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A journey through motivational theories

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Introduction

Nowadays, the topic of employees' motivation plays a key role within the companies. Managers believe that employees' motivation can directly affect the performance at any level and, by consequence, they try to study how to motivate their employees at all stages, taking care of different tasks like managerial ethics, leadership and decision making development skills.

Before introducing the topic of motivation within the companies, it is important to analyze the semantic origin of this term that derives from the Latin word 'movere' that means movement. For instance, Atkinson defines motivation as "the influence on vigor, direction, and persistence of action".

Motivation is strongly related to leadership and to the ability to persuade and convince people to act in a particular way.

This thesis delves into different topics like job satisfaction, job motivation and performance, presenting different theories and research. In particular, this thesis has the objective to outline different theories about motivation through the history.

First of all, the research starts with a brief definition of motivation and, then, it outlines how the organization's management should affect employees' motivation within the company.

Furthermore, this thesis deals with motivational theories. The first motivational theories date back to the Ancient Greece, where some philosophers started talking about this topic. These philosophers were able to understand the importance of motivation for the well-being of human beings within a society.

Then, the research deals with some of the most famous motivational theories like Maslow's Hierarchy of Needs, Alderfer's ERG theory and Herzberg Two Factor Theory. Most of these theories date back to the 1960s, a period that is still remembered as the Golden Age of the motivational theories.

The aim of this research is to understand how to keep employees motivated and psychologically involved in their work, this is a fundamental issue in order to increase their productivity and to achieve astonishing results.

Motivation and Job Satisfaction help the company to increase the performance of the employees and, by consequence, the profit and the revenue of the company.

However, there are many different reasons for which it is really important to keep an employee motivated, in fact when an employee is satisfied with his work, it is more unlikely that he will look for another job position and this helps the organizations to decrease substantially the turnover rate.

From an analytical point of view, reducing the turnover rate means that the company will save money, cause it will have to spend less money during the recruiting phase as well as during the training phase.

This thesis outlines some of the most important motivational theories along the history and try to actualize them. This is why, it is essential for managers to get familiar with these theories and to understand how to manage people within their division/company.

Everyone is different, everyone needs different objectives, purposes, responsibilities and bonuses to work at its best, a good manager is able to understand what are employees' needs and what they need to give their best. Furthermore, many research show that employees do not look just at the salary, but sometimes their motivation is the result of the work they are dealing with. For instance, when an employee is stimulated from its job, he feels important within the company and so he is happier and works at his best.

Moreover, the possibility to grow within a company is another key determinant for employee motivation, this is essential for employees, otherwise they would feel frustrated and unmotivated because of the lack of objectives in their lives. In addition, providing the employees with learning opportunities and free courses within the working hours is fundamental for the performance of the company.

Furthermore, it is essential that managers understand how to reward their employees when they achieve some goals. First of all, the goals should be established with the help of the employee who performs that particular job, in this way, the objectives are established taking into account the difficulty as well as the time required for that task.

Establishing a relationship with the employees might help during this stage, because it is always important to obtain feedbacks and to establish adequate goals, because if the objectives are too difficult to achieve, the employees might feel discouraged.

Then, it is important to reward our employees when they achieve some goals. Good managers establish a relationship with their employees and know how to reward them according to their needs. For example, they can reward them with bonus(money), additional paid holidays to stay with their families, a promotion or maybe assigning them to a different division.

Afterwards, this thesis investigates the role of Artificial Intelligence in the motivational process. It explains how some companies are implementing the use of AI in order to motivate their employees through automatized feedbacks. Furthermore, this thesis investigates the difference between public and non-profit sector. This research shows how managers working in different sectors need different stimuli in order to be motivated.

Anyway, the motivational process is a key determinant of a firm's productivity and performance and, this is why every company should commit to deal with it accordingly.

Chapter 1. What is Motivation and why it is important?

1.1 Definition of Motivation

“Motivation” starts with the root word “motive”, the Webster’s Dictionary defines this word as: “Something that causes a person to act”. (C. Hughes, 2012) Therefore, motivation can be defined as, the act of providing motive that causes someone to act. (Shanks, 2013).

In other words, according to Shanks, motivation causes someone to act and someone not to. This is why it is the discretion of the person to start being motivated or not. There are some key factors for which some people are motivated and some are not, such as life events as well as the attitude toward a specific job. This is to explain that motivated and unmotivated people are not opposite, but just different for some reason. Furthermore, motivation can be defined as the willingness of an employee to exert effort toward accomplishing his or her work. Otherwise, employee motivation is a key determinant of both individual and work group performance (Chen & Kanfer, 2006). Motivation is comprised of three core components:

- Goal choice
- Goal striving
- Self-belief in goal attainment

(Chen & Gogus, 2008)

Goal choice consists of which objectives to pursue. (Parker, 2010)

Goal striving refers to the amount of effort an employee allocates toward achieving that objective. (Parker, 2010)

And, finally, self-efficacy, that refers to the belief that if someone thinks he can achieve a given objective, this fact influences positively the amount of effort and persistence he allocates toward achieving that objective (Parker, 2010). In sum, self-efficacy, goal choice and goal striving make up the motivational process that explains the effort an individual allocates toward achieving a goal (Klein, 2008).

Nowadays, the world changes at supersonic speed and it seems that the only driving force that motivates companies to improve is the profit. Probably it is true, but in order to increase the profit, sometimes, it is not sufficient to reduce the costs or to increase the selling price. This is why, if a company wants to increase the profit, it needs to think about every aspect of the production process. Trying to decrease the costs is a good start but, in order to achieve a good result, it is essential that the working force is skilled and motivated, at the same time.

According to Rivai, the skills' level of the employees and their level of motivation is the key driver for the performance of a company. (Rivai, 2011) From a practical perspective, companies that have the possibility to count on good managers, who are able to motivate, encourage and organize in such a good manner the work within their division are more likely to improve the quality and quantity of their output, increasing revenues and profit.

This is why the game changer is our mind, in fact, what really helps a company to achieve the next level is to keep employees psychologically involved and try to establish good rewards in order to award their work.

In addition, the working environment plays a key role in motivating people and creating a good discipline. A good discipline is determinant to achieve success as people who are disciplined know how to act. (Rivai, 2011)

Motivation is strictly linked to satisfaction, however one of the first tasks of nowadays' managers is to keep employees motivated and satisfied with their job position. This is why satisfaction creates confidence, loyalty and improves the quality of the output.

"People are our most valuable asset" is one of the oldest cliches of business. It does not sound new that companies worldwide are struggling to meet the production demand knowing that this outcome is directly dependent on the skills and commitment of their workforce. Often, the problem is the scarce commitment of the employees who do not feel well in their workplace. In fact, according to Gallup Organization Research, only the 29% of employees are motivated and energized to accomplish their tasks. What about the remaining 71%? The reasons for employee dissatisfaction usually are:

1. The salary. Employees sustain that their wage often is too low considering

the cost of living as well as the commitment required in the workplace.

2. Disconnection from the employers. The employees feel disconnected by their employers and managers that often treat them with authority and without taking into account their feelings.

3. The workers are not motivated or do not identify with the agency mission.

According to Gallup, in order to engage their employees, employers need:

- A strong employee-manager relationship
- Clear communication from their managers
- A clear path set for concentrating on what workers do best
- Strong co-workers relationships
- To offer them opportunities to learn and grow

Good managers, in order to engage their employees, try to establish a relationship with them. First of all, they start asking them what they need to be effective in their roles. Then, they try to provide employees with a comfortable workplace. This aptitude leads to organizational success and employees' motivation.(L. Scott Kimball and Carl E. Nink, 2006)

1.2 How to keep employees motivated and satisfied with their jobs?

1.2.1 An introduction to job satisfaction

Employee satisfaction and motivation are essential for the success of every business around the world. When employees feel satisfied with their jobs, they are discouraged to look for another work position and this behavior helps the company to reduce the turnover rate as well as the costs deriving from recruiting and forming new people.

Usually, the most common problems within organizations derive from:

- The lack of communication
- A low salary or a salary inappropriate compared to peers
- Scarce opportunity to grow within the company
- Absence of learning opportunities and formation
- High stress and workload

- Lack of recognition

(Kristen Gregory, 2012)

Nowadays, managers put a lot of effort in order to make the workplace as comfortable as possible for their employees. Even though, the global surveys conducted by survey houses and research organizations show how a significant part of employees around the world are not satisfied with their jobs. (Dernovsek, 2008)

According to the Development Dimensions International, a manager should deal with three tasks in order to have an highly motivated workforce. A manager should:

- Provide employees with promotion opportunities as well as collaboration and teamwork moments
- Be present to support employees, when needed, and reward them when they act properly
- Help people to grow within the company and to develop their own skills
- Empower people who deserve it
- Design a good strategy in order to avoid useless tasks and work

(DDI, 2005)

A different point of view comes from the Towers Perrin Talent Report that, in 2003, identified the best attitudes that result in employee engagement in the workplace. According to this research, they are:

- A challenging job, that needs the employee to put effort and reasoning
- Decision making authority
- Employees' well-being

According to this research, if a company is able to create a working environment that presents these features, the employees will be highly motivated and psychologically involved in their work. (Perrin, 2003)

1.2.2 Job Satisfaction according to Schermerhorn

Schermerhorn analyzed job satisfaction within organizations, and he was able to show which are the key features that influences this topic. According

to Schermerhorn and the Job Descriptive Index, the major determinant of job satisfaction is, without any doubt, the salary (1) but it does not refer just to the amount of money perceived for the job, in fact it is also about the adequacy of salary compared to the peers and the role covered in the company. Afterwards, the opportunity to be promoted (2) and to grow within the company is another determinant of job satisfaction. This helps in increasing the loyalty of the employees that are discouraged to look for another job position. Furthermore, what really matters to the most of employees is the responsibility they have within the company (3) as well as the interest they have for the tasks they perform everyday. According to Schermerhorn, the last two key determinants of job satisfaction are the social harmony and respect on the working environment. (4) In addition, the presence of a good quality of supervision (5) as the employees want to pass good time at the office but, at the same time, they want to keep learning from their supervisors and growing within the company. (J. Schermerhorn, 2008)

1.2.3 Job satisfaction according to Peeter's

A different opinion about job satisfaction comes from Peeter's, in fact, he sustains that it is possible to rate job satisfaction according to two data:

- Absenteeism rate
- Performance rate

His opinion turns around the fact that if an employee is dissatisfied with his job, he will be more likely to be absent and, consequently, the output of the company will decrease. (M. Peeters, 2014)

1.2.4 Job satisfaction according to Jagalat

The article of Revenio Jalagat Jr. 'Job Performance, Job Satisfaction, and Motivation: A Critical Review of their Relationship' is iconic in establishing a new point of view about job satisfaction. For instance, according to Jalagat, the job satisfaction, performance and motivation are the result of a circular process and not a linear one because of the interdependence and interaction

of many different variables. That is why, in order to keep an employee motivated, satisfied with his job and to improve his performance it is important to take into account many different variables like:

- The relationship with peers on the working place
- The quality of the working environment
- The possibility to grow and learn within the company (to attend courses, to improve some skills and to grow quicker)
- The difficulty of the job
- The salary (that should take into account the difficulty of the job, the position covered and should be suitable also according to peers's reward)

(R. Jalagat Jr, 2018)

1.2.5 Job satisfaction according to Sismoyo

It is well known that training and job promotion are two of the main determinants of job satisfaction. Evidence about this point comes from a study conducted in Indonesia where a study was conducted on a sample of 215 respondents and the result was that job promotion is the real game changer both in terms of work motivation and job performance.

In fact, as the employees take a step forward in their career they earn extra motivation, as they are rewarded for doing well their job. Sometimes, a job promotion can result in a new responsibility such as guiding a team. For instance, leading a team can help people in developing intrinsic motivation and confidence. At the same time, generally they feel happier about their work cause of new stimulus. (S. Haryonoa et Al, 2020)

In addition, according to this research, providing opportunities for employees to attend training courses increases job motivation and, at the same time, decreases the turnover rate of the company. This is why the employees have the opportunity to develop new skills and to grow within the company. From a psychological point of view, when a company invests on its employees, they start thinking they will be the future of the company and, so, the job motivation and performance increase accordingly. Moreover, with the

increase of job motivation and performance it is more unlikely that the employees will look for other job opportunities and, by consequence, the turnover rate will decrease substantially. (S. Haryonoa et Al, 2020)

For instance, the company will spend less money during the recruiting phase. In addition, managers will lose less time in explaining and teaching the tasks to the employees during the entry-phase. Moreover, the organizations have the opportunity to invest more money in other fields like for example R&D, innovation or buying new machineries.

1.3 Building Employee Job Satisfaction

According to a study with a sample of 1400 CFOs around the world, the most important benefit for employees is a flexible schedule. A flexible schedule allows employees to take care of their children or old relatives. Guaranteeing a flexible schedule might help to increase productivity as people can decide to manage their work during the day. By the way, the companies can guarantee a flexible schedule also guaranteeing to the employees some days of work-from-home during the week. (Max Messmer, 2005) Another key determinant for guaranteeing employee satisfaction deals with the work itself. For instance, it is fundamental to provide employees with interesting tasks, in this way they are more motivated to work. They feel curious and mentally involved in their work. This helps employees in feeling satisfied, motivated and important for the company. (Max Messmer, 2005)

The third essential determinant for employees' satisfaction is to avoid micro-management and to assign responsibilities to the employees. For instance, when a manager assigns a work to an employee he should just ask for completing that task. In this way, the employee is able to manage his own work and to develop new ideas. He feels responsible for his own work and this increase his feeling of satisfaction within the company. (Max Messmer, 2005) Moreover, it is essential to provide employees with feedbacks. Feedbacks must be given from managers to employees and vice versa. This exchange of information should take place in a repetitive way, for example once per week. (Max Messmer, 2005) Furthermore, it is fundamental to

provide employees with career-advancement opportunities within the company. People need the opportunity to grow within the organization in order to be motivated and to give their best. In particular, this is the case of executives, in fact, the best employees usually are ambitious and they will not stay in a position for long time if there is no possibility to grow. (Max Messmer, 2005) Another key determinant is the salary. Money is not the only reason people work and this is why it is not the most important feature to guarantee employee satisfaction. Even tough, money are essential to survive, buying food, paying rent and all other stuffs. Every company should review the salaries of the employees every year, this is why if a company do not want to lose its employees, it is fundamental to adapt the salaries to the changing environment and, in particular, to the competitors. For instance, it is preferable to pay company's key employees a bit more than the competitors, so they will be discouraged to leave. (Max Messmer, 2005)

In addition, employee really like to have access to some benefits with their job. Sometimes, benefits are better than money to motivate an employee. The most common benefits within the companies refer to:

- Healthcare services
- Free meals
- Company supplied car
- Childcare service

(Max Messmer, 2005)

Then, it is really important to recognize the achievements of the employees. First of all, managers should congratulate with the employees whenever they achieve a goal. In addition, they should award the employees with a bonus, an additional paid holyday or maybe with a new responsibility when they achieve an important goal. In any case, it is fundamental to establish a relationship with the employee in order to understand which kind of award he prefers to receive after reaching a goal. (Max Messmer, 2005)

Moreover, it is important to guarantee an open and clear communication within the company as employees sometimes complain with the lack of communication. Also the clearness is essential, managers usually use mail to communicate when sometimes face-to-face conversations would be

preferable to solve some problems. (Max Messmer, 2005)

Furthermore, managers should create groupworks where employees can collaborate and expose their ideas, trying to trace a new strategy for the company. This make people responsible of the decision making process and make them feel motivated as well satisfied. (Max Messmer, 2005)

In addition, it is essential that managers provide employees with realistic expectations as well as achievable goals. This is why, in order to motivate employees to work at their best, managers need to set achievable goals, in this way, they will put all their effort in their work, and once the goal is reached, they will feel satisfied as well as motivated for the next objective. On contrast, if a manager sets unreachable goals, he receives the opposite effect. The employees will feel discouraged and unmotivated, losing confidence in themselves as well as for the management of the company. (Max Messmer, 2005) Moreover, manager need to be consistent and when they promise something to the employees, they need to put all their effort to respect the expectations of the company if they do not want to lose their credibility as well as the respect from the employees.

Furthermore, it is really important to be always available for a talk with employees and try to solve any kind of conflict within the company, like for example an incomprehension between employees. (Max Messmer, 2005)

Another key determinant of job satisfaction is the opportunity to train within the company. The company should offer to the employees the opportunity to take part to some trainings in order to improve or develop some new skills.

This point may be really helpful to motivate employees as, usually, companies that invest on their employees try to keep them within the company and to offer them the possibility to grow within the firm. (Max Messmer, 2005)

Lastly, another key determinant deals with providing adequate staffing within the company. This is why if the employees need to complete a lot of tasks because of understaffing, this will result in dissatisfaction as they will be more stressed and they will need to work more. Maybe, even without getting an higher salary. (Max Messmer, 2005)

1.4 Best companies around the world according to employees' satisfaction

Nowadays, everyone talks about the importance of employee satisfaction and motivation for the company's performance. Apart from outlying different motivational theories, this research has the objective to show which are the best companies according to employees' satisfaction.

In 2022, Forbes conducted a market research in collaboration with Statista to create a ranking with the best employers around the world. This research took into consideration a sample of 150000 employees, doing both full-time or part-time jobs from 800 multinational companies of 57 nations around the world. This research took into account four indicators:

1. The image and impact of the company
2. The talent development within the company
3. Gender equality within the company
4. How they deal with social responsibility

In 2022, the first position of the ranking was occupied by Samsung Group, a South Korean company founded in 1938. This company operates in the technology field and has 266673 employees. In 2022, the first ten employers according to this research and these four parameters were:

1. Samsung Group
2. Microsoft
3. IBM
4. Alphabet
5. Apple
6. Delta Airlines
7. Costco Wholesale
8. Adobe
9. Southwest Airlines
10. Dell Technologies

Source: Statista, Forbes

Another research concerning with employees' satisfaction was conducted by Fortune that in 2022 created a list with the best employers. In reality,

Fortune and Great Place to Work® collaborate to create a ranking with the 100 best American employers in the solar year, from 25 years now. In 2022, the research considered a sample of more than 870000 employees around all US. This research consists of sixty statements and two open-ended questions. The statements can be valued on a 5-point scale basis. This research enables employees to share confidential information about the company in order to guarantee qualitative feedback. The statements investigate on employees' experience, fairness, pride and credibility. Moreover, the companies need to share data like location, industry, size, roles, levels and demographic information. Furthermore, also the company needs to answer to some questions. For instance, the company needs to explain why the company is good for employees. Afterwards, the results of employees' survey and company answers are evaluated and put together. This will generate a final score that will establish the position of the company in the ranking. Anyway, in 2022 this was the ranking:

1. Cisco Systems
2. Hilton
3. American Express
4. Wegmans Food Markets
5. Accenture
6. Nvidia
7. Atlassian
8. Salesforce
9. Comcast
10. Marriott International

Source: <https://fortune.com/ranking/best-companies/2022/>

However, it is possible to see that there is no company that appears in both the rankings. This is why they investigate on different topics. For instance, apart from considering different organizations' characteristics, they also consider a different set of companies. In fact, Forbes and Statista research consider all the companies around the world and focuses on few indicators like the perception and impact people have of the company, the talent development within the company, the social responsibility and, lastly, the

gender equality. On contrast, Fortune and Great Place to Work® investigate on different aspects of the working life. They ask a huge amount of questions to employees that are able to evaluate different aspects of their experience within the company. They are free to evaluate and it results in a qualitative and quantitative research, because they are able to evaluate anonymously different aspects of their working life. In any case, the great difference between the two studies is that Fortune and Great Place to Work® collaborate to establish which is the best employer in America.

Concerning with this topic, Professors Hinkin and Brucetracey conducted a research on Fortune's Best employers in America and they discovered that the best companies present some important characteristics like:

- Open communication and a culture of caring for employees
- A flexible scheduling
- Innovative methods to recruit, select and retain the workforce
- Training programs and opportunities for career advancement
- Performance management systems
- Compensation programs

(Timothy R. Hinkin and J. Brucetracey, 2010)

CHAPTER II – Motivational theories through history

2.1 The origins of Motivational Theories

1950's is still remembered as the Golden Age of motivational theories, but this research wants to retrace the history of motivation from the beginning. For instance, one of the precursors of motivational theories was the Greek philosopher Aristotle. Aristotle was really committed in studying human being personality, needs, ambitions and ideas from a political point of view as well from a social one. During his life, the Greek philosopher started sustaining that there are four causes that push a human being to act in a certain way:

- Efficient cause
- Final cause
- Formal cause
- Material cause

Aristotle identifies the Efficient cause with the stimulus that causes a person to behave in a certain way. For example, when a human being sees a delicious meal, he does want and need it.

Afterwards, he says that the Final cause is concerned with the purpose of a certain behaviour. For example, human beings need to get some food in order to be energetic as well as satisfied.

Then, there is the Formal cause which brings together the motivational concept and the hypotheses. For example, in the past people were motivated to get some sweets because they provided with a lot of energy and this was necessary because of the scarcity periods they suffered, according to Darwin. Lastly, there is the Material cause that is defined as: 'The material which makes a certain thing'. For example, the brain is a material cause of motivated behaviour. This is why, the desire to eat a delicious meal was born in the brain after that the human being acknowledged the presence of some food.

Aristotle's Causes

	Potential	Actual
Matter	Material	Final
Form	Efficient	Formal

Source: <http://the-mouse-trap.com/2011/09/19/the-four-fundamental-causes/>

Aristotle was one of the first people in history who focused his attention on the needs and the psychology of human beings. For instance, studying the functioning of the human brain and its psychology is the first step to understand how to influence it and what pushes a human being to act in a certain way. His research is still actual in describing the behaviour of human beings and how to influence them.

2.2 The turning point: Maslow's Hierarchy of Needs

In 1943, the American psychologist Abraham Maslow, put the motivation in the spotlight with his theory called: "The hierarchy of needs" which states that every person has some needs to be met. Abraham Maslow explained his theory for which people are motivated to fulfil their own needs through a pyramidal design. This figure is emblematic because every human being starts at the bottom of the pyramid and works hard to achieve the next step, until arriving at the top. Taking a step forward is possible only if the needs of the previous level(s) are met. In any case, if a need is not satisfied anymore, it

is possible to fall back down to the previous levels. (Boer, 2012)

1. At the bottom of the pyramid, there are physiological needs. These are all the needs a human being has to satisfy in order to survive, in this category we can include air, water, sleep, food, clothing and a shelter.

2. Security occupies the second level of the pyramid. This refers to health, personal security, a safe environment, financial security and a good employment in order to assure predictability and stability for the future.

3. Love and belonging form the third level of the hierarchy of needs. This refers to the fact that human being needs to feel himself part of a community, to love and to be loved. Even in the workplace, people need to feel accepted and respected by others to feel well and to perform at their best.

4. The fourth level is called esteem. This refers to the image everyone has of himself. This level has two components:

1. The need for respect from other people
2. Feelings of self-worth*

*In any case, in order to understand this point, the person must have an high confidence and self-awareness.

5. The last stage of the pyramid is occupied by the self-actualization. In this final level, the human being has met all the previous stages' needs and he is able to express his talents at his best. (C. Hughes, 2012)

Finally, it is important to remember that Maslow believed that no one could never have been completely self-actualized as people always strive to be better. This is really important because a person needs to be motivated to fulfil his needs, to take care of himself and to live a rich life. (Boer, 2012)



Source: <https://www.simplypsychology.org/maslow.html>

Anyway, Maslow's Hierarchy of Needs was able to put the topic of motivation at the centre of attention. A lot of people were influenced by this theory, for example a lot of professors and psychologists started from Maslow Theory in order to develop their own theory. Nowadays, this theory is still important and managers, within the organizations, study how to motivate employees according to these needs outlined, for the first time, by Maslow.

2.3 Alderfer's ERG Theory

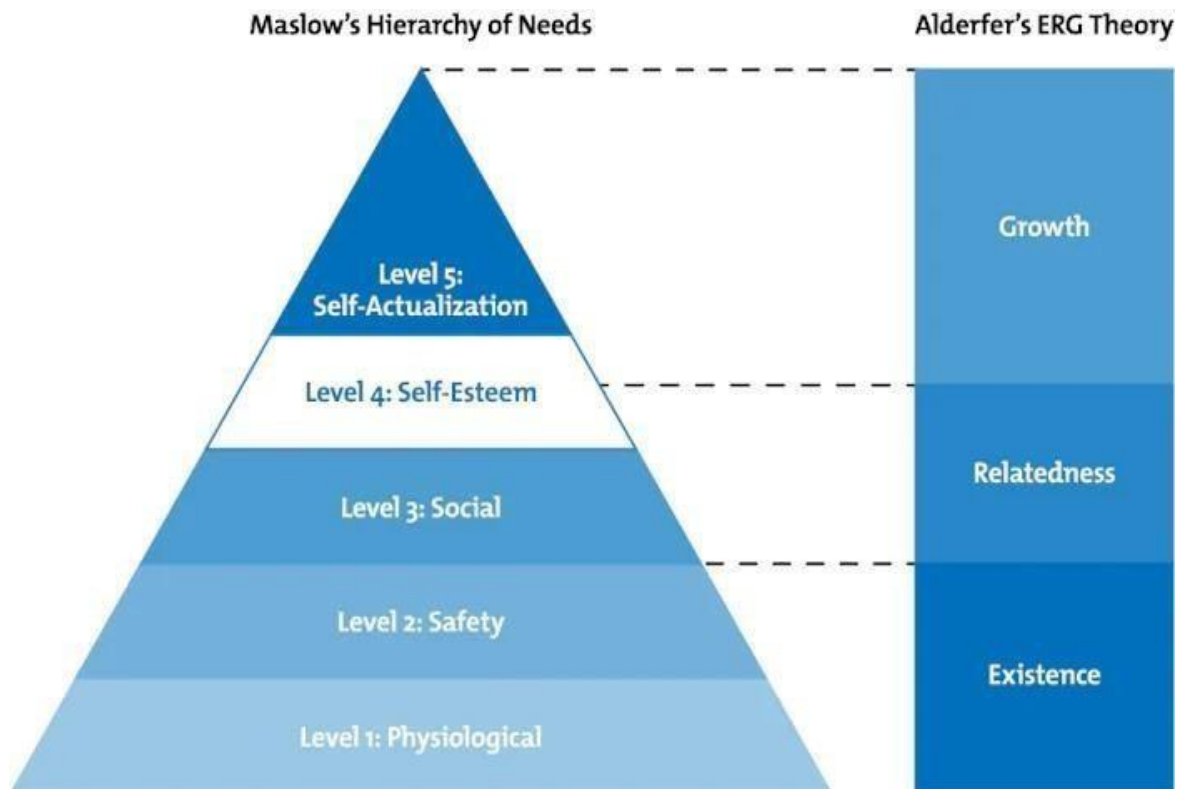
The American psychologist Clayton Alderfer developed one of the most important theories in the motivational field. When he started his research, Alderfer's objective was to further understand and expand the theories of Maslow's Hierarchy of Needs because he thought that this theory did not reflect all the complexity of human motivation. The result was the creation of the well-known Theory of Existence, Relatedness and Growth, better known as ERG theory that was disclosed to the world in 1969 with the publication of the article called "An empirical test of a new theory of human need". (J. R. Caulton, 2012) Within this article, Alderfer explained that Maslow's hierarchy of needs had been his starting point and that he compressed this theory passing from five needs to just three needs that are:

- Existence
- Relatedness
- Growth

At the first level, the basic one, there are existence needs. These needs refer to the physiological and safety needs of Maslow's pyramid like eating, sleeping, feeling safe. Furthermore, there are the relatedness needs. These needs refer to the social needs of Maslow's theory and include also part of the self-esteem needs, the external part that refers to people's feelings about themselves based on what they think of us. The social needs refer to establish intrapersonal relationships with people (J. R. Caulton, 2012)

Lastly, there are the growth needs. These needs refer to the willingness of

people to look for person growth and development by doing a meaningful and responsibility work. Growth needs encompasses the internal part of Maslow's self-esteem needs as well as the self-actualization category.



Source: <https://www.mindtools.com/an20152/alderfers-erg-theory>

Moreover, Alderfer goes further and explains that while there is a general order to achieve these levels, this order is not fixed as in the Maslow's hierarchy and it could happen that a person start pursuing the growth's needs before the relatedness' ones. Furthermore, Alderfer explains that, even if existence needs usually have an higher priority than other needs, priorities are different for everyone and depends on every single human being. (J. R. Caulton, 2012) Priorities can change, there is not a given order as in Maslow's hierarchy of needs. The ERG theory concerns with the study and understanding of the factors that contribute to individual behaviour and motivation in all aspects of life and, in particular, in the workplace. However, it presents some key differences from Maslow's theory and these are that:

1. There is not a strict progression from one level to another and people can be motivated by needs of different level at the same time.

2. Priorities are subjective. Every individual has different priorities due to his attitudes and his current situation during his life. They can vary many different times.

3. It presents a sort of frustration-regression that means that if a person's higher needs remain unsatisfied, he will focus on the lower level needs.

Alderfer's ERG Theory is still one of the most important theory and it is used by managers around the world when it is time to motivate the employees. This is why Alderfer was one of the first psychologist that put so much importance on the single personality of every human being. In his theory he underlines that every human being might have different priorities and so, everyone looks at needs in a different way, in particular according to his personality, situation and intrinsic ambition. (J. R. Caulton, 2012)

2.4 McClelland's Theory of Three Needs

Even the psychologist David McClelland's was inspired by Maslow's Hierarchy of Needs Theory and so, in 1961, he proposed a new theory within his book called "The Achieving Society", still today we talk about this theory as The Theory of Three Needs. McClelland believed that all human beings have three motivators:

- A need for achievement
- A need for affiliation
- A need for power

By the way, all people are different, and they will have different characteristics in their personality according to their different dominant motivators. But, in any case, every human being regardless of his culture, gender or age, has three motivating drivers. Then, anyone will have a different dominant motivating driver according to his life experiences and his culture. Sometimes, it is possible to listen to someone calling this theory as "The Learned Needs Theory" and this is why the famous psychologist thought that all these needs are learned through time. The first need McClelland talks about in his book is the Achievement. This refers to the fact that everyone has the need to set and achieve challenging outcomes. Usually, people who have

the need of achievement as their predominant motivator take calculated risk to achieve their goals, prefer to work alone and like to receive regular feedbacks by their supervisors.

The second need is called Affiliation. This need refers to the fact that everyone wants to identify himself in a society and wants to belong to a group. People who has this need as their predominant motivator wants to be liked by the rest of the group, prefers collaboration rather than competition and usually don't like taking risks. (J. Lilly et al, 2006)

Lastly, there is the need of power. According to McClelland, a person who presents this predominant motivator usually wants to control and influence other people in the group, enjoy competition and also the status deriving from a win.

This theory is really helpful for managers who try to understand which are the personalities of their employees. This theory underlines the importance of feedbacks in the workplace and the importance to create mixed groups of people with different personalities, in this way, their collaboration can result in a better outcome. (J. Lilly et al, 2006)



Source:<https://www.pocketbook.co.uk/blog/2012/11/20/david-mcclellands-three-motivational-needs/>

2.5 Herzberg's Two-Factor Theory

During his life, Herzberg was a professor and a psychologist, he is well-known for the Two-Factor-Theory.

The two-Factor Theory (also called The Motivation-Hygiene Theory) was one of Herzberg's most important works. For instance, during the late 1950's the psychologist was on a mission to redesign and study some jobs and, after looking all the available data, he decided to conduct his own survey. For this survey he took a sample of two-hundred engineers and accountants. After analysing the survey's final data, he started believing that the employees' mental health is directly related to perform a meaningful job, this is why to be motivated an employee must feel responsible for his work and feel proud of it. (C. Hughes, 2012) After conducting this study, he started labelling some factors as motivators (or job content factors) and hygiene factors (or job context factors).



Via <https://www.simplypsychology.org/herzbergs-two-factor-theory.html>

According to Herzberg, the motivators (or factors that motivate an employee) are:

1. Achievement
2. Recognition
3. The work itself
4. Responsibility
5. Advancement
6. Growth

By contrast, when he refers to hygiene factors (factors related to job dissatisfaction), he refers to:

1. Bureaucracy
2. Relationships
3. Work Conditions
4. Status
5. Salary
6. Job Security

Herzberg believed that factors that lead to job dissatisfaction are different and separate to those that lead to job satisfaction. (Ramlall, 2004) In fact, he showed that employees are motivated by the existence of some factors like growth, advancement and responsibility but, at the same time, they are only dissatisfied, not unmotivated, by the hygiene factors.

After conducting this research, Herzberg clarified the importance to keep employees motivated for the welfare and health of the company, this is why when an employee has the possibility to grow and to have some responsibilities within the company, he works harder and the company benefits from that. In order to do this, a manager could consider:

- Removing some job controls
- Increasing worker accountability for their own job
- Giving workers some complete units of work to produce
- Giving greater job freedom or additional authority to employees
- Making periodic reports directly to the employees (not through a supervisor)
- Introducing some new and more difficult tasks
- Assigning some specialized tasks to employees so they can become experts

(C. Hughes, 2012)

By the way, nowadays Herzberg's theory is still fundamental for managers, who study it to understand how to keep their employees motivated and satisfied with their job. According to this theory, managers should increase the opportunities to grow and achieve new roles and responsibilities within the company. In addition, they should focus their attention on guaranteeing a good working environment and try to reduce bureaucracy. At the same time, managers need to pay attention also to the reward of their employees, the salary is really important and it should be adequate to the contribution the employees give to the company as well as adequate if compared to the peers.

2.6 Locke's theory

The Locke theory on motivation and job satisfaction is the product of many other studies and research he developed on related topics. Furthermore, Locke started from Herzberg's theory about motivation and made some criticisms about it.

The criticisms of Locke about Herzberg's two-factor theory can be sum up in brief by the following points:

1. Mind-body dichotomy
2. Unidirectional operation of needs
3. Lack of parallel between man's needs and the motivation and hygiene factors
4. Incident classification system
5. Defensiveness
6. The use of frequency data
7. Denial of individual differences

[1] According to Locke, Herzberg's point of view of man's nature implies a division between biological and psychological aspects of the human make-up. On the contrary, Locke thinks that mind and body are very closely related. This is why, through the mind, the human beings discover the nature of their physical and psychological needs and how they may be satisfied. He sustains that a biological need is reached only with the help of mind.

[2] Locke sustains that there is no justification for this conclusion and that it makes no sense. For example, he sustains that the act of eating satisfies both physical and psychological needs at the same time.

[3] The third criticism underlines, again, the lack of a relationship the two grouping of factors and needs. Their relation is overlapping in several situations. For example, let's think about a new company policy (hygiene factor), this may have also a significant effect on the worker's interest on the job itself as well as her/his success with it.

[4] The fourth criticism is about the classification system, this is why Locke sustains that the two-factor theory is inconsistent in categorizing factors of satisfaction.

[5] Another criticism claimed by Locke is for the defensiveness. Locke claims that according to Herzberg's research, employees are used to take credit themselves in case of a promotion and, on contrast, blaming others like supervisors or peers in case of bad situations. Locke does not believe that Herzberg addressed this fallacy sufficiently.

[6] The sixth criticism is addressed to the use of the frequency data to identify problems. According to Locke, the worst problem is the one that repeats more through the time. On contrast, Locke sustains that it is more important to check the intensity of a problem rather than the frequency. May be that a problem that occurs just once per year irritates the employees more than a daily problem.

[7] The last criticism is for the denial of individual differences. According to Locke, Herzberg did not take seriously the fact that there are different people in the sample, with different values, objectives and emotions. Locke sustains that this research resulted in a minimization of diversity within the sample.

(M. A. Tietjen and R. M. Myers, 1998)

2.7 Seligman's Perma Model

In 2011, the famous psychologist Martin Seligman published a book called "Flourish" in which he described his PERMA model.



Source: <https://www.ethicalquest.co.uk/blog/positive-psychology-amp-wellbeing-at-work-bhxgp>

PERMA stands for:

1. (P)ositive emotion
2. (E)ngagement
3. Positive (R)elationship
4. (M)eaning
5. (A)ccomplishment/(A)chievement

According to Dr. Seligman, these five categories are essential for the welfare of the human being. In particular, he states that human beings need some time to identify people and places that make them feel happy and they try to incorporate this stuff within their daily routine. (Positive Emotion) Secondly, it is really important to be engaged in work in order avoid interruptions and distractions. (Engagement) Then, creating relationship with some other people is really important. It has been proven that people who have meaningful relationships are happier than people who have not one. (Positive Relationship) Next, it is important to practice some activities that gives life meaning and enjoyment like working, studying or doing sport. (Meaning) Lastly, it is time for achievement, it is important to settle some goals and work hard to achieve them. This helps people in feeling confident and happier.

Dr. Seligman sustains that a person who is able to understand which are his happy places, his beloved people and the meaning of his life has a better work attitude as well as a better quality of life. This is why, Seligman's Perma

Model is an easy and synthetic way for managers to remember which are the essential things of life. Good managers are able to establish a relationship with their employees in order to understand which is their situation regarding family and ambition, for example. For instance, managers are not able to guarantee that the life of their employees will be full of positive emotions in their private life but, instead, they can influence their mood and working attitude by providing them with positive relationship within the workplace. The job is really important for human beings as it can fill a life with meaning and engagement, making a person more motivated and active in his life. In addition, good managers reward their employees when they deserve it and this might result in a sense of achievement for the employees that feel happy and proud about themselves, working with an higher intrinsic motivation (C. Hughes, 2012)

2.8 Vroom's Expectancy Theory

In 1964, the famous professor Victor Harold Vroom gave birth to the Expectancy Theory of Motivation. After studying for almost all his life the behaviour of people and how they act in the workplace, he outlined this theory for which all people choose to maximise their pleasure and try to minimize the pain. This means that all people will behave to achieve the best outcome possible for their life. This theory is dependent on the fact that the more an employee is motivated to achieve an outcome, the more he will work hard to achieve it. And then, it is sure that more effort he will put in his work, the more he will achieve greater results as well as rewards. The expectancy theory of motivation deals with motivation, effort and performance, talking about their importance and interconnectedness within the process. This theory is characterised by three variables:

- Expectancy
- Instrumentality
- Valence

These three variables are really important in order to achieve a good outcome, they are essential for the motivation of the employees and if one of

these variables is weak then the employees could get discouraged. The expectancy variable refers to the fact that if an employee puts effort in one activity, he expects a certain result. If he does not get the expected result he will not be motivated again to make the same effort as well as being discouraged. (M. Mortan, 2013) In order to deal with expectancy variable, managers should:

- a) Check if the employees have the tools and time to complete the work
- b) Assigning a specific job to every employee according to his skills
- c) Be available to provide support and encouragement

The second variable is the Instrumentality. It refers to the fact that if an employee puts effort in his work and gets the expected result he should obtain the expected reward. This means that if an employee works hard because he wants to learn a new skill in order to be promoted and then he does not receive the promotion then he will be discouraged. In order to avoid situations like that, managers should:

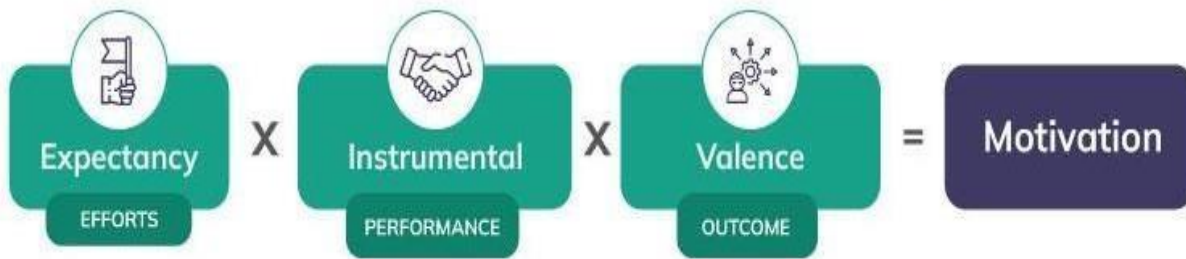
- a. Explain carefully which is the reward and how to achieve it
- b. Give to the employees an outcome they value so they will put extra effort to achieve it
- c. Be open and discuss also with the employees the allocation of rewards

The last variable is the valence. Valence is how much an outcome is valued. The more an employee values the outcome, the more he will work hard in order to achieve it. The reward could be a bonus, some extra time off or maybe just a bit of recognition. In order to deal with it, managers should:

- a) Set appropriate rewards
- b) Recognise their employees with new responsibilities and opportunities

This image shows the Vroom's expectancy theory and the relation between the variables:

Vroom's Expectancy Theory



Source: <https://crowjack.com/blog/strategy/motivational-theories/vrooms-theory>

So the equation (or chain) of the Expectancy Theory depends directly on these variables. In fact, if one variable between Expectancy, Instrumentality and Valence is equal to zero, then the motivation is equal to zero. (M. Mortan et al, 2013) By the way, from a more developed manner, the Vroom's Expectancy Theory looks like this image below:

$$E = A \times \left(\sum_{j=1}^n I_{ij} \times V_j \right)$$

E is the effort/the intensity of the effort;

A is the expectancy that effort will lead to performance;

I_{ij} is the instrumentality of the performance *i* to achieve a second level result *j*;

V_j is the valence of the second level result;

n is the number of second level results.

(L. Lazar, M. Mortan, L. E. Suciu, 2013)

This is why according to Vroom, the expectancy that effort can lead to performance is the most important variable as, in practice, if an employee believes that he can reach that outcome it will be easier to achieve thanks to his intrinsic motivation. (M. Mortan et al, 2013) For instance, Vroom's theory is fundamental for managers as it explains how to motivate employees in a very simple way. In fact, it outlines the importance to provide employees with tasks that they are able to complete according to their skills, this is essential to stimulate their intrinsic motivation that will result in an hard

work if they know they will receive a reward. According to this theory, the higher the reward is, the higher is the effort the employees will put in their work.

2.9 Adams' Equity theory

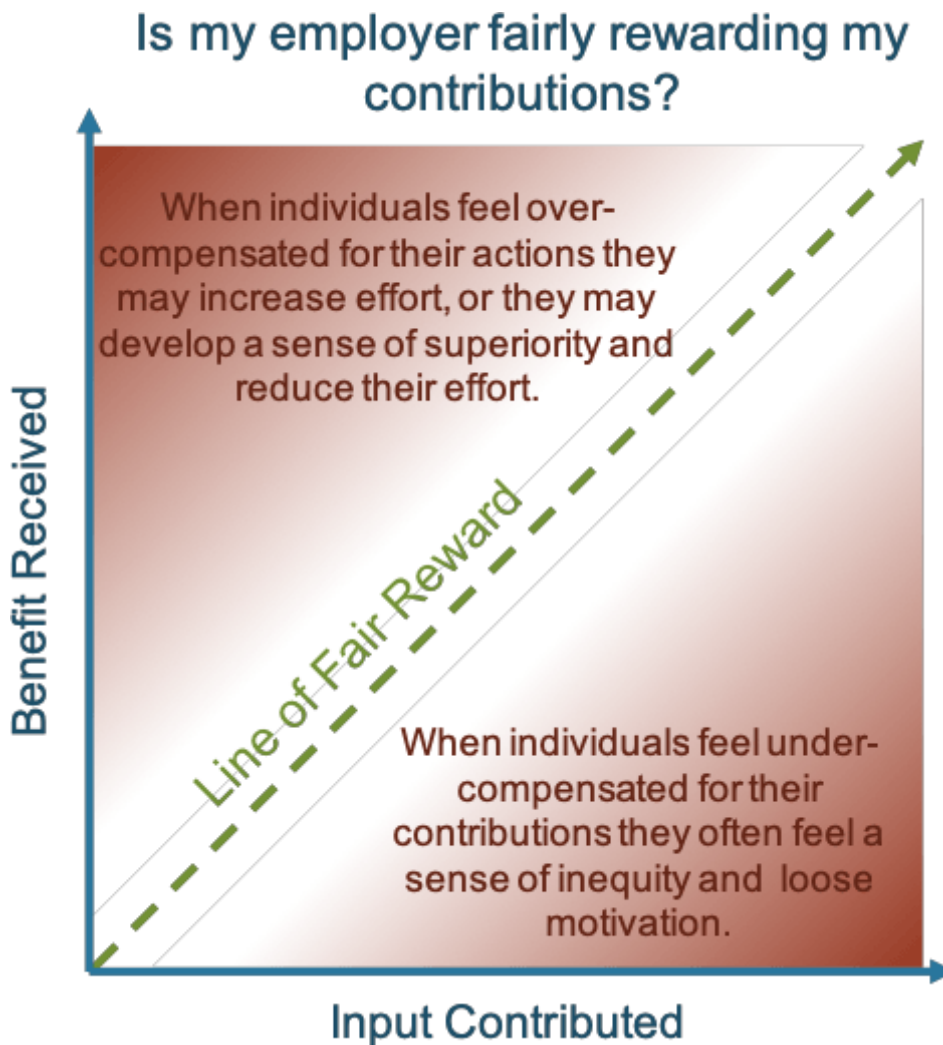
In 1963, Stacy Adams, a behavioural psychologist developed the so called "Equity Theory" that aims to solve some problems related to employees in the workplace. Adams sustains that to keep an employee motivated it is important that the reward he receives is proportional to the contribution he gives to the company. This is essential for the sense of fairness and equality and, by consequence, for the motivation. In other words, people want a fair relationship between the benefits they receive and the contribution they provide during the value creation process within the company. Moreover, it is fundamental that the reward is proportional not just according to the employee effort, time, education and experience but it is important that the reward of the employee is fair compared to their peers and the other employees of the company, otherwise it could result in a discouraging thing. However, there are many ways to compensate an employee, every time, the first thought goes to money, but a lot of companies reward their employees with more paid days off, recognition and new responsibilities. According to Adams theory, all we need to motivate employees is:

1. A fair reward according to their contribution to the company
2. A fair reward according to their peers, their skills and their responsibilities within the company

[1] Giving a fair reward is not so easy, this is why you need to understand which is the right amount of money your employee should earn, not less, nor even more.

The graph below shows the two different cases, in fact if an employee receives a reward that is too low, he will feel under-compensated for his contribution and so he will feel a sense of inequity as well as losing motivation. On contrast, if he receives an higher reward according to his contribution, he could feel over-compensated and this may result both in an

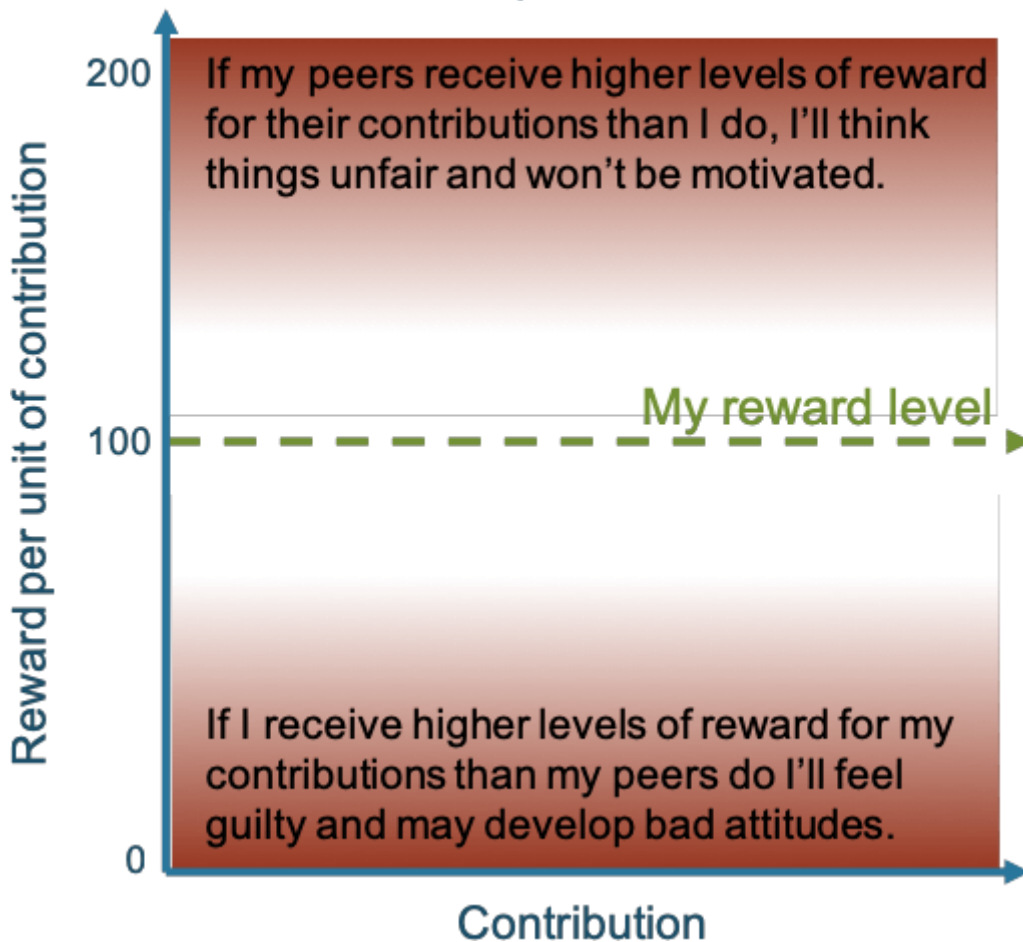
increase of effort or, in the worst possible scenario, it may result in a sense of superiority and in the reduction of his efforts.



Via <https://worldofwork.io/2019/02/adams-equity-theory-of-motivation/>

[2] Anyway, it could happen that an employee believes that his reward is unfair according to his peers and this could result in a loss of motivation. For example, if an employee thinks that his peers receive higher levels of rewards than him, he will lose all his motivation. Otherwise, if an employee receives an higher level of reward compared to his peers, he could feel guilty and may develop bad attitudes. (C. Dolea, O. Adams, 2005)

Am I being rewarded fairly compared to my peers?



Source: <https://worldofwork.io/2019/02/adams-equity-theory-of-motivation/>

For instance, Adams' theory is a turning point in history. Before this theory everyone thought that an higher reward could lead to an higher effort from the workers. Adams explained how the economic reward should be set up according to the employee contribution within the company. This is why if an employee obtains a reward that is too low, he will feel under-compensated for his contribution and so he will feel a sense of inequity as well as losing motivation. On contrast, if he receives an higher reward according to his contribution, he could feel over-compensated and this may result both in an increase of effort or, in the worst possible scenario, it may result in a sense of superiority and in the reduction of his efforts.

Then, it is important to adequate the salary of the employees working on the

same division because it could happen that an employee believes that his reward is unfair according to his peers and this could result in a loss of motivation. For example, if an employee thinks that his peers receive higher levels of rewards than him, he will lose all his motivation. Otherwise, if an employee receives an higher level of reward compared to his peers, he could feel guilty and may develop bad attitudes. For instance, managers need to put extra effort and attention on this point.

2.10 McGregor's X and Y theory

In 1960, Douglas McGregor, a social psychologist, started talking about two contrasting theories about motivation within a company.

Nowadays, this theory is still called X and Y's Theory as it proposes two different model of motivation management within a company. This theory appeared for the first time in 1960 in the book "The Human Side of Enterprise" written by McGregor. The theory X refers to an authoritarian typology of management, this theory is adopted when managers think that employees do not like their work and they are naturally unmotivated to do it in the best way possible. This type of management can result in a repetitive work for employees and a discouraging atmosphere and working environment. Furthermore, usually, the companies that adopt this strategy provide with a performance remuneration wage, in this way they can pay employees according to their tangible results.

According to McGregor, the X typology of management assumes that employees:

- Do not like their job
- Need to be supervised during the production process
- Are used to avoid responsibility
- Need to be forced to work properly
- Do not have ambition and, by consequence, need to be motivated through monetary rewards proportional to their work.

McGregor sustains that organizations that adopt a Theory X management style, usually have a lot of supervisors within their company. Here the key

role is played by authority and the control remains firmly centralized.

This kind of management is always less spread within organization. Just some multinational companies implement it during some process in order to respect some deadlines.

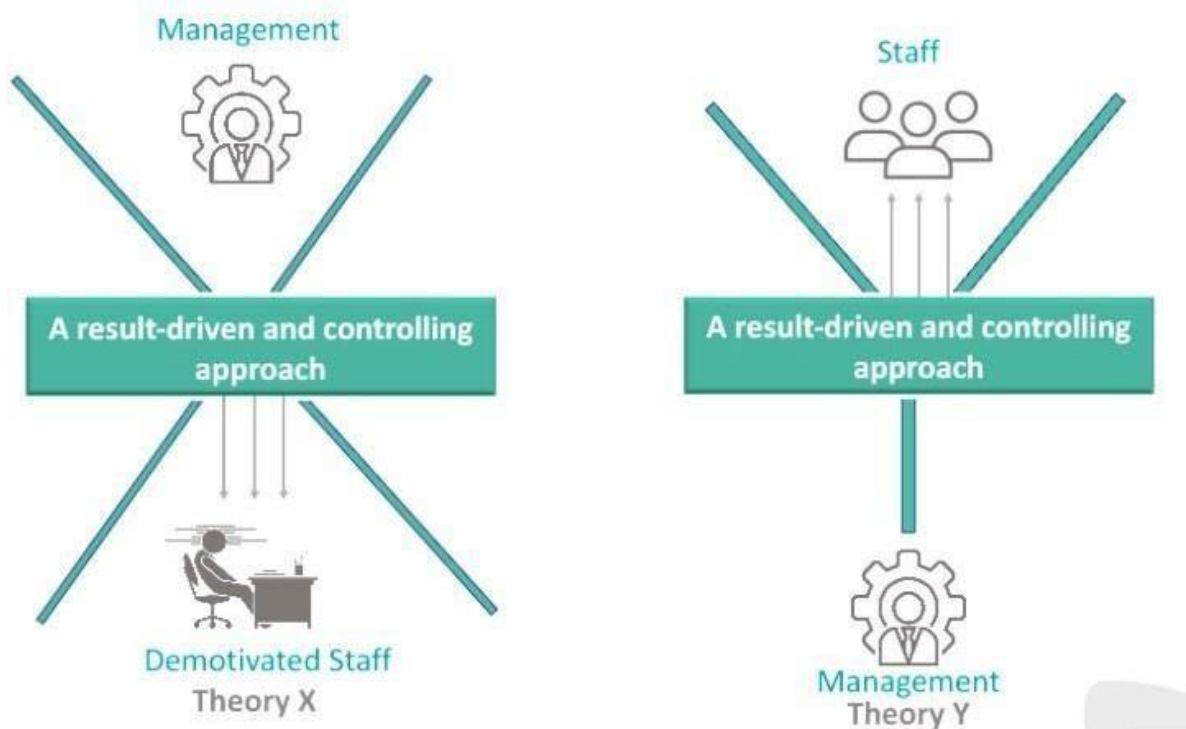
The theory Y refers to a participative theory of management. While in theory X managers have a pessimistic view of their employees, here it is the contrary, when managers decide to adopt Y approach within the firm, they have a good and optimistic opinion of the company. This management style is more decentralized compared to the X one. It creates a more collaborative environment when managers and employee establish a relationship and try collaborating in order to solve problems together. Even though, appraisals are regular and are a good opportunity for managers to talk with the workforce and ask for feedback and suggestions in order to improve the company. Moreover, with this model there are lots of promotion's opportunities. When an organization decides to use the Y approach, this means that workers:

- Are satisfied with their job
- Look at the job as fulfilling and challenging
- Are creative and find innovative solutions
- Are motivated to complete their tasks by own.
- Are happy to accept new responsibilities and tasks
- Are involved in decision making

Theory Y is always more spread within companies, this kind of management style increases the motivation of the employees as well as their well-being within the organization. In this way, people can show their personalities by providing with feedback and new ideas. However, every manager can choose what approach utilising in order to motivate their employees, for example he could opt also for a mixture of the two theories. In any case, it is really important to understand who are the employees and which are their personalities, for example it is not the same thing to approach an engineer that is used to work and develop his projects alone or an employee who is used to be supervised. We should understand their intrinsic motivation, their personalities as well as their attitudes toward work. This is the first step in

order to find the best way to motivate employees within an organization. (J. Wiley, 2000)

Theory X and Theory Y Diagram



Via <https://www.wallstreetmojo.com/theory-x-and-theory-y/>

2.11 The Four Motivators by Leppers

In 1963, Lepper, Greene and Nisbett conducted a study on four different types of motivators because they wanted to understand the effect of extrinsic rewards on people. First of all, it is important to define these four typologies of motivation:

- Intrinsic Motivation: this kind of motivation comes directly from the internal of the individual, they are intangible. It pushes an individual to act cause of self- satisfaction, in fact the reward is within the action itself. (ex. Pride, Satisfaction)
- Extrinsic Motivation: this kind of motivation derives from external factors. It is tangible and it could be influenced by what an individual

sees, hears or lives on hand. The reward is external, too but before achieving it, you need to prove something to someone. (ex. Bonus)

- **Introjected Motivation:** this kind of motivation comes directly from the internal of the individual, the particularity of this motivation is that when the action is not done, the person feels guilty.
- **Identified Motivation:** this particular kind of motivation refers to when a person knows that a task needs to be completed but does nothing.

	Action	Non-Action
External	Extrinsic	Identified
Internal	Intrinsic	Introjected

Source: http://changingminds.org/explanations/motivation/four_motivations.htm

The study was conducted on two different groups of children. One of the groups was told they would have received a medal for their drawing and to the other group was not told anything. They observed that the group was not promised nothing worked harder than the other one. Lepper, Greene, and Nisbett discovered that external motivation can help some individuals to improve their performances but, in any case, the real game changer is the intrinsic motivation. According to them, the intrinsic motivation is what really help an individual to push beyond its limits and to achieve amazing results. (Greene, 2012)

This is why employers and managers cannot fully control and influence the

performance of their employees. In any case, they should study and understand which are the best external motivators for their employees like bonuses or additional paid vacation days. Otherwise, they cannot strongly influence the extrinsic motivation of their employees.

2.12 Pink's three intrinsic motivation factors

In 2009, the famous writer Daniel Pink published a book called "DRIVE: the surprising truth about what motivates us" where he explained a new theory about motivation in the workplace.

The origins of this theory come from an outdated research undertaken by Harlow and Deci, two psychologists in 1971. They were able to show how, sometimes, the reward can fail to improve employees' performance in some tasks. Pink sustains that during the past, people were used to work with objectives and rewards, but nowadays people want to live a different life and to feel more comfortable in their workplace. They need to be happy with their job in order to unleash their creativity in their work. The motivation that worked just few years before is not still working. Pink's theory is based on intrinsic motivation that he thinks is done of three factors:

- Autonomy
- Mastery
- Purpose

With Autonomy, Pink refers to control your own life and work at the same time. People, to be motivated, need to feel they are controlling what they do. This factor helps people to be creative and to think out of the box, increasing considerably the innovation and creativity within the company.

With Mastery, Pink refers the desire to improve. People who are motivated by this factor always want to improve and never get tired to learn and develop new skills that result really useful within the company. This is a process of continuous improvement.

The last factor is the Purpose. It refers to the fact that people need to understand that they are working to something larger and more important than their own tasks. When people really understand the mission of the

company and collaborate with other people to improve through time, they become essential for their company and improve the quality of their work. (Journal of Research in Innovative Teaching Volume 6, 2013)



Via <https://theteam.co.uk/blog/the-power-of-intrinsic-motivation/>

Therefore, according to Pink, it is essential to keep up with time and changing the motivation's strategy within the companies. In particular, it is important to give to employees more autonomy, in this way, they will feel more comfortable and they will decide if working from home or in presence. Otherwise, managers should start involving people in setting their own goals so that they can work without being stressed. This refers to the fact that managers should be able to establish a relationship with their employees and try to collaborate actively with them, also when it comes to establish the working goals for the year for example. Activities like groupworks and cross-skilling are suggested in order to increase the level of creativity and innovation within the company. This is an opportunity to provide employees with new stimuli and the possibility to socialize and know better their colleagues as well as generating new ideas, collaborating together.

2.13 Campell Theory

In 1990, Campell claimed that performance's problems have three main determinants and that performance can be predicted looking at:

1. Declarative knowledge
2. Procedural knowledge
3. Motivation

[1] The Declarative Knowledge refers to the knowledge someone needs to accomplish a given task. This refers to the ideas and what to do in order to solve a problem.

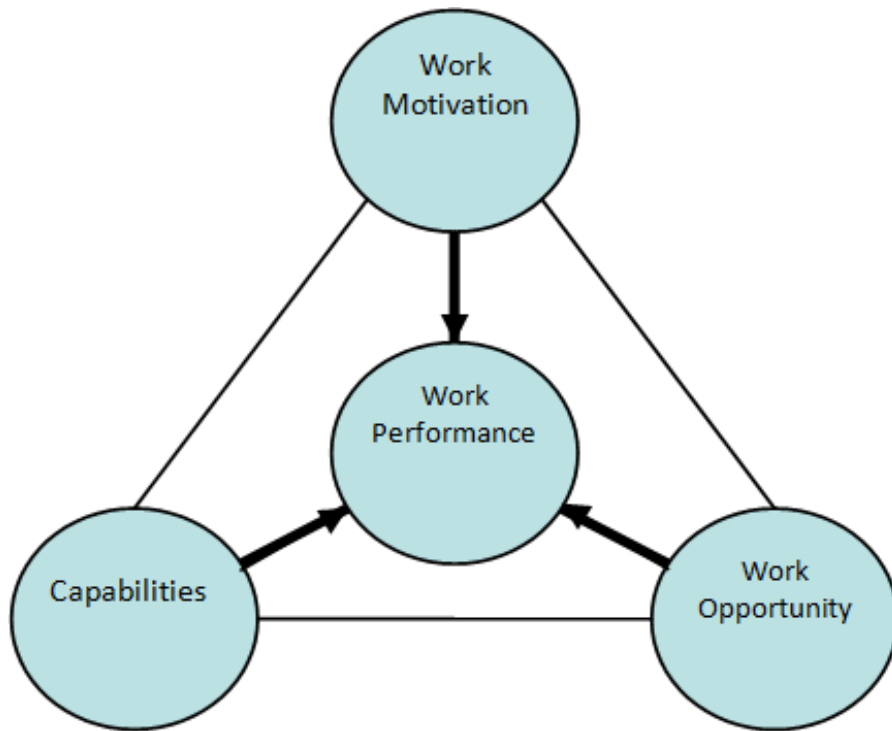
[2] The Procedural Knowledge refers to how solve a problem. It includes cognitive and interpersonal skills.

[3] Motivation is the last predictor of performance. This determinant is combined of three choice behaviours:

- Choice to expend effort
- Choice of the level of effort to expend
- Choice to persist in the expenditure of that level of effort

These three choices influence the full motivation. They affect the intensity and the persistence with which an individual approaches to his work.

Along with this theory, Campbell mentioned also several performance parameters that have important implications on job performance like the difference between accuracy and speed. Every organization should understand if it is preferable to focus their attention on accuracy or speed depending on its internal costs. Every organization has a convenient trade-off that could result in an higher revenue. (Campbell, J.P., 1990)



Source: ResearchGate https://www.researchgate.net/figure/Scheme-1-Work-performance-determinants_fig1_281369561

2.14 Some complementary theories about motivation

This sub-chapter outlines some new theories about motivation that are controversial respect to the other theories discussed in the previous points. For instance, some research carried out by neuroscientists show how some human beings perform better in some activities when they feel stressed and anxious. That's why, the most of people start working harder to complete a task just few days before the expiring date. Furthermore, in his article entitled "Toward a general theory of motivation: Problems, challenges, opportunities, and the big picture", Professor Baumeister explains how human beings deal with different typologies of motivation. For example, he considers the human beings' motivation to eat and reproduce as a basic motivation. (R. F. Baumeister, 2015). Professor Baumeister explains as another typology of motivation derives from socializing and belonging to a group. In these circumstances, someone will be driven by the desire to lead

the group and that is exactly what happened during the history and the human evolution. (R. F. Baumeister, 2015) Motivation can change during the time, for example nowadays human beings are still driven by the need to eat and reproduce but, at the same time, they are driven by the desire to achieve happiness and a good lifestyle, eating good quality food. This kind of motivation differs from the basic one, it is not about satisfying basic needs. This article shows how our needs and motivation are influenced by the external environment as well as social and cultural factors. (R. F. Baumeister, 2015)

2.14.1 The importance of setting the right objectives

In their article entitled 'Evaluation and Program Planning', Professor Bjerke and Professor Renger shows the importance to plan how to achieve goals and to improve the performance. What emerges from this research is that managers should plan and establish objectives according to their workforce preparation, skills and experience. (M. B. Bjerke & R. Renger, 2017) They need to be aware of both internal and external factors affecting the firm's performance, this is the first step to set SMART objectives. Furthermore, it is always essential to set SMART objectives. The acronym SMART stands for:

Specific

Measurable

Achievable

Relevant

Time-Bound

Therefore, when a manager is establishing goals, he needs to control that they comply with these characteristics. In particular, specific refers to the fact that the objective should be clear to everyone and that the tasks are assigned clearly within the team. Measurable refers to the fact that it is possible to keep track of the progresses. One of the main characteristics every manager should take into account is the achievability of the goal, in fact it is essential that the objectives are realistic and take into account the firm's resources (M. B. Bjerke & R. Renger, 2017). Setting relevant goals means establishing goals

which comply with company's mission, vision and structure. Moreover, it is important to establish a specific timeline for every objective.

2.14.2 The role of stress

Most of motivational theories look at stress like a negative determinant of performance, but in the article entitled 'Rethinking Stress: The Role of Mindsets in Determining the Stress Response', Professors Crum, Salovey and Achor looked at stress from a different perspective. The professors conducted three different studies where they analysed the effect of stress on some factors like health and performance. (A. J. Crum, P. Salovey, S. Achor, 2013) What emerged from these research is that sometimes stress can improve human beings' performances as well as improving the health of these individuals. By the way, this research does not state that the presence of stress is always able to increase the performance as there were some cases where people reduced their performance with an increasing level of stress. This research gives evidence of the fact that every individual has a different attitude and responds in a different manner to stress' impulses. (A. J. Crum, P. Salovey, S. Achor, 2013).

According to Jamieson's article, stress can result in physiological and psychological benefits if we look at it as an opportunity to grow. (J. P. Jamieson et Al, 2018) That is why, when an increasing level of stress some people are able to increase their performance and their well-being. (J. P. Jamieson et Al, 2018)

2.14.3 The importance of resting

According to a research conducted by Wagner, Graydon and Deffaa, another key determinant of performance and productivity is played by correct rest. Specifically, they focused their research on a surgical training and they showed how the performance of the students operating and training decreases with the time. Resting adequately is really important to increase the productivity and creativity as well as to reduce the stress. Moreover,

some companies like Uber and Google are already implementing some nap breaks in order to guarantee a better service and to increase the creativity of their employees. (R. Wagner, C. Graydon, O. J. Deffaa, 2019)

Chapter III - A new venture: AI and its implementation within companies to motivate employees

3.1 What is AI? How is it implemented?

Managing employees has always been a fundamental task in order to be a successful company, but sometimes it could be very difficult to manage hundreds of employees at the same time and it can result in misunderstandings and delays. With the passing of the years, new technologies are emerging and, between them, it is possible to find the artificial intelligence (AI). First of all, in 2016 the artificial intelligence was defined by O'Connor as: "The ability of a computer system to reason and respond to the environment, even in the most complex and dynamic environments" (O'Connor, 2016).

The implementation of AI within the firms was a quick success, in fact, nowadays, the challenge of the most important companies in the world is to develop some AI technology and try to automatize some process in order to help the employees to focus just on some tasks rather than on the entire process. Sometimes, it might happen that employees look at the AI like a possible competitor, in reality, they should consider it as an ally cause AI covers a key role in analysing data and evaluating their work. AI's algorithms are very efficient in keeping data updated and clear, they are more effective and efficient than a human being as they can work continuously without sleeping or taking a pause.

The Artificial Intelligence (AI) studies the theoretical foundations, methodologies and techniques that make it possible to design hardware systems and software program systems capable of providing the electronic computer with performances that, to a common observer, would appear to be of exclusive pertinence of human intelligence. Its purpose is not to replicate this intelligence, but to reproduce or emulate some of its functions. It has also been influenced by numerous disciplines including philosophy, mathematics, psychology, cybernetics, cognitive sciences. (Enciclopedia Treccani)

AI is gaining importance everyday and every company around the world,

currently, is trying to implement it within its production process as well as management. In this research, the attention will be focused on the implementation of AI from a managerial point of view. In fact, according to the article “Impact of Artificial Intelligence on Management”, the AI will not replace people, but instead, it will help employees to deal with some tasks in such an easier way. However, some tasks can be automated while others cannot, this is why, for example, interpersonal and leadership skills will be always more important and essential for the success of the organization. (Noponen et Niilo, 2019)

In 1991, Amara exposed his theory describing two future different scenarios related to the implementation of the AI within the organizations:

- A. Revolutionary scenario
- B. Evolutionary scenario

Amara thinks that one of the possibilities deriving from the use of AI within companies could be a revolutionary scenario [A], where not only the workers will be replaced by machineries which will be able to produce food and drinks autonomously, but he thinks that also the management of the organization will be replaced by the AI. Furthermore, he explains that AI is more efficient than people and it would be able to provide with sincere, fast and reliable feedbacks, it may be able to motivate someone if needed as well as making difficult choices taking into account all the variables. (R. Amara, 1991)

Another possible scenario, according to Amara, is the evolutionary one [B]. In this scenario AI continue to spread really fast and to disrupt industries. This results in many automated processes and, by consequence, the workers are replaced by the AI and robots. Anyway, in this case then impact on managers is not the same as the revolutionary scenario. In fact, managers are still important and they work to develop new skills in order to keep up with AI implementation. It may happen that algorithmic management may replace human being in some tasks like getting feedback, but the key decisions are taken by people. (R Amara, 1991)

With the spread of AI, leadership should not disappear but, instead, it should adapt to a different business model and should try to motivate and lead

people in a different way. People are still essential to build interpersonal relationships but, sometimes, in order to motivate the workers, they can collaborate with AI, for example, they can easily access to the production's data provided by the AI. They need to take care of the few employees that work within a company, communicating them how much they are important for the success of the company and giving them the possibility to improve and learn new skills through the training.

Moreover, not all the sectors are equal, in fact the organizations that work in sectors like manufacturing, finance, information and management are more likely to implement and use AI. In US, there is an high tendency in implementing AI in the emerging companies but even sectors like transportation and retail sectors are experiencing a rapid change to AI. This is why new automated vehicles are now able to replace the driver, guaranteeing safety at the same time and then, it is possible to implement AI on the web and try to sell stuff online rather than paying an employee for that task. Even though AI is always more spread around the world, there are still some practical works where the human being remains irreplaceable. This spot from the Belgium employment agency for technical and construction specialists' called IMPACT remembers the importance of human beings. This is a genial marketing campaign and it has gone virla on social media.



Source: LinkedIn

3.2 AI and Creativity

However, the AI usually is implemented within companies to deal with repetitive and well codified tasks like generating leads or helping customer to complete their sale online.

Some scholars sustain that the implementation of AI within the company processes can result in a decrease of the employees' intrinsic motivation. (Zhou et Al, 2003) But, according to Nan Jia, it is important to look at this situation from another perspective, in fact if the AI can deal with some tasks autonomously, the employees can focus on some other tasks like long-term goals definition, for example. (N. Jia, 2003)

Anyway, when AI deals with repetitive tasks, the employees are able to dedicate all their energies and mental, emotional and cognitive resources to develop new and innovative ideas, this is called design process and, according to Jia, this is one of the pros deriving from the use of AI. (N. Jia, 2003) The design process is a complex task, even though, if the employees can focus on it completely, this might result in an increase of the intrinsic motivation thanks to the task that requires a proactive and entrepreneurial mentality. (N. Jia, 2003) In her research "When and How Artificial Intelligence Augments Employee Creativity", Jia shows that when people have the opportunity to focus on less tasks, thanks to the Artificial Intelligence implementation within the company, they usually give birth to some innovative and brilliant ideas. Jia justifies this result explaining that, first of all, people can focus their attention on a lower number of tasks, avoiding waste of time and stress deriving from overworking and/or working to different tasks. In addition, when people have the possibility to focus just on the most important tasks they feel intrinsically motivated and responsible for the future results and outcomes of the company.

This research outlines that AI improves creativity skills of the employees because it reduces their tasks and, by consequence, they have more time to work on the design process, but there are many differences between skilled and unskilled workers. In fact, according to this research, skilled workers are more likely to come out with innovative ideas. (N. Jia, 2003) Furthermore, another key characteristic is found in the experience of the workers, the more an employee is skilled and experienced and the more it is likely to come out with an innovative idea that can help the company to gain advantage on its competitors.

3.3 AI and motivation: How it helps people during the learning process

The artificial intelligence is gaining importance also in the education's field. For instance, the use of AI-based gamification techniques and chatbots are helping professors to optimize some of their teaching tasks, allowing students to pace up their learning process. (Ar & Abbas, 2021)

By the way, what really changed and speeded up the transition to a different typology of education, characterized also by technological developments was the breakthrough of the Covid-19 pandemic. During this event the most of professors and students around the world needed to change their routine and to organize their work from home. The situation was really different around the world. Some countries, that are more powerful and developed, changed their way to do class and, apart from the difficulties met at the beginning, they could start working and having class again. It was the same for a lot of companies around the world, people started working in such an innovative way from home, with their computer, this period gave birth to the smart-working that is still used by a lot of companies. So, the most developed countries around the world and, in particular, the areas like EU, US as well as the other rich and developed parts of the world found a solution to this pandemic through the technology. This period was crucial for the world to understand that we should look at the technology as an ally and not as a threat. For instance, during this period, some professors started recognizing the opportunity that can derive from using the AI during the lectures as well as in every other field. Therefore, some professors started proposing to the students new assignments that required the use of new technologies like the AI. (J. L. Martín-Nuñez, 2023) It was the case of scientific courses like engineering, mathematics and statistics where students, instead of making computations in their books, started working on AI implemented applications that enabled them to make calculations as well forecasts more easily. This is why, the implementation of the AI resulted in an increase of the motivation as well as performance. (J. L. Martín-Nuñez, 2023)

Some research analyze the potential of the relationship between computational thinking (human beings) and machine learning (AI,

computers) and how they can enhance each other. (Wong et al., 2020) In this way, people seem to be motivated to work, as collaborating with machine learning, they are able to automatize some processes and they are able to reduce the daily tasks, in this way they can focus their attention on other tasks which are more important as well as more stimulating. For instance, this results in an increase of the intrinsic motivation of human beings. Anyway, according to the research conducted by Martín-Nuñez, AI now is really helpful for students but, at the same time, Martín-Nuñez claims that new generations believe to know technology really well, but sometimes this is not true. (J. L. Martín-Nuñez, 2023) Maybe, they know social media, but when it comes to AI and other software used in the organizations, they do not know how to use them. However, Martín-Nuñez suggests that students should first understand how machine learning works and how they can enhance each other. In particular, it would be really useful to enhance the collaboration between AI and human beings when there is the necessity to solve a problem and not just to automatize some tasks. AI is developing some logical reasoning tools as well as critical and analytical thinking. (Silapachote & Srisuphab, 2016)

Furthermore, AI has not yet reached its maximum expansion, for instance people are curious to experiment and explore it. This incomplete knowledge increases the intrinsic motivation of people around the world who try to explore and experiment AI in new tasks and fields. This sense of curiosity generates an intrinsic motivation within people. Then, it is important to underline that intrinsically motivated people are more persistent in their work and usually achieve greater results compared to people less intrinsically motivated. (J. L. Martín-Nuñez, 2023)

3.3.1 AI Motivation research

According to the article “Use of AI for Improving Employee Motivation and Satisfaction” the companies will compete both for human and technological capital in the future. (M. Pratt, M. Boudhane, N. Taskin, S. Cakula, 2021)

The implementation of new technologies within the organization will help

people to improve the quality of their work as well as reducing the workload. In reality technology has already improved some aspects within companies, for example with the implementation of technology in the communication field. Nowadays, people are able to communicate from every part of the world at every time. (M. Pratt, M. Boudhane, N. Taskin, S. Cakula, 2021)

They can write emails, text a message as well as planning face-to-face meetings. In this way, the company's departments working on different areas of the world can collaborate and work together. For instance, this results in a better quality of work as well as less time is needed to develop new projects. Moreover, it increases the satisfaction of the employees that do not need to travel to another continent to collaborate with another team, but they can plan a meeting and participating directly from their house. This increases their satisfaction because they can stay with their family and, at the same time, the firm can save some money avoiding travel's expenses. (M. Pratt, M. Boudhane, N. Taskin, S. Cakula, 2021)

Anyway, the implementation of new technologies within companies creates new challenges that managers need to solve. People start interacting in a different way and new problems come out. First of all, there is the problem of leadership and motivation, in fact, when the employees do not come to the office and do not talk frequently with their teams, maybe they could get discouraged and this might result in a loss of motivation. The same problem happens with the leadership. For instance, when an employee goes to work in presence and collaborate within a team, he is able to understand and familiarize with the values of the company, on contrast, working online this might be a bit more difficult. (M. Pratt, M. Boudhane, N. Taskin, S. Cakula, 2021)

In the study called "Use of AI for Improving Employee Motivation and Satisfaction", Pratt, Boudhane, Taskin and Cakula decided to implement a new technology able to evaluate the problems deriving from communication within companies. The aim of this research was to create a model able to evaluate the satisfaction of the employees and try to compare it with the turnover rate of employees within companies. (M. Pratt, M. Boudhane, N. Taskin, S. Cakula, 2021) The research was conducted on a sample of 102

respondents from 26 different countries and with a age comprised between 19 and 63 years old. The survey consisted of 93 questions on topics like work motivation as well as the use of technology at work and the respondents were able to answer using a 10-point Likert scale. (M. Pratt, M. Boudhane, N. Taskin, S. Cakula, 2021) They created and proposed a model based on six steps:

1. Data of the current (and the past) situation: during this step they try to find more information possible related to all the employees who work or worked in the company. They look for information about the job itself, motivational factors, the use of technology and personalities.
2. Problem Analysis: during this step, they try to analyse the information found in the previous step, trying to understand which are the issues that repeat within the company.
3. Parameters generation: this point is essential because they select the general data that help the system to make evaluation autonomously (AI) (input).
4. Parameters description: this step refers to the description of the selected data. In this way, this model is able to make statistical comparison autonomously according to the responses given.
5. Hypothesis and constraints attribution: this step refers to the definition of constraints.
6. Modelling: this step refers to the creation of the model itself. After creating the model and analysing the data this model showed how an increase in job satisfaction is able to reduce the turnover rate. This model work autonomously and can be used just sending a survey to the employees and transferring the data in the model. (M. Pratt, M. Boudhane, N. Taskin, S. Cakula, 2021)

CHAPTER IV - How motivation differs in different sectors: A comparison between Public and Private sectors

4.1 A comparison between private and public sector

It is quite common to compare the organization, development and management between private and public organization or between no-profit and profit firms. This is a really interesting topic and there are many research investigating this argument. In particular, scholars argue that the employment sectors (no profit, profit and public) present huge differences like internal organization and processes, employee characteristics and incentive structure. (Blank, 1985).

Furthermore, what emerges from a motivational point of view is how these companies use extrinsic and intrinsic rewards to attract employees. The research shows that extrinsic motivation factors such as salary reward and career progression are essential in order to motivate private managers but it is not the same for public and no profit managers, in fact, what keeps them motivated is the intrinsic motivation like satisfaction, a good work-life balance (Khojasteh 1993; Rawls and Nelson 1975; Rawls, Ullrich, and Nelson 1975; Wright 2001).

Since 1980s, the problem of low productivity in public sector started to emerge and so, some governments around the world started to find out a solution. The most of countries in the Organization for Economic Co-Operation and Development (OECD) decided to introduce some monetary incentives in order to stimulate the employees. For example, in Italy, it was introduced the Brunetta reform, that takes the name of the Minister who proposed it. Everyone thought it could have been a real turning point for public sector but, instead of it, it revealed as a failure. It was not helpful to increase the productivity of the employees. (Nicola Belle and Paola Cantarelli, 2015). Specifically, the government decided to introduce bonuses equal to 5%, 10%, 25% and 50% of employees' current salary. This proof revealed to be inconsistent with the previsions. (Ingraham, 1993; Kellough & Lu, 1993; Lah & Perry, 2008; Milkovich & Wigdor, 1991; OECD, 2005; Pearce et al.,

1985; Perry, 1986; Perry et al., 2009). According to Perry and Staats, the public sector is identified as a sort of calling, a sense of duty rather than a job. This is why public and private managers are really different. Public administrators are characterized by an ethic to serve the state and the community. According to this research, people working in public sectors are highly intrinsic motivated to serve the community and they prefer a good work-life balance rather than a money reward. (Perry, 1996. Staats, 1998)

On contrast, according to this research, private managers need also extrinsic motivation deriving from bonuses or promotions, for example. This does not mean they are not intrinsically motivated to perform their work, but that they look at their job in a different way and so they need a different reward to stay motivated. (Perry, 1996)

Even though, both private and public employees believe that the meaning of their work is essential to keep them motivated, they want new stimulus and challenges to stay involved in their tasks. Furthermore, Crewson showed that public employees rate the feeling of accomplishment essential for their work satisfaction. Even private workers like this feeling but they do not think it is fundamental. (Crewson, 1997)

According to these research, it seems that public employees value more intrinsic motivators that drive from a meaningful work, a good working environment as well as a good relationship with their colleagues. On contrast, it seems that private employees needs are different. In fact it seems that they need also the presence of some extrinsic motivators in order to be motivated as well as satisfied. Some of the favourite extrinsic motivators of private employees are bonuses, additional paid holidays and benefits like a company car. (Crewson, 1997)

In 2000, David Houston decided to show the result of research conducted by the General Social Survey in 1995. This research took into account a sample of almost 1500 employees, the exact sample was 1356 employees working in the private sector and 101 employees working in the public sectors.

Most Important Job Characteristics by Sector of Employment

Job Characteristics	Sector of Employment			
	Private Employee %	Employee Rank	Public Employee %	Employee Rank
High income	22.9	2	10.9	4
Job security	7.4	4	11.9	3
Short working hours	3.8	5	2.0	5
Chances for promotion	14.5	3	17.8	2
Meaningful work	51.5	1	57.4	1

Entries in the percent column are the percent of individuals who rated the job characteristic as the most important.

Source: General Social Survey, 1995. (David J. Houston, 2000)

This table shows the results of the research conducted in 1995 by the General Social Survey. David Houston decided to include it in its own research in 2000 in order to comment it. (David J. Houston, 2000)

The result of this research show which are the most important job characteristics for private employees. They are:

1. Meaningful work
2. High income
3. Chances for promotion
4. Job security
5. Short working hours

On contrast, public employees most important job characteristics are:

1. Meaningful work
2. Chances for promotion
3. Job security
4. High income
5. Short working hours

Even if, private and public companies are really different, it seems that their

employees agree on the most important job characteristics to keep them motivated as well as satisfied with their jobs. (GSS, 1995)

In fact, according to the research conducted in 1995 by the General Social Survey, private and public employees agree on the fact that a meaningful work is the most important characteristic for a job.

In addition, they agree also on another job important characteristic. Both private and public employees identify “short working hours” as the fifth most important feature at work.

Obviously, there also some differences in their preferences, in fact, private employees identify in high income the second most important job characteristic while public employees list it at the fourth position in average. For instance, the second most important characteristic for public workers is the opportunity to get a promotion and so to gain new responsibilities within the company. However, the chance to get a promotion is an essential characteristic for job satisfaction also according to private workers that list it on the third position on average. The last characteristic that is present in the top five rankings for both private and public workers is the job security. Public employees give more value to job security rather than private employees. For instance, they list it on the third position on average, while the private workers list is on the fourth position on average.

A lot of motivation studies focus their attention on the motivation differences between private and public sector.

4.2 Comparing Public and Non-profit Managers

One of the main evidence about the differences between these two sectors arrived in 2011, with the research “More Similarities or More Differences? Comparing Public and Non-profit Managers’ Job Motivations” conducted by Young-joo Lee and Vicky M. Wilkins. In this research, they explain how people have different personalities and values and this influences the decision of people when it comes to decide in which sector they want to work. (Young-joo Lee, Vicky M. Wilkins, 2011)

There are many differences between public and non-profit sector including

internal structure and processes, environmental factors, missions, fiscal policies, incentive characteristics and, of course, employees' characteristics. (Young-joo Lee, Vicky M. Wilkins, 2011) Wilkins and Lee sustain that the main difference between public and non-profit sectors is the motivation. They explain how people working on the non-profit sector are intrinsically motivated to act and work for the community or for a good cause. On contrast, public sector's workers, who are intrinsically motivated too, differ from the non-profit workers because they need an extra motivation deriving from outside. This is the case of extrinsic motivation and some researchers show how public managers work better in presence of some extrinsic motivation factors like bonuses, additional paid holidays as well as free meals. (Young-joo Lee, Vicky M. Wilkins, 2011)

Another difference between companies working in these two different sectors is the opportunity to achieve a career advancement. Public companies usually give to their employees the opportunity to grow within the company according to their results, age and efficiency. Usually, there are many more opportunities to achieve career advancements within private companies than in public or non-profit companies but, at the same time, it is easier to be fired or replaced. It is not the same within non-profit companies where employees get less chances to grow up within the company, even because they do not want it. Public workers need to be stimulated also by extrinsic factors like the opportunity to grow up within the company, while non-profit companies' workers are happy to work to a mission and so they are intrinsically motivated and do not need extrinsic motivation.

By the way, the salary in private companies is higher than both public and no profit ones. In particular, this research shows how non-profit companies have lower salaries than public companies. Private, public and non-profit companies differ also because of the processes and tasks that managers need to complete. In fact, according to a research done by Mirvis and Hackett in 1983, non-profit employees have the highest level of freedom and responsibility within the company. They deal with a lot of tasks while, public and private employees need to follow strictly rules and policies within their companies. (Mirvis, Hackett, 1983)

According to Onyx and Maclean, after their research conducted in 1996 on Australian non-profit workers, they show how people working in non-profit companies are highly motivated and usually are people that dedicate their lives to pursue a mission. So, they are intrinsically motivated and the most of times they do not need external motivators, they have the responsibility to pursue a mission and this is enough. (Onyx, Maclean, 1996)

In addition, it is important to underline the presence of the volunteering service in some non-profit companies. This is essential to explain how much people are intrinsically motivated to work free in order to pursue a mission within a community. (Young-joo Lee, Vicky M. Wilkins, 2011)

Therefore, it is essential that every person chooses a work according to his personality and values. Liking our job is the best way keep motivated and psychologically involved.

Conclusion

This research investigates the role of motivation within the organization, it tries to outline the strategy to create a comfortable workplace for employees in order to guarantee the best result for the company. After explaining the meaning of motivation and its structure, this research goes through some of the most important motivational theories in history. It explains which is the best management style to adopt in every situation, taking into account the personality as well as the skills of the employees within our company.

The research starts with an historical motivational theory by Aristotle, this thought dates back to the Ancient Greece and underlines the importance of motivation for the human being from the beginning of the history.

The crucial point of this research comes along with Maslow's Hierarchy of Needs, this revolutionary theory changed forever the role of motivation in the society and it traced the road for a lot of other theories that started from it. This is the case of Alderfer's ERG Theory and McClelland's Three Needs Theory. This research outlines all the most important motivational theories in history, in particular focusing its attention from 1950s ahead, a period that was later considered "The Golden Age of Motivation".

Moreover, this thesis investigates also the new theories and technologies that, nowadays, are changing the society as well as the working environment. The last part of the research deals with the implementation of the AI within companies. Otherwise, this explains the pros and cons of AI's implementation trough organizations, exposing different points of view, that sometimes are drastic and revolutionary.

This research sets out the strategies to motivate employees and what emerges is that it is essential to give them opportunity to grow within the company and the possibility to take part to courses to develop their skills.

Furthermore, it is really important to create a comfortable workplace where people can enjoy their time and establishing good relationships with their peers. Moreover, the employees should have a salary that is proportional to their contribution to the company as well as proportional to their peers.

In addition, nowadays giving the opportunity to be flexible is really

important for employees, in particular when we refer to high-skilled employees like engineers. They should have the possibility to work from home some days and to be quite flexible with their hours of work. This can increase their welfare within the company as well as their creativity.

Afterwards, it is important that managers establish a relationship with their employees, knowing them is essential to provide them with the most suitable tasks according to their skills. At the same time, it is really important to provide them with feedbacks and evaluations.

Moreover, this thesis shows evidence of the fact that every person has a different attitude towards motivation. For instance, some people increase their performance in presence of stress, while other decrease their performance in presence of stress. That is why managers need to be able to establish correct objectives according to their resources, taking into account even the abilities and experience of their workforce.

Then, every manager needs to control the situation in his division, in an authoritarian way or in a more flexible one, according to the employees.

Finally, awarding people is a key determinant for success, managers can decide to establish some objectives in order to motivate their employees and, when achieved, they can reward their employees with monetary bonuses, more responsibilities or additional paid holidays.

Motivation is essential within a company, for instance, when people are highly-motivated, they put extra effort in their work and give their best in every task. To do that, it is important that the management of the company is able to provide employees with new stimulus. This may result in a lower turnover rate as well as a better financial result.

Along the thesis, there is space also for different management styles according to the models of the company such as profit and non-profit. There have been different attempts during the years to try to improve the productivity within the public sector but until now even the monetary rewards have shown no result. This underlines the importance of intrinsic motivation in people, this is the real game changer. Other forces which can influence the performance of the employees within the company are extrinsic motivation, introjected motivation and identified motivation. These concepts

were defined accurately by Leppers. He refers to extrinsic motivation as the kind of motivation that derives from external factors. Then he refers to introjected motivation as the kind of motivation that comes directly from the internal of the individual, the particularity of this motivation is that when the action is not done, the person feels guilty. While, the last one, is identified motivation, this particular kind of motivation refers to when a person knows that a task needs to be completed but does nothing to complete it.

A motivated workforce is essential to improve the performance of the company and, this is why, managers should be able to create a comfortable workplace for their employees.

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