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Motivation of Employees in Private Companies in Cyprus

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Abstract

The aim of this paper is to investigate what incentives motivate and satisfy employees in private companies in general and during pandemic. A primary quantitative survey was conducted in the private sector in Cyprus. According to the results the participants seem to agree on a higher level that they have a smooth communication and collaboration with their colleagues and less that they have opportunities for advancement. A more positive stance they have about bonuses keeping them motivated and that they are able to take initiatives in the execution of their work. As for their motivation and satisfaction during the period of pandemic, the employees agree that there are no changes to their pay, but are neutral that they like working from home because of the Covid-19 conditions. There is a high positive relation between the participants' job satisfaction, satisfaction and motivation in respect to the remuneration, personal satisfaction from the job, and job motivation during the period of pandemic.

Περίληψη

Ο σκοπός αυτής της εργασίας είναι να διερευνήσει ποια κίνητρα παρακινούν και ικανοποιούν τους υπαλλήλους σε ιδιωτικές εταιρείες γενικά και κατά τη διάρκεια πανδημίας. Μια πρωτογενής ποσοτική έρευνα πραγματοποιήθηκε στον ιδιωτικό τομέα στην Κύπρο. Σύμφωνα με τα αποτελέσματα, οι συμμετέχοντες φαίνεται να συμφωνούν σε υψηλότερο επίπεδο ότι έχουν μια ομαλή επικοινωνία και συνεργασία με τους συναδέλφους τους και λιγότερο ότι έχουν ευκαιρίες προόδου. Έχουν μια πιο θετική στάση σχετικά με τα μπόνους τα οποία τους παρακινούν να δουλεύουνε πιο σκληρά και ότι είναι σε θέση να αναλάβουν πρωτοβουλίες στην εκτέλεση της εργασίας τους. Όσον αφορά το κίνητρο και την ικανοποίησή τους κατά την περίοδο της πανδημίας, οι εργαζόμενοι συμφωνούν ότι δεν υπάρχουν αλλαγές στην αμοιβή τους, αλλά είναι ουδέτεροι στο να τους αρέσει να εργάζονται από το σπίτι λόγω των συνθηκών Covid-19. Υπάρχει μια υψηλή θετική σχέση μεταξύ της ικανοποίησης από την εργασία, της ικανοποίησης και των κινήτρων των συμμετεχόντων σε σχέση με την αμοιβή, την προσωπική ικανοποίηση από την εργασία, και το κίνητρο της εργασίας κατά την περίοδο της πανδημίας.

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Chapter 1 Introduction

1.1 Formulation of the problem

In recent years the science interest related to business administration and human resources management has shifted to employees. Issues of how employees can become more efficient, how to become satisfied with the working conditions, and how to create a climate of commitment have begun to be of a particular concern to organizations. Motivation and incentive theories will give us some answers to these questions. Motivation and incentives are two closely related concepts that can make working conditions better for both employers and employees (Fassoulis & Alexopoulos, 2015).

Many people, when they hear about motivation and incentives, think that they refer to a large company with a large number of employees, high prestige, and a lot of income. However, if a company or organization wants to operate properly and effectively, it must have adopted an incentives policy regardless of its size. In short, this means that there must be job incentives in the private or public sector, in small or multi-member work structures, in product delivery structures or in service delivery structures. As it will be understood in the following sections of the study, incentives are what push employees in each job to give their best. Central terms of the study are the terms motivation and incentives (Belwalkar, Vohra & Pandey, 2018).

In the study of human behaviour one of the most important research topics is motivation and incentives. Many times in the same organization, employees are not as efficient as others with similar qualifications and skills. Here too, the importance of the two basic concepts of the study is observed. The goal of motivation and incentives is to utilize the different personality and different qualifications of each employee to improve their productivity and performance in order to be able to remain competitive (Belwalkar, Vohra & Pandey, 2018).

1.2 Reasons for the interest/necessity and usefulness

The issue of private sector incentives has been addressed in many different ways. However, given the new conditions of the ongoing economic crisis and the health crisis due to the Covid pandemic, the developments in relation to labour have changed, and therefore this issue is considered original and authentic and has a peculiarity in terms of research. Given the needs of the market and the upcoming changes brought by the pandemic and specifically Covid-19 such as teleworking, work at home, wage cuts, etc., it becomes necessary to consider the incentives in the current era, but also necessary is to identify the needs of employees and how they are met (Wright, 2007).

Specifically today and especially due to the pandemic, companies are obliged to develop different relationships with employees, to develop a different employment relationship that will enable on the one hand to maintain the productivity of employees at a high level and on the other hand to maintain employees' perceptiveness, that is, to continue to have a desire to work (Giauque et al., 2013).

The presentation of telework is the only safe solution so that a company is operational and employees are not exposed to the risks of the pandemic. A study conducted by Raisene et al. (2020) in Lithuania found that employees enjoy working from home, but this does not prevent them from continuing to have demands and need the right performance incentives. According to the authors, employees are not happy during the pandemic because they stay at home if this stay is not related to the basic incentives i.e. salary, insurance, opportunities for raising, etc. The research of Chetty et al. (2020) concluded that employees working from home seek similar treatment to the period they worked for the company in terms of benefits and incentives but also in terms of training. The topic becomes interesting and modern for the above but also for other possible reasons that have not been addressed at the level of research work and will be addressed in the present study.

1.3 Aim of the research

The aim of this paper is to investigate the incentives of employees in private companies given the pandemic and the ways that change the employment relationships of private companies and employees. This research will result in the emergence of the main incentives that motivate employees. Employees of private Cypriot companies will participate in the research. Most of the reported research studies examine employee motivation using the questionnaire (Giauque et al., 2013; Anderfuhren-Biget et al., 2010; KontodimopoulosPaleologou&Niakas 2009; Vrangbaek, 2009; Manolopoulos, 2008; Wright, 2007). Employees of private companies were invited to participate in the research. A convenience sample of 100-150 people will be selected. Once the design of the questionnaire is completed in electronic form, it will be distributed electronically through an online platform since due to the pandemic it will be difficult to distribute it at the workplace.

1.4 Key research questions

Following are the key research questions.

- What incentives do Cypriot private companies use?
- What forms of incentives are most important to employees in private companies?
- How important is the use of incentives to improve productivity during the pandemic in private companies?
- How important is it to use incentives for job satisfaction in the Covid-19 era in private companies?

Chapter 2 Literature Review

For between 1 and 90 days or for longer than 90 motivation is an internal driving force that is not easily influenced by external factors. However, managers can satisfy employees so that they are motivated, but of all the functions performed by a manager, employee motivation is undoubtedly the most complex, as it is influenced by both financial and non-financial incentives (Acevedo, 2018). This is partly due to the fact that the issue that motivates employee change is constantly changing. Meeting needs leads to some kind of reward, which can be either inherent or exogenous. In the first case they come from inside the person, e.g. taking pride and feeling good about a job done right, while in the latter case they relate to rewards given by another person (Alam& Farid, 2011).

Psychologists have extensively studied human motivation and formulated various theories about what motivates people. Theories based on intrinsic factors focus on the internal processes of thought and perceptions of motivation. Motivation can be defined as a person's actions that are responsible for the intensity, direction, and persistence of the effort to achieve a goal (Alshmemri et al., 2017).

The terms "job satisfaction" and "motivation" are often used indiscriminately, but there is a dividing line. Job satisfaction is an individual's emotional response to his or her personal work situation, while motivation is the driving force to continue and meet his or her needs (Allen et al., 2003).

2.1 Factors of professional satisfaction

The definition and theories of motivation are a very important part of organizational psychology and human resource management because they focus on ways to increase productivity and work efficiency. It is a capital that concerns all companies and organizations (Fassoulis & Alexopoulos, 2015).

Many definitions have been given for motivation, which have common features. It has been argued that the process of motivation "is the set of interactions and interdependencies between its elements, i.e. needs, motivations and goals. The principle of this process is the conscious or subconscious existence

of needs. Need produces motivation and motivation leads to the definition of goals and action; actions for their implementation. Another definition of motivation is that motivation is the processes - processes that explain the intensity, direction and persistence of an individual's efforts to achieve the goal (Robbins & Judge, 2011).

The definition of Robbins and Judge (2011) gives us three directions or three characteristics of motivation. The first is the intensity that shows how much an employee wants to work, that is, his level of effort. The second characteristic is the direction that each employee directs his effort, the goals that he and the company have set. And the third characteristic is persistence, that is, how long the employee tries and persists to achieve the goals assigned to him. Usually, employees who are motivated make the effort for as long as it takes to achieve the goal they have set.

Other definitions argue that motivation is the means to increase motivation in order to maximize the quality and quantity of production and job satisfaction (Vakola, Nikolaou, 2012). It is also the process in which the way employees think and act is perceived without aiming at the direction or power of their will.

The term motivation comes from the Latin word "movere" which means move. For the individual, the process of motivation is a form of desire or need that helps him to balance any stressful situation in the workplace. This is because motivation takes into account the particular characteristics of the workplace and the content of the work, as well as individual interests, needs, and desires. In this way, the employee (under) moves through a structured incentive plan (Vakola and Nikolaou, 2012).

People are more active when the subject they are dealing with is interesting and arouses their curiosity. Therefore, the solution is to create some specific and ideal conditions in the workplace that aim at the prosperity of the company but at the same time the employee can use his energy and imagination effectively at work (Araújo & Pestana, 2017). Motivation or motivation is considered to be synonymous with the concepts of "motivation", "will", "desire", because the company cannot force or compel the employee to achieve the

maximum possible performance, if the employee himself does not want to do it or for other reasons does not intend to try (Vakola and Nikolaou, 2012).

In conclusion, working conditions should be designed so that the employee can both perform and want to work. Based on all that has been said, organizational psychology and behaviour make it necessary to analyse not only the concept of motivation but also the theories that define those (Bakan et al., 2004). Motivation theories are usually divided into two categories by psychologists and researchers. The first category is the one that concerns the content and the nature of the motivation and deals with the needs of the people and the way they try to satisfy them. The second category is that related to the motivation process and looks for causal relationships over time and events that affect interpersonal relationships and human behaviour in the workplace. In the next chapter, the theories of both categories will be extensively reported (Robbins & Judge, 2011).

2.2 Categories of professional satisfaction

In continuation of the above section, we will refer to the work motivations, to those that prevail in the workplaces. Based on the above classification, an attempt will be made to divide them into categories. When it comes to motivations in the workplace, things are more complicated than when it comes to our biological and physical needs (Brun & Dugas, 2008). The first research conducted by some of the founders of motivation, such as Maslow and Vroom argued that the greatest importance in motivation should be given to motivations that support employee psychology and its importance in productive procedure (Acevedo, 2018). These views met with strong reactions at a time when people believed that financial incentives were the most important. Thus, in order to be able to support these theories, they had to look for another theoretical background. These searches also led to the categorization of motivations and behaviours. Some of the psychologists such as Rusbult and Agnew (2010) distinguish the following categories of behaviour: 1) Motivational behaviour, 2) Behaviour that is the result of frustration, and 3) Reflexive and automatic behaviour that determined by

neutral correlations.

We will not analyse the categorization of behaviours further because what we are really interested in is the categorization of motivations. As mentioned above, motivation is an internal process that is not easily influenced by external factors. The work of administrators is quite difficult. This results from the fact that they are called to find, discover, perceive and offer the appropriate incentives to each employee. But how will this be done when the motivations that each of us needs are different and mostly not obvious (Danielsson et al., 2015)?

The answer to the question can be given by the complete and excellent knowledge of the categories that separate the motives. The deeper theoretical knowledge there is in a subject, the easier their practical application can become. Many researchers (Thielgen, Krumm & Hertel, 2015) initially agree on the separation of motives internally and externally. Intrinsic motivations are those motivations related to the psycho-synthesis, the inner world and the biological needs of man. They lead to spontaneous behaviour and are not influenced by the behavioural patterns of society. According to the theory of the hierarchy of needs, internal motivations are related to the level of self-esteem and self-fulfilment of Maslow's hierarchy. Internal motivations in the workplace are considered autonomy, participation in decision making and recognition by superiors (Ddamulira&Sseruyange, 2009).

In contrast, external motivations are related to the influences and stimuli that a man receives from the environment. Such motivations are the prestige of power and integration into society as a whole. External motivations are more directly related to work and are related to the first levels of Maslow's pyramid hierarchy, psychological, social and security (Griffin & Moorhead, 2011). In addition, another distinction between the categorization of incentives is that which divides them into monetary and non-monetary incentives. Monetary incentives, as it is understood, include all incentives related to monetary gains. Such are the salary, bonuses, and various other monetary bonuses. Monetary incentives are divided into individual performance incentives, i.e. those that as productivity increases, so does the reward, and incentives arising from participation in the

result (Acevedo, 2018).

On the other hand, non-monetary incentives have nothing to do with money, salaries, and bonuses. Non-monetary incentives mainly concern the individual's status in the workplace and how it can be influenced by incentives that are not related to material benefits. These incentives vary as opposed to non-monetary ones (Itri et al., 2019). Non-monetary incentives are participation in decision-making, promotion opportunities, work-life balance, self-esteem, temperament, fair and equal treatment, sense of accomplishment, initiative, work environment, interesting work content, the power of the leader's vision, the commitment of superiors and the policy of corporate social responsibility. These are the basic non-monetary incentives that organizations and companies support. The research of the present work was based on some of them (Kretsi, 2017). In recent years, a lot of research has been done in order to find out what really motivates researchers to make an employee satisfied, productive, focused on his work and happy. The results of the surveys are indicative and differ from employee to employee. It is clear again that the process of motivation is a complex and difficult process. They are processes that have been studied a lot by researchers and still concern them. Kanfer, Frese and Johnson (2017) through their research argued that the recognition of the value of tasks, accurate assignment of responsibilities and the enrichment of employees' duties lead to employee satisfaction. The study of Olafsen, Deci and Halvari, 2018) showed that one of the external motivations, securing jobs, is also associated with employee satisfaction but also job commitment.

Finally, there have been many studies and data that show that in addition to financial incentives there is a close relationship between internal and external incentives. In addition, the literature states that: "rewards (incentives) play an important role in building and maintaining employee commitment that ensures a high level of efficiency Finally, according to Appelbaum, it is legitimate and necessary to have a combination of incentives that provide employees with the necessary security but also possible challenges so that they do not rest (Acevedo, 2018).

2.2.1 Salary incentive - cash rewards

In recent years there has been a clear shift from the old pay policy based on seniority or seniority to new, more flexible systems, in which employee pay is not seen as a cost of production, but as an investment for the future. The employee's salary is no longer based only on his years of service, his knowledge and experience, but mainly on his performance. The employee, on the other hand, seeks more than a simple reward and negotiates it directly with the company, as his minimum wage is taken for granted, as determined by the Collective Bargaining Agreements (Manolopoulos, 2008). Remuneration in a business is influenced by a set of factors, external and internal. External factors are considered to be the government policy, which determines the framework of the amount of remuneration by legislation, the collective bargaining between employees and employers and consequently the General Collective Labor Agreements, the unions pushing for higher wages, etc. labor market, which obeys the law of supply and demand, human resources (Anderfuhren-Biget et al., 2010).

One of the most important functions of human resource management is the management of employee remuneration. Remuneration is considered an extremely important asset in management because it is also one of the factors that influences the behaviour and attitude of employees towards the company and their duties. In this subchapter we will talk about monetary pay and how it pushes employees to work more efficiently and effectively (Ddamulira, 2009).

Initially, rewards can be described as "goods that employees usually receive in return for the work they offer". It is important that human resources executives know what remuneration is considered important for employees to provide it and to make the management and operation of the professional units more efficient (Ddamulira, 2009).

Cash rewards are the rewards that employees receive for their offer and are usually commensurate with the days, hours, and type of work they perform. Their power is quite strong and affects the psychology and behaviour of employees. According to Damij et al., (2015), financial rewards are considered so important that they are independent of gender, age, occupation and income level.

The first researches that were done and the first theories that were

formulated about the administration and the management brought as a leading criterion of motivation the financial earnings that the employees receive. In other words, they argued that money is the main factor that will lead to maximum efficiency and effectiveness of employees. Although later there were surveys that brought other motivating factors to the surface, money still ranks high in the ranking of motivational incentives as it is among the top five motivating factors (Damij et al., 2015).

There is a lot of research in the literature on the importance of pay in terms of performance, motivation, and satisfaction. Some argue that pay increases employee productivity, others find that pay harms innovation and intrinsic motivation. What most researchers agree on is that the effect of salary on motivation, satisfaction, and performance depends largely on the individual. The notion of high and low pay, as well as the individual value of money are arbitrary. What Judge and colleagues (2010) found was that bankers earning about $ 150.00 a year were no more satisfied than child care workers earning $ 20,000 a year. Similar examples can be found in all wage research.

In conclusion, it is worth noting that a lot of time and money has been spent to find the right system that will make employees work better and more efficiently, be more involved in all processes and be more satisfied. But what really is it? The question has not been answered yet.

2.2.2 Promotion opportunities

The second job motivation used and examined in the research is the motivation related to the opportunities given to employees for promotion and advancement in their workplace. As it is known, there are many ways in which the managers-executives of the companies can keep the working interest of the employees undiminished and provide them with constant motivation (Terry, 2019).

It is important for employees to know that they can grow and evolve within the company. Promotions to positions that involve more responsibility or power are among the tools managers use to motivate employees. Importantly, job promotion can motivate an employee by pursuing career paths that are important

for both personal and occupational mental health and mood. Finally, promotion opportunities work positively not only on the mood and psychology of employees, but also on their productivity (Ddamulira, 2009). In short, promotion offers, among other things, the learning of different job tasks, thus avoiding the monotony of a particular branch of work.

In addition, the relevant articles state that one way in which promotions mobilize employees is to provide an opportunity for increased compensation. This factor is a social and economic prestige for people's way of life. It includes not only the increased salaries that employees receive when they are promoted, but also benefits such as paid time, expense bills, business cars and health insurance. All of these forms of compensation contribute to a more comfortable lifestyle, which makes promotions attractive mobilization goals for a wide range of employees (Belwalkar et al., 2018).

Additionally, Dennis Hartman in an article published on the Small businness website (http://smallbusiness.chron.com/employees-motivated-promotions-0173.html) argues that another way in which employees receive the opportunity to be promoted is the improved experience they will gain in their workplace. Other elements, such as security and stability, lead some employees to work for promotions in order to consolidate their positions in their organizations.

To do this, the employee must produce consistent, continuous and high quality work and receive recognition or reputation among colleagues. Additional benefits of promotions such as larger offices, comfortable and intimate space also help motivate employees and their willingness to maximize their potential (Clark&Postel-Vinay, 2008).

In addition, promotion opportunities encourage employees by developing a sense of ambition (Ddamulira, 2009). This affects those employees who have a tendency and desire for autonomy, independence, power and managerial skills. Employees who believe that these goals are achievable will develop their supervisory and leadership skills and will develop characteristics that are desirable for positions of power, such as responsibility and willingness to work with colleagues.

From another point of view, for many employees promotion is a personal

goal, long-term or short-term. According to the relevant articles, the promotions of employees in the private sector are formed, mainly, depending on the performance of employees for it and those who want it work diligently. In addition to performance, research has shown that certain demographics such as gender and race affect employee promotions within a company. Career opportunities have also been associated with other organizational variables such as organizational commitment and job satisfaction (Danielsson et al., 2015).

Last but not least, is the research activity observed on the effect of promotions on perceived organizational support (Allen et al., 2003). The empirical studies that investigated this part concluded that when opportunities for career advancement are provided to employees then they, in turn, feel the commitment of the organization in their face. Therefore, the opportunities for promotion symbolize the fair evaluation of the employees' offer and the recognition of their work, thus revealing their prospects, potentials and the future support of the employee by the management.

In conclusion, from the above it seems that the motivation for professional development and promotion opportunities is a strong way to motivate employees but also effective. The possibility of advancement in the hierarchy of the company, according to many researchers, is an extremely important motivation for employees that makes them more efficient and effective in their work. This motivation seems to cover the needs that the pyramid of the prioritization of needs places in the third and fourth stage. In other words, it covers social needs and the need for self-esteem (Avolio et al., 2004).

The promotion of an employee offers him the satisfaction that the work he offers has been recognized, but at the same time it gives him the feeling and the right to want to claim a higher position in the hierarchy in the future. Achieving the desired results has a positive effect on both the level of employee satisfaction and the level of his ambitions (Farid, 2011). But as satisfaction increases, so does motivation, and as ambition increases, so does motivation. That is, in other words, satisfaction pushes the level of ambition, which positively affects the motivation (Brun&Dugas, 2008).

2.2.3 Occupational safety

An equally important factor that affects the efficiency of employees is the job security offered by the organization. Job security is considered the possibility of a person to keep his job without a high chance of termination of their cooperation (Clark , Postel - Vinay , 2008). There is also the definition of "high level of job security ", which translates as high level of job security. When there is this, the chances of the employee becoming unemployed are even smaller or negligible.

Motivational factors can make a business successful or ruin it. One of the motivating and quite powerful factors for employees is job security. It is an incentive that should be used by all organizations without exception (Cohn, Nestoriak & Wardlaw, 2020).

Government jobs and jobs in education, healthcare and law enforcement are usually considered very secure, while private sector jobs are generally considered to offer lower job security and usually vary by industry, location, the profession, and other factors (Ghega-Koltsidou, 2011). Personal factors such as education, work experience, workplace, industry, job, etc., play an important role in determining a person's need for services and affect their personal job security. There are also other factors that affect job security, such as the economy, the prevailing business conditions and the individual's personal skills. It has been found that job security is higher in times of economic prosperity and lower in times of recession (Bakan et al., 2004).

However, to some extent, occupational safety varies according to the labour laws of each country. An employee in continental Europe, if asked about the security of his job, will answer by stating the type of contractual employment he has, from a specific time to an indefinite period. However, job security also depends on whether they can work or not and whether companies need their skills or not (National Academies of Sciences, 2018).

Occupational safety is important for many reasons. Initially, in the context of psychological empowerment, its lack is likely to create in employees' intense psychological reactions and unstable behaviour such as low self-esteem, and a sense of powerlessness within the company. In addition, employees avoid taking

initiatives on the part of the company when they do not feel safe at work, so that aspects of their personality that could be useful in other areas of employment within the company are not highlighted. Remarkable are the results of research that suggest that employee insecurity can cause illegitimate and negative consequences such as stress and anxiety, stress and reduced well-being (Graves et al., 2015). In addition, when employees do not feel safe at work, increased stress and negative emotions affect their job performance. Job insecurity is inevitable in the current labour market, so the question arises, which intervention strategies will produce the best results (Kinnunen-Amoroso &Liira, 2016)?

The Reisel and Banai (2016) have defined job insecurity as "failure to maintain the desired continuation of work in a threatened job situation." The researchers first looked at the relationship between job insecurity and performance and found that increased feelings of job insecurity corresponded to low levels of job performance. However, this does not apply to employees in organizations with high levels of organizational justice. Organizational justice has to do with policies and procedures that have been put in place to make employees feel treated fairly.

Finally, job security is, along with financial rewards, the reward that has been considered in both the private and public sectors. It is therefore equally important that staff and managers of organizations do not forget the importance of occupational safety and try to provide it on an equal footing to all employees (Kinnunen-Amoroso &Liira, 2016).

Safety needs include, in addition to protection against risk, fear and deprivation, and the desire for job security, which can be a very important behavioral motivation because every employee is at least partially dependent on their employer. The need for security takes the form of the requirement for financial security (savings and job permanence), preference for a familiar work environment, desire for order in the surrounding world (environment and partner behavior) (Clark & Postel-Vinay, 2008).

2.2.4 Recognition of the contribution

The needs of appreciation, in contrast to the needs of lower levels, are seldom fully met, but when they become important the individual constantly

strives to satisfy them. In a typical organization, the chances of junior employees and workers meeting these self-esteem and self-esteem needs are slim (Heathfield, 2016). Self-esteem covers self-confidence, self-esteem, self-knowledge, success, independence, and freedom. When these needs are met then one acquires the feeling that he is worthwhile, that he is capable, strong, useful, and necessary in the world. Otherwise one has a complex of inferiority and weakness. Needs that depend on the appreciation of others include position, recognition, importance, and prestige (Ddamulira Sseruyange, 2009).

According to the business dictionary (http://www.businessdictionary.com) recognition of employee contribution is the timely, informal or formal recognition of the behaviour, effort or business result of an individual or group that supports the goals and the values of the organization and which clearly exceeded normal expectations. It is important for organizations to know that praise and recognition are essential to creating a great workplace. Each employee feels the need to be recognized as an individual or a member of a team, to feel valued for their contribution and to feel a sense of accomplishment for a good job or even for a brave effort. Each of us needs a compliment and a reward to feel good and improve our productivity (Georgeet al., 2016).

The recognition of contribution as a motivation and a way of motivation appeared by Alshmemri, Shahwan-Akl and Maude, (2017) in the 50's, when he published the theory of motivating factors and hygiene. Although there has not been satisfactory research and a specific conceptual framework (Brun and Dugas, 2008) for this motivation as mentioned above its presence has undoubtedly positive results.

The practice of recognizing the contribution and implementing it seems to be one of the most powerful less costly but also least used ways by organizations to inspire, empower and reward employees. The benefits it produces are many and significant. Increased individual productivity, greater employee satisfaction and enjoyment of work, improved employee teamwork, no stress, customer loyalty and satisfaction, immediate feedback on individual and team performance, and finally generally improved performance as well as employee psychology are just some of the positive effects of acknowledging their contribution(Brun and Dugas,

2008).

In order to be effective, of course, this method of motivation must be done in the right way and follow specific specifications. The Berman et al. (2012) argued that it should be understood that recognition is a reward, not at random, must be immediate and time to be linked to the results and should be paid for the effort, not only for the result. He also believes that the recognition of the contribution must be personalized and for this to happen, direct communication and contact of the employees with the administration is needed. Finally, he said that it is necessary for everyone to participate in recognition programs as everyone wins and no one loses from this process (Araújo & Pestana, 2017).

In addition, scholars such as Han, Chiang and Chang (2010) argued that recognition should be fair and frequent, consistent, appropriate, creative, specific and flexible. It has to be done either individually or in the whole team and its ways vary. The Gostick and Elton (2007) suggested some ways. Some of them are themed parties, thank you cards, gift vouchers, extra licenses and breaks, awarding of titles such as e.g. the employee of the month, group fees such as excursions, travel, meals and sports activities etc. However, the best way is the simple thank you that can be used every day if and when needed.

Although there is a lot of research proving the importance of recognition in the overall operation of the business, there is a perception that it is a process that is quite costly and without significant and immediate benefits for the business. However, it is obvious that simple forms of recognition, such as a letter of praise or a verbal reward, are primarily cost-effective and secondarily perhaps the most important and effective form of recognition (Itri et al, 2019). Daily recognition brings the advantage of immediate and strong reinforcement of the desired behaviour and sets an example to other employees of the desired behaviour that is in line with organizational goals. It gives individuals and teams at all levels the opportunity to be recognized for good work by other employees and teams and also gives the opportunity to be recognized on the spot for their own good work (Brun and Dugas, 2008).

Finally, the practice of recognition is especially useful if one also considers the modern social reality in which we live. In it, individualism,

indifference, lack of solidarity and camaraderie are the main characteristics that delimit it. In such an environment the employee increasingly seeks value, moral satisfaction, and meaning in his life through work (Brun and Dugas , 2008). Recognizing employee supply can be a way of confirming this need. Damij et al. (2015) once again argued that this practice of recognition seems to be one of the most important, cost-effective, and least used ways to inspire, reward, empower, and motivate employees.

2.2.5 Participation in decision making

Many researchers argue for the value of motivating the sharing of managerial power and responsibility between manager and staff. This process is referred to as democratic governance, participation in decision-making and participation in programs (Fassoulis & Alexopoulos, 2015).

Employee involvement in decision making creates a work environment in which people shape and direct the decisions and actions that affect their work. In the modern business world, employees' right to make decisions does not seem to be the goal of a company or a tool to motivate employees. Rather, it is a management and leadership philosophy related to how employees will be able to contribute to the continuous improvement, efficiency, and continued success of their work (Van Knippenberg et al., 2015).

In a work environment where employees are involved in decision making the advantages are many. Initially, when they help, there is a sense of trust between bosses and subordinates. Trust is defined as "the will of one party to be vulnerable to the actions of another party, based on the expectation that the recipient of the trust will perform a particular act important to him regardless of his ability to supervise and control it". Research has shown that trust is one of the key factors in successful and well-organized businesses and must be cultivated in every way. Thus, participation in decision-making, in addition to being a strong motivator, is also a method of cultivating trust (Orme, 2010).

Psychologists who have dealt with organizational psychology and behaviour argue that employee involvement in decision making is an essential component of job satisfaction, motivation, and job performance, as well as its

psychological development (Kretsi, 2017). An important and large part of the research has been dedicated to understanding the results of participation in decision making. Researchers analysing the relationship between them concluded that participation in decision-making is at least positively related to the motivation, satisfaction, commitment, and productivity of an organization's employees (Ferrell & Fraedrich, 2015).

The positive effects of this stimulus practice have been noted by other researchers. Some of the positive findings of the research are the effective cooperation between managers and non-managers, the positive attitude towards the change of management, the increased productivity, the raised morale of all employees, their motivation and deep commitment to the organization, the integration and participation of all members of the business or organization and generally the reduction of complaints, tension and stress (Din et al., 2012).

In addition, with the participation of employees in decision making, it is accepted that employees meet their higher levels of needs, feel more responsible and feel that a lot depends on their own behaviour and thinking. Also, with this practice, solutions to important issues are found more easily and quickly, such as the application of new production methods, the training and development of employees, their moral satisfaction (Lorincová et al., 2019). Finally, in theory and only if one thinks about it, it seems logical for the employees to show more zeal and will to implement a decision that has not been imposed on them without being asked but that they themselves have collaborated in voting (Lerneret al., 2015).

The organizations that allow the participation of employees in decision-making, manage and are governed according to the participatory management system. These organizations, in addition to the adoption of the philosophy, have also proceeded to its practical application. Key common characteristics of the people who promote the participatory system can be considered the following (Farid, 2011):

- Trying to exert a positive influence
- They are good listeners
- Their purpose is also to motivate employees
- They teach their listeners to think

- They encourage employee suggestions
- They care about others
- They give feedback
- They do not take something for granted
- They are calm, communicative and cooperative
- They treat things positively
- They encourage and trust their partners.

Finally, it is clear from the above that such an organization must be careful in its management so that the involvement of employees in decision-making does not exceed the desired limits (Manolopoulos, 2008). The key to a successful implementation of their system is for employees to realize that their input is necessary but that the supervisor reserves the right to make the final decision. However, despite these small difficulties, it is now necessary for all companies to start applying the participatory management system in decision making because as it has been proven, the benefits it will bring will be the greatest as it is an important motivation for employees (Hrebiniak, 2013).

2.2.6 Work-life balance

Despite the global search and research on what is ultimately the balance between professional and personal life, few scholars have been able to find an acceptable definition of the concept (Naghavi et al., 2019). First of all, when we refer to the balance between the two we do not mean the equal division of hours at work and in personal life. If one tries to do this most likely one will end up with an unrealistic and inefficient result. It is a fact that there is no one and only way to achieve this balance since the ideal balance between work and personal life is different for each of us, because we all have different needs, priorities and lives (Greenberg and Baron, 2013).

Work-life balance is a concept that supports employees' efforts to separate time and energy between work and other important aspects of their lives (Heathfield , 2016). Work-life balance is a daily routine that strives to have time for family, friends, community involvement, spirituality, personal development, personal care, and other personal activities in addition to workplace

requirements. This balance is usually driven by employers who establish policies, procedures, actions and expectations that allow employees to easily pursue balanced lives. Balancing work and personal life is as important a stimulus as any other that has been reported so far because it allows employees to feel like they are paying attention to all the important aspects of their lives (National Academies of Sciences, Engineering, and Medicine, 2018).

However, because many employees need to achieve as much as they can in their career, balancing work and personal life is a difficult task (Griffin & Moorhead, 2011). For this reason, both employers and human resources managers should be able to help employees experience work-life balance by offering opportunities and possibilities such as flexible working schedules, paid leave policies as well as family-sponsored events, and activities from the company. It is legitimate to create a work environment in which one is expected, and the balance between work and personal life is upheld (Papi, 2018).

Taking a closer look at the literature we will conclude that work-life balance can clearly be applied to business models (Griffin & Moorhead, 2011). Businesses that have introduced work-life balance in their philosophy have reported a number of benefits for the business. Reducing sick leave and frequent absences, higher productivity, high morale, reduced staff turnover and long-term retention of skilled staff, resilience to change and improved customer support are some of the benefits mentioned (Raišienė et al., 2020).

In the last decade the business world is constantly changing. Competition has increased and employers need to produce goods and services that meet customer needs. This increases the need to find new ways of working in order for employers to make the best use of their staff and resources. Therefore, it is important to have an environment that supports the balance of work and work life and a stable healthy work environment (Rožman, Treven&Čančer, 2017).

A survey carried out remarkable conclusions. Nevertheless, for the value of balancing professional and personal life, the results of the above research were disappointing for the situation prevailing in Greece (Koltsidou, 2011). More specifically, it seemed that this concept has not been adopted as a business policy and concern. Flexible work programs exist to a small extent in relation to the size

of Greek companies and in very few forms of those defined by the relevant literature. The most disappointing conclusion of the research could be considered that the employees themselves make limited use of the minimal freedoms they have. They are convinced that their use will have a negative connotation on the career prospects but also on the relationship with colleagues (Berg, Kalleberg & Appelbaum 2003). Finally, the research concluded that part-time work and the form of flexitime are the most common flexible working arrangements both in terms of their use and in terms of their availability (Rasheed et al., 2016).

In conclusion, achieving the ideal balance between work and daily life is a challenge faced by all employees and employers. The ability to successfully combine work, family commitments and personal life is important for the well-being of all members of the organization. Therefore, not only employers but also the government must provide flexibility to employees, as an incentive for their better performance (Koltsidou, 2011).

2.2.7 Interesting subject of work

The last incentive used in the research was the interesting subject of work. The literature states that when a job is interesting, employees work with greater drive, enthusiasm and passion and work to perform to the maximum. On the other hand, when work is considered as forced labour or routine, employee performance is poor (Rožman et al., 2017).

Every person's motivation to work is different. All people work because their workplace provides something they need from work. It is important to note that the degree of interest in employment is not a permanent and fixed price for everyone. This degree depends on the personality of each, the needs and interests and also on the importance a job is considered for each. That is, the greater the importance of a job to a person, the mores their self-esteem, disposition, and satisfaction from it and therefore efficiency (Rusbult& Agnew, 2010). On the contrary, if a job is considered insignificant, then the employee's self-esteem decreases and is forced to work just to complete it (Manjila, 2012).

In addition, the value of the variety of tasks and responsibilities as well as

the rotation of employees in different jobs is important. The variety of skills acquired from the rotation of employees in different areas has a positive effect on their attitude and psychology because the job is now considered essential and of great importance (Liden, Wayne & Sparrowe, 2000). The constant repetition of the same tasks transforms the job in a non-productive process, in a monotonous and boring engagement without any trace of interest (Liden et al., 2000).

Finally, when a variety of skills are used to complete a project, employees feel that they have made a great effort and are emotionally attached to their results (Liden et al., 2000), a situation that drives even more the interest in the job and the continuous improvement of the result. In conclusion, it is now a fact that financial incentives alone are not enough to motivate employees in an environment with constant challenges and developments (Terry, 2019). It is very important for the profession to be interesting, to stimulate the desire for productivity and to offer a beautiful journey of development and successful career. Therefore, both employers and employees are beginning to realize that money, power and social status cannot function effectively without a real passion for work, which will ensure an environment with long-term and stable employees, who will be able to staff the competitive work environment (Liden et al., 2000).

2.2.8 Employee motivation

In the past decade there has been an increase in research into employee motivation and effective motivation methods. Employees who try to do their best tend to be quite careful, sensitive, perfectionist types and are often led to burnout. Therefore in all companies and organizations the constant motivation of the employees is equally important. Therefore, one of the tasks that a manager or an HR executive has to accomplish is to effectively motivate employees (Lorincováet al., 2019).

In general, there are some actions that the manager can take on a daily basis. First of all, it is important for employees to know that the manager is available at any time of the day to help them in case they need assistance because it cultivates a sense of security (Itri et al., 2019).

In addition, employees should be inspired, rewarded and motivated. The

manager should therefore encourage employees to seek opportunities for professional development and personal cultivation, empower them, acknowledge their weaknesses and help them reduce them, and also reward their achievements, encourage and seek cooperation between them (Thielgen et al., 2015). Equally important is recognizing periods of intense stress and offering opportunities for short breaks to rest and finally allowing employees to have an opinion and be able to express it on important decisions. All of the above create a climate of security and intimacy that motivates employees to work with desire, interest and enthusiasm (Itri et al., 2019).

However, these are some general actions that can boost the operation of the organization. It is vital to have high quality employees to provide high quality services. Employees are performing poorly due to insufficient driving factors leading to high intentions and this is a problem that cannot be ignored. Tehseen (2015) reported that some external incentives to motivate employees are external rewards such as free accommodation, compensation for free medical care, free meals, leave as well as additional benefits. The same study also mentions the endogenous incentives of employees related to job satisfaction, recognition, the challenging and competitive nature of career development etc. (Mary, 2010).

According to relevant research, it is understood that low wages are the main predictor of employee burnout and poor turnover (Murnane & Olsen, 1989; Stinbrickner, 1998). This in combination with the poor working conditions and also the poor behaviour of colleagues lead the employees to leave their jobs.

Although employee motivation is a hot issue, in Greece and Cyprus the research that has been done is limited and data is drawn from research that has been done in different countries around the world. In various studies conducted (Iannone, 1973; Trusty &Sergiovanni, 1966), the results were that employees feel the greatest satisfaction when they manage to gain the recognition of their colleagues and when they satisfy the feeling of achievement. Medved (1982) conducted a research in the USA in order to examine the application of Herzberg's two-factor theory which agrees with the above mentioned results. The conclusion of the research was that employees are motivated when they undertake tasks that aim at satisfying the sense of achievement and responsibility that the job

itself gives them. However, the same research showed that they feel that their work is not valued by colleagues and want better financial rewards and greater recognition.

Another study of American workers based on Herzberg's two-factor theory and education (Farthing, 2006) found that an interesting job is the most important motivating factor for employees. After this, the incentives that followed were personal development, the motivation of recognition and responsibility together in the same position, then the motivation of achievement and finally the motivation of professional development. The results presented in a survey of workers in Nigeria are of interest. In this study, job security and working conditions emerged as the main motivation for work, while the interesting job played a secondary role and the motivation for personal development played an even smaller role and finally the incentive of promotion (Van Knippenberg et al., 2015).

One of the few Greek surveys of interest is the one conducted on Greek employees (Platsidou & Agaliotis, 2008). The results focus on the design and implementation of an educational policy which should focus on to enhance opportunities for personal growth and increase job interest, as well as to offer employees more opportunities for achievement and recognition from their work. Finally, the study argues that education policy makers need to establish that educational equality is directly related to employee job satisfaction and the outcome of their work. Regarding the balance between personal and work life, a survey conducted on employees in the prefecture of Attica can help to draw a conclusion (Wright et al., 2008).

The main purpose of this research was to examine the level of work stress of employees. The results were that they experience a moderate level of work stress, but to some extent it affects their personal life. Unfortunately, no research has been found that clearly addresses the issue of work-life balance (Kretsi, 2017).

In addition, research on employee motivation has been carried out in parts of Pakistan. One of the studies dealt with employee motivation (Rasheed, Humayon& Awan, 2016). The research findings showed that although compensation packages and financial incentives are important factors for workers

in a competitive labour market environment, other factors such as job design and work environment, performance, management style, training and development, were just as important.

Finally, a similar survey was conducted in Pakistan on secondary school workers (Alam, 2011). Its findings were that the key factors influencing employee motivation are financial rewards, social status, pay and rewards for good performance, cultivating a sense of self-confidence and finally opportunities to promote all employee skills.

Finally, employees' dissatisfaction with their work environment is a global phenomenon that cannot be ignored in both the western and eastern world. The literature has identified a number of important factors that affect employee performance reducing their intentions to quit their jobs but increasing their desire and willingness to work. Thus, factors that positively affect the maintenance of employees' intentions are just as important for their satisfaction and must be developed immediately (Alam, 2011).

Chapter 3 Methodology

3.1 Introduction

The need to study the parameters that motivate employees in the private sector can give a scientifically substantiated interpretation that should be taken into account by employers, supervisors, and managers. It is obvious that the private sector is particularly important for Cyprus. However, there haven't been many studies investigating employee motivation. This chapter analyzes the methodological research design used in this study.

3.2 Research Execution Procedure

With the completion of the secondary literature type research, the primary research in Cypriot companies in the field of job incentives follows. The research aims to answer the following research questions:

- What incentives do Cypriot private companies use?
- What forms of incentives are most important to employees in private companies?
- How important is the use of incentives to improve productivity during the pandemic in private companies?
- How important is it to use incentives for job satisfaction in the Covid-19 era in private companies?

A quantitative method was used to collect the views of employees in Cypriot companies, namely the method of the written questionnaire. This type of research was chosen as the aim of the research was to record opinions and therefore the measurement is achieved more efficiently and more objectively with the quantitative method. The above is due to the fact that the results are numbers and their interpretation leaves out any prejudices of the researcher. Quantitative research also collects numerical data from a large number of people in a short

period of time. Finally, quantitative research does not require high costs (Creswell, 2016). Based on the above, it appears that the researcher chose to carry out a quantitative research as it is more objective, has a lower cost, and enables the collection of a large amount of data in a relatively short period of time.

3.3 Functional Definitions and Data Collection Tool

The data collection tool used for the present research, is the questionnaire, which was distributed to the respondents via email. It is listed in Appendix A. The questionnaire was prepared by the researcher with the valuable help of the supervising teacher in such a way that the respondents could easily understand the questions in order to provide clear answers, accurately, and quickly. Special care was taken to ensure that the questionnaire is valid and reliable using bibliographic references and scientific theories.

The questionnaire was chosen for the research as the method for the collection of data since it will enable to collect data from a sufficient number of employees in a shorter period of time (Zangirolami-Raimundo, Echeimberg & Leone, 2018). The questionnaire is a set of written questions that the researcher uniformly addresses to research subjects to gather information related to their point of view, or opinion, or perception of a problem or topic. According to Menexes, (Menexes, 2008/09) despite the disadvantages of the questionnaire, such as the loss of detail and depth of information, the lack of control over the accuracy of the answers, the lack of control over the honesty of the respondents and the subjectivity of the respondents understanding the questions, the questionnaire has several advantages:

- Uniformity of questions.

- Extensive scope and variety of data that can be collected.

- Large area and variety of respondents it covers.

- Free and anonymous expression of the subjects.

- Ability to obtain information on unobservable characteristics (views and feelings).

- Low cost in money and time.

The questionnaire consists of 5 sections. The first section collects demographic data. The second section collects information related to employee motivation. The second section is divided into 4 subsections (b,c,d,e) related to safety at work, skills and knowledge, cooperation with superiors, cooperation with colleagues, financial earnings, and personal satisfaction. In each subsection there is a statement in which respondents are asked to choose using a Likert scale.

Likert scale is considered the most suitable tool for such measurements (Likert, 1932, Krowinski-Steiber, 1996) as it allows the creation of a uniform structure that can be easily understood by the respondent since it provides similar possible answers. In addition, unlike satisfaction scales which tend to give a large number of positive answers, Likert scales avoid this kind of bias as they allow the existence of negatively formulated questions. The Likert rating consists of five points and includes the following answers: 1 = "Totally Disagree", 2 = "Disagree", 3 = "Neither Agree nor Disagree", 4 = "Agree", 5 = "Totally Agree". The Likert scale is the most common measurement scale and was chosen in the present research as the researcher intends to standardize the answers to the questionnaires in order to determine the relative intensity of the different elements. In order to construct the questionnaire of the present research as described above, the researcher studied the literature related to the subject under study and based on what it is analyzed in the theoretical framework, constructed the research tool (Creswell, 2016).

The table 3.3.1 below shows the correspondence of the questions with the research questions, as well as the theory upon which the construction of each question was based.

RQ	Questionnaire	Theory
What incentives do Cypriot private companies use?	1-7	Acevedo (2018) Alam & Farid (2011) Brun & Dugas (2008)
What forms of incentives are most important to employees in private companies?	8-12	Acevedo (2018) Alam & Farid (2011) Brun & Dugas (2008) AllenShore & Griffeth (2003)
How important is the use of incentives to improve productivity in general or during the pandemic in private companies?	13-21	Acevedo (2018) Alam & Farid (2011) Brun & Dugas (2008) AllenShore & Griffeth, (2003)
How important is it to use incentives for job satisfaction in the COVID-19 era in private companies?	23-27	Damij, Levnajić, Skrt, & Suklan (2015) Farthing (2006) Anderfuhren-Biget, Varone, Giauque, & Ritz (2010)

Table 3.3.1

3.4 Sample, Data and Assumptions

The sample used for the present study was purposeful and not random, as it was distributed in the family, professional, and friendly environment of the researcher. It concerns people working in Cyprus in various fields. Purposive sampling is done when the researcher selects cases that he/she considers to be typical and related to the subject he/she is researching (it can lead to reliable results even though it is not representative) (Paraskevopoulos, 1993). In particular, convenience sampling was chosen because the researcher knew people who met the conditions to participate in the research and who willingly accepted to participate. Convenience sampling was also chosen in order to save time.

Due to the fact that the statistical population consisted of employees in a number of different companies, no attempt was made to analyze the results based on each company. The selection of the sample was based on the relevance of the

companies to the tertiary sector (service sector) and aimed to explore the criteria, levels, and challenges of the evaluation systems of the specific sector.

An attempt was made to collect as many completed questionnaires as possible. Questionnaires were given to people of both sexes, of different ages, permanent and non-permanent staff, and regardless of position in the hierarchy. Due to the purposeful sampling, the conclusions cannot be generalized, but provide a good insight into the issue of evaluation in the service sector as well as a trigger for further research using a weighted random sample in order to draw a generalized conclusions (Paraskevopoulos, 1993).

The questionnaire was distributed to 115 people from which 91 answered. So, the sample of this research is consisted of 91 employees in total that work in the private sector in Cyprus. The majority of the employees are females, while their age ranges mostly from 36 to 45 years old. Also, most of the participants have a university or technological institute degree, are married with children, and have a permanent working position. Lastly, the biggest part of the sample has a working experience in the private sector from 11 to 20 years.

3.5 Research Validity

For a measurement to be accurate, it must correspond to the concept it is trying to measure. There must be an agreement between the concept and the indicator/indicators in order for the indicators of a phenomenon to correspond to the conceptual definition of the phenomenon. Validity therefore examines how real a relationship between concept and indicators is.

Also, before the start of the research, the researcher gave the questionnaire to 5 people, in order to read the questions and tell her whether they are understandable or not. These individuals made some recommendations which the researcher took into account and modified the questionnaire accordingly (Creswell, 2016).

3.6 Research Reliability

Reliability is related to the consistency or repetition of the measurement tool. There are many types of measuring tools, such as thermometer, ruler,

questions, observations, etc. Some measuring tools are very accurate. For example, if I place the thermometer in hot water, it will show 100 degrees every time I do the same. In the social sciences we have questions and observations which as measuring tools are rather subjective in regards to the opinions and behavior of the people we try to measure.

Not all measurement tools are reliable in social research. For this reason the researcher must first construct a questionnaire that avoids containing personal or evaluative questions (used by another or by us) at different times and can therefore best assure the reliability of our question (Kyriazopoulos & Samanta, 2010).

3.7 Ethics

At the beginning of the questionnaire, the researcher clarified to the participants that their participation was anonymous and no personal information would be used. At the same time, their participation is voluntary and they can withdraw from the research at any time. Finally, the fact that the questionnaire was completed in the personal time and space of the participants, it increases its reliability since the respondents were not pressured to complete it as they had the time to think about the answers they gave (Zafeiropoulos, 2005).

Specifically, the researcher distributed a cover letter to the participants stating the purpose and objectives of the research, what the respondents-participants should do and emphasizing the anonymity of their participation as well as their participation on avoluntary basis (Creswell, 2016).

3.8Analysis of results

The statistical program SPSS (version 24) was used for the statistical analysis and processing of the results after the research data was coded. The specific analysis of the research data at the descriptive level includes frequency distribution tables of demographics. The frequency distribution refers to a percentage and number of participants. Statistical methods of descriptive and inductive statistics were used for data analysis. The descriptive analysis was

performed using the mean (M), median (Mdn), maximum (Max) and minimum value (Min), frequency (N), and percentage (%).

3.9 Research planning of work

Below find a Gantt chart with the detailed time for part of this research

Tasks	December	January	February	March	April	May	June
Study proposal	▨						
Compilation of the questionnaire	▨						
Collection of sources and writing of the theoretical part	▨	▨	▨				
Methodology writing			▨				
Implementation of research				▨	▨		
Analysis of the findings					▨	▨	
Writing of the results						▨	▨
Discussion							▨
Conclusion of the study							▨

Table 3.9.1

Chapter 4 Results

4.1 Descriptive statistics

In the following research the incentives of employees in private companies in Cyprus and the correlation between them are investigated. To achieve that a questionnaire of 5 sections was used, analyzing the demographic characteristics of the employees, their job satisfaction, the satisfaction from their remuneration, their personal satisfaction, and their motives and satisfactions during the pandemic.

4.1.1 Demographic characteristics

In the first section of the questionnaire, the demographic characteristics of the participants are analyzed.

In Table 4.1.1.1 and Graph 4.1.1.1, the participants' gender is presented. 31.87% of the participants are females, while males occupy the rest 68.13%.

Gender	Frequency	Percentage %
Male	29	31.87%
Female	62	68.13%
Total	91	100.00%

Table 4.1.1.1
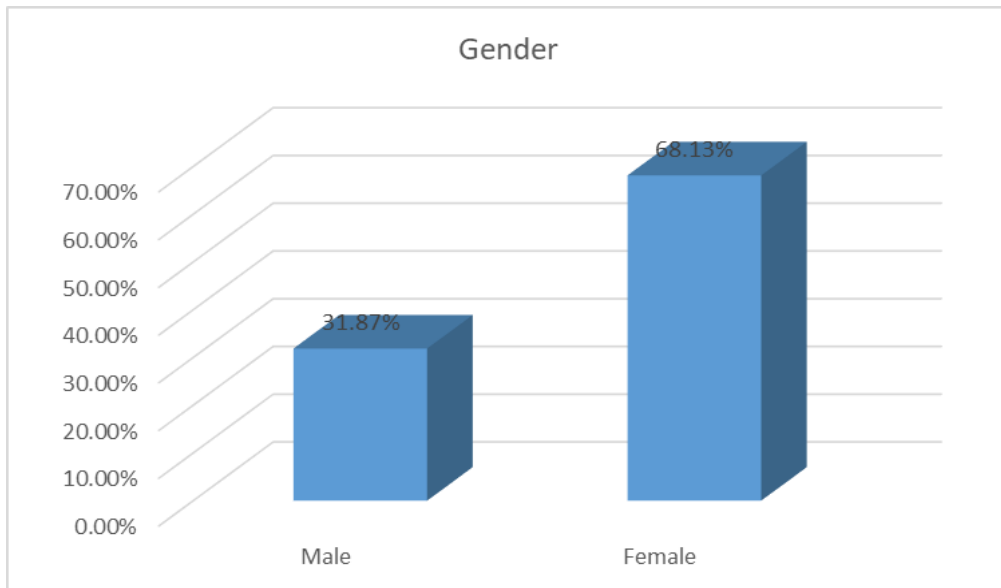
Graph 4.1.1.1

In Table 4.1.1.2 and Graph 4.1.1.2, the employees' age is investigated. The majority, reaching the 50.55%, is from 36 to 45 years old, while 34.07% occupy the participants from 26 to 35 years old. Also, employees from 46 to 55 years old reach the 9.89%, while those who are 18 to 25 or 56 to 65 years old reach the 3.30% and 2.20% respectively.

Age	Frequency	Percentage %
18-25	3	3.30%
26-35	31	34.07%
36-45	46	50.55%
46-55	9	9.89%
56-65	2	2.20%
Total	91	100.00%

Table 4.1.1.2
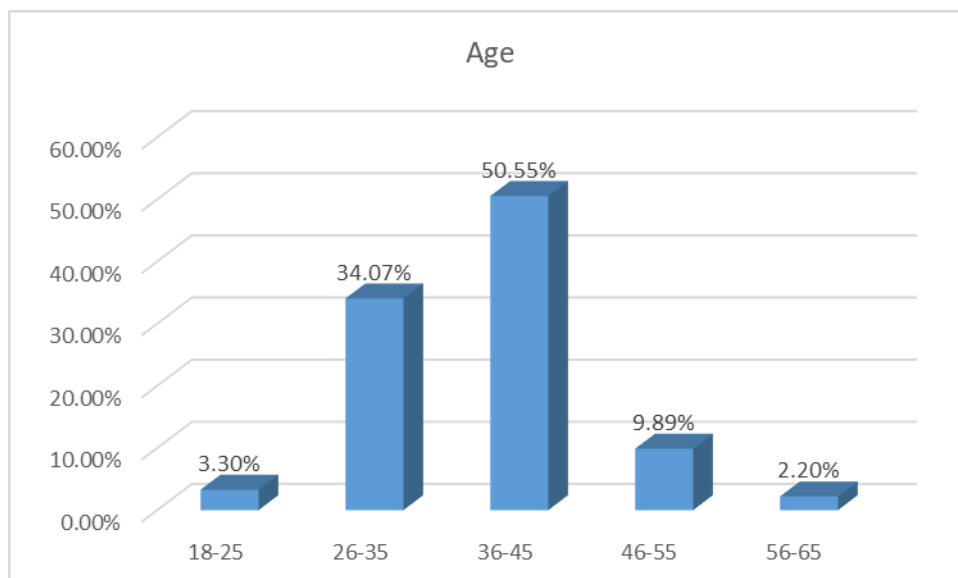
Graph 4.1.1.2

Continuing with the participants' education, 49.45% of them have a bachelor degree and 37.36% a master degree. Those who only have up to secondary school education reach 10.99% and only 2.20% have a PhD as indicate in Table 4.1.1.3 and Graph 4.1.1.3.

Education	Frequency	Percentage %
Secondary	10	10.99%
University-Technological Institute	45	49.45%
Postgraduate	34	37.36%
PhD	2	2.20%
Total	91	100.00%

Table 4.1.1.3
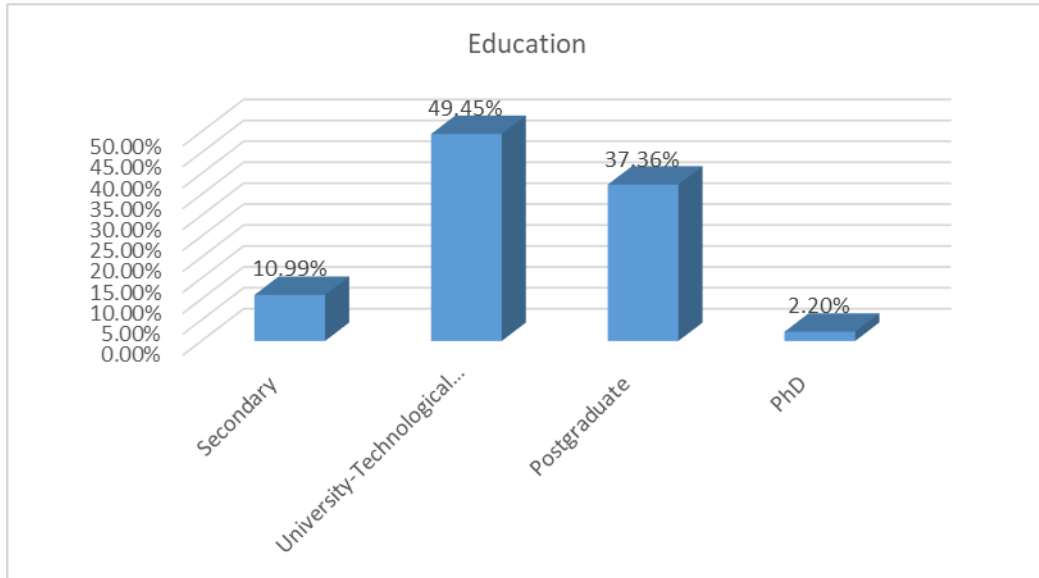
Graph 4.1.1.3

Through Table 4.1.1.4 and Graph 4.1.1.4, the participants' marital status is analyzed. 56.04% of the employees are married and parents, 19.78% are married but do not have children, and 16.48% are single. As for the divorced employees, they occupy 6.59%. The rest 1.10% belongs to the answers "Other".

Marital Status	Frequency	Percentage %
Single	15	16.48%
Married	18	19.78%
Married with Children	51	56.04%
Divorced	6	6.59%
Other	1	1.10%
Total	91	1

Table 4.1.1.4
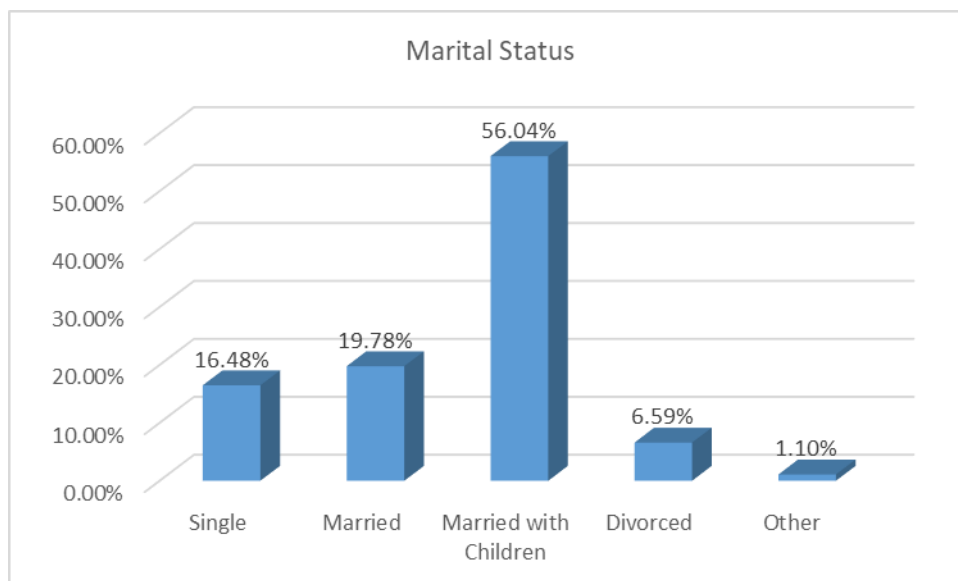
Graph 4.1.1.4

In Table 4.1.1.5 and Graph 4.1.1.5, it is obvious that 60.44% of the participants have a permanent working position, while 31.87% of them are private employees for an indefinite period of time. As for the employees with a fixed-term employment relationship under private law they consist only 7.69% of the sample.

Employment relationship	Frequency	Percentage %
Permanent	55	60.44%
Private employee for an indefinite period of time	29	31.87%
An employee with a fixed-term employment relationship under private law	7	7.69%
Total	91	1

Table 4.1.1.5
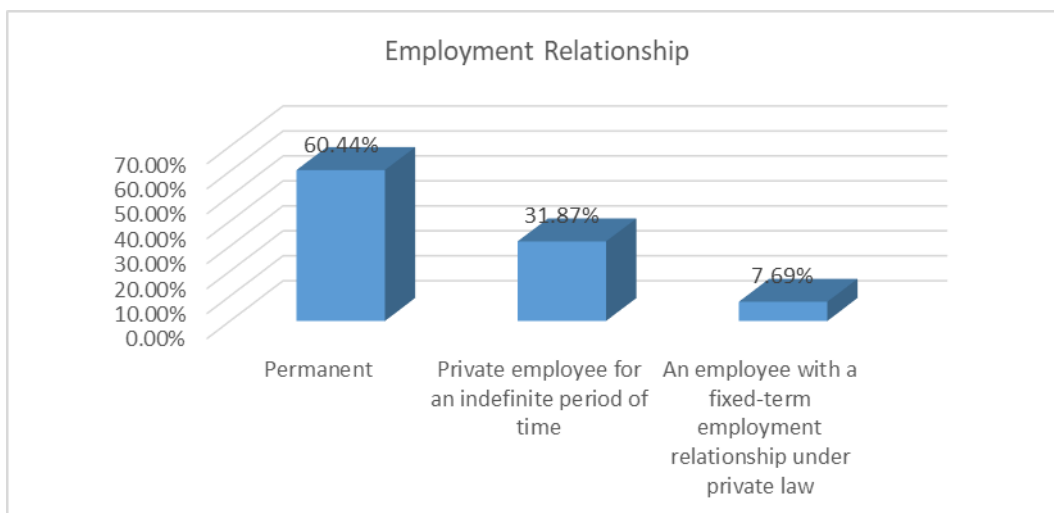
Graph 4.1.1.5

In the last Table 4.1.1.6 and Graph 4.1.1.6 of this section, the participants' working experience in the private sector, is analyzed. 41.76% of the participants have an experience from 11 to 20 years, 26.37% state an experience from 6 to 10 years and 18.68% occupy those with an experience up to 5 years. Continuing, the participants with a working experience from 21 to 30 years occupy 7.69% and the rest 5.49% belongs to those with more than 30 years of experience.

Years of previous service in the private sector	Frequency	Percentage %
0-5	17	18.68%
6-10	24	26.37%
11-20	38	41.76%
21-30	7	7.69%
More than 30	5	5.49%
Total	91	100.00%

Table 4.1.1.6
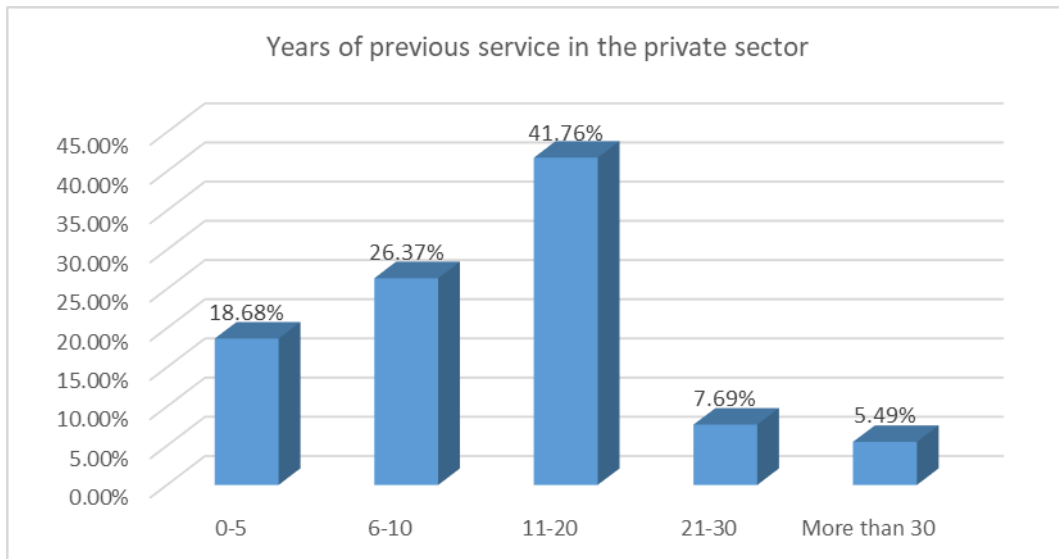
Graph 4.1.1.6

4.1.2 Job satisfaction

Continuing, the participants' satisfaction from their job is analyzed. The answers to all the questions accept values from 1 to 5 (1-Totally Disagree, 2-Disagree, 3-Neither Agree nor Disagree, 4-Agree, 5-Totally Agree) and as the mean increases, so does the participants' satisfaction.

In Table 4.1.2.1 and Graph 4.1.2.1, it seems that the participants are placed between agreement and total agreement, leaning more to the first one, when it comes to having a smooth communication with their colleagues (4.31) and being very pleased with their collaboration together (4.26). Also, the participants agree that there is a good communication (4.15) and cooperation (3.93) with the superiors, they have the ability to deal with many different things (3.79), the working conditions are good (3.78) and they are given the opportunities to use their knowledge (3.78). Continuing, between neutrality and agreement, with a lean to the second one, the employees appear to be when it comes to their satisfaction as for the given opportunities to develop their knowledge (3.74), use their skills (3.73), develop their skills (3.68), and feeling about their position in the organization (3.67). Lastly, they are neutral about having opportunities for advancement (3.12).

	Mean	Std. Dev.
I feel safe about my position in the organization	3.67	1.012
The working conditions are very good	3.78	0.786
I am given the opportunity to use my skills	3.73	1.023
I am given the opportunity to use my knowledge	3.78	1.009
I am given the opportunity to develop my skills	3.68	1.094
I am given the opportunity to develop my knowledge	3.74	1.084
I have opportunities for advancement	3.12	1.163
I have the ability to deal with many different things	3.79	1.049
I am very happy with my cooperation with my superiors	3.93	0.867
I have good communication with my superiors	4.15	0.815
I am very pleased with my collaboration with my colleagues	4.26	0.728
I have a smooth communication with my colleagues	4.31	0.71

Table 4.1.2.1 Job Satisfaction

Graph 4.1.2.1 Job Satisfaction

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4.1.3 Satisfaction and motivation as for the remuneration

This section focuses on the participants' satisfaction when it comes to their salary and bonuses. Once again, the values accept answers from 1 to 5 (1-Totally disagree, 2-Disagree, 3-Neither agree not disagree, 4-Agree, 5-Totally agree) while as the mean increases, the same happens to the participants' satisfaction from these factors.

In Table 4.1.3.1 and Graph 4.1.3.1, the statements mentioned above are analyzed. The participants are placed between neutrality and agreement with a lean to the second when it comes to the bonuses motivating them to work harder (3.51). Also, they are neutral about their salary satisfactory depending on their qualifications (3.09) and on their length of service (2.96). Monetary incentives are divided into individual performance incentives, i.e. those that as productivity increases, so does the reward, and incentives arising from participation in the result (Acevedo, 2018)

	Mean	Std. Dev.
My salary is satisfactory depending on my qualifications	3.09	1.25
My salary is satisfactory depending on my length of service	2.96	1.26
The bonuses motivate me to work harder	3.51	1.29

Table 4.1.3.1 Satisfaction and motivation in respect to the remuneration
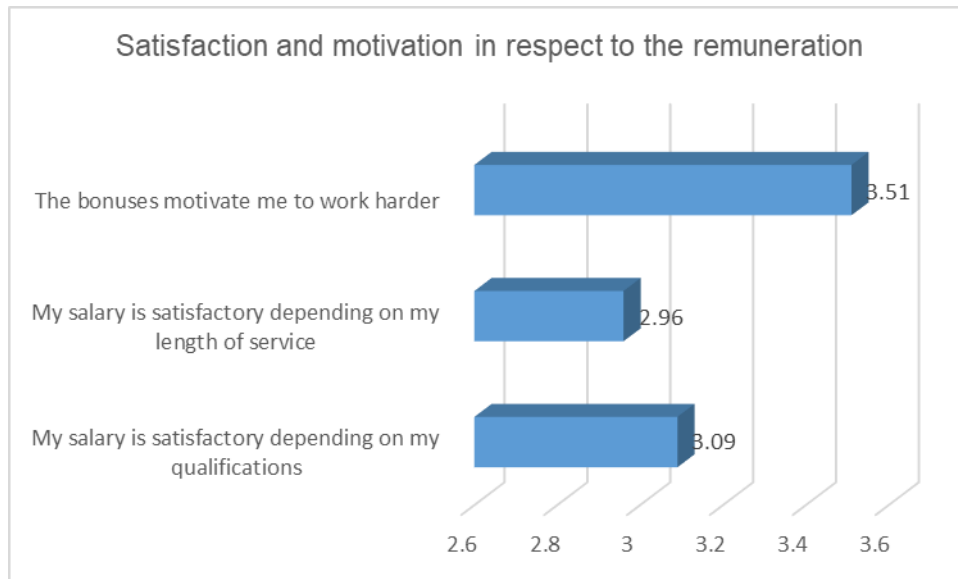
Graph 4.1.3.1 Satisfaction and motivation as for the enumeration

4.1.4 Personal satisfaction

In this section, the participants' personal satisfaction from their work place and their job in general is analyzed. Just like before, the answers accept values from 1 to 5 (1-Totally disagree, 2-Disagree, 3-Neither agree not disagree, 4-Agree, 5-Totally agree), while as the mean increases, the more the participants agree with each statement.

In Table 4.1.4.1 and Graph 4.1.4.1, it seems that the participants agree about taking initiatives in the execution of their work (3.99) and liking its nature (3.89). However, between neutrality and agreement, with a lean to the second one, they appear to be about receiving sufficient number of rest leaves (3.62). In the same scale, with an obvious lean to the neutrality, they are placed about their creative work needs being covered (3.40), their satisfaction as for the amount of daily workload (3.35), and the justice in their workplace (3.33). Monetary incentives, as it is understood, include all incentives related to monetary gains. Such are the salary, bonuses and various bonuses.

	Mean	Std. Dev.
There is justice in my workplace	3.33	1.13
I like the nature of my work	3.89	0.95
I am satisfied with my daily workload	3.35	1.09
I take initiatives in the execution of my work	3.99	0.86
I receive a sufficient number of rest leaves	3.62	1.19
My need for creative work is covered	3.4	1.12

Table 4.1.4.1: Personal satisfaction
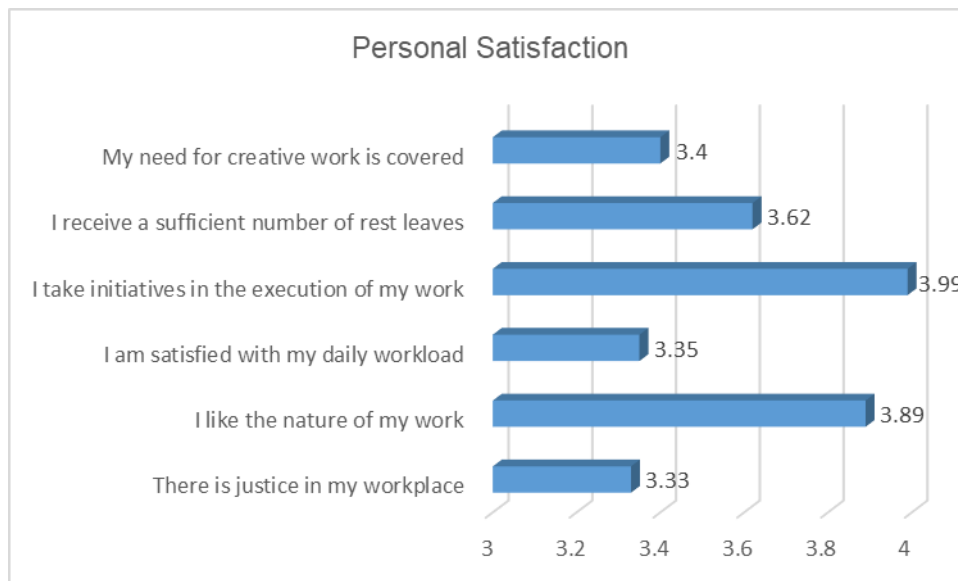
Graph 4.1.4.1: Personal satisfaction

4.1.5 Motivation and job satisfaction during the period of the pandemic

In the last section, the job satisfaction and the employees' jobs motivations during the pandemics are analyzed. Like previously, the answers vary from 1 to 5 (1-Totally disagree, 2-Disagree, 3-Neither agree not disagree, 4-Agree, 5-Totally agree) and as the mean increases, the more the participants are satisfied and motivated during the pandemic.

In Table 4.1.5.1 and Graph 4.1.5.1, it seems that the participants agree that there are no changes to their pay due to the Covid-19 (4.13), but between neutrality and agreement, leaning to the second, they are when it comes to

continuing to feel creative during the Covid-19 period (3.70) and the company making them feel safe during this period (3.67). In the same scale, however with a lean to neutrality, they are placed when it comes to their satisfaction with the working conditions in the midst of the pandemic (3.48) and with the good incentives for teleworking that the company provides (3.26). Lastly, the participants neither agree nor disagree that they like working from home because of the Covid-19 conditions (3.04).

The above findings become particularly important for organizations and businesses especially in the midst of the Covid-19 pandemic where employees fear for their health and at the same time feel exhausted by social isolation. Their workplace, for those who are still working, is the only place to socialize, though in view of the current stress and pressure the expected performance can only be achieved with the right motivation. However, even when the Covid-19 pandemic is over, it is important for businesses and organizations to listen to the needs of their employees and provide the right incentives to motivate them for strong performance. When employees feel that the organization/company in which they work understands them, then on their own, they want to offer their maximum. At the same time, an effective and positive climate of communication and cooperation makes employees efficient in their work.

	Mean	Std. Dev.
The company provides good incentives for teleworking	3.26	1.30
I like working from home because of the COVID-19 conditions	3.04	1.25
I am satisfied with my working conditions in the midst of the COVID pandemic	3.48	1.15
My company makes me feel safe during the COVID period	3.67	1.22
There are no changes to my pay due to the COVID pandemic	4.13	1.07
I continue to feel creative during the COVID period	3.7	1.16

Table 4.1.5.1: Motivation and job satisfaction during the period of the pandemic
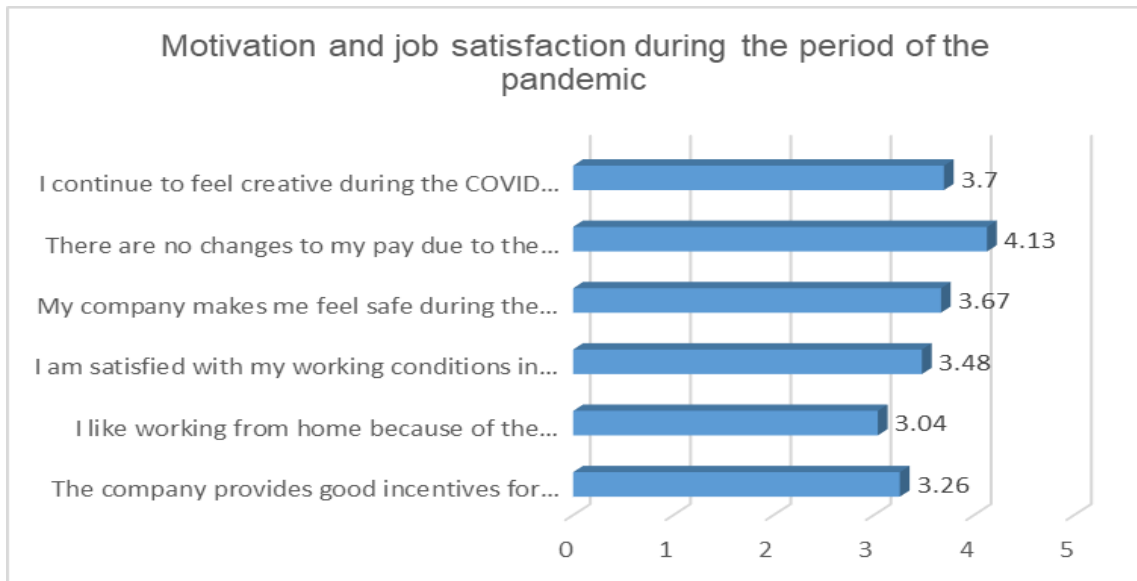
Graph 4.1.5.1: Motivation and job satisfaction during the period of the pandemic

4.2 Inductive statistics

In this section, I analyzed the questions and the correlation they may have. In particular, is there a relation between the participants' opinions about job satisfaction in general and during Covid-19 pandemic, remuneration, and personal satisfaction?

4.2.1 Job Satisfaction through Working Conditions in General and During Pandemic

Working conditions is a very important factor for employee satisfaction that leads to higher productivity. It is an incentive that employees like to have and employers should try to find a way to offer it.

Table 4.2.1.1 shows that 67.03% (mean 3.78, St. Dev. 0.79) of employees either agree or strongly agree that working conditions are very good in general. Almost 10% lower, 59.34% (mean 3.48, St. Dev. 3.48) either agree or strongly agree that they are satisfied with working conditions during pandemic. Only 39.56% (mean 3.04, St. Dev. 3.04) of the employees agree or strongly agree that they like to work from home. This is in disagreement with the study conducted by

Raisene et al. (2020) in Lithuania which found that employees enjoy working from home during pandemic. One possible reason for the disagreement is because employees have been working or forced to work from home for a long time without the option to go to the office anytime they like to or to even socialize. Another reason is that they may not have the same incentives such as training as Chetty et al. (2020) concluded that that employees working from home seek similar treatment in terms of incentives but also in terms of training as well.

Also the fact that employees do not seem to like working from home, neither agree nor disagree (mean 3.04, Std. Dev. 1.25) may explain the reason why some employees are less satisfied with the working conditions during pandemic.

Moreover, only 48.35% (mean 3.26, St. Dev. 1.3) of the employees agree or strongly agree that companies provide good incentives for teleworking for employee. Employees may not find teleworking such attractive by itself if it is not combined with other incentives such as training, flexible working hours, or extra money for paying electricity, and broadband internet connection.

The working conditions are very good	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	0	5	25	46	15		
Percentage %	0.00%	5.49%	27.47%	50.55%	16.48%	3.78	0.79
I am satisfied with my working conditions in the midst of the COVID pandemic	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	8	9	20	39	15		
Percentage %	8.79%	9.89%	21.98%	42.86%	16.48%	3.48	1.15
I like working from home because of the COVID conditions	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	14	15	26	25	11		
Percentage %	15.38%	16.48%	28.57%	27.47%	12.09%	3.04	1.25
The company provides good incentives for teleworking	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	11	16	20	26	11		
Percentage %	12.09%	17.58%	21.98%	28.57%	19.78%	3.26	1.3

Table 4.2.1.1
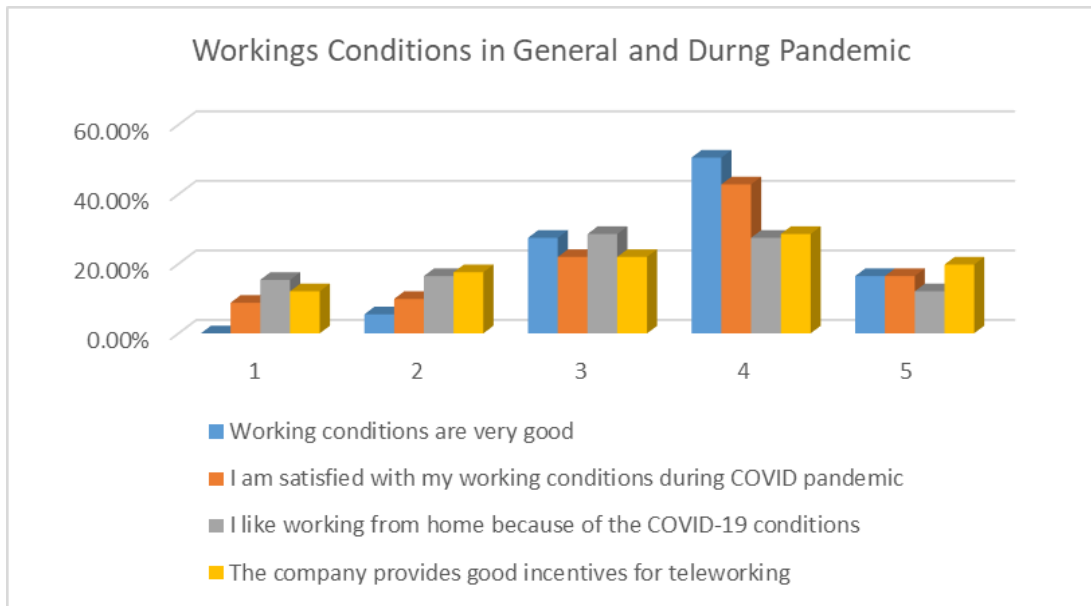
Diagram 4.2.1.1

4.2.2 Job Security in General, Employee Safety, and Remuneration during pandemic

Job security in general, employee safety, and remuneration are incentives which are correlated and organizations should try to provide them in order to satisfy their employees which will result in higher performance and productivity. In table 4.2.2.1, I analyzed employee job security in general and during pandemic and employee remuneration change during Pandemic.

Table 4.2.2.1 shows that 62.64% (mean 3.67, Std. Dev. 1.01) of employees agree or strongly agree with the question regarding job security in general. This is in disagreement with theory that job security is higher in times of economic prosperity (Bakan et al., 2004). One possible reason is that so far the Cyprus government was very generous and provided attractive packages to Employers in order to keep the employees and not let them go. Another possible reason may be that the Employers understand that Covid-19 pandemic is something temporary and they can sustain the economic pressure for some more time. Slightly higher, 63.74% (mean 3.67, Std. Dev. 1.22) of employees but with exactly the same mean 3.67 as the first question, agree or strongly agree that the company makes them feel safe during pandemic. Employee's job security and safety are directly related.

Organizations that provide job security also tend to care for the safety of their employees in general. Thus, it comes with no surprise that 76.9% (mean 4.13, Std. Dev. 1.07) of employees agree or strongly agree there salary has not changed during pandemic. An organization that provides job security, cares about employee safety tends to be healthier, and will not lower employees' salary during a crisis such as Covid-19 pandemic. This agrees with theory as per Kinnunen-Amoroso and Liira (2016) that providing a combination of incentives such as job security, job safety, and stable remuneration during crisis such as pandemic will keep employees satisfied which will improve productivity. It also agrees with Graves et al. (2015) that when employees do not feel safe, the increased of stress and negative emotions will definitely affect their job performance.

I feel safe about my position in the organization	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	4	6	24	39	18		
Percentage %	4.40%	6.59%	26.37%	42.86%	19.78%	3.67	1.01
My company makes me feel safe during Covid-19 Pandemic	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	8	7	18	32	26		
Percentage %	8.79%	7.69%	19.78%	35.16%	28.57%	3.67	1.22
There are no changes to my pay due to the COVID Pandemic	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	3	5	13	26	44		
Percentage %	3.30%	5.49%	14.29%	28.57%	48.35%	4.13	1.07

Table 4.2.2.1
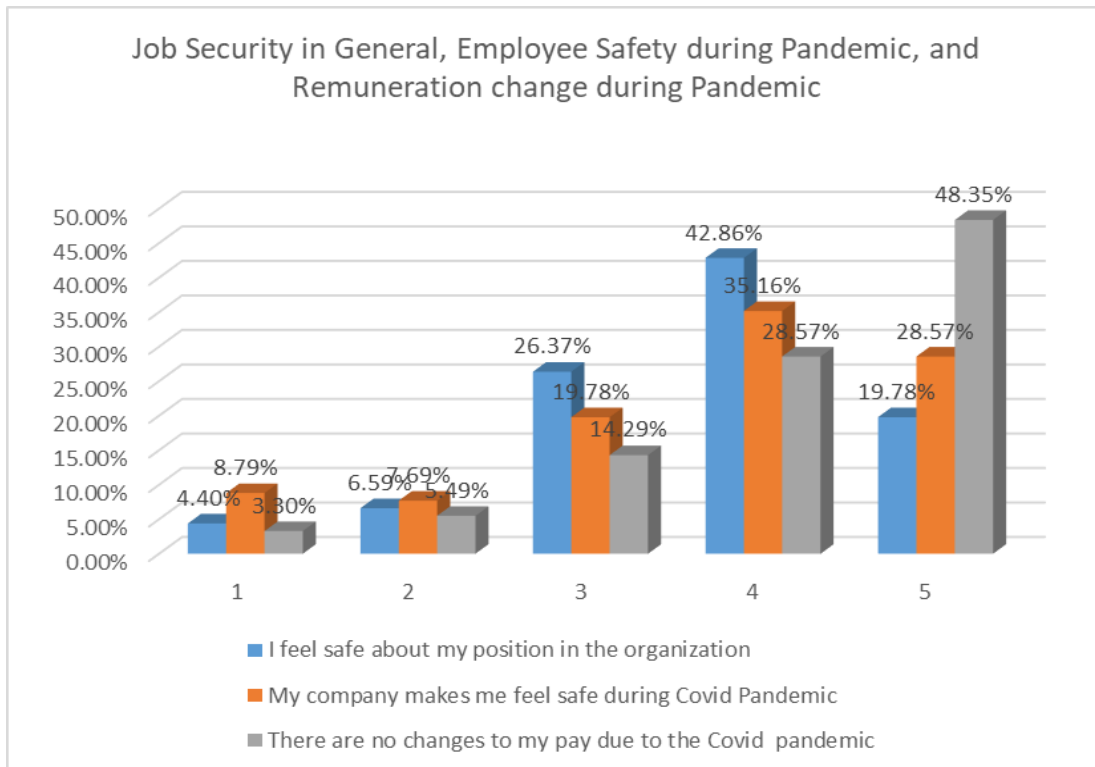
Graph 4.2.2.1

4.2.3 Creativity in General and During Pandemic in relation to job satisfaction

Creativity is the driving force that keeps an employee motivated and satisfied which will lead to higher productivity.

Graph 4.2.3.1 show that creativity has slightly increased during pandemic. Almost half of the employees, 48.35% (mean 3.40, Std. Dev. 1.12) either agree or strongly agree they feel creative during work in general. During covid pandemic creativity satisfaction has increased. More specifically 61.54% (mean 3.70, Std. Dev. 1.16) of employees either agree or strongly agree feeling creative. The employees who strongly disagree and do not feel creative is almost the same (6.59% in general and 7.69% during pandemic). There is an increase of ~10% for the employees who strongly agree feeling more creative during pandemic. Creativity is directly related with the opportunity to use skills (agree or storngly agree 61.54%, mean 3.73, Std. Dev. 1.02), with the opportunity to use knowledge (agree and strongly agree 67.03%, mean 3.78. Std. Dev. 1.01), the opportunity to develop skills (agree or strongly agree 60.44%, mean 3.68, Std. Dev. 1.09), and

finally the opportunity to develop knowledge (agree or strongly agree 65.93%, mean 3.74, Std. Dev. 1.08). This means that employees who are creative seek to use and develop their skills and knowledge. This agrees with a study of American workers based on Herzberg's two-factor theory and education (Farthing, 2006) that an interesting and creative job is a very important motivating factor because it gives the opportunity to the employee to use and develop their skills and knowledge. One reason that may have boost employees creativity during Covid-19 pandemic is the fact that they do not need to commute to work, so they may have some extra time for exploring their creativeness. Another reason may be that teleworking creates the feeling of freedom. Employees may feel that nobody is watching them and they feel more secure to explore their creativeness.

I am given the opportunity to use my skills	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	4	4	27	34	22		
Percentage %	4.40%	4.40%	29.67%	37.36%	24.18%	3.73	1.02
I am given the opportunity to use my knowledge	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	4	4	22	39	22		
Average %	4.40%	4.40%	24.18%	42.86%	24.18%	3.78	1.01
I am given the opportunity to develop my skills	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	5	6	25	32	23		
Percentage %	5.49%	6.59%	27.47%	35.16%	25.27%	3.68	1.09
I am given the opportunity to develop my knowledge	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	5	6	20	37	23		
Percentage %	5.49%	6.59%	21.98%	40.66%	25.27%	3.74	1.08
My need for creative work is covered	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	6	12	29	28	16		
Percentage %	6.59%	13.19%	31.87%	30.77%	17.58%	3.40	1.12
I continue to feel creative during the COVID period	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	7	4	24	30	26		
Percentage %	7.69%	4.40%	26.37%	32.97%	28.57%	3.70	1.16

Table 4.2.3.1
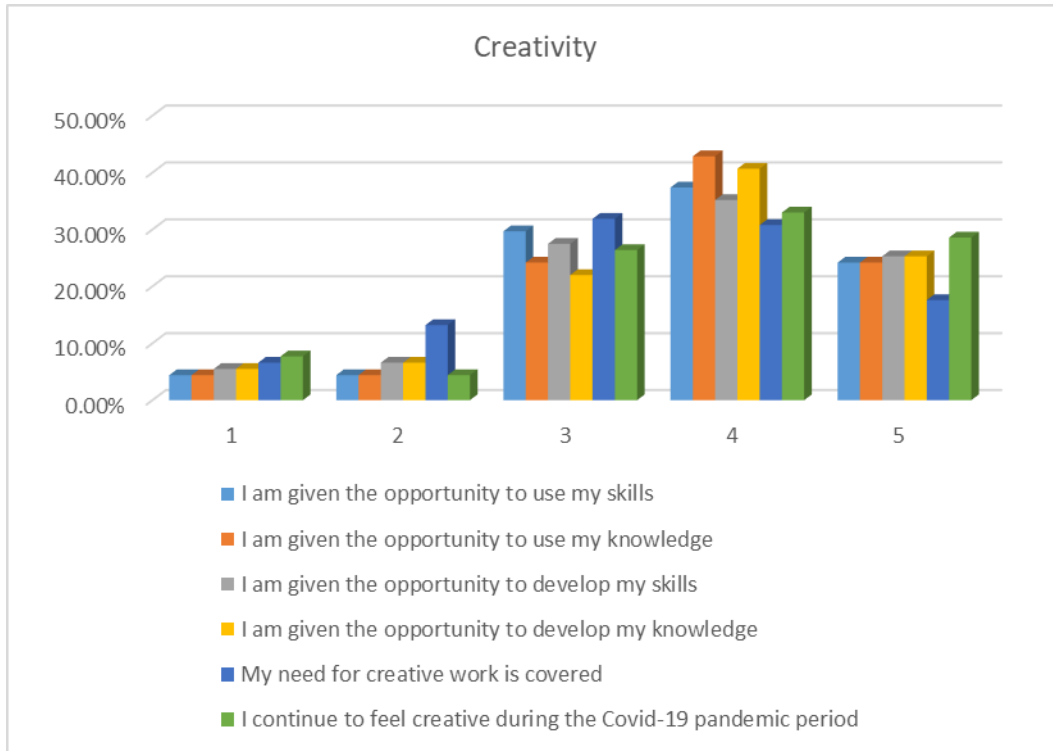
Graph 4.2.3.1

4.2.4 Employee Satisfaction and Motivation in Respect to the Remuneration

Remuneration is such a critical incentive that deserves to actually examine it alone. Below I examine employee satisfaction and motivation in respect to the remuneration.

Table 4.2.4.1 shows the statistics of three elements regarding remuneration. Salary satisfaction in respect to qualification, salary satisfaction in respect to length of service, and the third, bonus as motivating factor to work harder. Only 41.7% (mean 3.09, Std. Dev. 1.25) of employees agree or strongly agree that their salary is satisfactory in respect to their qualifications. Even lower, 35.16% (mean 2.96, Std. Dev. 1.26) of the employees agree or strongly agree that their salary is satisfactory in respect to the years of service. This is in agreement with theory as employers nowadays value more employee performance rather than qualifications and years of service. On the third question, 52.75% (mean 3.51, Std. Dev. 1.29) of employees agree or strongly agree that bonus is a motivating factor to work harder.

Again agreeing with the theory that employees seek more than just a simple salary Manolopoulos (2008). The results also agree with theory that bonus is among the top five motivating factors (Damij et al., 2015). Remuneration is very important for employees as it affects their families' lives. The higher the remuneration package, the better living conditions they, and their families will have. Employees will always seek higher and higher remuneration packages because this way they ensure that they can cover family expenses, children needs, holidays and retirement.

My salary is satisfactory depending on my qualifications	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	11	21	21	25	13		
Percentage %	12.09%	23.08%	23.08%	27.47%	14.29%	3.09	1.25
My salary is satisfactory depending on my length of service	**(1) Totally Disagree**	**(2) Disagree**	**(3) Neither Agree Nor Disagree**	**(4) Agree**	**(5) Totally Agree**	**Mean**	**Std. Dev.**
Frequency	12	25	22	19	13		
Percentage %	13.19%	27.47%	24.18%	20.88%	14.29%	2.96	1.26
The bonuses motivate me to work harder	**(1) Totally Disagree**	**(2) Disagree**	**(3) Neither Agree Nor Disagree**	**(4) Agree**	**(5) Totally Agree**	**Mean**	**Std. Dev.**
Frequency	10	8	25	22	26		
Percentage %	10.99%	8.79%	27.47%	24.18%	28.57%	3.51	1.29

Table 4.2.4.1
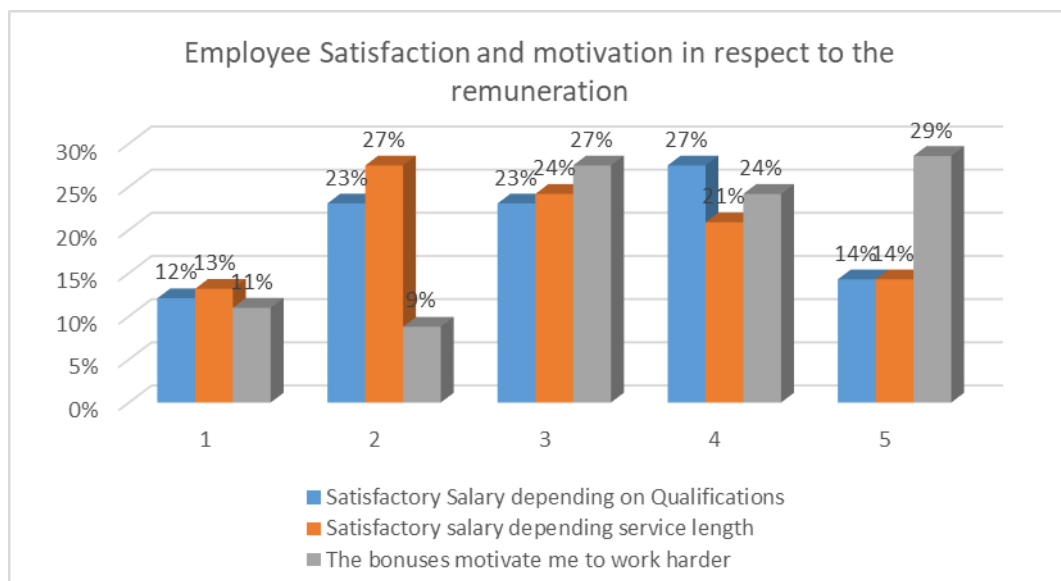
Graph 4.2.4.1

4.2.5 Workplace Justice, Collaboration/Cooperation between Colleagues/Superiors, and Opportunities for advancement

Below I study the opportunities of advancement as motivational factor and compare it with organization justice when there is good collaboration/cooperation between superiors/colleagues.

Table 4.2.5.1 shows that 70.3% (mean 3.93, Std. Dev. 0.87) of employees agree or strongly agree that they have good cooperation and 80.02% (mean 4.15, Std. Dev. 0.82) agree or strongly agre that they have good communication with superiors. The statistics for cooperation and communication between colleagues are similar. On the other hand, only 44.0% (mean 3.33, Std. Dev. 1.13) agree or strongly agree that there is justice in the workplace. Even lower, only 37.4% (mean 3.12, Std. Dev. 1.16) see opportunities for advancement. There is a negative correlation between cooperation/collaboration versus workplace justice and opportunities for advancement. Employees are satisfied with cooperation and communication but are not satisfied when it comes to workplace justice and opportunities for advancement incentives. This is in disagreement with theory that employees are satisfied with cooperation and collaboration in general but are not very satisfied with workplace justice and promotion opportunities (Danielsson et al., 2015). Not everyone will be promoted and this may explain the reason why not many employees are satisfied. Also employees may feel that there is not enough justice because they have not been promoted and some other colleagues have been promoted.

I am very happy with my cooperation with my superiors	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	0	5	22	38	26		
Percentage %	0.0%	5.5%	24.2%	41.8%	28.6%	3.93	0.87

I have good communication with my superiors	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	0	3	15	38	35		
Percentage %	0.0%	3.3%	16.5%	41.8%	38.5%	4.15	0.82

I am very pleased with my collaboration with my colleagues	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	0	0	15	37	39		
Percentage %	0.0%	0.0%	16.5%	40.7%	42.9%	4.26	0.73

I have a smooth communication with my colleagues	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	0	0	13	37	41		
Percentage %	0.0%	0.0%	14.3%	40.7%	45.1%	4.31	0.71

There is justice in my workplace	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	7	11	33	25	15		
Percentage %	7.7%	12.1%	36.3%	27.5%	16.5%	3.33	1.13

I have opportunities for advancement	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	9	17	31	22	12		
Percentage %	9.9%	18.7%	34.1%	24.2%	13.2%	3.12	1.16

Table 4.2.5.1
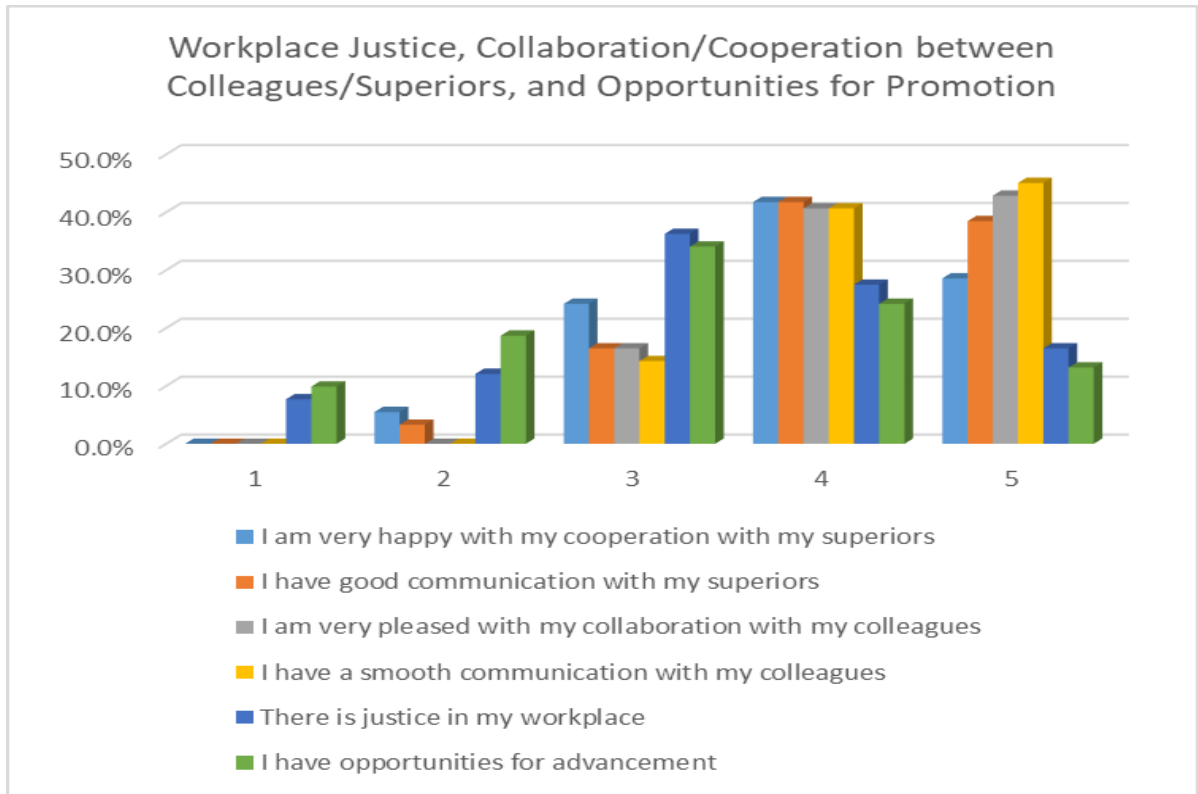
Graph 4.2.5.1

4.2.6 Interesting Subject of Work

Employees in general are motivated the most when the subject of work is interesting and challenging.

In graph 4.2.6.1, 68% (mean 3.89, Std. Dev. 0.95) agree that there job is interesting, even higher 71% (mean 3.79, Std. Dev. 1.05) agree that they deal with different things, and an impressive 74% (mean 3.99, Std. Dev. 0.86) agree that they take initiatives. The findings agree with research that variety of work keeps the interest high while the repetition of work keeps interest low (Liden et al., 2000). Findings agree with literature that employee satisfaction is higher when employees deal with many different tasks as they acquire a variety of skills (Liden, Wayne & Sparrowe, 2000) and that an interesting job is the most important motivating factor for employees (Farthing, 2006). It is crucial for organizations to let their employees deal with different subjects as it keeps their interest high. This helps employees be more creative as they have the chance to use and enhance their knowledge and skills.

I like the nature of my work	(1) Totally Disagree	(2) Disagree	(3) Neither Agree Nor Disagree	(4) Agree	(5) Totally Agree	Mean	Std. Dev.
Frequency	1	6	22	35	27		
Percentage %	1%	7%	24%	38%	30%	3.89	0.95
I take initiatives in the execution of my work	**(1) Totally Disagree**	**(2) Disagree**	**(3) Neither Agree Nor Disagree**	**(4) Agree**	**(5) Totally Agree**	**Mean**	**Std. Dev.**
Frequency	0	5	19	39	28		
Percentage %	0%	5%	21%	43%	31%	3.99	0.86
I have the ability to deal with many different things	**(1) Totally Disagree**	**(2) Disagree**	**(3) Neither Agree Nor Disagree**	**(4) Agree**	**(5) Totally Agree**	**Mean**	**Std. Dev.**
Frequency	3	10	13	42	23		
Percentage %	3%	11%	14%	46%	25%	3.79	1.05

Table 4.2.6.1
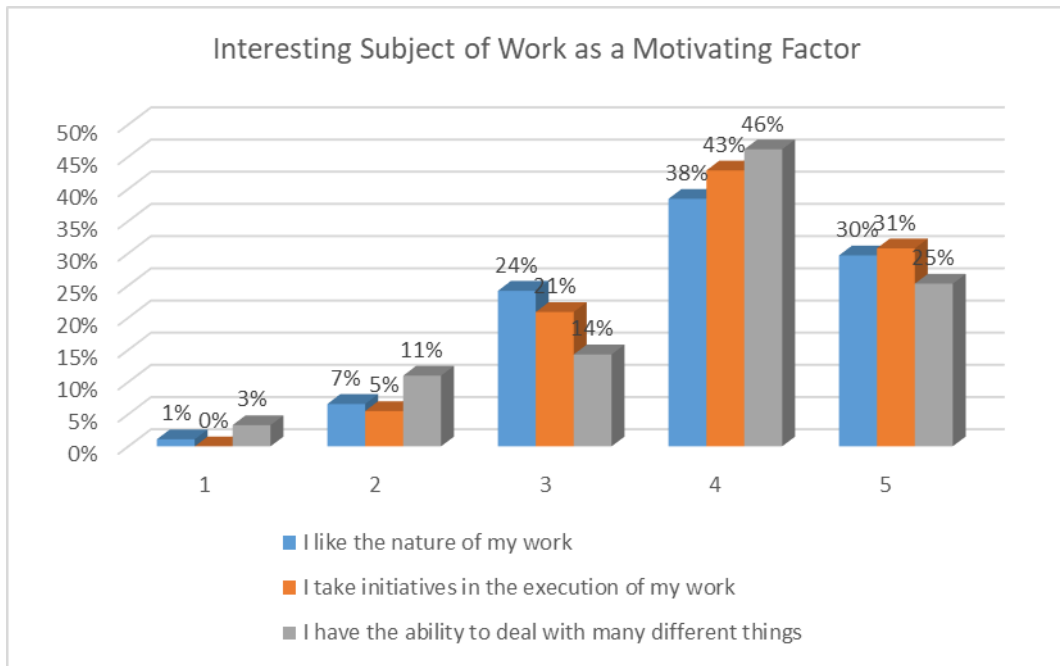
Graph 4.2.6.1

5 Conclusions

The aim of this paper was to investigate what incentives motivate employees in private companies in general and during pandemic so that employees are satisfied which will eventually lead to higher productivity.

The participants seem to agree that working conditions are good in general and during pandemic. Employees are neutral that they like working from home because of Covid-19 conditions. Employees may not like working from home because they have not been offered any extra benefits. Employers understand that good working conditions is an important incentive that motivates employees that's why they offer it. Employers should also understand that the incentive of working from home should come with other incentives such as flexible working hours and other monetary bonuses to cover expense such as electricity and broadband internet connection. With regards to the remuneration, employees do not see anymore the salary as an incentive and does not motivate them to work harder as they take it for granted. Employees agree that the bonus is an attractive motivation factor that pushes employees to work harder.

As for other incentives that boost productivity, there are incentives not monetary that employees value a lot and these incentives when given will definitely boost performance. Employees tend to agree that they feel creative, and they even feel more creative during pandemic. Employees feel that they are given the opportunity to use and develop their skills and knowledge. They agree that they like the nature of their work and they also agree when it comes to taking initiatives. Also important is the fact that employees agree that their work is interesting. Organizations that provide these type incentives keep their employees satisfied, constantly energetic, thus improved performance and productivity is expected.

As for their motivation and satisfaction, employees are satisfied and agree that their salary has not changed during pandemic, they tend to agree that they feel safe about the job security, and they also tend to agree that employers have taken the right measures to make them feel safe during Covid-19 pandemic. Employees are satisfied, work to their best, and produce the most when conditions are healthy.

That is they have no fear of losing their job, employers care about their healthiness, and their remuneration is stable and independent of external factors such as Covid-19 pandemic. Employees are satisfied and tend to strongly agree that they have good cooperation and communication with their superiors and colleagues. They are also motivated and satisfied with the opportunities given to take initiatives, use and develop their skills and knowledge. Employees tend to be more neutral and thus not very much satisfied with workplace justice and opportunities for advancement. Employees may feel that there are not many opportunities for advancement because there are not as many advancement positions as the number of employees and this is logical as only the best will be promoted. It is natural that this may be one of the reason that employees feel that there is not enough justice in the workplace.

The above findings become particularly important for organizations and businesses especially in the midst of the Covid-19 pandemic where employees fear for their health and at the same time feel exhausted by social isolation. For those who are still working, their workplace, may be the only place to socialize, though in view of the current stress and pressure the expected performance can only be achieved with the right motivation.

However, even when the Covid-19 pandemic is over, it is important for businesses and organizations to listen to the needs of their employees and provide the right incentives to motivate them for strong performance. When employees feel that the organization in which they work understands them, then on their own they want to offer their maximum. At the same time, an effective and positive climate of communication and cooperation makes employees more efficient in their work.

It is a fact that human resources are the most important asset of a company and its proper utilization determines its success. That is why every organization and every business must pay special attention to the staffing with competent people, to their development with proper training, and to the progressive integration of the staff in the business activities. Employees should feel that they are an integral part of the business and therefore the company should seek their immediate involvement, whether it is evident from their participation in a working

team to carry out a project, or in the company's internal processes such as the referral of a person to a new recruitment or their contribution to the training and integration process of a new recruit. It is also good for employees to participate in shaping the vision and values that have been set by the company because this creates commitment and ensures their engagement and loyalty.

5.1 Research limitations

There are quite limitations especially since the pandemic of Covid-19 restricted any personal contact with the participants which lead to the usage of an online questionnaire. A possible difficulty that may arise from the use of such questionnaires is that some of them may not be editable, as participants may skip or ignore to answer to some of the questions, or even answer incorrectly. If that happens, due to the anonymity of each questionnaire, it is impossible for the researched to communicate with the participant. In addition, the participants may be affected by the worldwide lock-down state showing a more pessimistic attitude towards their job and personal satisfaction in general.

A strong limitation of the present study is the sampling method. Purposeful sampling does not result in a representative sample and therefore the survey results cannot be generalized to the whole population. Another limitation was the limited time to collect a sufficient amount of data, which in combination with the Covid-19 pandemic complicated the situation. However, due to the use of the convenience sampling method, the required number of questionnaires was collected.

5.2 Future Research

Future research could be carried out by collecting a sample by the method of simple random sampling so that the results are generalizable to the whole population. Also after the end of the pandemic the research can be repeated so that the results are comparable in terms of the motivations of the employees before and after Covid-19 pandemic.

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Appendix A

In the following sections, I will list the questionnaire used for research purposes of this thesis.

A Questionnaire

A.1 Questionnaire in English

Open University of Cyprus
Master in Business Administration (MBA)

Dear Sir/Madam,

This questionnaire aims to explore the views of private sector employees about their job motivation. The questionnaire was designed by the researcher after first studying the relevant literature. The questionnaire is anonymous. Your honest answers will help me in my research.

Thank you in advance,
Dora Ioannou
Email: dora.papasavva@gmail.com

PART A: DEMOGRAPHICS

1. **Gender:** a. Male ☐ b. Female ☐
2. **Age**: a. 18-25 ☐ b. 26-35 ☐ c. 36-45 ☐ d. 46-55 ☐ e.56-65 ☐
3. **Education:** a. Primary ☐ b. Secondary ☐ c. Technological ☐ d. University ☐ e. Postgraduate ☐ f. PhD ☐
4. **Marital status:** a. Single ☐ b. Married ☐ c. Married with children ☐ d. Divorced ☐ e. Widowed ☐ f. Other ☐
5. **Employment relationship:** a. Permanent ☐ b. Private employee for an indefinite period of time ☐ c. An employee with a fixed-term employment relationship under private law
6. **Years of previous service in the public sector :** a. 0-5 ☐ b. 6-10 ☐ c. 11-20 ☐ d. 21-30 e. 30+ ☐

PART B: JOB SATISFACTION

Select the level of your agreement with the following statements on a scale of (1) to (5) - 1 = **Totally Disagree 2 = Disagree 3 = Neither Agree nor Disagree 4 = Agree 5 = Totally Agree**

	1	2	3	4	5
1. I feel safe about my position in the organization					
2. The working conditions are very good					
3. I am given the opportunity to use my skills					
4. I am given the opportunity to use my knowledge					
5. I am given the opportunity to develop my skills					
6. I am given the opportunity to develop my knowledge					
7. I have opportunities for advancement					
8. I have the ability to deal with many different things					
9. I am very happy with my cooperation with my superiors					
10. I have good communication with my superiors					
11. I am very pleased with my collaboration with my colleagues					
12. I have a smooth communication with my colleagues					

PART C: REMUNERATION

	1	2	3	4	5
13. My salary is satisfactory depending on my qualifications					
14. My salary is satisfactory depending on my length of service					
15. The bonuses motivate me to work harder					

PART D : PERSONAL SATISFACTION

	1	2	3	4	5
16. There is justice in my workplace					
17. I like the nature of my work					
18. I am satisfied with my daily workload					
19. I take initiatives in the execution of my work					
20. I receive a sufficient number of rest leaves					
21. My need for creative work is covered					

PART E: MOTIVATION AND JOB SATISFACTION DURING THE PERIOD OF THE PANDEMIC

	1	2	3	4	5
22. The company provides good incentives for teleworking					
23. I like working from home because of the COVID-19 conditions					
24. I am satisfied with my working conditions in the midst of the COVID pandemic					
25. My company makes me feel safe during the COVID period					
26. There are no changes to my pay due to the COVID pandemic					
27. I continue to feel creative during the COVID period					

A.2 Questionnaire in Greek

Ανοικτό Πανεπιστήμιο Κύπρου
Μεταπτυχιακό στην Διοίκηση Επιχειρήσεων (MBA)

Αγαπήτοι/ες,

Αυτό το ερωτηματολόγιο έχει ως στόχο να διερευνήσει τις απόψεις των υπαλλήλων του ιδιωτικού τομέα σχετικά με τα κίνητρά τους για εργασία. Το ερωτηματολόγιο δημιουργήθηκε από τον ερευνητή αφού πρώτα μελέτησε τη σχετική βιβλιογραφία. Το ερωτηματολόγιο είναι ανώνυμο . Οι ειλικρινείς απαντήσεις σας θα με βοηθήσουν στην έρευνά μου .

Σας ευχαριστώ εκ το προτέρων
Δώρα Ιωάννου
email: dora.papasavva@gmail.com

ΜΕΡΟΣ Α : ΔΗΜΟΓΡΑΦΙΚΑ

1. **Φύλο :** α. Άνδρες ☐ β. Γυναίκα ☐

2. **Ηλικία** : α. 18-25 ☐ β. 26-35 ☐ γ. 36-45 ☐ δ. 46-55 ☐ ε.56-65 ☐

3. **Εκπαίδευση :** α. Πρωτοβάθμια ☐ β. Δευτεροβάθμια ☐ γ. Τεχνολογική ☐ δ. Πανεπιστήμιο ☐ ε. Μεταπτυχιακή ☐ στ . διδακτορικό ☐

4. **Οικογενειακή κατάσταση :** α. Ενιαίο ☐ β. Παντρεμένος ☐ γ. Παντρεμένος με παιδιά ☐ δ. Διαζύγιο ☐ ε. Χήρος ☐ στ. Άλλο ☐

5. **Εργασιακή σχέση :** α. Μόνιμο ☐ β. Υπάλληλος ιδιωτικού δικαίου για αόριστο χρονικό διάστημα ☐ γ. Υπάλληλος με σχέση εργασίας ορισμένου χρόνου βάσει του ιδιωτικού δικαίου

6. **Χρόνια προηγούμενης υπηρεσίας στο δημόσιο τομέα :** α. 0-5 ☐ β. 6-10 ☐ γ. 11-20 ☐ δ. 21-30 ε. Πάνω από 30 ☐

ΜΕΡΟΣ Β: ΙΚΑΝΟΠΟΙΗΣΗ ΕΡΓΑΣΙΑΣ

Επιλέξτε το επίπεδο συμφωνίας στις ακόλουθες προτάσεις σε κλίμακα από (1) έως (5)

1 = **Διαφωνώ απόλυτα   2 = Διαφωνώ   3 = Ούτε συμφωνώ Ούτε διαφωνώ 4 = Συμφωνώ   5 = Συμφωνώ απόλυτα**

	1	2	3	4	5
1. Αισθάνομαι ασφαλής σχετικά με τη θέση μου στον οργανισμό					
2. Είναι πολύ καλές οι συνθήκες εργασίας					
3. Μου δίνεται η ευκαιρία να χρησιμοποιήσω τις δεξιότητές μου					
4. Μου δίνεται η ευκαιρία να χρησιμοποιήσω τις γνώσεις μου					
5. Μου δίνεται η ευκαιρία να αναπτύξω τις δεξιότητές μου					
6. Μου δίνεται η ευκαιρία να αναπτύξω τις γνώσεις μου					
7. Έχω ευκαιρίες ανέλιξης					
8. Έχω την δυνατότητα να ασχολούμαι με πολλά διαφορετικά πράγματα					
9. Είμαι πολύ ευχαριστημένος με τη συνεργασία μου με τους προϊσταμένους μου					
10. Έχω καλή επικοινωνία με τους προϊσταμένους μου					
11. Είμαι πολύ ευχαριστημένος με τη συνεργασία μου με τους συναδέλφους μου					

		1	2	3	4	5
12.	Έχω καλή επικοινωνία με τους συναδέλφους μου					

ΜΕΡΟΣ Γ: ΑΜΟΙΒΕΣ

		1	2	3	4	5
13.	Είναι ικανοποιητικός ο μισθός μου ανάλογα με τα προσόντα μου					
14.	Είναι ικανοποιητικός ο μισθός μου ανάλογα με τη διάρκεια υπηρεσίας μου					
15.	Το μπόνους με παρακινεί να εργαστώ σκληρότερα					

ΜΕΡΟΣ Δ: ΠΡΟΣΩΠΙΚΗ ΙΚΑΝΟΠΟΙΗΣΗ

		1	2	3	4	5
16.	Υπάρχει δικαιοσύνη στο χώρο εργασίας μου					
17.	Μου αρέσει η φύση της εργασία μου					
18.	Είμαι ικανοποιημένος με τον καθημερινό φόρτο εργασίας μου					
19.	Λαμβάνω πρωτοβουλίες κατά την εκτέλεση της εργασίας μου					
20.	Λαμβάνω ικανοποιητικό αριθμό αδειών ανάπαυσης					
21.	Καλύπτεται η ανάγκη μου για δημιουργική εργασία					

ΜΕΡΟΣ Ε: ΚΙΝΗΡΑ ΚΑΙ ΙΚΑΝΟΠΟΙΗΣΗ ΑΠΟ ΤΗΝ ΕΡΓΑΣΙΑ ΤΗΝ ΠΕΡΙΟΔΟ ΤΗΣ ΠΑΝΔΗΜΙΑΣ

		1	2	3	4	5
22.	Η εταιρεία παρέχει καλά κίνητρα για τηλε - εργασία					
23.	Μου αρέσει να δουλεύω από το σπίτι λόγω της κατάστασης COVID-19					
24.	Είμαι ικανοποιημένος με τις συνθήκες εργασίας μου εν μέσω πανδημίας COVID					
25.	Η εταιρεία μου με κάνει να νιώθω ασφαλής κατά τη διάρκεια της περιόδου COVID					
26.	Δεν υπάρχουν αλλαγές στην αμοιβή μου μέσω COVID					
27.	Συνεχίζω να αισθάνομαι δημιουργική κατά την περίοδο COVID					