



**SCHOOL OF ECONOMICS, BUSINESS AND
COMPUTER SCIENCE**

DEPARTMENT OF ECONOMICS & BUSINESS

Master of Business Administration (MBA)

**Motivation Theories and Their Application
in Employees of the Public Sector**

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**SCHOOL OF ECONOMICS, BUSINESS AND
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in Employees of The Public Sector**

**This thesis was submitted for distance acquisition of a
postgraduate degree Master of Business Administration at
Neapolis University**

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Stella Fydani, knowing the consequences of plagiarism, I declare responsibly that this paper entitled “Motivation Theories and Their Application in Employees of The Public Sector”, the points where I have used ideas, text and/or sources of other authors are clearly mentioned in the text with the appropriate reference and the relevant reference is included in the section of the bibliographic references with a full description.

The Denotation

Stella Fydani

Abstract

This Thesis presents the findings of the research on the practical application of five motivation theories in the Greek public sector, Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McClelland's Theory of Needs, Vroom's Expectancy Theory and Adams' Equity Theory, after first analyzing and applying them theoretically. While the application of a reward system in the private sector is taken for granted, it is not the same for the public sector. The Thesis's aim is to investigate under what conditions and criteria Greek civil servants can increase their performance, while maintaining the characteristics of the public sector, such as job security. To draw conclusions, quantitative research was used, where primary data were collected from a sample of 239 Greek civil servants who answered a questionnaire created through Google Forms. The research shows the dissatisfaction of civil servants mainly with their salary, but also that they are absolutely positive about the application of a reward system, since they are totally interested in their professional development. The civil servants are also positive about other motivations, beyond financial ones, while they keep a high sense of Public Service Motivation (PSM). At the same time, three critical research questions were answered. The third question concerns the proposal of a motivation theory for immediate application in the Greek public sector. The Adams' Theory is proposed, where the reasons for its selection are analyzed, as well as the reasons for rejecting the others for immediate application. Finally, the research data show that the form of the Greek public sector, as it is today, must be modernized and adopt a new form based on current needs, as it tends to lose its main character of serving the citizens and the application of motivation theories can prevent this.

Keywords: Greek Public Sector, Motivation Theories, Public Service Motivation, Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McClelland's Theory of Needs, Vroom's Expectancy Theory, Adams' Equity Theory

Περίληψη

Η παρούσα διατριβή παρουσιάζει τα ευρήματα της έρευνας σχετικά με την πρακτική εφαρμογή πέντε θεωριών κινήτρων στον ελληνικό δημόσιο τομέα, της Ιεραρχίας Αναγκών του Maslow, της Θεωρίας των Δύο Παραγόντων του Herzberg, της Θεωρίας των Αναγκών του McClelland, της Θεωρίας Προσδοκιών του Vroom και της Θεωρίας Ισότητας του Adams, αφού πρώτα τα αναλύσει και τα εφαρμόσει θεωρητικά. Ενώ η εφαρμογή ενός συστήματος ανταμοιβής στον ιδιωτικό τομέα θεωρείται δεδομένη, δεν ισχύει το ίδιο για τον δημόσιο τομέα. Στόχος της διατριβής είναι να διερευνήσει υπό ποιες συνθήκες και κριτήρια οι Έλληνες δημόσιοι υπάλληλοι μπορούν να αυξήσουν την απόδοσή τους, διατηρώντας παράλληλα τα χαρακτηριστικά του δημόσιου τομέα, όπως η ασφάλεια της εργασίας. Για την εξαγωγή συμπερασμάτων χρησιμοποιήθηκε ποσοτική έρευνα, όπου συλλέχθηκαν πρωτογενή δεδομένα από ένα δείγμα 239 Ελλήνων δημοσίων υπαλλήλων που απάντησαν σε ένα ερωτηματολόγιο που δημιουργήθηκε μέσω του Google Forms. Η έρευνα δείχνει τη δυσαρέσκεια των δημοσίων υπαλλήλων κυρίως με τον μισθό τους, αλλά και ότι είναι απόλυτα θετικοί απέναντι στην εφαρμογή ενός συστήματος ανταμοιβής, καθώς ενδιαφέρονται απόλυτα για την επαγγελματική τους εξέλιξη. Οι δημόσιοι υπάλληλοι είναι επίσης θετικοί και για άλλα κίνητρα, πέρα από τα οικονομικά, ενώ διατηρούν υψηλό αίσθημα Κινήτρων Δημόσιας Υπηρεσίας (ΚΔΥ). Παράλληλα, απαντήθηκαν τρία κρίσιμα ερευνητικά ερωτήματα. Το τρίτο ερώτημα αφορά την πρόταση μιας θεωρίας κινήτρων για άμεση εφαρμογή στον ελληνικό δημόσιο τομέα. Προτείνεται η Θεωρία του Adams, όπου αναλύονται οι λόγοι επιλογής της, καθώς και οι λόγοι απόρριψης των υπολοίπων για άμεση εφαρμογή. Τέλος, τα ερευνητικά δεδομένα δείχνουν ότι η μορφή του ελληνικού δημόσιου τομέα, όπως είναι σήμερα, πρέπει να εκσυγχρονιστεί και να υιοθετήσει μια νέα μορφή βασισμένη στις τρέχουσες ανάγκες, καθώς τείνει να χάσει τον κύριο χαρακτήρα του να υπηρετεί τους πολίτες και η εφαρμογή θεωριών κινήτρων μπορεί να το αποτρέψει αυτό.

Λέξεις-κλειδιά: Ελληνικός Δημόσιος Τομέας, Θεωρίες Κινήτρων, Κίνητρο Δημόσιας Υπηρεσίας, Ιεραρχία Αναγκών του Maslow, Θεωρία Δύο Παραγόντων του Herzberg, Θεωρία Αναγκών του McClelland, Θεωρία Προσδοκιών του Vroom, Θεωρία Ισότητας του Adams

Chapter 1. Introduction

1.1. Problem Presentation

The recent past has shown that the Greek public sector can undertake reforms, if circumstances require them. The sovereign debt crisis was triggered in 2009 and led the country into a sharp economic downturn. According to Sklias et al. (2022), this was the result of accumulated budget deficits, combined with an unsustainable growth model. In order to address the crisis and maintain the provision of services to citizens, the country was forced to put extraordinary pressure on civil servants. The reforms in public administration were organized and implemented with extraordinary speed, as they aimed to the quality provision of services and the modernization of the bureaucracy. At the same time, civil servants' salaries were reduced, as one of the measures to address the economic downturn (Tsiatsiou et al., 2026).

Over time, the Greek public sector has continued the reformative changes in its services, aiming at the electronic connection of all institutional systems and has managed to achieve significant steps in the digital transformation of a significant part of its services (Chantziantoniou et al., 2022).

Within the framework of the public sector reform, an anthropocentric design of training for Public Administration skills was also formed. Thus, through the National Centre for Public Administration and Local Government (EKDDA), civil servants can attend certified programs, both for their personal development, but also for the better provision of services to Greek citizens (Bourbouli & Komseli, 2025).

Although reforms in public sector procedures and formal training of civil servants continue, the application of motivation theories has not been applied to Greek public sector and civil servants work without significant motivations, except their permanent position. As a result, the reforms do not have the maximum results. After all, Komisopoulos et al. (2025)

argued that in the Greek public sector, knowledge management, through a good information system, does not improve a civil servants' emotions and motivation simply because it makes them more involved. On the contrary, they claim that knowledge management and the emotions of the civil servant operate separately.

The present study aims to fill this gap with the corresponding research.

1.2. Aim of the Thesis

The aim of this Thesis is to investigate, under what conditions and based on what criteria, civil servants can be motivated, with the aim of achieving their maximum performance. It will apply the most well-known motivation theories, maintaining the specificities that govern the public sector in Greece. Specifically, this research will focus on the central axis of the Greek public sector, permanent employees who work and reside throughout Greece, analyzing their opinion on their working conditions, their superiors and how they could be motivated, increasing their performance, maintaining a high Public Service Motivation (PSM), without changing the characteristics of the public sector, such as working with an indefinite contract.

1.3. Significance of the Thesis

Upon completion of the study, the most important motivation theories, Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McClelland's Theory of Needs, Vroom's Expectancy Theory and Adams' Equity Theory are adapted to the environment of the Greek public sector, respecting its specificities and laws. Thus, the dysfunctions, as bureaucracy with complex procedures and slow processing times, of the public sector are resolved, without altering the purpose of its establishment. At the same time, it helps the top executives of the Public Administration to redesign the way the Public Sector operates. Finally, it strengthens the character of the Public Sector, offering better and more efficient procedures to citizens.

1.4. Methodology Review

The research sample consists of 239 respondents, permanent civil servants working in the Greek public sector, working and residing throughout Greece. The first part of the questionnaire has eight questions with general information of each responder, such as gender, generation, working experience, educational level and position, in order to have a variety of respondents in terms of these characteristics. Due to the nature of the questions, complete confidentiality was maintained and therefore no further information was requested from the respondents in the first part. The second part is about respondents' opinion about their workplace and their superior. The third part of the questionnaire concerns the respondents' opinion on their performance at work and their response to possible motivations.

As knowledge of a foreign language was not a criterion for the participation of respondents, the questionnaire was in Greek, so that respondents could fully understand the questions and answers, while its English version, translated by author, is in Appendix A. The time period in which the questionnaire was completed was between April 23th, 2026 and May 20th, 2026.

1.5 Research Questions

To evaluate the applicability of Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McClelland's Theory of Needs, Vroom's Expectancy Theory and Adams' Equity Theory in the Greek public sector, this study addresses the following research questions:

RQ1: Based on the distribution of satisfaction rates of Greek civil servants with their work and their superiors, by gender and generation, are their basic needs met?

RQ2: How are the percentages of Greek civil servants distributed regarding the feeling of injustice and the desired motivations, by gender and generation, and do their positions correspond to what they desire?

RQ3: Based on the research data, which theory can be applied directly and effectively in the Greek public sector?

1.6. Thesis Structure

The next Chapter will provide an overview of the specific literature, starting with the concept of motivation and the importance of employee motivation in organizations. The five most important motivation theories will be analyzed and will be theoretically applied to the Greek public sector and in combination with Public Service Motivation.

The Research Methodology Chapter analyzes the ways in which the questionnaire was promoted to Greek civil servants, the final sample of the population, the process by which the data were collected, the way in which the data were analyzed and the limits of the methodology.

The Findings and Data Analysis Chapter applies the five theories to the Greek public sector, based on tables that record the percentages of respondents by gender and generation, and sometimes by position of responsibility.

In the Discussion Chapter, the three research questions of the study are answered based on the data of the previous chapter.

At last, the Conclusion and Recommendations Chapter will summarize the study, mention its limitations and present suggestions for future research.

Chapter 2. Literature Review

2.1. Greek Public Sector Structure

Unlike private companies, public sector organizations do not pursue profit, but rather service provision, social responsibility, and long-term sustainability (Bhatia & Khangta, 2026). The purpose of the establishment of the Greek public sector is to serve and protect the public interest. It ensures the proper functioning of society and economy and provides basic

services to every citizen, such as education, security, public health, social welfare and infrastructure.

The Greek public sector consists of Central Administration, Local Government Organizations and Legal Entities. According to official data of the Ministry of Interior, the civil servants are divided into categories, permanent civil servants, temporary civil servants, civil servants of special categories and civil servants of other categories (Prevedourou, 2022).

Permanent civil servants consist of permanent employees and employees with an indefinite term. Permanent civil servants work on a permanent contract, while civil servants whose contract is indefinite, their position is considered as permanent and so they are considered as permanent civil servants. Temporary civil servants are non-permanent employees. Their employment contract has an expiration date, but it is usually renewed. Civil servants of special categories consist of police officers, firefighters, armed forces, priests and judicial officers. The civil servants of other categories are usually temporary or other personnel categories (Kasimatis, 2023).

The main body of the Greek public sector is the permanent civil servants, so this study focuses on them. According to the latest census by the Ministry of Interior, of 30th of April 2023, the permanent employees were 567,362, while the total number of civil servants was 714,039 (Kasimatis, 2023).

The percentage of civil servants in Greece is approximately 16% of all employees in the country and compared to other countries in the European Union, it is much lower (Kasimatis, 2023). The recruitment of civil servants is carried out via performance tests and criteria. The Greek public sector implements employee performance evaluation systems and based on these evaluations, certified programs are proposed to civil servants to attend, in order to optimize their knowledge of public sector operating procedures. The Civil Service Code defines the rights and the duties of civil servants and it is regulated by disciplinary

framework. The public sector is financed through national taxation and European Union development funds. The operation system of the Greek public sector is characterized by intense bureaucracy with complex procedures and slow processing times. In recent years, digital governance actions have been taken, in order to modernize it.

2.2. Differences between Public and Private Sector

Both public and private sector have the same insurance provider in Greece. The only difference is that in the public sector, there are different conditions for securing a full pension. Otherwise, the differences between the public and private sectors are extremely significant. Specifically, civil servants are considered permanent employees. The dismissal of a civil servant is extremely rare and usually occurs in exceptional cases of disciplinary misconduct. In the private sector, dismissals are common.

In the public sector, recruitment is time-consuming and it is carried out by the Supreme Council for Civil Personnel Selection (ASEP), through written examinations or based on qualifications and experience (Supreme Council for Civil Personnel Selection, n.d.). In the private sector, recruitment is also time-consuming, but it is direct and is carried out by employers, through applicants' CVs or search personal contacts and a series of interviews (General Confederation of Workers Greece, n.d.)

As far as the salary is concerned, the private sector employees are favored, as the salary of civil servants is determined by the Unified Pay Scale with small increases, according to the years of service. On the contrary, in the private sector, salary depends on the agreement made between employer and employee, while the salary differ in each organization (Kasimatis, 2025). As far as the evaluation of employees in the Public Sector, according to Passas and Stranis (2024), it is formal and has no special impact on employee's position or salary, and during the process, employees are just recommended to attend

certified programs to optimize their knowledge of public sector operating procedures. In the private sector, the evaluation is based on measurable goals and is a reason for dismissal.

In the public sector, bonuses or other rewards are extremely rare, as is the promotion to higher positions. In the private sector, there are often rewards and the possibility of promotion to higher positions, depending on the organization. Finally, working hours in public sector are fixed and overtime is rarely required, while in the private sector, working hours are flexible, according to the needs of the organization with frequent and even unpaid overtime work. Omar (2021) observes that globally, despite the differences between the public and the private sector, the public sector tries to adjust to many private sector's management philosophies.

2.3. Concept of Motivation

There are plenty of definitions of what motivation means. "Motivation is a driving force within a person's heart to do or achieve a goal" (Silitonga, 2022, p.189). Ihensekien and Joel (2023) claim that motivation can also be referred as the driving force that enhances the achievement of both personal and organizational goals. Nica et al. (2022) argues that motivation is an important factor in the success of any organization, it is a predictor of employee behavior and performance and contributes to organizational performance. According to Pincus (2023), motivations represent unmet needs, important to individuals that direct them in the pursuit of need satisfaction, which is experienced both emotionally and cognitively and can be expressed through behavior.

From the above, one can easily come to the conclusion that all definitions concerning motivation led to one core conclusion, that it is a driving force that influences, define and sustain work behaviour. It affects the employee's effort, persistence, behaviour towards colleagues, mood in the work place and finally the results of the work.

2.4. Importance of Employee Motivation in Organizations

As industry grew in the late 19th century, methods were sought to increase profits and maintain the success of the organizations. Besides, potential capital investment of the organization in purchasing appropriate equipment, it was also found that the performance and productivity of employees had a major influence on the above goals. According to Vroom (1964), the role of motivation in determining an employee's level of performance was widely recognized by industrial psychologists by that time. The historical time period and an individual's life course explain work motivation and work attitudes better than generational membership (Schröder, 2023).

In order to analyze the importance of employee motivation in the organization, it is essential to analyze the effect of the organizational behaviour of satisfied employees. “Employee job satisfaction is an indication of how happy you are with your job” (Khan et al., 2021, p.257). Peramatzis and Galanakis (2022) are absolutely convinced that satisfied employees tend to be more creative in workplace. They also have increased performance, while they do not hesitate to look for ways to further increase their performance. They also feel great commitment, dedication and synchronization with the goals of organization, having reduced absenteeism. Furthermore, satisfied employees are unlikely to leave the organization and seek employment elsewhere, since they feel the organization's success as if it is their own success. Finally, they provide the organization with the best quality of service and have the best participation behaviour, while they strengthen also their colleagues and become role models for them.

2.5. Motivation Theories

Zhang and Wan (2014) claim that motivation is a factor that influences human attitudes and behaviors. This results in different levels of individual performance. In fact, they have been described it as one of the most important factors. So, they came to the

conclusion that one of the earliest studies of motivation is from ancient Greek philosopher Aristotle (384-322 B.C.). According to Aristotle, individuals will be influenced by something they consider as good, expecting some consequence from their action, therefore they will either pursue it or avoid it. Zhang and Wan (2014) also claim that another study of motivation was developed by the Greek philosopher Socrates (470-399 B.C.), who claimed that person should do actions that offer pleasure rather than pain. According to them, also Democritus (460-370 B.C.) claimed that persons should follow these actions, as the feeling to follow pleasure and avoid pain is natural. Along the way, many theories, such as Sigmund Freud's, regarding motivation were developed and analyzed, as survival needs and desires changed.

Motivation in the workplace is directly linked to the society and its needs, as it is addressed to employees, who are active members of the society. The following motivation theories focused mainly on economic incentives, while later, motivation theories focused on the psychology of the employees. The following motivation theories are based on leading studies of the human mind and behaviour and their results remain timeless and applicable in modern society.

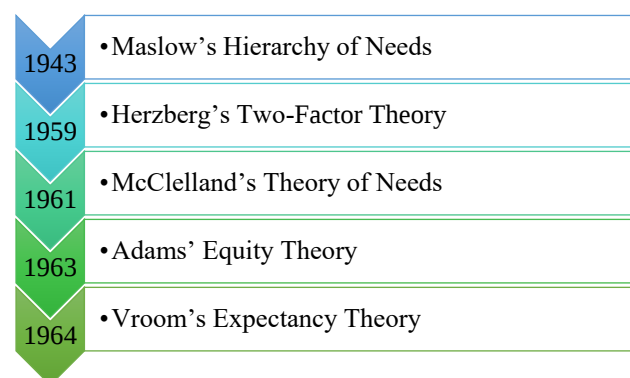


Figure 1. Motivation Theories in chronological order (Source: Author's Compilation, 2026)

2.5.1. Maslow's Hierarchy of Needs

Hierarchy of Needs is a motivational theory based on a series of five basic needs, that are structured as a pyramid. According to Maslow (1943) individuals need to be organized in hierarchies of pre-potency. Specifically, the appearance of one need usually means that a

more pre-potential need has been satisfied. Thus, when a need is satisfied, even if it is not fulfilled, human begins to seek the fulfillment of another group of needs, located in the upper row of the pyramid.

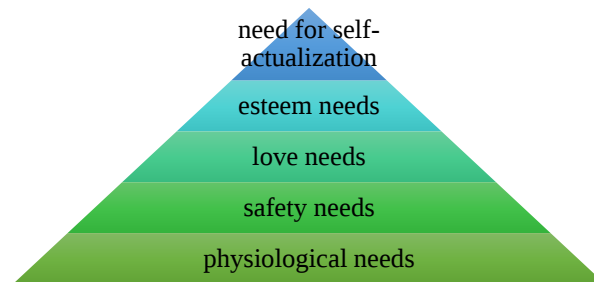


Figure 2. Maslow's Hierarchy of Needs (Source: Author's Compilation, 2026)

The base of the pyramid is the physiological needs. According to Maslow (1943), the needs that are usually taken as the starting point are the so-called physiological drives. For Harshan & Kumar (2025) physiological needs are the basic needs of any individual, such as food, water and rest, while Ihensekien & Joel (2023) also add shelter and clothing.

Above the physiological needs, there are the safety needs. When physiological needs are gratified, even to a basic level, then new needs arise, known as safety needs. For Maslow (1943) safety needs are crucial as well as the physiological needs. Besides security, stability and protection needs are also important to be satisfied. After the safety needs, there are also the love needs. If the above needs gratified, then there will emerge the love, affection and belongingness needs (Maslow, 1943). Friendship, family relationships, community and any sense of connection are also included in love needs.

Above the love needs, there are the esteem needs. All members of the society have a need or desire for a stable, firmly based, high evaluation of themselves, for self-respect, or self-esteem, and for the esteem of others (Maslow, 1943). On the top of the pyramid there is the need for self-actualization. The desire to achieve everything one wants, the fulfillment of goals and desires in any field, are included in self-actualization.

2.5.2. Herzberg's Two-Factor Theory

Herzberg, Mausner and Snyderman developed the Two-Factor Theory (Motivation–Hygiene Theory) in 1959. Herzberg et al. (1959) stated that for their research they used the Sequence of Events (Critical Incidents) technique. The question was “Describe a time, an incident, when you felt good, and a time, incident, when you felt bad”. According to Khan et al. (2021), they interviewed 200 accountants and engineers, while Peramatzis and Galanakis (2022) claim that the respondents were more than 203.

The Two-Factor Theory is based on the theory that job satisfaction and job dissatisfaction arise from two factors, hygiene factors and motivator factors, which are totally different. According to Sugathadasa et al. (2021), these two factors are independent and the first one goes from neutral to dissatisfied and the other from neutral to satisfied. So, Hygiene factors are job-dissatisfies and mainly include salary, working conditions, job security and company policies. These factors can prevent job dissatisfaction if they are gratified, but they don't motivate employees. Motivator factors are job-satisfiers and mainly include achievement, career advancement, personal growth, recognition and responsibility (Khan et al. 2021). These factors boost motivation, driving high performance and satisfaction.

So, in order to maximize motivation, the employer must first ensure that hygiene factors are present and tend to be better and then develop motivator factors.

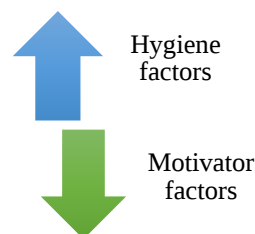


Figure 3. Herzberg's Two-Factor Theory (Source: Author's Compilation, 2026)

Raj (2024) estates that Herzberg's Two-Factor Theory is a well-established framework in order to understand employee satisfaction and retention.

2.5.3. McClelland's Theory of Needs

McClelland (1961) states that the economic growth of a society is not so much influenced by external resources, but mainly by the psychological motivation of its members. Theory of Needs, also known as Three Needs Theory or Theory of Acquired Needs, describes the uniqueness of each individual's needs. Thus, each individual has a different perception of reality and therefore seeks to satisfy different emotional needs. Theory of Needs identify three motivators that all humans possess: a need for achievement, a need for affiliation, and a need for power, regardless of their age, gender or culture (Dowla, 2023). Rubiano-Moreno et al. (2023) agree on this, emphasizing that especially Generation Z- Millennials has two motivation profiles. So, one group is motivated by achievement and power and the second one is inspired by affiliation and supervision group.

The need of achievement comes from the individual's great desire to stand out from the rest. Its great difference lies in the fact that it is more linked to the individual's introspective context, being thus parallel to the attitudes of the group to which the individual is inserted. Its great difference lies in the fact that it is more linked to the individual's introspective context, being thus parallel to the attitudes of the group to which the individual is inserted (De Andrade Baptista et al., 2021, p.56). The need for affiliation refers to the individual's need for building friendships, a climate of cooperation, respect. The individual needs confirmation from society or just the team which belong to (Adamopoulos, 2022). Finally, the need of power comes from the individual's great desire to rise over others. Employees with a high need for power mostly want to have an impact on others and are quite overly looking to build their reputations and position (De Andrade Baptista et al., 2021).

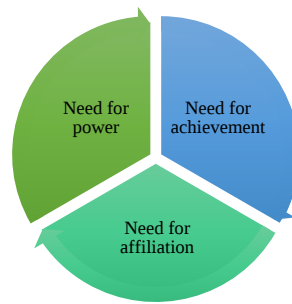


Figure 4. McClelland's Theory of Needs (Source: Author's Compilation, 2026)

2.5.4. Vroom's Expectancy Theory

According to Lokman et al. (2022), Vroom's Expectancy Theory, also known as the Process Theory of Motivation, argues that a person tends to act in a certain way based on the expectation that the action will be followed by a given outcome and how attractive the outcome is to the individual. Sekhomba & Dick-Sagoe (2026) claim that according to Vroom an individual's motivation is shaped by three factors, Valence, Expectancy and Instrumentality.

Yunos et al. (2021) Expectancy (effort leads to performance) is one's belief that increasing effort will lead to the intended performance goals. If the reward is low, so will be the motivation. Finally, Instrumentality (performance leads to rewards) is based on one's perception that one's successful outcomes will lead to rewards. Valence (value of the reward) is the way in which an individual evaluates the value of the rewards associated with an action. According to Vroom (1964), motivation is equal to the product of the three factors, Valence, Expectancy and Instrumentality. Therefore, the existence of all three is crucial, because if any of these factors lack, there will be no motivation at all. The effort to increase them is also crucial, as any reduction in them will immediately affect motivation negatively.

The higher the effort in work relates to the higher the performance. The effort becomes greater when the motivation is interesting and the difficulty lies in identifying the motivation that interests each person. Specifically for Generation Z, Kesen and Yalcin

(2023), Dwivedula and Singh (2021) and Bielefeld et al (2025) claim that flexibility in work hours is their main motivation.



Figure 5. Vroom's Expectancy Theory (Source: Author's Compilation, 2026)

2.5.5. Adams' Equity Theory

In 1963, Adams developed the Equity Theory. It suggests that employees seek for justice and fairness in the workplace and the balance between what they offer and what they receive as return. According to Ahmadpour-Samani et al. (2022), in Adams' theory employees tend to compare their Inputs-Outputs ratio. The Inputs are the employees' contributions for the organization, such as time, skills, loyalty, efforts. The Outputs are the rewards they receive for their contributions, such as salary, job security, recognition, bonuses.

Employees tend to compare themselves with others inside the organization, but also to other employees outside the organization. If their salary is equal to others, then they feel job satisfaction. If their salary is lower than others, they feel they get less rewarded and they tend to reduce the effort at their job or seeking and landing in a new job. If their ratio is higher, they feel they get rewarded more than it is fair and they tend to feel guilt. The most important part of Adams' Equity Theory is that motivation does not depend on factors in isolation, but employees compare their ratios with the others' ratios.

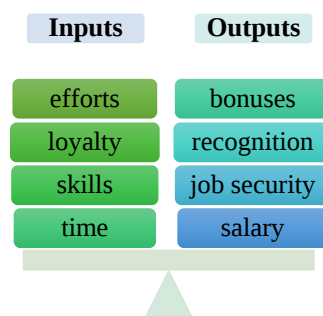


Figure 6. Adams' Equity Theory (Source: Author's Compilation, 2026)

2.6. Public Service Motivation (PSM)

Public Service Motivation (PSM) remains one of the most important concepts in contemporary public administration because it explains civil servants' commitment to serve citizens beyond financial motivations. According to Yudiatmaja (2021), it is an internal need of employees working in the public sector to contribute to society. Piatak et al. (2020) state that Public Service Motivation (PSM) should exist as a permanent feature throughout the process of recruiting, selecting, managing performance, and retaining staff. Hameduddin and Engbers (2021) state that leadership is closely linked to the development and activation of Public Service Motivation (PSM). This means that upper management do not simply "use" the civil servants' motivation, but can enhance it through communication, recognition, reward, mission clarity and support.

The COVID-19 period has given a more realistic and careful meaning to the concept of Public Service Motivation (PSM). Stefurak et al. (2020) showed that high Public Service Motivation (PSM) of civil servants and their ability to adapt to crises acted as a bridge and transformed professional stress into continued dedication to work and, by extension, to society during the pandemic. Lee and Na (2023) using data from South Korean civil servants, found that organizational support related to COVID-19 was positively associated with Public Service Motivation (PSM) and job satisfaction. That means that civil servants' motivation is higher when upper management provide practical and emotional support during crisis situations. Rollnik-Sadowska et al. (2023) also examined Public Service Motivation (PSM) and job satisfaction in crisis situations and demonstrated the crucial role of social support.

These findings are particularly important, as they show that Public Service Motivation (PSM) should not be considered as an unlimited internal resource, but should be supported by an appropriate organizational environment. And this is also demonstrated by Morin and Talbot (2024) where, studying public health care employees who, during COVID-19, worked

on the front lines, they recorded different profiles of employees, those who were committed, those who were frustrated, and those who had limited self-sacrifice. So, in stressful situations, while the Public Service Motivation (PSM) may be higher, it does not reduce exhaustion, frustration, or reduced willingness to sacrifice. Therefore, public sector must protect highly motivated employees from burnout and moral fatigue.

Overall, Public Service Motivation (PSM) is a powerful, yet fragile, driving force. It can improve the performance, engagement, and efficiency of civil servants, but only when supported by fair leadership, meaningful work, social support, and healthy organizational boundaries.

2.7. Application of Motivation Theories in the Greek Public Sector

As this study is about the permanent Greek civil servants who constitute the main body of the Greek public sector, the theoretical and practical application of Motivation Theories will be applied to them, as they work in the central services of Greek public sector, such as Ministries, Municipalities, Hospitals and Universities.

The difficulty in applying the theories that got analyzed above lies mainly in the specificities and characteristics of the Greek public sector, such as salaries according to the Unified Pay Scale and job permanence. It is important that the size of salaries is not determined exclusively on specific laws, but also on flexibility that is determined by senior management, in accordance with performance. Furthermore, while job permanence offers security for civil servants, it also carries the risk of them becoming stagnant in performance and not responding to any type of motivations.

2.7.1. Maslow's *Hierarchy of Needs*

Maslow's theory develops five levels of needs, the physiological needs, the safety needs, the love needs, the esteem needs and the need for self-actualization. As the physiological needs can identify the salary that covers a decent living, covering at least the

basic cost of living, offering additional financial benefits depending on the employees' family situation. The physiological needs also include working in an environment with appropriate working conditions, such as adequate natural ventilation and lighting, as well as computers with modern software, appropriate artificial ventilation and lighting, heating and cooling.

Permanent civil servants have already satisfied the safety needs, since they work on a permanent contract or on an indefinite contract, which are similar in the Greek public sector. Thus, they have also ensured health insurance and pension insurance, without risking being laid off. After all, working on permanent contract is an important motivation for someone to seek a position in the public sector. The love needs are mainly met by the social mood among civil servants in the workplace. Specifically, team spirit, supportive management, good communication and cooperation with colleagues are all factors that meet the employee's love need. The esteem needs can be satisfied by many factors in Greek public sector. A simple compliment for the success of a project, a promotion, a bonus for achieving a goal, and most importantly, recognition of the employees' successful career by senior management are such factors. Finally, the need for self-actualization is satisfied by different factors. The opportunity for additional training is important for Greek civil servants. This is already possible through the certified programs of the National Centre for Public Administration and Local Government (EKDDA). In addition, the discount on postgraduate studies at public Universities, their participation in important projects and decisions, also cover the need for self-actualization.

The last three needs, on the top of Maslow's pyramid are also closely linked to Public Service Motivation. Civil servants with high public service motivation are interested to connect to the wider community (love needs), they also have a sense of social contribution fulfillment of duty to the citizen (esteem needs). At last, they feel that their efforts have

special value and they are important, because they serve a higher purpose by contributing to society (need of Self-Actualization).

Thus, when applying Maslow's theory to the public sector, it is important to satisfy needs starting from the base of the pyramid and working upwards. If a civil servant's salary does not provide him with a decent living, he will not be motivated by praise for the success of a project.

2.7.2. Herzberg's Two-Factor Theory

According to Herzberg's Two-Factor Theory, for the motivation of civil servants, both the hygiene factors and the motivator factors must be satisfied. The health factors that are applied in the Greek public sector and whose improvement is aimed at, are salary, working conditions, relations with colleagues and senior management and the organization policies. Job security is already given, as they work on a permanent contract. Their improvement can be achieved by increasing wages to the point where they are competitive in the market and providing additional financial benefits, with an emphasis on creating professional spaces with appropriate working conditions, natural lighting and ventilation, cleanliness, heating and cooling, provision of appropriate professional equipment, with social meetings to strengthen relationships, and with a reduction in bureaucracy.

Motivational factors include the recognition of civil servants after a successful project, the opportunity for personal development, and satisfaction with the subject of the work. Motivational factors are directly related to Public Service Motivation, as the nature of the work is the strongest motivation for public servants with strong Public Service Motivation, while at the same time they derive satisfaction when their social contribution is recognized by society and higher management.

Essentially, hygiene theories provide employees with the appropriate conditions to produce work without interruption. Thus, with the right motivator factor, they reach their maximum performance.

2.7.3. McClelland's Theory of Needs

According to McClelland, there are three categories of needs that employees prioritize differently. Depending on which need they consider most important, they are offered the corresponding motivations. Thus, civil servants who consider the need for Achievement to be the most important need, they may be classified as "Achievers". Their motivation is to be assigned tasks with specific results and measurable goals. They are ideal for managing projects, as they solve problems, while requiring frequent feedback and collaboration with their superior. Civil servants who consider the need for Affiliation to be the most important need can be characterized as "Affiliators" and are motivated by being members of a team. Their main motivation is a collaborative, non-competitive work environment. They perform very well as team support and community service consultants. Civil servants who consider the need for power as the most important need can be characterized as "Power seekers". They are motivated by the possibility of promotion and recognition by upper management. They are ideal for managing a team.

The difficulty in applying McClelland's Theory of Needs in Greek public sector, is that before the application of motivations, the priorities of each civil servant's needs must be determined and the appropriate motivations must be given. Otherwise, implementation is not feasible.

2.7.4. Vroom's Expectancy Theory

Vroom's Expectancy Theory proposes that motivation is based on three core factors, Expectancy, Instrumentality and Valence. The difficulty in applying this Theory to the Greek public sector lies in the fact that all three factors must at least be present, if not increased. To

satisfy Expectations, senior management must create the right conditions, such as adequate training, appropriate technical equipment and resources, and set achievable goals for civil servants. To satisfy Instrumentality, senior management must inspire trust in civil servants and be consistent in its promises. To satisfy Valence, senior management must seek and offer rewards that are valuable to each employee, such as flexible working hours, public recognition or participation in important projects.

All three factors are interconnected to motivate civil servants. If the motivation is indifferent, they will not perform better. They will also not perform better if they believe that the Senior Management will not offer the reward that was promised. Valence is also associated with the Public Service Motivation, highlighting the social impact that civil servants' contribution has on society, with the aim of increasing their internal satisfaction.

2.7.5. Adams' Equity Theory

According to Adams' Equity Theory, civil servants' motivation depends on their perception of fairness. Therefore, it would be expected that one would claim that since salaries are determined by the Unified Pay Scale and are all the same among employees with the same formal qualifications, the theory of equality is satisfied. However, this is not the only motivation for equality. Civil servants tend to compare their own earnings with those of their colleagues and with private sector employees with the same qualifications.

If an employee is efficient, it means that all his effort is rewarded the same with a civil servant who does not try at all, and this is unequal, or with a private sector employee whose salary is higher. The motivation of the civil servant depends on the actions of senior management, which can balance the difference and reward the efficient civil servant with financial benefits, if possible, or with non-financial benefits, such as recognition, participation in important projects, awards or the provision of additional training. As for the comparison between the civil servant and the corresponding private sector employee, it is

important for senior management to highlight the special characteristics of the public sector as prevailing, such as working on a permanent contract and fixed hours. A characteristic that should strengthen this disposition is the social impact of the civil servant's contribution which is also associated with the Public Service Motivation. Also, in the context of equality, senior management must demonstrate transparency in all public sector procedures, such as promotion procedures and the allocation of resources in the workplace.

2.8. Gaps in the Literature

Despite the extensive global literature on employee motivation, there are still many gaps remaining that have not been explored or solved. Most of the classical literature was developed mainly for the private sector. Also, there are studies, in which motivation theories are applied, which focus exclusively on salaries of employees without examining cases where salaries cannot be increased. Finally, the effective application of motivation theories in highly bureaucratic public sectors remains unexplored, without alternative proposals being given, especially in relation to salaries, personal development and the values of the public service.

Chapter 3. Research Methodology

3.1. Research Design

This study is based on a quantitative survey. The questions of the questionnaire were based on the Motivation Theories analyzed in the previous chapter, Maslow's, Herzberg's, McClelland's, Vroom's and Adams' theories, to examine whether it is possible to apply each Motivation Theory to the Greek public sector and how Greek civil servants would respond to it.

3.2. Sample Population

In this study, 239 Greek permanent civil servants answered the questionnaire, between April 23th, 2026 and May 20th, 2026. A significant effort was made to reach as many public servants as possible of all ages, levels of education and all positions of responsibility.

The respondents, who all live in Greece, were 158 women and 81 men. 15 of them belonged to the age group between 62 and 80 years old, born between 1946 and 1964 (Baby Boomers), 178 of them were between 46 and 61 years old, born between 1965 and 1980 (Gen X), 36 of them were between 30 and 45 years old, born between 1981 and 1996 (Gen Y-Millennials) and 10 of them were between 18 and 29 years old, born between 1997 and 2008 (Gen Z). Although, Gen Z is born between 1997 and 2012, in order to work in Greek public sector, one must be older than 18 years old. Regarding the main level of education of the respondents, 4 of them hold positions that require minimum compulsory education, 40 of the 239 hold positions that require minimum secondary education and 195 of the 239 hold positions that require technological or university education. 112 out of the 239 respondents have done postgraduate studies, 10 out of the 239 have done doctoral studies and 117 out of the 239 haven't done either of them. 173 of the 239 are employees, 46 of the 239 are superiors and 20 of the 239 are directors. The above data in percentages in the form of a diagram are as follows:

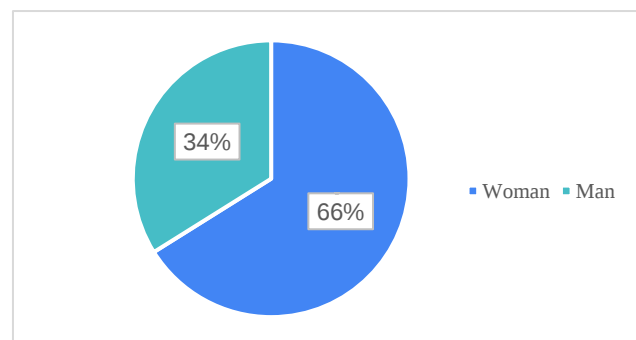


Figure 7. Percentage per gender identify (Source: Author's Compilation, 2026)

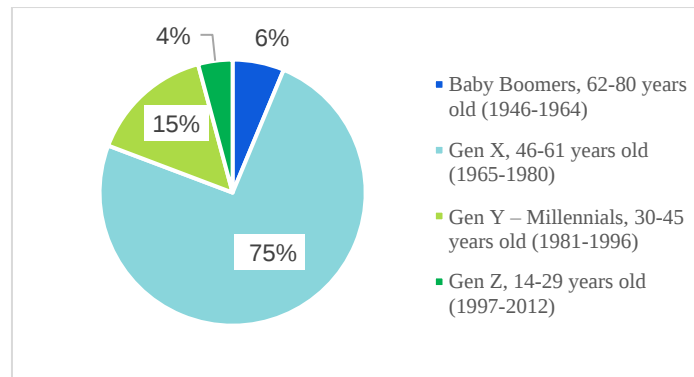


Figure 8. Percentage per generation (Source: Author's Compilation, 2026)

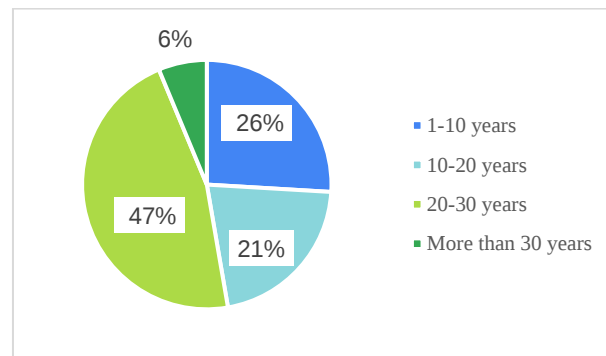


Figure 9. Percentage per working years in public sector (Source: Author's Compilation, 2026)

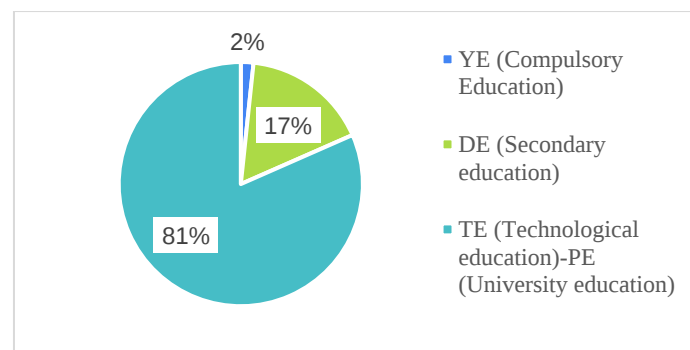


Figure 10. Percentage per educational level (Source: Author's Compilation, 2026)

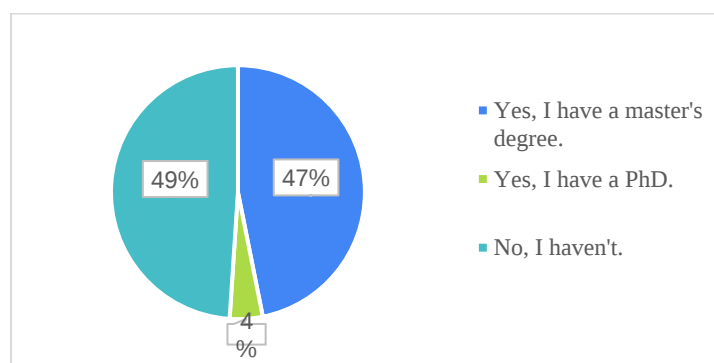


Figure 11. Percentage per postgraduate or doctoral studies (Source: Author's Compilation, 2026)

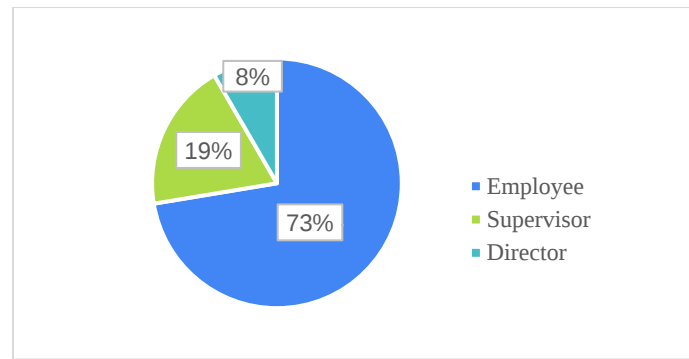


Figure 12. Percentage per position of responsibility (Source: Author's Compilation, 2026)

3.3. Data Collection Procedure

Civil servants of all ages, levels of education and positions of responsibility were approached through the survey. They work in the central services of the Greek public sector, such as Ministries, Municipalities, Hospitals and Universities from all over Greece. In order to reach as many Greek civil servants as possible, the questionnaire was created and administered electronically through the Google Forms platform, which ensured the anonymity of the respondents and securely collected all the data for processing.

There were three ways of approaching: The main approach was sending the hyperlink of the questionnaire to their professional emails, which were found on the official website of their sector. The email was sent to them, in addition to the questionnaire, including a message from the researcher explaining the topic of the questionnaire and asking the recipients to forward the questionnaire exclusively to their colleagues, if they wished to. For public services that did not have their employees' professional emails on their website, the corresponding email from the researcher with the questionnaire was sent to their protocol email or to their superiors or to their directors kindly asking to forward it to the employees, at the recipient's discretion. Finally, the questionnaire was also sent via an instant messaging app (Viber) to few civil servants, asking the recipients to forward the questionnaire exclusively to their colleagues, if they wished to.

The above approaches were chosen to reach Greek civil servants of all generations, as each generation has, in general, different way of approach. Also, as the questionnaire was in Greek, in Appendix A there is the translated English version and in Appendix B there is the original Greek version.

3.4. Data Analysis

With the collection of 245 answered questionnaires, the questionnaire created through Google Forms stopped accepting any more responses. The raw responses were automatically collected by Google Forms and exported to a Microsoft Excel spreadsheet. At the same time, Google Forms created charts according to the answers given to each question, which are in Appendix B. The data set was checked for completeness of all separate questionnaires and six invalid responses were identified and removed from the response set. Thus, the questionnaires that met the requirements and were fully answered are 239 and constitute the part of the research. From the Microsoft Excel spreadsheet, with the appropriate commands, tables were obtained where the response rates to each question were calculated, both by gender identity and by generation. The above rates are collected in the same table, in order to study and draw conclusions and suggestions. In some tables where necessary, the percentages of respondents by position of responsibility were also calculated.

3.5. Ethical Considerations

In order to ensure the integrity of this study and protect the rights of the participants, ethical guidelines were followed throughout the research process. Because this study involved public servants, adherence to ethical standards was paramount to avoid any professional or personal repercussions for the respondents. Thus, before the questions in the Google Forms questionnaire, there was an introductory accompanying text that described the purpose of the study, its academic nature and the estimated time required for its completion, while in a prominent place there was the name and email of the researcher, where they could

send possible questions. In the emails that were sent, there was an additional message from the researcher with additional information.

Also, complete anonymity and confidentiality were guaranteed. The Google Forms survey was designed to ensure that it did not collect any email addresses or Internet Protocol (IP) addresses, only the date and time of each anonymous response. Demographic questions (e.g. age, position of responsibility) were formulated in general terms, to prevent the possible identification of any civil servants. Participants were assured that their responses would be collected solely for the purpose of this survey.

Finally, the data, which are anonymous, will be used exclusively for the completion of this study and will be permanently deleted after the successful examination and defense of the Thesis. No financial incentives or misleading practices were used during data collection.

3.6. Methodology Limitations

This research has several limitations in its methodology. A significant effort was made to reach a large number of Greek civil servants for this study and the completed valid questionnaires are 239. On 30th of April 2023, according to the Ministry of Interior, the permanent employees were 567,362. Therefore, the responses represent only 0.042% of Greek civil servants, so the sample is extremely limited. Also, the questionnaire consists of 29 questions, eight of which are general information of the respondent. The possible answer choices used, the established scales and single-choice answers, may not fully capture the views of the respondents. In addition, unmeasured variables such as resistance to new methods may influence people's answers. Finally, the number of respondents belonging to Gen Z and Baby Boomers Generation is extremely small compared to the other two generations and is likely to influence the final results.

Chapter 4. Findings and Data Analysis

Perhaps the most important question in the questionnaire is whether Greek civil servants are willing to accept and support the implementation of a reward system in their workplace, as they are the main factor in its success. In case of their contrary opinion, the application of any motivation theory will not have the desired results, as the main purpose of the public sector is to serve citizens and not to pursue profit. According to Table 1, a very significant percentage of Greek civil servants, such as 88.28%, are in favor of such a system, while the percentage of Greek civil servants who have the opposite opinion is small, just 11.72%, and it is proposed to be analyzed in a future study. The percentage remains high regardless of gender identity, generation and job position, with Generation Z fully accepting the implementation of a reward system. It is also particularly encouraging for the results of this research, that, according to Table 2, 86.19% of all respondents consider their professional development important to them, therefore it appears that they are willing to make changes that tend to this direction.

Would you be interested in implementing a reward system in your work environment?	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)	Employees (%)	Supervisors (%)	Directors (%)
Yes	88.28	92.59	86.08	86.67	88.20	86.11	100.00	87.28	91.30	90.00
No	11.72	7.41	13.92	13.33	11.80	13.89	0.00	12.72	8.70	10.00

Table 1. Reward system acceptance (Source: Author's Compilation, 2026)

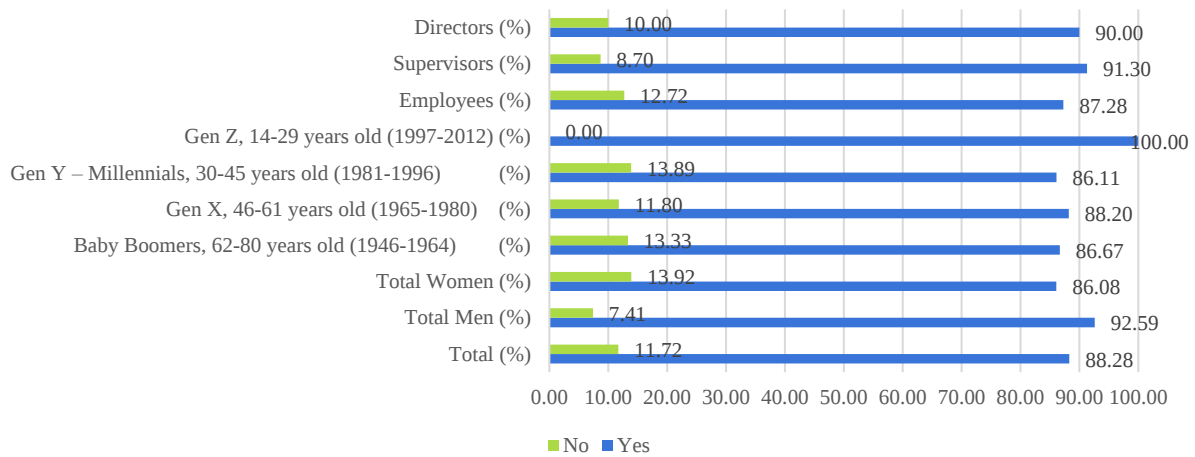


Figure 13. Statistics of accepting reward system (Source: Author's Compilation, 2026)

Is professional development important to you?	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
Yes	86.19	90.12	84.18	100.00	84.27	88.89	90.00
No	13.81	9.88	15.82	0.00	15.73	11.11	10.00

Table 2. Professional development (Source: Author's Compilation, 2026)

4.1. Maslow's Hierarchy of Needs

Regarding the satisfaction of physiological needs, the research data shows a general dissatisfaction with the salary. More specifically, there is a general dissatisfaction, in both genders, but also in all generations of Greek civil servants with their salaries, with the highest percentage recorded in Generation Z with 40% in the “disagree” option and in men with 28.40% in the “strongly disagree” option (Table 3).

My salary is fair and commensurate with my responsibilities and work performance.	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
Strongly agree	7.11	4.94	8.23	13.33	5.62	11.11	10.00
Agree	15.48	18.52	13.92	6.67	16.85	13.89	10.00
Neither agree nor disagree	25.94	18.52	29.75	26.67	26.97	22.22	20.00
Disagree	24.27	29.63	21.52	33.33	22.47	25.00	40.00
Strongly disagree	27.20	28.40	26.58	20.00	28.09	27.78	20.00

Table 3. Salary acceptance (Source: Author's Compilation, 2026)

Also, in order to satisfy the same needs as above, the data shows a workforce that is deeply divided as to whether they are satisfied with working conditions. The higher percentages recorded across all generations and genders indicate that overall working conditions are indifferent, while the highest percentage is recorded in Baby Boomers Generation with 46.67% (Table 4).

I am satisfied with my working conditions.	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
Strongly agree	8.79	9.88	8.23	6.67	8.43	11.11	10.00
Agree	30.54	27.16	32.28	26.67	32.02	27.78	20.00
Neither agree nor disagree	38.49	39.51	37.97	46.67	37.64	38.89	40.00
Disagree	20.08	20.99	19.62	13.33	21.35	13.89	30.00
Strongly disagree	2.09	2.47	1.90	6.67	0.56	8.33	0.00

Table 4. Working conditions satisfaction (Source: Author's Compilation, 2026)

About the safety needs, the percentages of respondents record a generational gap regarding job satisfaction. The highest percentage of being completely satisfied with their job is recorded among the Baby Boomers at 53.33%, while Generation Z states that their job is indifferent at 40% (Table 5).

I am satisfied with my job.	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
Strongly agree	21.34	18.52	22.78	53.33	19.66	19.44	10.00
Agree	38.49	37.04	39.24	33.33	41.01	30.56	30.00
Neither agree nor disagree	23.85	19.75	25.95	0.00	23.03	33.33	40.00
Disagree	13.81	19.75	10.76	6.67	14.61	11.11	20.00
Strongly disagree	2.51	4.94	1.27	6.67	1.69	5.56	0.00

Table 5. Job satisfaction (Source: Author's Compilation, 2026)

About the satisfaction of love (social) needs, a significant percentage of Baby Boomers (46.67%) believe that there is team spirit and camaraderie in their workplace. The rest, with regard to gender and generations, show strong polarization (Table 6).

In my workplace, there is team spirit and camaraderie.	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
Strongly agree	16.74	12.35	18.99	13.33	16.29	25.00	0.00
Agree	37.24	35.80	37.97	46.67	38.20	33.33	20.00
Neither agree nor disagree	25.94	27.16	25.32	33.33	25.84	19.44	40.00
Disagree	14.64	16.05	13.92	0.00	14.61	16.67	30.00
Strongly disagree	5.44	8.64	3.80	6.67	5.06	5.56	10.00

Table 6. Team spirit and camaraderie at workplace (Source: Author's Compilation, 2026)

Regarding the satisfaction of the above needs, Generation Y employees record the highest percentage of feeling supported by their superiors (41.67%), while Generation Z is skeptical about the support of their boss with 40% (Table 7).

My superior supports me in every project.	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
Strongly agree	23.01	20.99	24.05	26.67	19.66	41.67	10.00
Agree	29.29	29.63	29.11	20.00	32.02	22.22	20.00
Neither agree nor disagree	23.85	20.99	25.32	33.33	25.84	13.89	10.00
Disagree	17.57	19.75	16.46	20.00	17.42	11.11	40.00
Strongly disagree	6.28	8.64	5.06	0.00	5.06	11.11	20.00

Table 7. Support of the superior (Source: Author's Compilation, 2026)

Generation Z employees remain skeptical of their superiors' guidance at 30%, while this is indifferent for Baby Boomers at 40%. On the contrary, Gen Y – Millennials feel totally comfortable discussing guidance with their superiors at 30.56% (Table 8).

I feel like I can talk to my superior and have him/her give me proper guidance.	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
Strongly agree	23.85	20.99	25.32	20.00	23.60	30.56	10.00
Agree	30.13	32.10	29.11	20.00	32.02	27.78	20.00
Neither agree nor disagree	24.69	18.52	27.85	40.00	24.16	22.22	20.00
Disagree	11.72	14.81	10.13	13.33	12.36	5.56	20.00
Strongly disagree	9.62	13.58	7.59	6.67	7.87	13.89	30.00

Table 8. Guidance from the superior (Source: Author's Compilation, 2026)

According to esteem needs, Generation Z is divided on whether their superiors recognize the true value of their work and praises them or not, as the percentages are the same (30%) in both cases. The rest of the groups feel, more or less, that their superiors praise them, as they recognize the value of their work at a rate of 30.56% and 33.15% (Table 9).

My superior praises me when I do a good job and I feel that he/she respects and recognizes the quality of my work.	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
Strongly agree	21.34	17.28	23.42	26.67	20.22	30.56	0.00
Agree	30.96	33.33	29.75	26.67	33.15	22.22	30.00
Neither agree nor disagree	23.01	18.52	25.32	26.67	23.60	19.44	20.00
Disagree	15.90	23.46	12.03	20.00	14.61	16.67	30.00
Strongly disagree	8.79	7.41	9.49	0.00	8.43	11.11	20.00

Table 9. Praise and recognition from the superior (Source: Author's Compilation, 2026)

As far as the need of self-actualization, Generation Y employees strongly agrees that superiors are interested in their personal development at 36.11%, while Generation Z feel exactly the opposite at 40%. In general, there is, regardless of gender and generation, a positive attitude towards the idea that superiors encourage employees to attend seminars for personal development, except for Generation Z (Table 10).

My superior encourages me to participate in seminars for my personal development.	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
Strongly agree	22.59	19.75	24.05	26.67	20.79	36.11	0.00
Agree	23.01	18.52	25.32	33.33	23.60	16.67	20.00
Neither agree nor disagree	28.45	24.69	30.38	20.00	31.46	16.67	30.00
Disagree	16.74	28.40	10.76	20.00	14.61	19.44	40.00
Strongly disagree	9.21	8.64	9.49	0.00	9.55	11.11	10.00

Table 10. Encourage for personal development (Source: Author's Compilation, 2026)

4.2. Herzberg's Two-Factor Theory

Regarding hygiene factors, percentages are recorded in tables 3,4 and 6, regarding satisfaction with fair salary, work conditions, team spirit and camaraderie at workplace. Regarding whether there is transparency in goals and objectives, the data shows

that there is a strong division across all groups of respondents. Out of the total respondents, only 15.48% report that goals and objectives are completely clear. Generation Z is the most polarized group with 40% believing that goals and objectives are not clear, while 30% of the same generation believe that there is transparency in goals and objectives (Table 11).

In my workplace, there is transparency in goals and objectives.	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
Strongly agree	15.48	12.35	17.09	20.00	13.48	27.78	0.00
Agree	30.54	27.16	32.28	26.67	32.58	22.22	30.00
Neither agree nor disagree	29.71	29.63	29.75	33.33	30.90	22.22	30.00
Disagree	20.08	25.93	17.09	13.33	19.66	19.44	40.00
Strongly disagree	4.18	4.94	3.80	6.67	3.37	8.33	0.00

Table 11. Transparency in goals and objectives (Source: Author's Compilation, 2026)

Regarding motivator factors, the percentages are recorded in tables 5, 9 and 10 regarding job satisfaction, reward and recognition from the superior, but also his encouragement for personal development of Greek civil servants. Almost 1/3 of all respondents strongly prefer to remain in the Department/Service they currently work in, while 21.34% of all respondents are indifferent whether they will stay, with women reaching 22.15% and Generation Y 22.22% (Table 12).

I am not interested in changing Department/Service.	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
Strongly agree	33.47	30.86	34.81	33.33	34.83	30.56	20.00
Agree	15.48	14.81	15.82	26.67	14.61	13.89	20.00
Neither agree nor disagree	21.34	19.75	22.15	20.00	21.35	22.22	20.00
Disagree	15.90	17.28	15.19	13.33	15.73	16.67	20.00
Strongly disagree	13.81	17.28	12.03	6.67	13.48	16.67	20.00

Table 12. Changing Department/Service (Source: Author's Compilation, 2026)

Regarding the above factors, 72.38% of all respondents never attempted to apply for mobility, that is, they didn't apply not only to just to change Department or Service, but even

not to transfer to a completely different public body, with Generation Z holding the largest percentage at 100% (Table 13).

Have you ever applied for mobility?	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
No	72.38	70.37	73.42	73.33	67.98	86.11	100.00
Yes, once	10.88	19.75	15.19	13.33	19.66	8.33	0.00
Yes, more than once	16.74	9.88	11.39	13.33	12.36	5.56	0.00

Table 13. Applied for mobility (Source: Author's Compilation, 2026)

4.3. McClelland's Theory of Needs

For the separation of Greek civil servants into categories according to McClelland, that is, into "Achiever", "Affiliator" and "Power seeker", the dispersion of responses is expected, as these are personal goals of the employees. Thus, the data records that in general, 54.39% of the total prefer to achieve difficult goals, feeling "Achievers", only 15.48% of the total wish to lead a team, feeling "Power seeker" and 30.13% prefer to be a member of a team, feeling "Affiliators". Directors have the highest percentage in this category at 40%, as they are in a position where the desire to lead a team is necessary, as "Power seeker" (Table 14).

Which sentence describes you best?	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)	Employees (%)	Supervisors (%)	Directors (%)
I like achieving difficult goals, overcoming obstacles and reaching high levels of performance.	54.39	45.68	58.86	53.33	53.37	63.89	40.00	53.76	58.70	50.00
I like to belong to a group that accepts me.	30.13	27.16	31.65	26.67	30.90	27.78	30.00	34.68	21.74	10.00
I like leading a team and guiding them to the success of a project.	15.48	27.16	9.49	20.00	15.73	8.33	30.00	11.56	19.57	40.00

Table 14. Division into categories according to McClelland (Source: Author's Compilation, 2026)

4.4. Vroom's Expectancy Theory

Regarding expectancy, 39.51% of men agree that if they work hard, they will perform better, something that 40.00% of Baby Boomers agree also with, while 40% of Generation Z are absolutely certain of it. Overall, over 70% of all groups in the survey agree that the harder they work, the better they can perform (Table 15).

I believe that the harder I try, the better I perform at my job.	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
Strongly agree	28.03	25.93	29.11	20.00	28.09	27.78	40.00
Agree	34.31	39.51	31.65	40.00	35.96	25.00	30.00
Neither agree nor disagree	25.10	24.69	25.32	33.33	25.28	27.78	0.00
Disagree	10.04	6.17	12.03	6.67	8.99	13.89	20.00
Strongly disagree	2.51	3.70	1.90	0.00	1.69	5.56	10.00

Table 15. Performance based on hard work (Source: Author's Compilation, 2026)

Following table 15, the largest percentage of all groups believe that it is already performing well, with a total of 39.75% of respondents strongly agree on that and a total of 45.19% of respondents just agree. The percentage of baby boomers is also significant, where 40% completely agree and 53.33% just agree. The percentage of respondents who consider that they do not perform well does not exceed 11.5%, mainly among men (Table 16).

I believe I am performing well.	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
Strongly agree	39.75	35.80	41.77	40.00	37.08	52.78	40.00
Agree	45.19	44.44	45.57	53.33	46.63	36.11	40.00
Neither agree nor disagree	6.69	8.64	5.70	0.00	7.87	2.78	10.00
Disagree	5.44	8.64	3.80	0.00	6.18	2.78	10.00
Strongly disagree	2.93	2.47	3.16	6.67	2.25	5.56	0.00

Table 16. Personal performance according to employee (Source: Author's Compilation, 2026)

According to Table 7, the largest percentage of all respondents trust in the support of their superiors, with the highest percentage recorded by Generation Y with 41.67% completely agreeing and 22.22% simply agreeing. About the Valence, the following tables

demonstrate that the reward differs from employee to employee. Thus, if the reward is a financial reward, the largest percentage of all respondents (43.10%) is in favor of bonuses due to achieving goals, with the percentage of Baby Boomers reaching 53.33% for this kind of reward (Table 17).

Which financial reward do you consider most important?	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
Bonus due to achieving goals	43.10	50.62	39.24	53.33	43.82	36.11	40.00
Bonus during the festive periods	23.43	25.93	22.15	13.33	23.03	27.78	30.00
Travel expenses coverage	8.37	4.94	10.13	6.67	6.18	19.44	10.00
Additional health insurance	10.04	8.64	10.76	13.33	9.55	8.33	20.00
None of the above	15.06	9.88	17.72	13.33	17.42	8.33	0.00

Table 17. Financial reward options (Source: Author's Compilation, 2026)

If the reward is a moral recognition, there is a strong difference mainly between generations and not so much between genders. Generation Z is the only one that recognizes social media rewards as a reward with a rate of 30.00%, when other groups record rates from 0.00% to 4.94% for this type of recognition. Generation Y prefers personal rewards from their superiors at 30.56%, while Baby Boomers prefer seminars for personal training at 33.33%. Also significant is the percentage of all respondents (31.38%) who do not agree with any of the proposed options (Table 18).

Which moral recognition do you consider most important?	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
Announcement of your success on the Agency's social media	2.93	4.94	1.90	0.00	2.25	0.00	30.00
Offer of seminars for personal training	22.18	22.22	22.15	33.33	20.79	22.22	30.00
Private reward from superior	28.45	27.16	29.11	13.33	30.34	30.56	10.00
Assignment of major projects	15.06	18.52	13.29	26.67	11.80	22.22	30.00
None of the above	31.38	27.16	33.54	26.67	34.83	25.00	0.00

Table 18. Moral reward options (Source: Author's Compilation, 2026)

If the reward is based on changes in daily life, there is also a dispersion of results between generations. Specifically, Generation Z with a percentage of 40.00% prefers the renovation of workplace and equipment and so does Generation X with a percentage of 27.53%. Baby Boomers with a percentage of 40.00% prefers flexible working hours, while Generation Y prefers with a percentage of 33.33% the extra days off. Both men and women have approximately the same percentages in each option (Table 19).

What change in your job daily life do you consider most important, as a reward?	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
Working remotely, some days of the week	13.39	14.81	12.66	13.33	9.55	30.56	20.00
Flexible working hours	21.34	22.22	20.89	40.00	21.91	13.89	10.00
Renovation of workplace and equipment	26.36	28.40	25.32	26.67	27.53	16.67	40.00
Extra days off	24.27	22.22	25.32	0.00	24.72	33.33	20.00
None of the above	14.64	12.35	15.82	20.00	16.29	5.56	10.00

Table 19. Daily life reward options (Source: Author's Compilation, 2026)

If the reward is a joint activity with colleagues at the expense of the organization, with the aim of strengthening relationships, the only group with the least dispersion of answers is Gen Z, where 60.00% choose to have lunch outside the office with colleagues. The same is chosen by the Baby Boomers with 33.33% and Gen X with 30.34%. Men and women mainly choose, at 30.86% and 30.38%, a joint activity, such as a day trip (Table 20).

Which activity, at the expense of the Organization, for strengthening professional relationships do you consider most important?	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
Shared lunch outside the office	25.52	25.93	25.32	33.33	30.34	25.00	60.00
Joint activity, e.g. day trip	30.54	30.86	30.38	26.67	22.47	19.44	30.00
Joint training seminar	21.76	17.28	24.05	13.33	23.03	22.22	10.00
None of the above	22.18	25.93	20.25	26.67	24.16	33.33	0.00

Table 20. Activity reward options (Source: Author's Compilation, 2026)

4.5. Adams' Equity Theory

Regarding inputs and outputs, Table 3 shows that the largest percentage of all respondents consider that their salary is not fair and proportionate to the services they provide. Generation Z disagrees at a rate of 40.00% and strongly disagrees at a rate of 20.00%. The other groups have similar percentages as Gen Z. Regarding the working conditions of the respondents, Table 4 records the highest percentages of groups that they are indifferent to, with the highest percentage of the Baby Boomers' with 46.67%. Regarding whether they are satisfied with their work, Table 5 records a dispersion between the responses of the generations. Thus, the Baby Boomers with a percentage of 53.33% are completely satisfied and 33.33% are just satisfied, while 40% of the Generation Z are indifferent to them.

Regarding the clarity of goals and objectives, which enhances the feeling of justice and equality in the workplace, Table 11 also records a dispersion between the responses of generations, as well as genders. The 32.28% of women agree that there is transparency, while the corresponding percentage of men is 27.16%, with 29.63% being indifferent. 40% of Generation Z disagree, while only 32.58% of Generation X agree. Regarding whether respondents feel they are treated unfairly in their workplace, the highest percentages of those who agree are the Baby Boomers with 60% and Generation Z with 60%, while Generation X agrees also with 58.43% and Generation Y with 50%. Men agree with 55.46% and women with 58.23% (Table 21).

Do you feel that you are being treated unfairly in your workplace?	Total (%)	Total Men (%)	Total Women (%)	Baby Boomers, 62-80 years old (1946-1964) (%)	Gen X, 46-61 years old (1965-1980) (%)	Gen Y – Millennials, 30-45 years old (1981-1996) (%)	Gen Z, 14-29 years old (1997-2012) (%)
Yes	57.32	55.56	58.23	60.00	58.43	50.00	60.00
No	42.68	44.44	41.77	40.00	41.57	50.00	40.00

Table 21. Unfairly treatment in the workplace (Source: Author's Compilation, 2026)

According to Table 12, the percentage of all respondents who are not interested in being transferred to another Department is 33.47% (they completely agree). According to Table 13, 72.38% of all respondents have never requested to be transferred to another organization.

Chapter 5. Discussion

5.1. Discussion of the 1st Research Question

The quantitative distribution of the anonymous opinions of Greek civil servants constitutes the basis for a substantive qualitative analysis. In today's era, the basic needs include the basic professional and psychological needs of the human resources of the public sector. Thus, the percentages reflect whether the public sector has managed to fulfill these needs. According to Maslow, basic needs are considered to be the physiological needs, safety needs and love (social) needs. According to Herzberg, hygiene factors constitute the basic needs. If civil servants feel that they are working in a non-functional or unsupportive work environment, they cannot perform and the application of any motivations, financial or moral, are futile and ineffective.

The percentages in the Tables record dissatisfaction among men and women regarding their salary. Regarding working conditions, job satisfaction and team spirit in the workplace, they are positive about them, while they feel relative support and recognition from their superiors.

The most job satisfaction feeling has been recorded by the Baby Boomers; on the other hand, they are dissatisfied with their salary. From the percentages it seems that they feel stability and security, they do not focus so much on working conditions and they feel that they have relative support and recognition from their superiors, without this creating so much dissatisfaction about their work or about their colleagues. Due to their age, this generation is

just before retirement, therefore they have already established themselves in the field, they have known their colleagues for years and take the situation at work for granted.

Similar percentages to those of Baby Boomers are recorded in Generation X. They are just as dissatisfied with their salary and the team spirit, less satisfied with their job, but more satisfied with working conditions and they feel relatively supported and recognized by their superiors. These two generations are in positions of responsibility, Directors or Superiors, therefore it is important to analyze their percentages, as they also affect the performance of their subordinates.

Generation Y feels the greatest support and recognition from their superiors, compared to other generations, but they are just as dissatisfied with their salary. Compared to the previous generation, they are less satisfied with their job and feel the same about working conditions, while the team spirit and camaraderie is felt more intensely.

Finally, the percentages of the tables record greater dissatisfaction in Generation Z, regarding the salary and the support of the boss and they are indifferent to the subject of the work and the working conditions, considering that they work in a professional environment with an indifferent team spirit and collegiality. This is interpreted as a major drawback of the Greek public sector, since Generation Z constitutes its future employees. This means that gradually, the Directors and Superiors, who now belong to previous generations, will give their place to public employees who will simply try to satisfy their basic needs, without reacting to any motivation, even the Public Service Motivation (PSM).

5.2. Discussion of the 2st Research Question

Both men and women feel unfairly treated in their workplace in relation to their performance, with a slightly higher percentage among women, who are more confident about the quality of their performance. Women do not rely as much on financial motivations as men and consider ensuring quality working conditions or a few extra days off important, while

they are positive about any joint activity to strengthen relationships with colleagues. They also seek difficult goals and reach high levels of performance. Thus, it seems that they invest more in the people-centered nature of the public sector. Men, although they are less confident in their performance, they seek difficult goals and reach high levels of performance, but they are also positive about collaborations, as well as leadership positions. Their desired motivations are mainly financial, while in moral rewards or activities they are almost identical to women.

Baby Boomers consider their professional development to be absolutely important, they are confident in their performance and that this is due to their hard work, and that is why they feel the most unfairly treated. However, a significant percentage of them do not wish to change departments or organizations. Their desired motivations are mainly financial, while they also would like a more flexible schedule, without excluding their personal participation in seminars or joint activities with colleagues.

Generation X also feels unfairly treated, as they are also confident in their performance and that this is due to their hard work. They are interested in their professional development and for this reason some of them have made efforts to change departments or organizations, seeking difficult goals to reach high levels of performance. Their desired motivations are also financial, without excluding moral rewards, such as the assignment of larger projects, while they support any joint activity and consider ensuring quality working conditions important.

Generation Y feels unfairly treated, but not to the same extent as the other groups, although they are also confident in their performance, although they are not so sure that the performance is due to their hard work. The desired motivations are financial. They want fewer working days or at least some days working remotely and do not exclude joint

activities. They also seek difficult goals to reach high levels of performance while they are not sure that they want to remain in this department or organization.

Finally, Generation Z, like Baby Boomers, feel the most disadvantaged in the workplace, although they are sure that their good performance is due to their hard work. They are interested in their professional development and believe that they can respond to any position they are placed in, namely Employee, Superior or Director. Although their motivations are mainly financial, they desire ensuring quality working conditions more than any other group, while they are particularly positive in joint activity with colleagues.

The data shows that employees who have a position of responsibility, it is what they want. Directors have a strong desire to achieve difficult goals and reach high levels of performance, along with their desire to lead a team. Their reduced desire to belong to a team where they are accepted is due to the fact that they must be distanced, not distant, from their subordinates, as they essentially manage all the teams of the Sector, in which they are managers. Superiors are more likely to belong to a team that accepts them, as for the teams they supervise, they are the link between Employees and the Director, and the goals that the team will achieve are due to their proper management.

5.3. Discussion of the 3st Research Question

Based on the data obtained from the research, there is strong dissatisfaction among the majority of Greek civil servants regarding their salary. For this reason, they are obviously more interested in the financial motivations, since their salary will be substantially strengthened. As the Unified Pay Scale is applied in the public sector, a horizontal increase, proportional to the expectations of the employees, costs millions of euros in the monthly state budget and cannot be implemented immediately.

For the Maslow's Theory, its application presupposes a fair salary and financial security. Therefore, it cannot be applied directly and effectively. For the application of

Herzberg' theory, a fair salary is also required to eliminate dissatisfaction and to apply the motivations successfully. Therefore, this Theory cannot be applied directly either. According to the research, Greek civil servants, due to their dissatisfaction with their salary, are more interested in applying financial motivations. Therefore, Vroom's Theory cannot be applied, as financial rewards cannot be given, therefore there will be no effort from the employees.

McClelland's Theory, although it does not contain financial motivations, at least not apparently, cannot be applied immediately, as it requires a complete administrative reorganization to reassign employees. This action presupposes a complete psychological analysis of each employee to determine the best position to perform best, and due to the large number of civil servants, this takes a lot of time.

As Adams' theory is based on the employee's personal sense of equality, the Unified Pay Scale can be the basis for its implementation and strengthen the feeling of equality, although there is general dissatisfaction with the range of the employees' salary. The theory can be based on a system of fair work distribution and transparency in the decisions. It can be applied immediately, because transparency and fair division of work can be performed by each manager and does not require an effort for the entire public sector. It is considered effective because it can eliminate the feeling of injustice and increase the motivation of the employees.

Chapter 6. Conclusion and Recommendations

6.1. Conclusion

The above research concludes that all five motivation theories can be applied to the Greek public sector, under certain conditions. Although salary and job security remain important factors, Greek civil servants are also influenced by other motivations, such as justice, recognition and Public Service Motivation (PSM). The factors that can motivate

them to achieve better performance are mainly financial due to their dissatisfaction with their current salary, but the research showed that they are also positive about other types of motivations. Already, the research data show that the form of the Greek public sector must be modernized, as it tends to lose its main character of serving the citizens and the application of motivations can prevent this.

6.2. Recommendations

According to the above, the Greek public sector needs to redefine its characteristics, to modernize, adapting an administrative reform to modern data. As the backbone of the public sector is its employees, it must strategically invest in its human resources, strengthening them in terms of their skills, providing appropriate motivation and rewards, after first ensuring quality working conditions. As, in the coming years, Generation X will take over the reins of senior management positions, special importance should be given to it and the appropriate conditions and motivations should be created to enable it to perform to the maximum. Special importance should also be given to Generation Z, which should be approached based on its own characteristics and incentives, always maintaining a sense of equality among the generations.

The successful application of motivation theories in the Greek public sector is difficult, due to its characteristics, its volume and the large number of people it employs. However, it is not impossible. The theories of motivation can be applied in stages to the public sector until the modernization of the entire public sector. Thus, the theories can be applied on a pilot basis, while their application in stages will accelerate the successful modernization of the entire Greek public sector. As it is difficult to provide horizontal increases to all public employees, it is possible for each public organization to provide additional financial benefits to its employees, such as travel expenses, overtime, and additional financial support for employees with children. It is also possible for any public

body to seek sponsorships and donations from external bodies for the renovation of its business premises or the supply of equipment.

6.3. Research Limitations

This research has limitations. The questionnaires, which created via Google Forms, were sent to Greek civil servants throughout Greece. However, the responses are completely anonymous and it is not known in which region of Greece the respondents live and work. Therefore, there may be limited geographical coverage. This study is based on questions, the answers to which are easily influenced by personal expectations, prejudices or fears. Although the questionnaire was completely anonymous and no personal information of the respondents was collected, the respondents may hide their personal opinion and give answers that they consider acceptable and expected, so that the results of the survey do not correspond to reality. Also, the survey design is cross-sectional and records the perceptions of participants at a specific point in time, when the respondent is in a specific psychological state. Thus, the ability to record the true opinion of the respondents may be limited. Furthermore, the limited time frames of the study prevented long-term analysis, resulting in the study being limited to a specific number of respondents. Finally, all five of the theories that were analyzed and applied in the research are from the United States. This is a limitation of the research, as these theories were developed under the same social environment in different time periods.

6.4. Contribution of the Thesis

This Thesis conducted a quantitative survey with a sample of 239 Greek civil servants, regardless of gender, education and administrative position, and recorded the results in tables, according to the five well-known motivation theories, Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McClelland's Theory of Needs, Vroom's Expectancy Theory and Adams' Equity Theory. This Thesis is hoping to have contributed to the

literature, as the theories were applied to the Greek public sector, the vulnerabilities of the Public Sector for their implementation were identified and it was shown that one of the five theories, that is Adams' Theory, can be applied directly and effectively.

6.5. Suggestion for Future Research

Based on the limitations of the methodology and the research, several suggestions for future research can be made. Initially, a future study could use a much larger sample of Greek civil servants to cover a larger percentage of employees and make the results more representative.

Also, future research should be based on a more extensive questionnaire, aiming to record more information about the respondents in order to outline the profile of each respondent. This could work better with a mixed method approach, where a representative sample could be taken from each region of Greece and from each public service.

In future research, five similar services could be selected, such as five Ministries, and a different motivation theory with the corresponding reward system could be piloted in each one. Over time, more than one year, the results that will arise should be recorded and the corresponding conclusions drawn. Finally, since all five motivation theories originate from the United States, future research could develop theories from other countries and compare them with the above five ones.

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Appendices

Appendix A. Questionnaire (English Version)

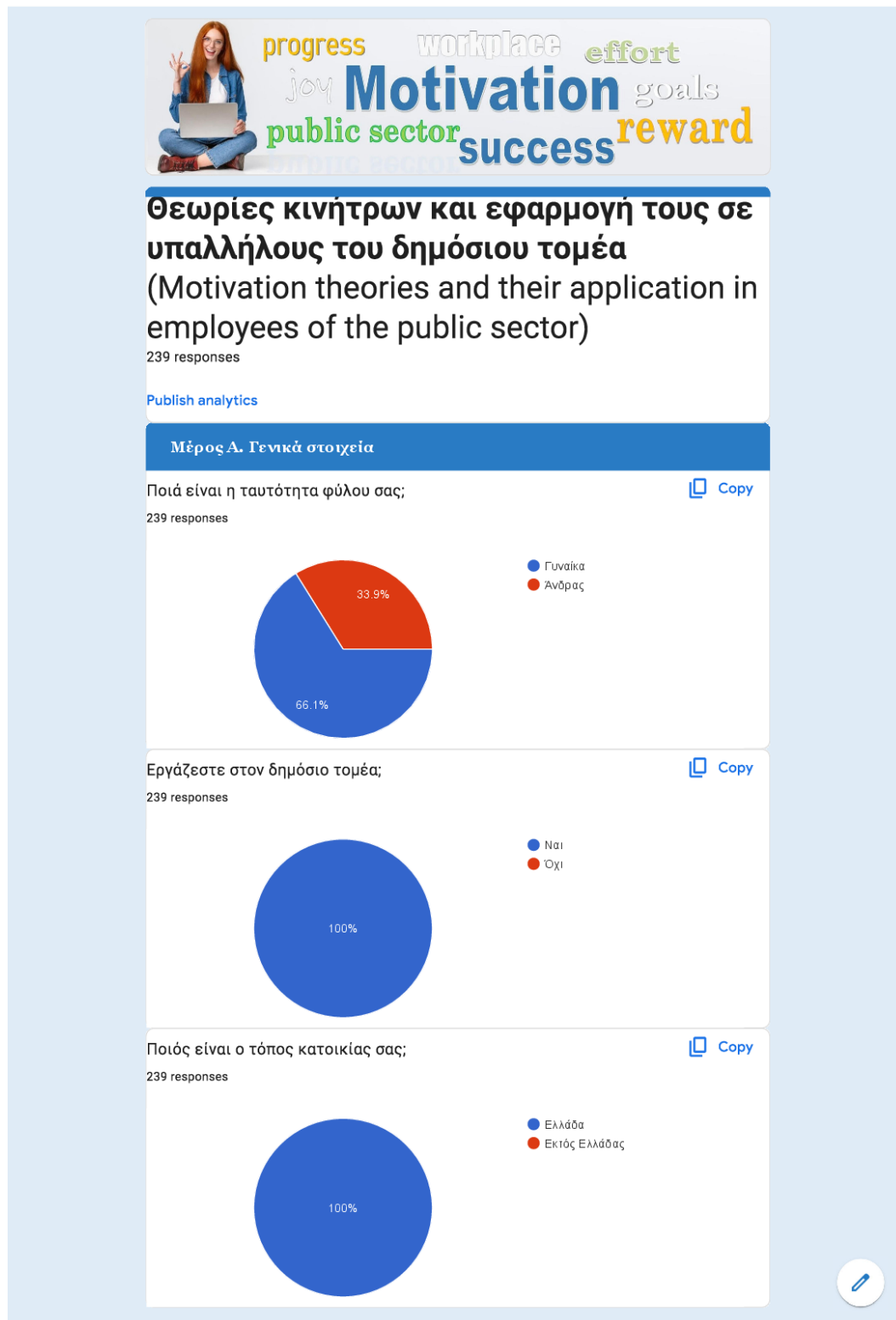
- 1=Strongly agree
 2=Agree
 3=Neither agree nor disagree
 4=Disagree
 5=Strongly disagree

What is your gender identity?	Man Woman
Do you work in the public sector?	Yes No
What is your place of residence?	Greece Outside Greece
Which generation do you belong to?	Baby Boomers, 62-80 years old (1946-1964) Gen X, 46-61 years old (1965-1980) Gen Y – Millennials, 30-45 years old (1981-1996) Gen Z, 14-29 years old (1997-2012)
How many years are you working in the public sector?	1-10 years 10-20 years 20-30 years More than 30 years
What is your educational level?	YE (Compulsory Education) DE (Secondary education) TE (Technological education)-PE (University education)
Have you done postgraduate or doctoral studies?	Yes, I have a Master's degree. Yes, I have a PhD. No, I haven't.
What position do you hold?	Employee Superior Director
I am satisfied with my working conditions.	1 2 3 4 5
I am satisfied with my job.	1 2 3 4 5
In my workplace, there is team spirit and camaraderie.	1 2 3 4 5

In my workplace, there is transparency in goals and objectives.	1 2 3 4 5
My superior supports me in every project.	1 2 3 4 5
My superior praises me when I do a good job and I feel that he respects and recognizes the quality of my work.	1 2 3 4 5
My superior encourages me to participate in seminars for my personal development.	1 2 3 4 5
I feel like I can talk to my superior and have him/her give me proper guidance.	1 2 3 4 5
I am not interested in changing Department/Service.	1 2 3 4 5
Have you ever applied for mobility?	No Yes, once Yes, more than once
Which sentence describes you best?	I like achieving difficult goals, overcoming obstacles and reaching high levels of performance. I like to belong to a group that accepts me. I like leading a team and guiding them to the success of a project.
My salary is fair and commensurate with my responsibilities and work performance.	1 2 3 4 5
I believe that the harder I try, the better I perform at my job.	1 2 3 4 5

I believe I am performing well.	1 2 3 4 5
Do you feel that you are being treated unfairly in your workplace?	Yes No
Would you be interested in implementing a reward system in your work environment?	Yes No
Which financial reward do you consider most important?	Bonus due to achieving goals Bonus during the festive periods Travel expenses coverage Additional health insurance None of the above
Which moral recognition do you consider most important?	Announcement of your success on the Agency's social media Offer of seminars for personal training Private reward from superior Assignment of major projects None of the above
What change in your job daily life do you consider most important, as a reward?	Working remotely, some days of the week Flexible working hours Renovation of workplaces and equipment Extra days off None of the above
Which activity, at the expense of the Organization, for strengthening professional relationships do you consider most important?	Shared lunch outside the office Joint activity, e.g. day trip Joint training seminar None of the above
Is professional development important to you?	Yes No

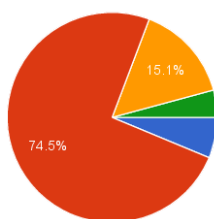
Appendix B. Questionnaire (Google Form)



Σε ποια γενιά ανήκετε;

239 responses

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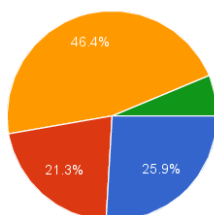


- Baby Boomers, 62-80 ετών (1946-1964)
- Gen X, 46-61 ετών (1965-1980)
- Gen Y – Millennials, 30-45 ετών (1981-1996)
- Gen Z, 14-29 ετών (1997-2012)

Πόσα χρόνια εργάζεστε στον δημόσιο τομέα;

239 responses

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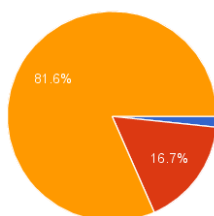


- 1-10 χρόνια
- 10-20 χρόνια
- 20-30 χρόνια
- Περισσότερα από 30 χρόνια

Ποιό είναι το εκπαιδευτικό σας επίπεδο;

239 responses

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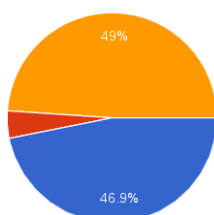


- ΥΕ (Υποχρεωτικής εκπαίδευσης)
- ΔΕ (Δευτεροβάθμιας εκπαίδευσης)
- ΤΕ (Τεχνολογικής εκπαίδευσης)- ΠΕ (Πανεπιστημιακής εκπαίδευσης)

Έχετε κάνει μεταπτυχιακές ή διδακτορικές σπουδές;

239 responses

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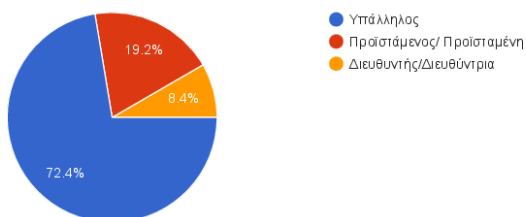
- Ναι, έχω μεταπτυχιακό
- Ναι, έχω διδακτορικό
- Όχι, δεν έχω κάνει



Τι θέση κατέχετε;

239 responses

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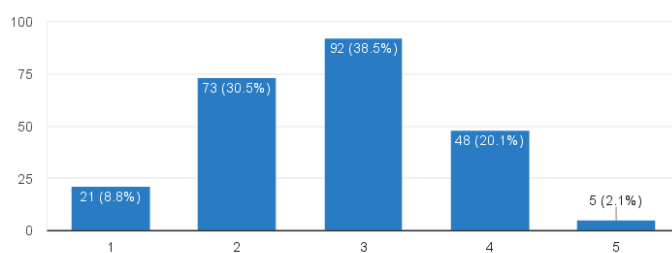


Μέρος Β. Εργασιακό περιβάλλον

Είμαι ικανοποιημένος/η με τις συνθήκες εργασίας μου.

239 responses

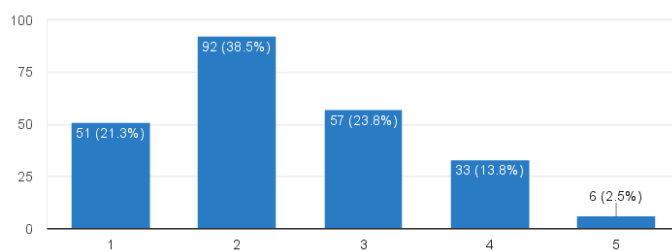
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Είμαι ικανοποιημένος/η με το αντικείμενο εργασίας μου.

239 responses

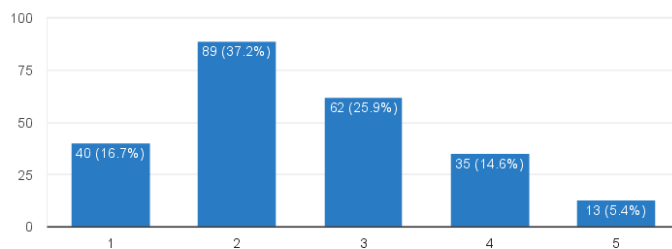
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Στον εργασιακό μου χώρο, υπάρχει ομαδικό πνεύμα και συναδελφικότητα.

239 responses

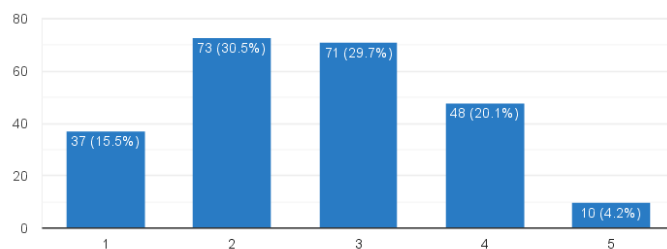
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Στον εργασιακό μου χώρο, υπάρχει διαφάνεια στους στόχους και τα αντικείμενα.

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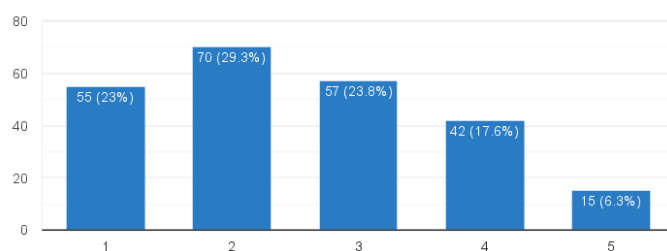
239 responses



Ο/Η ανώτερός/ή μου με στηρίζει σε κάθε project.

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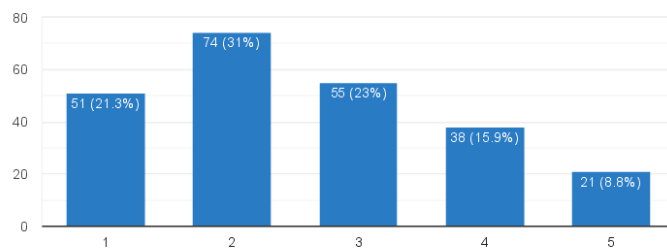
239 responses



Ο/Η ανώτερός/ή μου με επαινεί όταν κάνω καλή δουλειά και νιώθω ότι σέβεται και αναγνωρίζει την ποιότητα της δουλειάς μου.

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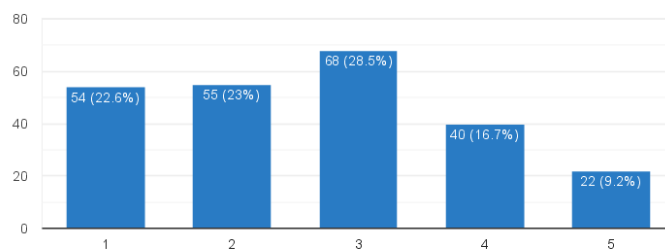
239 responses



Ο/Η ανώτερός/ή μου με ωθεί στο να με μετέχω σε σεμινάρια για την προσωπική μου εξέλιξη.

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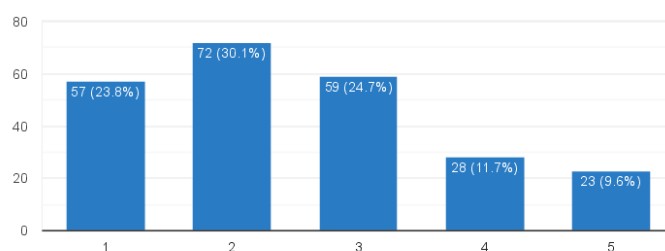
239 responses



Νιώθω ότι μπορώ να μιλήσω στον/στην ανώτερό/ή μου και να μου δώσει σωστές κατευθυντήριες οδηγίες.

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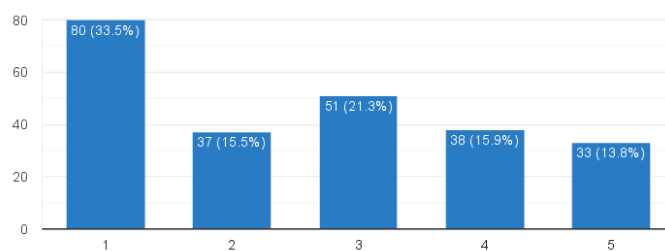
239 responses



Δεν με ενδιαφέρει να αλλάξω Τμήμα/Υπηρεσία.

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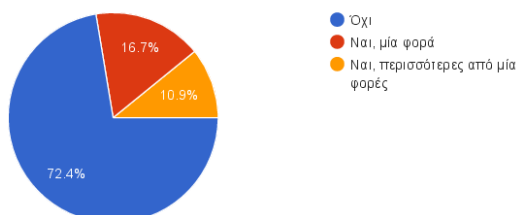
239 responses



Έχετε κάνει ποτέ αίτηση κινητικότητας;

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239 responses

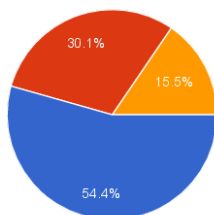


Μέρος Γ. Απόδοση στην εργασία και εφαρμογή κινήτρων

Ποια πρόταση σας χαρακτηρίζει καλύτερα;

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239 responses

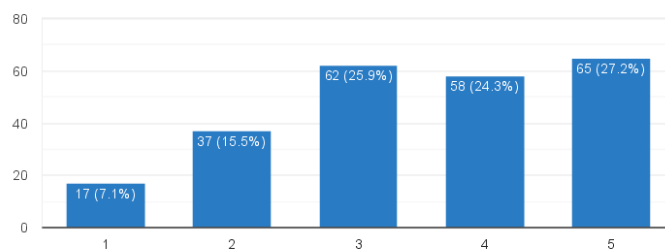


- Μου αρέσει να πετυχαίνω δύσκολους στόχους, να ξεπερνάω εμπόδια και να φτάνω σε υψηλά επίπεδα απόδοσης
- Μου αρέσει να ανήκω σε μια ομάδα που να με αποδέχεται
- Μου αρέσει να ηγούμαι μιας ομάδας και να την καθοδηγώ για την επιτυχία ενός project

Ο μισθός μου είναι δίκαιος και ανάλογος των ευθυνών μου και της απόδοσης της εργασίας μου.

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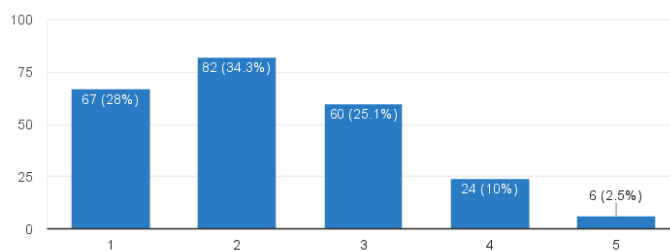
239 responses



Πιστεύω ότι όσο περισσότερο προσπαθώ, τόσο καλύτερα αποδίδω στην εργασία μου.

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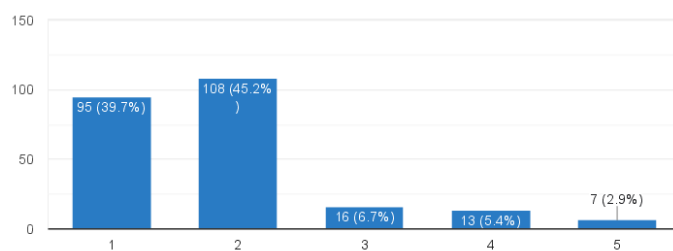
239 responses



Πιστεύω ότι αποδίδω καλά.

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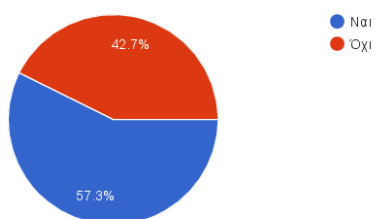
239 responses



Νιώθετε ότι αδικείτε στον εργασιακό σας χώρο;

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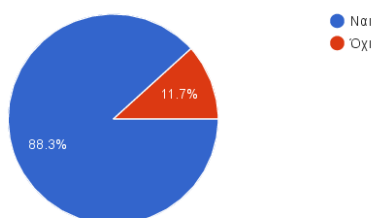
239 responses



Θα σας ενδιέφερε η εφαρμογή ενός συστήματος ανταμοιβής στο εργασιακό σας περιβάλλον;

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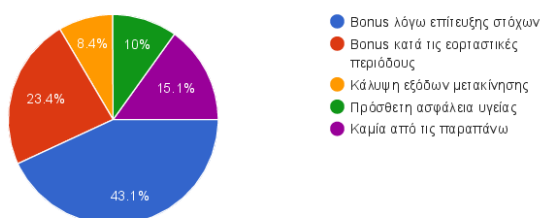
239 responses



Ποιά οικονομική ανταμοιβή θεωρείτε πιο σημαντική;

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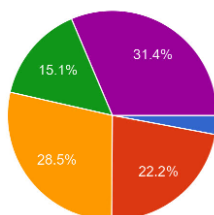
239 responses



Ποιά ηθική αναγνώριση θεωρείτε πιο σημαντική;

239 responses

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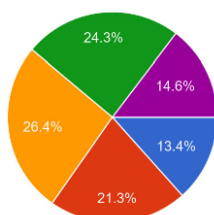


- Ανακοίνωση της επιτυχίας σας στα social του Φορέα
- Προσφορά σεμιναρίων για προσωπική επιμόρφωση
- Ιδιωτική επιβράβευση από τον ανώτερο/η
- Ανάθεση σημαντικότερων έργων
- Καμία από τις παραπάνω

Ποιά αλλαγή στην καθημερινότητά σας θεωρείτε πιο σημαντική, ως επιβράβευση;

239 responses

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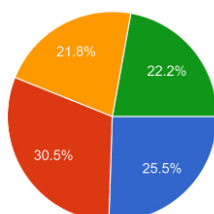


- Τηλεργασία, κάποιες ημέρες της εβδομάδας
- Ευέλικτο ωράριο
- Ανακαίνιση χώρων εργασίας και εξοπλισμού
- Επιπλέον μέρες άδειας
- Καμία από τις παραπάνω

Ποια δραστηριότητα, με έξοδα του Φορέα, για σύσφιξη επαγγελματικών σχέσεων θεωρείτε πιο σημαντική;

239 responses

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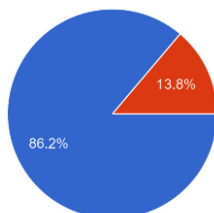


- Κοινό γεύμα εκτός γραφείου
- Κοινή δραστηριότητα, πχ μονοήμερη εκδρομή
- Κοινό σεμινάριο εκπαίδευσης
- Καμία από τις παραπάνω

Είναι σημαντική για εσάς η επαγγελματική εξέλιξη;

239 responses

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- Ναι
- Όχι

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Appendix C. Participant Information Sheet (English Version)

Dear participants,

The following questionnaire is a key pillar for the preparation of my research work within the framework of the MBA Postgraduate Program of Neapolis University Paphos, entitled "Motivation theories and their application in employees of the public sector".

As employees are extremely necessary for the proper and effective functioning of the public sector, the purpose of this research is to record and analyze their working conditions and identify the motivations (financial and moral) that will increase their performance.

Your participation is voluntary, completely anonymous and no personal data is requested. The answers will remain completely confidential and will be used exclusively for this research.

The completion time does not exceed 6 minutes and I would be truly grateful if you would take a moment to complete it.

Thank you very much for your time and contribution to the research!

I am at your disposal for any clarification at the e-mail: s.fydani@nup.ac.cy

Sincerely,

Stella Fydani

Neapolis University of Paphos

Appendix D. Official tables of the Ministry of Interior

Πηγή: Μητρώο Ανθρωπίνου Δυναμικού Ελληνικού Δημοσίου (arografi.gov.gr)

Α. Τακτικό προσωπικό (Εκτός ΝΠΙΔ)

Πίνακας 1 - Σύνολο τακτικού προσωπικού (εκτός ΝΠΙΔ)

ΑΥΓΟΥΣΤΟΣ 2023	Συνολικά ΙΟΥΛΙΟΣ 2023 (1)	Αποχωρήσεις (Παρατήσεις - Συνταξιοδοτήσεις) (2)	Προσλήψεις - Μεταφορές από ΝΠΙΔ (3)	Διορθώσεις/ Επαναφορές (4)	Συνολικά ΑΥΓΟΥΣΤΟΣ 2023 (5)
ΚΑΤΗΓΟΡΙΑ					
ΚΥΒΕΡΝΗΤΙΚΟΙ - ΠΟΛΙΤΕΙΑΚΟΙ ΦΟΡΕΙΣ	456	0	0	1	457
ΒΟΥΛΗ	1,168	0	0	0	1,168
ΑΝΕΞΑΡΤΗΤΕΣ ΑΡΧΕΣ	14,019	26	7	-2	13,998
ΥΠΟΥΡΓΕΙΟ ΑΓΡΟΤΙΚΗΣ ΑΝΑΠΤΥΞΗΣ ΚΑΙ ΤΡΟΦΙΜΩΝ	1,901	2	4	-1	1,901
ΥΠΟΥΡΓΕΙΟ ΑΝΑΠΤΥΞΗΣ	2,434	2	1	-3	2,430
ΥΠΟΥΡΓΕΙΟ ΔΙΚΑΙΟΣΥΝΗΣ	11,969	23	20	-4	11,959
ΥΠΟΥΡΓΕΙΟ ΕΘΝΙΚΗΣ ΑΜΥΝΑΣ	86,851	116	1	0	86,735
ΥΠΟΥΡΓΕΙΟ ΕΞΩΤΕΡΙΚΩΝ	1,880	5	0	0	1,875
ΥΠΟΥΡΓΕΙΟ ΕΡΓΑΣΙΑΣ ΚΑΙ ΚΟΙΝΩΝΙΚΗΣ ΑΣΦΑΛΙΣΗΣ	10,862	39	5	0	10,679
ΥΠΟΥΡΓΕΙΟ ΕΣΩΤΕΡΙΚΩΝ	1,648	1	0	0	1,647
ΥΠΟΥΡΓΕΙΟ ΚΛΙΜΑΤΙΚΗΣ ΚΡΙΣΗΣ ΚΑΙ ΠΟΛΙΤΙΚΗΣ ΠΡΟΣΤΑΣΙΑΣ	11,857	4	0	0	11,853
ΥΠΟΥΡΓΕΙΟ ΚΟΙΝΩΝΙΚΗΣ ΣΥΝΟΧΗΣ ΚΑΙ ΟΙΚΟΓΕΝΕΙΑΣ	2,102	10	6	0	2,248
ΥΠΟΥΡΓΕΙΟ ΜΕΤΑΝΑΣΤΕΥΣΗΣ ΚΑΙ ΑΣΥΛΟΥ	839	0	0	-2	836
ΥΠΟΥΡΓΕΙΟ ΝΑΥΤΙΛΙΑΣ ΚΑΙ ΝΗΣΙΟΤΙΚΗΣ ΠΟΛΙΤΙΚΗΣ	8,698	6	7	1	8,700
ΥΠΟΥΡΓΕΙΟ ΕΘΝΙΚΗΣ ΟΙΚΟΝΟΜΙΑΣ ΚΑΙ ΟΙΚΟΝΟΜΙΚΩΝ	3,576	7	0	0	3,568
ΥΠΟΥΡΓΕΙΟ ΠΑΙΔΕΙΑΣ, ΘΡΗΣΚΕΥΜΑΤΩΝ ΚΑΙ ΑΘΛΗΤΙΣΜΟΥ	171,167	910	1,993	4	172,253
ΥΠΟΥΡΓΕΙΟ ΠΕΡΙΒΑΛΛΟΝΤΟΣ ΚΑΙ ΕΝΕΡΓΕΙΑΣ	3,825	11	1	2	3,815
ΥΠΟΥΡΓΕΙΟ ΠΟΛΙΤΙΣΜΟΥ	6,459	23	1	0	6,437
ΥΠΟΥΡΓΕΙΟ ΠΡΟΣΤΑΣΙΑΣ ΤΟΥ ΠΟΛΙΤΗ	60,760	29	2	-3	60,730
ΥΠΟΥΡΓΕΙΟ ΤΟΥΡΙΣΜΟΥ	699	2	2	0	700
ΥΠΟΥΡΓΕΙΟ ΥΓΕΙΑΣ	71,504	228	32	8	71,316
ΥΠΟΥΡΓΕΙΟ ΥΠΟΔΟΜΩΝ ΚΑΙ ΜΕΤΑΦΟΡΩΝ	3,631	1	0	0	3,629
ΥΠΟΥΡΓΕΙΟ ΨΗΦΙΑΚΗΣ ΔΙΑΚΥΒΕΡΝΗΣΗΣ	1,500	3	3	0	1,503
ΑΠΟΚΕΝΤΡΩΜΕΝΕΣ ΔΙΟΙΚΗΣΕΙΣ	2,423	5	0	0	2,407
ΟΤΑ	84,567	230	158	6	84,518
ΣΥΝΟΛΙΚΑ	566,795	1,683	2,243	7	567,362

ΠΡΟΣΛΗΨΕΙΣ ΠΟΥ ΕΞΑΙΡΟΥΝΤΑΙ ΑΠΟ ΤΟΝ ΠΕΡΙΟΡΙΣΜΟ ΠΡΟΣΛΗΨΕΩΝ ΤΑΚΤΙΚΟΥ ΠΡΟΣΩΠΙΚΟΥ	115
ΠΡΟΣΛΗΨΕΙΣ ΠΟΥ ΥΠΑΓΟΝΤΑΙ ΣΤΟΝ ΠΕΡΙΟΡΙΣΜΟ ΠΡΟΣΛΗΨΕΩΝ ΤΑΚΤΙΚΟΥ ΠΡΟΣΩΠΙΚΟΥ	2,128
ΑΠΟΧΩΡΗΣΕΙΣ ΛΟΓΩ ΠΕΙΘΑΡΧΙΚΩΝ ΥΠΟΘΕΣΕΩΝ & ΛΟΓΩ ΠΑΡΑΝΟΜΩΝ ΠΡΟΣΛΗΨΕΩΝ	13
ΛΟΙΠΕΣ ΑΠΟΧΩΡΗΣΕΙΣ	1,670

1. Ο πίνακας περιλαμβάνει στοιχεία του τακτικού προσωπικού του δημοσίου τομέα, δηλαδή των μόνιμων υπαλλήλων/Λειτουργών, των υπαλλήλων με σχέση εργασίας ιδιωτικού δικαίου αορίστου χρόνου, των απασχολουμένων με έμμισθη εντολή και των υπαλλήλων επί θητεία που μονιμοποιούνται με την λήξη της (Μέλη ΔΕΠ, Ιατροί ΕΣΥ, Ειδικοί Φρουροί).

2. Περιλαμβάνεται το τακτικό προσωπικό των Υπουργείων, των Ανεξάρτητων Αρχών, των Αποκεντρωμένων Διοικήσεων, των ΟΤΑ Α' και Β' βαθμού και των εποπτευόμενων Νομικών Προσώπων Δημοσίου Δικαίου.

3. Οι Δ/νσεις Προσωπικού των φορέων είναι υπεύθυνες για την επεξεργασία και τη διαρκή επικαιροποίηση των στοιχείων μέσα στις εφαρμογές του Μητρώου Ανθρωπίνου Δυναμικού του Ελληνικού Δημοσίου.

4. Τα στοιχεία υπόκεινται σε διαρκή επικαιροποίηση. Τυχόν σφάλματα που εντοπίζονται, διορθώνονται αναδρομικά.

5. Οι προσλήψεις και οι αποχωρήσεις εμφανίζονται στο μήνα που η σχετική ενέργεια ολοκληρώθηκε στην εφαρμογή του Μητρώου Ανθρωπίνου Δυναμικού Ελληνικού Δημοσίου.

6. Το υπουργείο Κοινωνικής Συνοχής και Οικογένειας συστάθηκε με το ΠΔ 77/2023 (ΦΕΚ 130/Α/27-6-2023). Με το εν λόγω ΠΔ μετονομάστηκαν τα υπουργεία Ανάπτυξης, Οικονομικ Εργασίας και Πολιτισμού.

Επεξήγηση Πίνακα :

Σε κάθε Κατηγορία Φορέα περιλαμβάνονται και οι εποπτευόμενοι Φορείς.

• Η στήλη (1) αποτυπώνει τον αριθμό τακτικού προσωπικού ανά Κατηγορία Φορέα στο τέλος του προηγούμενου μήνα.

• Η στήλη (2) αποτυπώνει τον αριθμό των αποχωρήσεων κατά τη διάρκεια του μήνα ανά Κατηγορία Φορέα. Ως αποχώρηση υπαλλήλου νοείται η συνταξιοδότηση ή η διαγραφή για άλλη αιτία (θάνατος, παραίτηση).

• Η στήλη (3) αποτυπώνει το σύνολο των προσλήψεων και μεταφορών από ΝΠΙΔ εκτός Γενικής Κυβέρνησης στο δημόσιο κατά τη διάρκεια του μήνα ανά Κατηγορία Φορέα. Στη γραμμή που εμφανίζεται κάτω από το σύνολο των προσλήψεων εμφανίζονται αυτές που εξαιρούνται από τον περιορισμό των προσλήψεων τακτικού προσωπικού (1 πρόσληψη ανά 1 αποχώρηση για το 2023), οι οποίες αφορούν προσλήψεις σε υπηρεσίες ανταποδοτικού χαρακτήρα των Ο.Τ.Α. (αρ.7 του Ν.4368/2016) προσλήψεις σε συμμόρφωση με αμετάκλητες αποφάσεις δικαστηρίων (αρ. 64 του Ν.4389/2016), προσλήψεις δικηγόρων με σχέση έμμισθης εντολής αορίστου χρόνου (Γνωμοδότηση Ν.Σ.Κ. 23/2012) καθώς και προσλήψεις φορέων εκτός Γενικής Κυβέρνησης. Στην τελευταία γραμμή εμφανίζονται οι προσλήψεις που υπάγονται στον περιορισμό των προσλήψεων τακτικού προσωπικού.

• Η στήλη (4) αποτυπώνει τις διορθώσεις που πραγματοποιήθηκαν από τις Διευθύνσεις Προσωπικού κατά την διάρκεια του μήνα (πχ λανθασμένες εργασιακές σχέσεις, λανθασμένες εισαγωγές), τις επαναφορές υπαλλήλων και τις μεταφορές από ΝΠΙΔ εντός Γενικής Κυβέρνησης προς το δημόσιο.

• Η στήλη (5) αποτυπώνει τον αριθμό τακτικού προσωπικού ανά Κατηγορία Φορέα στο τέλος του μήνα. Ο αριθμός της Κατηγορίας Φορέα προκύπτει από τις προσλήψεις, τις αποχωρήσεις, τις επαναφορές/διορθώσεις, καθώς και τις μετατάξεις από και προς τους φορείς του δημοσίου.

Πίνακας 2 - Ειδικά καθεστώτα

ΥΠΑΛΛΗΛΟΙ ΣΕ ΕΙΔΙΚΟ ΚΑΘΕΣΤΩΣ	ΙΟΥΛΙΟΣ 2023	ΑΥΓΟΥΣΤΟΣ 2023
ΚΑΘΕΣΤΩΣ ΑΡΓΙΑΣ	158	153

Οι υπάλληλοι σε ειδικό καθεστώς περιλαμβάνονται στον πίνακα 1

Β. Μη τακτικό προσωπικό και λοιποί απογεγραμμένοι (Εκτός ΝΠΙΔ)

Πίνακας 3 - Σύνολο μη τακτικού προσωπικού και λοιτών απογεγραμμένων (εκτός ΝΠΙΔ)

ΕΙΔΟΣ ΕΡΓΑΣΙΑΚΗΣ ΣΧΕΣΗΣ	ΙΟΥΛΙΟΣ 2023	ΑΥΓΟΥΣΤΟΣ 2023
Ορισμένου χρόνου - συμβάσεις έργου - ωρομίσθιοι - Χρηματοδοτούμενα από Κρατικό Προϋπολογισμό	39,718	39,678
Ορισμένου χρόνου - συμβάσεις έργου - ωρομίσθιοι - Χρηματοδοτούμενα από Κρατικό Προϋπολογισμό για αντιμετώπιση προσφυγικής/μεταναστευτικής κρίσης και για αντιμετώπιση φυσικών καταστροφών	2,591	2,576
Ορισμένου χρόνου - συμβάσεις έργου - ωρομίσθιοι - Συγχρηματοδοτούμενα μέσω ΕΣΠΑ ή μέσω Αναπτυξιακών τελών ή μέσω Αντιτίμου - Αυτοχρηματοδοτούμενα ή χωρίς οποιαδήποτε επιβάρυνση του Κρατικού Προϋπολογισμού	16,661	16,181
Ειδικευόμενοι Ιατροί	8,580	8,619
Ειδικευόμενοι Νοσηλεύτες	1,019	1,011
Προσλαμβανόμενοι για την αντιμετώπιση του COVID-19 - Χρηματοδοτούμενα από Κρατικό Προϋπολογισμό	14,471	14,425
Προσλαμβανόμενοι για την αντιμετώπιση του COVID-19 - Συγχρηματοδοτούμενα μέσω ΕΣΠΑ ή μέσω Αναπτυξιακών τελών ή μέσω Αντιτίμου - Αυτοχρηματοδοτούμενα ή χωρίς οποιαδήποτε επιβάρυνση του Κρατικού Προϋπολογισμού	1,183	1,175
Προσλαμβανόμενοι μέσω προγραμμάτων ΔΥΠΑ	13,350	13,627
ΣΥΝΟΛΙΚΑ Ορισμένου χρόνου - συμβάσεις έργου - ωρομίσθιοι	97,573	97,292
Εκτακτο και λοιπό προσωπικό Ειδικών Λογαριασμών Κονδυλίων Έρευνας	21,999	20,640
Μετακλητοί	2,872	3,067
Αιρετοί	11,106	11,198
Πρόεδροι/Μέλη Δ.Σ./Όργανα Διοίκησης	1,578	1,594
Λοιπές ειδικές περιπτώσεις	12,721	12,886

1. Οι λοιπές ειδικές κατηγορίες, αν και δεν αποτελούν μέρος του ανθρώπινου δυναμικού της δημόσιας διοίκησης, αποτυπώνονται στο Μητρώο Ανθρώπινου Δυναμικού του Ελληνικού Δημοσίου (Απογραφή) για λόγους πληρότητας της συνολικής εικόνας, δεδομένης μάλιστα της υποχρέωσης πληρωμής τους μέσω της Ενιαίας Αρχής Πληρωμής (όπως φυσικά πρόσωπα σε πρακτική άσκηση ή μαθητεία ή επαγγελματική κατάρτιση, αντισταθμιστικές συνειδήσεις, δικαιούχοι αποζημιώσεων με δικαστικές αποφάσεις, εκπαιδευτές, θεραπευτές ΥΕΘΑ, ιδιώτες μέλη επιτροπών, σχολικοί τροχονόμοι, υπότροφοι)

2. Το προσωπικό των Ειδικών Λογαριασμών Κονδυλίων Έρευνας, εντάχθηκε στο Μητρώο Ανθρώπινου Δυναμικού Ελληνικού Δημοσίου μετά την ισχύ του άρθρου 101 του Ν.4389/2016 (ΦΕΚ 94/Α'), δεν επιβαρύνει τον Κρατικό Προϋπολογισμό και εμφανίζεται ξεχωριστά.