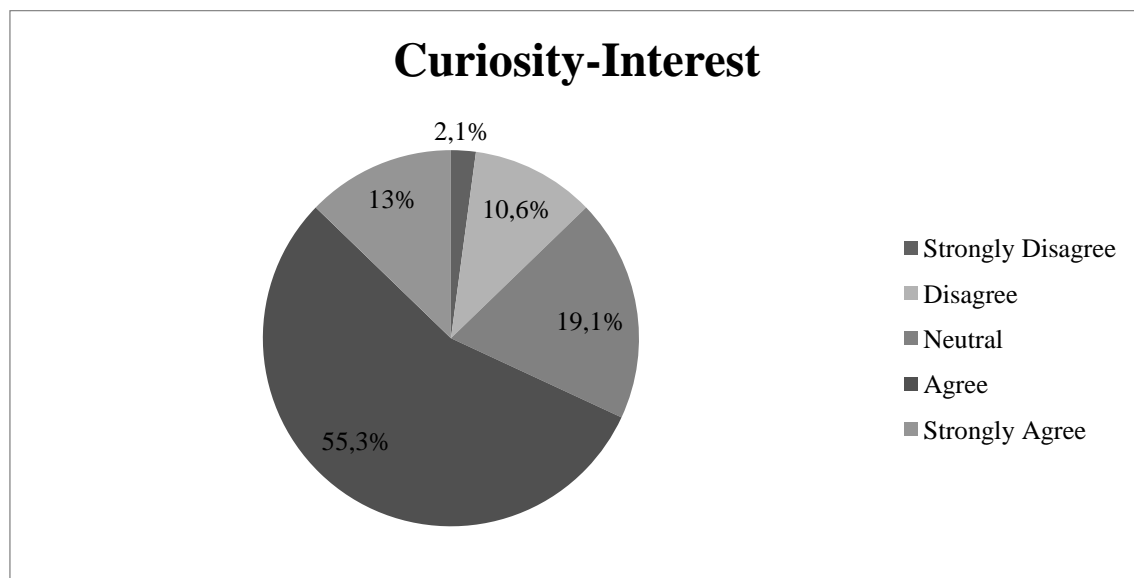


Figure 4.19 Curiosity-Interest, (Author, 2025)

Table and Figure 4.20 shows the results about the level of agreement participants influenced from working conditions.

The participants answered agree with forty-four-point-seven percent 44,7% and twenty one persons (n=21).

Also, with twenty-three -point-four (23,4%) declared strongly agreement with eleven persons (n=11).

In addition, seven persons (n=7) declared disagree and neutral with percent fourteen-point-nine 14,9%, one of them (n=1) declared strongly disagreement with two-point-one percent 2,1%. The 44,7% of the “Working Condition” variable, agree that the work environment has a positive impact on employee motivation and performance. The work environment is a function of three basic relationships, first the relationship between employees and management, the relationship between employees and their colleagues, and their relationship with their tasks.

Table 4.20 Working Conditions

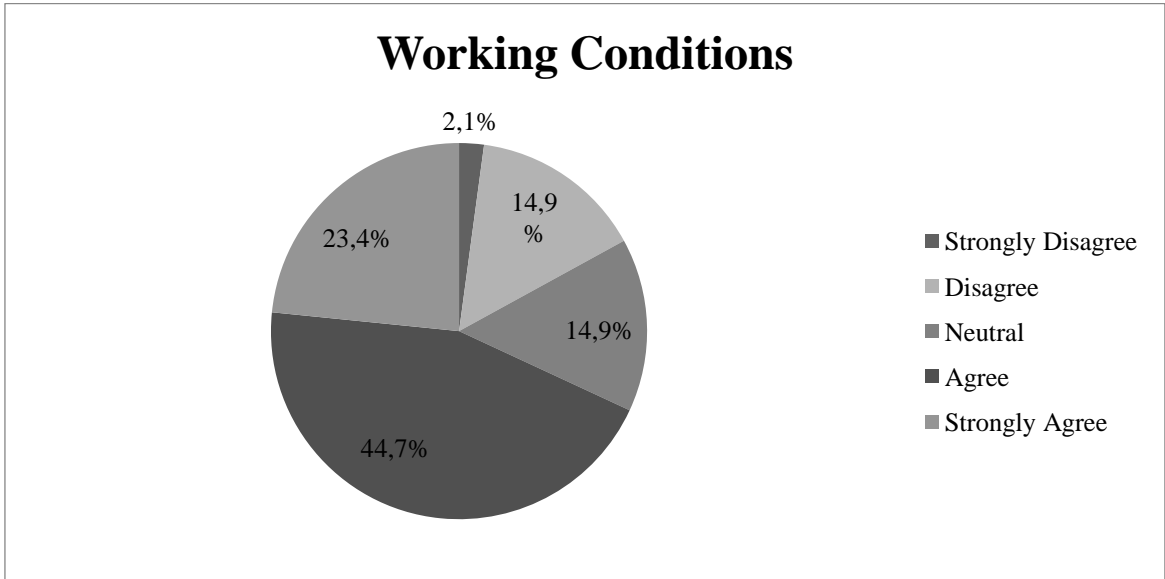


Figure 4.20 Working Conditions, (Author, 2025)

Table and Figure 4.21 shows the results about the way their co-workers get along with each other.

The participants answered agree with forty-point-four percent 40,4% and nineteen persons (n=19).

Also, with twenty-seven -point-seven (27,7%) declared strongly agreement with thirteen persons (n=13).

In addition,twelve persons (n=12) declared neutral with percent twenty-five-point-five 25,5%, one of them (n=1) declared strongly disagreement with two-point-one percent 2,1%. Most of the participants agree eith 40,4%, that the variable “Co-Workers” has a crucial role to the employee performance. Management should encourage enthusiasm, a sense of good bonds and trust among employees and positively predispose them to continue working productively.

#### Co-Workers

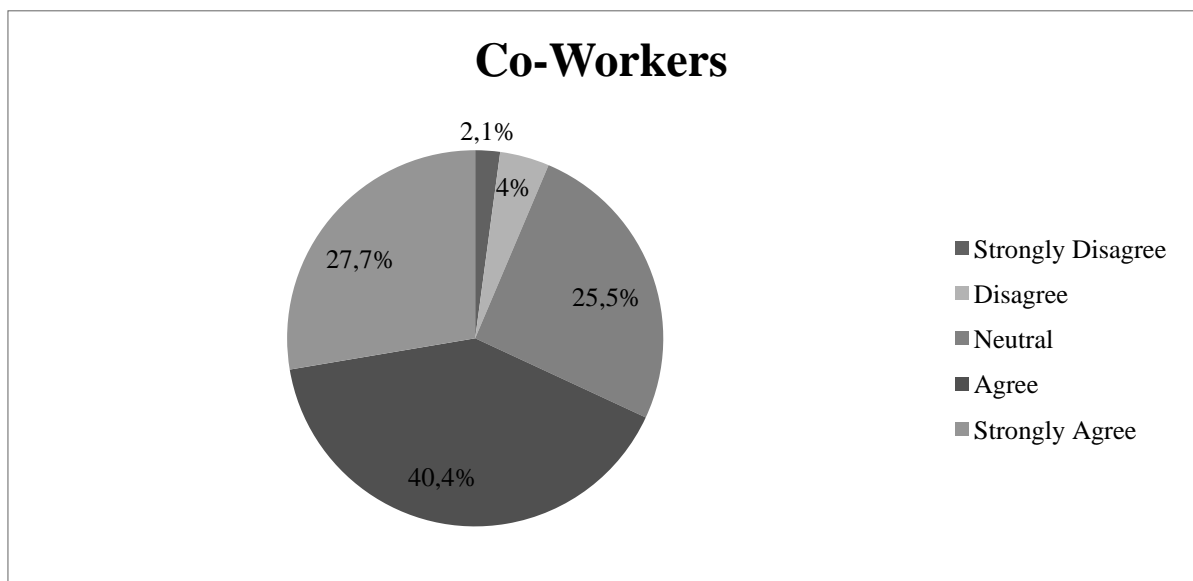


Figure 4.21 Co-Workers, (Author, 2025)

Table and Figure 4.22 shows the results about the praise their get for doing a good job. The participants answered agree with fourty-six-point-eight percent 46,8% and twenty-two persons (n=22). Also, with twenty-five -point-five (25,5%) declared neutral with twelve persons (n=12). In addition,six persons (n=6) declared strongly agreement and disagreement with percent twelve-point-eight 12,8%, one of them (n=1) declared strongly disagreement with two-point-one percent 2,1%.

Recognition

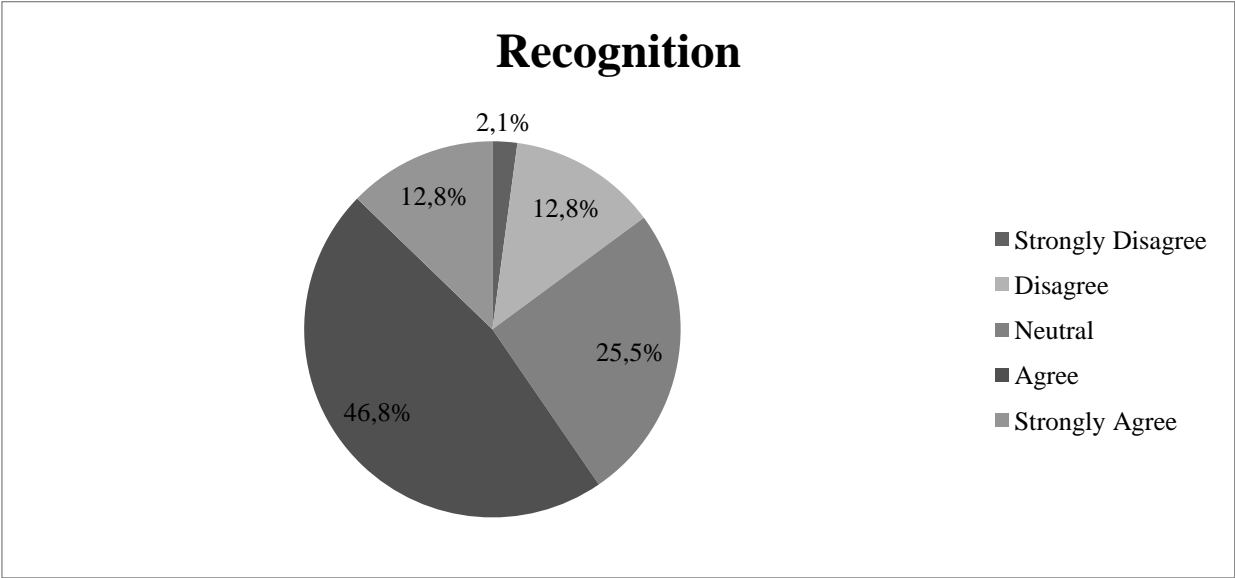


Figure 4.22 Recognition, (Author, 2025)

In the last Table and Figure 4.23 shows the results about the feeling of accomplishment the employees get from their job.

The participants answered agree with fourty-eight-point-nine percent 48,9% and twenty-three persons (n=23). Also, with twenty-nine -point-eight (29,8%) declared strongly agreement with fourteen persons (n=14). And at the least 3 persons (n=3) declared disagreement with percent six-point-four 6,4%.

Personel Growth-Self-Actualization

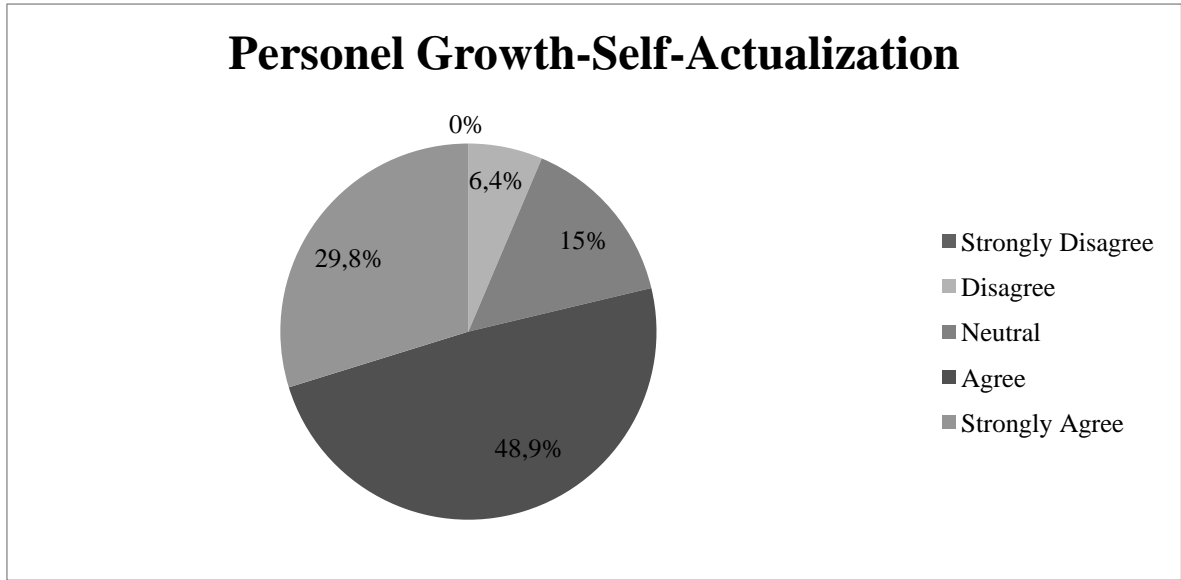


Figure 4.23 Personel Growth-Self-Actualization, (Author, 2025)

## 5. Conclusion

The research above centered on exploring the motivation, not only to the extrinsic but also for intrinsic motivation. The above research also centered to the factors that influence employee motivation and are related to the performance of employee motivation at the University of Crete. The research focused on Case Study of Medical School. The findings were based on the responses from the questionnaires which completed and to the information where findings on the specific research questions.

More specific the purpose of this study was to determine the factors that influence employee motivation at the University of Crete. The research was guided by two basic factors first about the extrinsic and second about the intrinsic factors. More specific what are the extrinsic factors that influence the level of employee performance and second what are the intrinsic factors which influence the level of employee performance.

The populations for the study were employees at the Medical School in the University of Crete. The study population was 170 and the participant was 47 respondents. Data collected with a questionnaire, from Google Forms, which was analyzed with Excel tools. This study used statistical tools with frequency and percentages. The analyzed data was presented with tables, according to study questions.

The demographic characteristics yield interesting data that answer our first research question and refer to their correlation with the factors of employee motivation and satisfaction. The vast majority (68%) of the participants in the survey are women, while 32% are men, with 55% having worked for just 5 years in the organization. The average age of 25-34 years shows that we are dealing with a young age group. Regarding the level of education, graduates of master degree graduate (34%), while only 2 respondents had a high school degree. The characteristics of the participants in terms of gender, age and years of experience do not seem to affect motivation.



According to the research question of the paper, which concerns the main motivating factors, the results that arise are related to a set of intrinsic rewards that increase motivation and job satisfaction. Employees are motivated more by intrinsic motivation and less by extrinsic motivation. The dominance of intrinsic motivation as the most important motivation factor, which is fully agreed for the most participants, is the chance to do different things from time to time with (60%) and being able to keep busy all the time with (59,6%).

Generally, the study focused on the extrinsic and intrinsic factors, were the most of respondents answered that salary are not the most important factor which influence their performance, and this also agree with the above literature review. The factors which are more important for the employees of Medical School in the University of Crete are to being busy all the time, to work alone, to have variety of duty in job, to be "Somebody", the kind of leadership that an organization has, the decisions that the organization receive, moral, to have a steady employment, to use the abilities, the benefits and perk that they receive from their work, the autonomy, the curiosity and interest, the working conditions, co-workers, the recognition which someone receive and last but not least the Personal Growth and the Self Actualization are more important and capable to motivate employees.

On the other hand, the chance to tell the people what to do is not so important for most of the participants, neither the culture in the organization. Finally, the factor of salary, although it is crucial factor, and while it is the most obvious thing, anyone can thing of, for most of participants is not so important.

Organization, must take into account the above results and how important are the extrinsic and intrinsic factors for its employee performance, as they determine the levels of the whole organization. The organization must ensure that the employees can support their motivation via them, they can satisfied and enhance also the organization. The research yielded conclusions concerning a set of internal and external rewards that enhance employee satisfaction and promote the achievement of the organization's goals. According to the mapping of important motivation and job satisfaction factors, it was found that university employees are motivated more by intrinsic and less by extrinsic motivations.

The above research could have used a more modern questionnaire as well as include a larger sample of the population. In the above research there was not much willingness from the participants to answer the questionnaire. This was observed during the research and speaking with university staff. In addition, most of the participants are asked to answer questionnaires quite often and they consider this quite tiring and time consuming for most of them. Future researchers are therefore urged to be prepared for the large absence of employees from research.

Recommendations for the future researchers, could be a research which be based to the impacts of employee motivations on the long and short term organization goals. It would be useful for the organization to research the productivity, the policies and the practices that have an impact on employee performance.

Finally, it would also be useful to research the future organization's goal based on employee performance and how they can satisfy both the satisfaction of organization and employee satisfaction. It is also crucial, for future researchers to use the current study as part of their literature review.

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## **Appendix A: “Questionnaire”**

<https://docs.google.com/forms/d/e/1FAIpQLScKAz1HNtZKefuZSpIwc8Syf08X00HX5huNC7CbG9DEctRrXg/viewform> ...

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