

A Work Project, presented as part of the requirements for the Award of a Master's degree in  
Management from the Nova School of Business and Economics.

SUCCESS FACTORS FOR CORPORATE INNOVATION – EMPLOYEES' INTRINSIC  
MOTIVATION TO INNOVATE IN THE WORKPLACE

INÊS GOMES DE CASTRO MORAIS LOUREIRO

Work project carried out under the supervision of:

(Associate Professor João Castro)

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## **Abstract**

*Employee motivation is seen as a success factor for corporate innovation. This study focused in understanding how some Portuguese companies are motivating their employees to innovate in the workplace, with a special focus on intrinsic motivation. This form of motivation reflects one's inherent pleasure in performing a certain activity, without any external reward. The results of the study show that employees in Portugal are mostly motivated by task enjoyment and personal development, both reflecting a form of intrinsic motivation. When motivated by task enjoyment, individuals tend to invest more effort in their activities, and thus develop more innovative work behaviors.*

## **Keywords**

*Corporate Innovation; Employees; Intrinsic Motivation; Workplace; Task Enjoyment; Leadership*

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|--|----|
| 1. Research Questions: Data Collection & Analysis .....              | 3  |
| a. Employees' Intrinsic Motivation to Innovate in the Workplace..... | 3  |
| i. Research Overview .....   | 3  |
| ii. Research Design.....   | 3  |
| iii. Subjects .....  | 4  |
| iv. Method .....   | 6  |
| v. Results & Analysis.....   | 7  |
| vi. Conclusion & Limitations.....                                    | 14 |
| Bibliography .....   | 16 |
| Appendix.....  | 16 |

## **1. Research Question: Data Collection & Analysis**

### **a. Employees' Intrinsic Motivation to Innovate in the Workplace**

After understanding the importance of employees' motivation to innovate in the workplace, the literature review was a robust way to create a context and to inspire the research question: How are Portuguese companies intrinsically motivating their employees to innovate in the workplace? As a subtopic, we seek to understand if Portuguese companies are only extrinsically motivating their employees, and what is the importance of both approaches.

This section will detail the procedures used in exploring the research problem.

#### **i. Research Overview**

Research is generally carried out to understand a specific topic in-depth and to develop evidence that improves, changes, or develops that specific subject. The two most used research approaches are **quantitative** and **qualitative**.

The quantitative approach is based on objectivity, and the data collected is reflected in numbers and graphics. This approach can collect information through surveys, experiments, existing data, and through other ways. The qualitative method is based on inductive reasoning and tends to be more subjective. In this method, results are mainly obtained through content, descriptive or narrative analysis, such as interviews, focus groups, or case studies (Thattamparambil 2020).

#### **ii. Research Design**

For this study, we primarily used a **quantitative approach** – a survey – to gather significant evidence over motivated or non-motivated employees in Portugal. A survey was the main

method chosen because employees who are not motivated may not be totally trustful on their answers if we were to interview them – for example - about how they really feel in their jobs. This might happen because of shame or just because employees do not want to face the possible frustration felt coming from lack of motivation. However, we still need qualitative answers to understand the research question deeply. Thus, open questions were raised on the survey to gather more complete insights and to give employees the possibility to talk about it on their own. Additionally, three **semi-structured interviews** were led to confirm data retrieved from the surveys and gather further qualitative insights over the research topic. Semi-structured interviews are part of the qualitative method described above. In this method, the researcher has an interview guide with a list of specific topics and questions that he will devote his focus on throughout the interview while adapting and keeping track of the important topics to approach the research question. This interview type also gives the researcher the advantage of being able to ask further questions and explore additional details based on participants' answers, and therefore this method was chosen. Once participants do not feel comfortable answering questions, there is the possibility for these to be adapted. Both Survey and Interview were entirely written and led in English, and complete confidentiality was assured to the respondents. The author's contacts were provided to the respondents in case of any further doubts.

### **iii. Subjects**

This section will explain who the participants of the study were, for both the survey and interviews.

For the **survey**, participants from any age group that were currently working – either part-time or full time - were considered. Two requirements were established: The first requirement was that respondents could not be managers, or partners, or chairperson of a company. This is because we would like to have the perception and view of team members and not mix it with leaders' perspectives. Team members usually perform responsibilities that are designated by their managers/leaders, having less freedom to determine their tasks. If they have a lower power to decide their tasks, their motivation will be more accurately analyzed without being biased by their own will and capacity. The participants of the study did not necessarily have to be Portuguese citizens; however, the second requirement was that they had to be working in a company in Portugal. A specific field of work was not considered, even though most of the network of the author is from Management, which might be further considered a limitation since a smaller variety of opinions would be collected.

We verified that 65,2% of the respondents were women, and 34,8% were men. The predominant nationality was Portuguese, with 95,6%, but other nationalities such as Brazilian, German, and British were also included in the respondent's poll. Furthermore, 62,7% of the respondents had between 18 and 25 years old, 19,6% were between 26 and 35 years old, and 17,7% were above 35 years old.

For the **semi-structured interviews**, the same two requirements were applied. Three people from different sectors/areas of work were asked to participate voluntarily. The participants were recruited from the author's network. The first interview was with one woman with 22 years old working in the HR department - more specifically in the compensations and benefits' department - in a Portuguese company called Hovione; the next two interviewees were two men, a 24-year-old, working as a Business Developer at Too Good to Go and the other, a 26-

year-old, working as a Software Engineer at Farfetch. The interviews took about 35 minutes each on average.

#### **iv. Methodology**

**For the survey**, participants were contacted directly by the author, through his personal network. The questionnaire was also displayed through social media, warning who the target audience was – individuals that were working either full or part-time in a company in Portugal and were part of a team. The participants were asked to fill the survey voluntarily, only once, and were all informed about the aim of the study and the importance of their trustful answers through an introduction displayed on the survey itself. We made use of the tool “Google Forms” to develop the survey, and the research question “How are Portuguese companies developing intrinsic motivation in employees to innovate in the workplace” was kept in mind. The questionnaire was composed of 17 questions in total, but one would not have to answer the 17. Each question had a sub-section that depended on the respondent’s answer, and then would direct him or her to the next section. The questions were mandatory and varied between closed (multiple choice), open (with the possibility to write), and one question had a 6 points scale. We chose to not use the 5 points Likert scale throughout the survey simply because the answers generated through the above mentioned method tend to be biased (Dolnicar et al. 2011). Moreover, when a scale is measured in odd numbers, people tend to place themselves in the middle, avoiding positioning themselves more on one side. That is why an even scale was used, and only in one question. The survey was available for one week and a half, and we were able to gather 158 respondents in total.

Regarding the interviews, participants were kindly asked by the author to collaborate in this study. The interviews were led through a video call, and participants were asked permission to record the call for further analysis. They were informed about the aim of the study at the

beginning of the call, and complete confidentiality was ensured as well. The interview guide had eleven questions/topics to approach, however the final number of questions would vary depending on the answers and the flow of the conversation.

## v. Results & Analysis

Let us analyze the **survey**. The first question aimed at understanding how many employees of the poll of respondents were motivated on a broad scale, thus the question “*Do you feel motivated at work?*” was displayed. 82,9% of the respondents answered “yes”, they felt motivated, but still, 17,1% answered “no”.

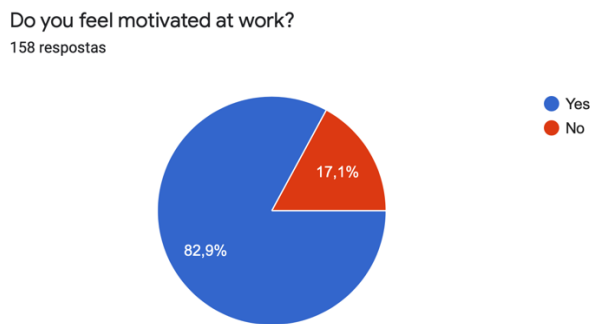


Figure 1: Do you feel motivated at work?

If participants answered yes, they would be forwarded to the question, “*That is great, could you tell us what is keeping you motivated?*”. Some options were given to the respondents, followed by an open space where they could give their own reasons. The options displayed for the question were inspired by a study from (Suhada et al. 2021). In this article, the authors were trying to access what would motivate individuals to contribute to open innovation processes. Broadly speaking, it is very hard to determine a specific set of intrinsic motivation factors accepted worldwide. Thus, we used Suhada et al. (2021)’s set of non-pecuniary motivation factors that would already give us a valuable idea of what intrinsic motivators look like. The set of intrinsic / non-pecuniary factors was as follows: “enjoyment, reputation building,

personal development; career development; altruism; utilitarianism; ideology; a sense of community; reciprocity; self-efficacy”. To this list of options, we added extrinsic factors as well so that respondents would have a complete poll of options, not biasing their answers just on intrinsic factors as motivators. The factors added were as follows: work-life balance, financial purpose, benefits (such as car, insurance, etc.). The top three answers from the poll of options were 1. “enjoyment of the tasks and work developed” with 70,2%; 2. “personal development” with 61,1% and 3. “work-life balance” with 56,5%. One additional option was written by a respondent in the open space and was “Success fees” as a motivation factor, which we can include on the option "benefits", agreeing it is part of extrinsic motivation.

“Enjoyment, also referred as hedonism, is defined as the pursuit of fun, satisfaction, and challenging experiences.”(Suhada et al. 2021). After a study conducted by Puca and Schmalt (1999), task enjoyment mediates the relationship between motivation and performance. Thus, it is a very good indicator that employees in Portugal are mainly motivated by task enjoyment. The reason being, it means that employees in Portugal are mainly in a job where they enjoy what they are doing, which is a form of intrinsic motivation to perform their tasks. If there is a relationship between motivation and performance mediated by task enjoyment, individuals might become more productive and innovative when motivated and enjoying their tasks.

“Personal development” is a term that can involve a process of loss but can also imply gains (Irving and Williams, 1999). A person may succeed in their objectives or may fail. With 61,1% of the respondents saying they are motivated by the personal growth their jobs are providing them, it is a sign that employees are willing to take the risk of uncertainty just to develop themselves and grow for the future.

Lastly, prior studies argue that a company’s commitment to developing “work-life balance initiatives” is firmly related to motivation and productivity (Lockwood 2003). “Work-life

balance” was the 3<sup>rd</sup> most mentioned reason for what is motivating employees and can be associated with extrinsic motivation factors, since it can come in the form of a benefit, such as taking days of the week off, or even having a specific time in the day to call family. However, “the move from extrinsic rewards to intrinsic rewards has an impact on work/life initiatives,” states Lockwood (2003). This means that even though the work-life balance is a form of extrinsic motivation, it can also lead to a form of intrinsic motivation. These were the three most mentioned factors for what is motivating employees in their work. Still, others such as “career development” and “financial purpose” were also chosen by respondents.

From the respondents who stated they were **not** motivated, there was an underlying reason that was most common to all the answers and multiple times mentioned: the work environment. Either respondents said that their manager is too strict, giving them tasks they are not able to complete, or the manager and team do not value the employee’s work and put too much pressure. Also, another reason that was strongly mentioned was the fact that respondents do not like the company they are working in, the industry, or the job itself.

The next question is intended to understand if there was a time in the week where employees had to produce new ideas and be included in the innovation process of the company. 65,8% said “yes” and 34,2% said “no”. The percentage of individuals who answered that they were **not** asked to produce new ideas or content does not necessarily mean that they are not being involved or that the company is not developing innovation processes. Simply some areas of work are not directly related to the innovation itself, thus the results might be biased. From those who answered “yes” - they need to produce new content or ideas - we were interested in understanding if those ideas and new content were valued afterward by the superior/the company and how. 85,5% of respondents answered “yes”, that their ideas would be valued afterwards, and the way their ideas would be valued is mainly by constructive feedback given

from their managers/superior. Another way managers/superiors value their employees' new ideas, is by congratulating them. These two options were the most chosen ones, which means that sometimes companies want new ideas from their employees and enjoy individual's willing to create new content, but they are not ready to 100% make use of it, since for example, congratulating employees does not imply making use of the ideas developed.

In the next part of the survey, respondents were asked if they felt stimulated to produce new ideas, this time on their own and spontaneously. Most of the respondents answered "yes" 79,7%, still, 20,3% answered "no". From the respondents that said "yes", the reason underlying their enjoyment of producing new ideas was their personality type. Others said the company would encourage them to do so, which is a remarkable sign of motivation development. The reason for those who said "no" varied between not having much time during the workweek, not having the needed tools for it, and feeling it would not be valued/welcome afterward by their managers or the company.

Lastly, respondents were asked if they were included in the process of innovation in the company on a scale of 1 to 6, where 1 would mean "never" and 6 would mean "always". Most of the people positioned themselves on the number 5, which means "almost always", which is a good sign but can also be biased by the roles/position the individuals occupy in the company. The last questions were over socio-demographic information such as gender, nationality, and age.

In what concerns the **interviews** - with employees from Hovione, Farfetch, and Too Good To Go - eleven topics were pre-defined to approach the research question. In all three interviews, other topics that were relevant for the research came up throughout the flow of the conversation. Thus, the questions were not placed in the same order, neither the same questions were 100% posed, which is why we will just summarize the main aspects retrieved. The first question

intended to understand better each interviewee's position and how they thought their role was contributing to the growth of the company. Each of the interviewees claimed that their position was important for the growth/innovation of the company. For example, one of the respondents' answers was: *"(...) our role is to define all the HR policies and the compensations for all the other offices. Like defining, for example, health insurances, salary increases, defining the budget. Thus, what we do is very important because it has an impact on the whole company."*

The next topic intended to understand what the interviewees perceived as being positive in their jobs. This topic was directly related to the next question, "are you motivated?" , so the author blended the topics. The three interviewees stated they feel motivated and what they stated as being positive was very related to the general conditions of the company but also of the conditions for themselves as individuals . Additionally, we wanted to understand what the role of the manager/the company was in enhancing that motivation, and one answer was particularly interesting:

*I have been in the company since 2019, and I have always felt very motivated, even though I passed different phases. First, I was a trainee, and now I am a junior in software engineer. There were differences in the roles, but I always felt motivated. The main reason why I feel motivated and what I think is good in my job is the company's culture. It is the best part of the job. My team is great. When you enter the company, they say, "you have to follow these values (...)", but I always thought that it was not that true because, in practice, it was super hard to obtain. BUT it is actually true! The culture of the company is based on motivating employees, and they are always asking you how you feel, giving you new tasks and new tools to learn and feel good with your job. The team manager is the main driver of these aspects. He is always motivating you since the beginning. You have goals, and you are able to access your evolution in completing those objectives. Twice a year, there is a self-development plan for you, made through the things you enjoyed doing or not. You can evolve in the company in two ways: Y*

*scale. I can go to a more “manager side” or to a more “technical side”. I also always feel heard. I have a “one on one” meeting with my manager each month, and he, of course, talks about the objectives for the semester, but it is also an open talk where we talk about what we want and find important, besides the job. We also have daily meetings to check on each other as a team, which is very good and motivates me a lot to be always better.”* This answer was, in our opinion, particularly interesting because it expressed the complexity of the company’s programs and gave us a good insight into how they are devoting a special focus to developing the psychological well-being of each employee.

An also impressive aspect was that the three interviewees stated that their manager and team played an important role in motivating them, more than the company itself. Both Farfetch and Too Good To Go are companies full of young talent, which makes the communication easier between departments and hierarchical levels. Hovione is a more traditional company that has a board of management characterized by a certain distance, but the interviewee declared that it did not have much impact on her motivation since “the team and the manager were filling it well”.

“What environment would make you more productive or innovative? What could make you more successful in your job?” was also a topic addressed to understand what ideally employees value to become more innovative and motivated. Additionally, another question was posed, linked with the previous ones: “what would you change on the environment you have now?” The interviewees showed both extrinsic and intrinsic needs, such as the possibility to choose to work from home or in the office if they want to, and the need to have a car since one interviewees’ role implies having to move from city to city. These reflect more extrinsic needs. One of the interviewees stated that the perfect environment for her would be a funny and relaxed one, with the possibility to say things without being judged or looking weird. This relates more

to intrinsic and psychological needs as being the perfect environment. Also, one interviewee stated that he “would not change anything in the way the company is motivating their employees”. The author asked specifically this interviewee if he thought that the company was stronger in terms of intrinsically motivating its employees or extrinsically. The answer was as follows: *“Very strong on both, but maybe better intrinsically motivating their employees because they really value what each person needs. They bet a lot on mindfulness programs and on the well-being of their employees. The employees have access to learning platforms where they can access courses and development programs to grow professionally. They allowed psychology appointments for free. During the pandemic, they gave two days for free to spend with the family. This was really the mindset. They have a sleeping room. They have a deep concern in mental wellbeing.”* We can then conclude that one of the interviewees’ companies has a strong focus on its people and in the way, they intrinsically motivate them, which lead to the interviewees’ truly satisfaction and dedication to the job, and not wanting to change anything in the way the company is motivating its employees.

One of the last topics addressed had the aim of understanding how important the interviewees feel the motivation is for developing more innovative work behaviors in a company. All of them stated that motivation was crucial to perform their work and to be more innovative because *“if people are motivated, they become more confident, and they come up with better ideas”*. *“When people are motivated, they go beyond their demanded tasks, they ask questions and want to be better every day”*. *“The ideal would be to have intrinsically motivated employees, but intrinsically motivate them while giving access to tools that satisfy your needs and for you to be the best professionally and personally possible.”* – A general comprehension of the three interviewees’ answers.

## **vi. Conclusion & Limitations**

As for the survey, what we conclude is that employees are motivated in general. The main underlying reason is the enjoyment of the task itself, which is an intrinsic aspect of motivation. As stated earlier in the literature review, the enjoyment of the task is a crucial aspect that guides performance and innovation. For the ones who are not motivated, the main reason is that they do not like what they are doing, and their boss/company is too strict. Most respondents stated they are asked to develop new ideas throughout their week, and the way management admires the content is mostly through giving constructive feedback. Feedback is an important factor for reinforcing positive behavior, correcting possible negative aspects of performance, and ensuring a strong culture for the team (HRcentral 2018). When asked if they were motivated to produce new ideas, this time in a spontaneous way and by themselves, most respondents said yes (79,7%). The reason was mainly based on their personality type, but also because the company would encourage them to. The respondents that said “no” (20,3%) showed no motivation and confidence in developing new ideas since they felt it would not be appreciated by their managers or company afterwards. Others also stated it was not applicable to their tasks. That is why the percentage of people who said “no” can be biased. When asked if the company included them in the process of innovation, most of the respondents positioned themselves on the number 5 (“almost always”) on the 1 to 6 scale, but these results can also be biased by the people who answered a smaller number since, once again, it might not be applicable to their tasks.

In what concerns the interviews, the three interviewees declared to be motivated. One of the three states he would not change barely anything in the way the company is motivating its employees since they are really devoting an immense focus on the psychological well-being of employees and motivation. The other two interviewees would like to see more events and connections between offices, as well as brainstorming and connection activities. We can include

these activities and events as being extrinsic factors of motivation, but also intrinsic because of the inherent bonding between employees during the activities.

Many limitations were already mentioned throughout this discussion. To summarize them, we may infer that the population encompassed in this study can be biasing the results. The first reason is that the authors have between 22 and 26 years old, which means their network is also mainly between these ages. Thus, a smaller poll of respondents and their opinions could be included in this study. Another reason is, even though there were many respondents to the survey, 158 answers are still not representative of the whole population of employees in Portugal. Besides these limitations, interviews were led mostly to collect qualitative data that would help substantiate the survey's answers. However, three is also not a big enough number to be representative of the whole population. Another limitation of the study is that we understand motivation, especially intrinsic; as being essential for enhancing innovation in a company. However, it is not enough to say that motivated employees will certainly be innovative. Sometimes it is not in the company's goals to motivate their employees just to innovate or to have innovation as a yearly goal simply. There are a lot of other factors that contribute to the company's process of innovation, and that might be as important as having the employees motivated. As the last limitation, this study was developed in a certain moment of history. People's needs change over time as well as the success factors that lead innovation. We recommend future researchers to devote their focus on a longitudinal study over this topic.

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FIGURE 1: DO YOU FEEL MOTIVATED AT WORK? ..... 7

# Appendix

## Appendix 1: Survey (Employee motivation to innovate)

Page 1)

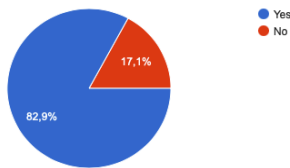
### Motivation for Innovation

158 respostas

[Publicar estatísticas](#)

Do you feel motivated at work?

158 respostas



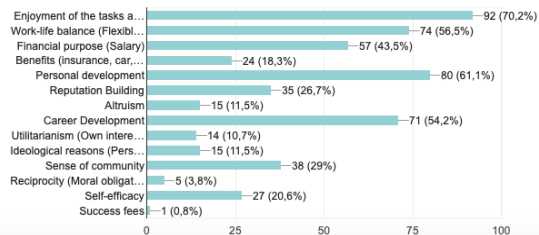
Could you please tell us why not?

27 respostas

- A chefia é controladora, não ajuda nas tarefas e não tem conhecimentos para a posição que ocupa
- Too much workload and pressure to feel motivated.
- Because my boss is very strict and never seems happy with the task my team and I develop
- I'm tired of doing always the same
- I don't identify with the work
- The environment at work is hostile
- Nothing new
- Beacuse of the time spent at home

That is great. Could you tell us what is keeping you motivated?

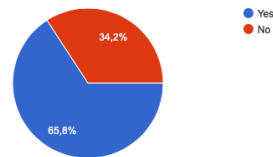
131 respostas



Page 2)

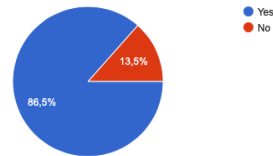
Is there a moment in your week at work where you are asked to produce new ideas and/or new content?

158 respostas



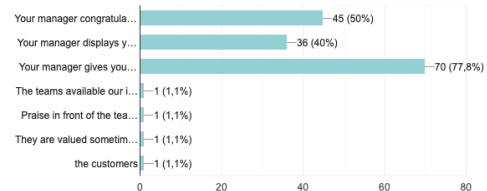
Are your new ideas/content valued by your managers afterwards?

104 respostas



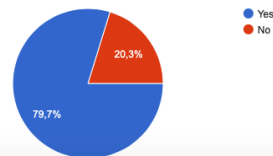
How are your ideas valued?

90 respostas



Do you feel stimulated to produce new ideas and/or content on your own and spontaneously?

158 respostas



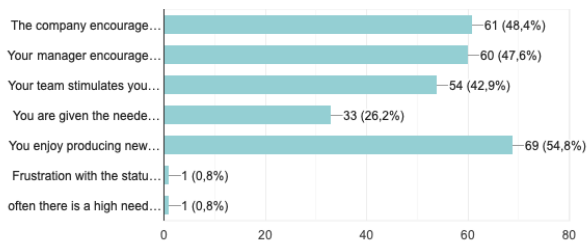
Could you please tell us why not?

32 respostas

- No
- Porque sempre que alguém sugere qq coisa a chefia só diz envie e-mail por favor e depois não dá seguimento
- U
- Because there is no opportunity to do it
- No internal motivation
- No motivation
- To worried with the tasks I have to do. No time to deviate from that
- Lack of self-confidence
- lack of motivation and don't feel valued at work

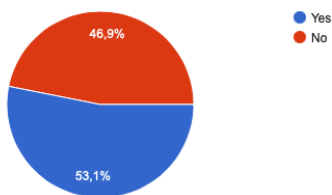
That is great. Could you tell us why do you feel that?

126 respostas



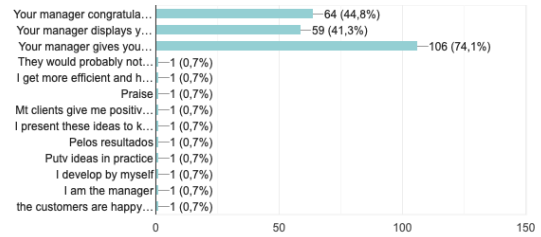
If you develop new ideas/content on your own, would they be valued by your managers afterwards?

32 respostas



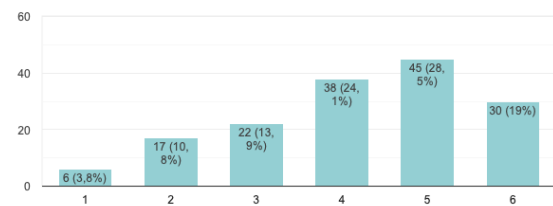
How would your ideas be valued?

143 respostas



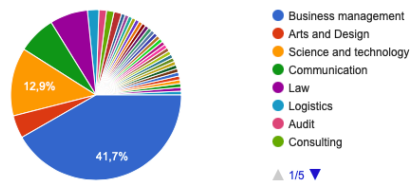
Are you and your team included in the processes of innovation of the company?

158 respostas



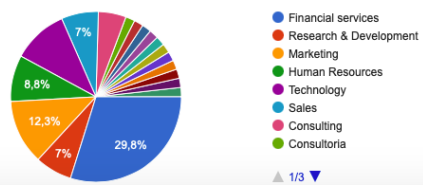
What is your work area?

139 respostas

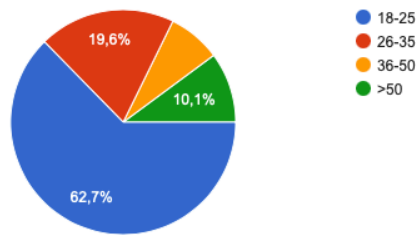


What specific area?

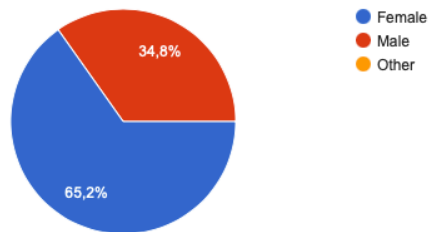
57 respostas



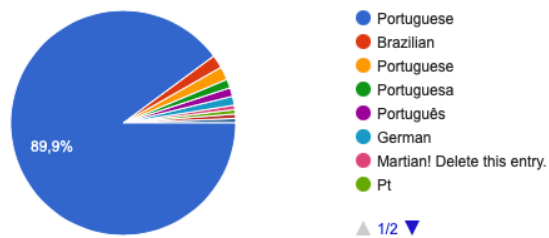
What is your age?  
158 respostas



Gender  
158 respostas



Nationality  
158 respostas



# Appendix 2: Interviews (Employee motivation to innovate)

## 1) Interview guide 1

### INTERVIEW GUIDE

#### EMPLOYEES INTRINSIC MOTIVATION TO INNOVATE IN THE WORKPLACE – THE PORTUGUESE REALITY

##### Research question

- How are Portugal's companies developing employee's intrinsic motivation to innovate in the workplace?
  - Are they just extrinsically motivating their employees?
  - What are the things employees mostly value?

First, would you allow me to record the interview?

It will be just for academic purposes, and it will have total confidentiality meaning that no one will have access to the recording or know your name. Thank you for accepting my request. This interview will be developed for academic purposes and has the aim to understand if Portuguese employees are motivated, why, what do they value in the workplace, and if they are involved in the process of innovation in a company.

- Could you briefly explain to me your role in the company and how do you contribute to the growth of the company or to the company's goals?

*My role in the company is to be a software engineer at a luxury marketplace. The name of the role explains the role itself. For example, now, we have products that are on final sale, with maximum discounts and for those products my team and I associate one tag, so that the company couldn't accept returns over those specific products which is being very successful since they were losing money.*

- What are the good things about your work?

*I'm in the company since 2019, and I always felt very motivated. I passed different phases – I was a trainee and now I'm a junior in software engineer. There were differences in the roles, but I always felt motivated.*

*The main reason is the culture of the company. It is the best part of job. My team is great. When you enter the company, they say "you have to follow these values", but I always thought it was not that true because in practice it was super hard to obtain. BUT it is actually true! They motivate employees and are always asking how you feel, giving you tasks, new tools to learn. The manager is the main driver of these aspects. He is always motivating you since the beginning. You have objectives, and you are able to access your evolution in completing those objectives. Twice a year there is a self-development plan for you, made through the things you enjoyed doing or not. You can evolve in two ways: Y scale. I can go to a more "manager side", or to a more "technical side".*

*I always feel heard. I have "one on one" meetings with my manager each month, and he of course talks about the objectives but it is also an open talk where we talk about what we want and find important. We also have daily meetings to check on each other as a team, which is very good and motivates me a lot to be always better.*

- Are you motivated? What is making you motivated or demotivated? WHAT INSPIRES YOU TO BE SUCCESSFUL?

— answered above

- What role does your manager/superior has on your motivation? Or team, or other people. Let me know.

*They are the drivers of motivation because they establish a lot of moments to talk about topics that might be concerning their teams or even just to state positive things. But it was also answered above.*

- Which work environment makes you more productive or innovative? What can make you more successful in your role?

*I have been 100% physical, and 100% remote. What I would value is having a hybrid format of work. Since we have the capacity to work 100% remote, the worker should be able to choose in my opinion, even though I don't like to have a team that always works at home.*

- How would you describe the openness of the company for you to talk about your problems or non-motivation? or to your superiors/to your work environment? Do you feel comfortable speaking your mind?

*From the people I talk to, almost everyone has the same opinion I have. The company is very open to listen to everything. Six months after I entered, my tester – which is the person that evaluates what I do – wanted to change position. And we changed her to another team. Because we have in mind the employee's needs. We lost a lot with her change, but she wanted so we had her need in mind. A feel my team is great in that sense, even above the average. But I also feel it's something company wide, the company is very receptive to its employees' problems.*

*We have something called "weekly retrospective" on Friday afternoons. I'm doing a "sad-mad-glad" where I report what me sad, mad and happy this week?*

→ do you feel the company has an action on that afterwards?

*Yes. We have a methodology of continuous improvement. We have a "daily" which is a meeting every day to understand what each employee is doing, and to keep track of what each person is doing and understand if we need help.*

- What could they change (to motivate you better)?

*I wouldn't change anything. I think they are doing everything well in terms of motivation.*

→ do you think the company is stronger in terms of extrinsically motivating its employees, for example salary benefits, or better a motivating them intrinsically meaning they provide psychological support and give employees the means to perform the best way possible?

*Very strong on both, but maybe better intrinsically motivating their employees because they really value what each person needs. They bet a lot on mindfulness programs, and in the wellbeing of its employees. They have access to learning platforms where employees can access courses and development programs to grow professionally. They allow for psychology appointments for free, during the pandemic they gave two days for free to spend with the family. This was really the mindset. They have a sleeping room. They have a deep concern in mental wellbeing.*

- If I would offer you a job right now that would give you the double salary that you are getting right now. Would you take it?

*No. I definitely wouldn't. Of course, people always want to have more money, but I wouldn't because I'm so happy that more money wouldn't justify. Me going happy for work every day, has no price.*

- How important do you think motivation is to be more innovative in a company?

*The ideal would be to have intrinsically motivated employees, but intrinsically motivate them while giving access to tools that satisfy your needs and for you to be the best professionally and personally possible.*

- What aspects do you believe are crucial for more innovative work behaviors from employees? You told me what you value, what do you think others value?

*Answered above. Another example is that you don't have much pressure for developing your work. Since the beginning, the company trusts the employee. That allows for a more innovative work environment because the employee will not fail.*

- Lastly, I would like to know how the company is involving you in the innovation processes? Did you have any situation where you had an innovative idea, and you were able to implement it? If so, how were the steps to it?

*Yes, and besides valuing my idea, they motivate me to generate new ideas. The company has all the same mindset.*

## 2) Interview guide 2

### INTERVIEW GUIDE

#### EMPLOYEES INTRINSIC MOTIVATION TO INNOVATE IN THE WORKPLACE – THE PORTUGUESE REALITY

##### Research question

- How are Portugal's companies developing employee's intrinsic motivation to innovate in the workplace?
  - Are they just extrinsically motivating their employees?
  - What are the things employees mostly value?

First, would you allow me to record the interview?

It will be just for academic purposes, and it will have total confidentiality meaning that no one will have access to the recording or know your name. Thank you for accepting my request. This interview has the aim to understand if Portuguese employees are motivated, why, what do they value in the workplace, and if they are involved in the process of innovation in a company.

- Could you briefly explain to me your role in the company and how do you contribute to the growth of the company or to the company's goals?

*I'm working in a pharmaceutical company. It's a Portuguese company that operates worldwide, and I'm in the HR department in "compensations and benefits". Total rewards. The department is composed by me and other 3 people, and our role is to define all the HR policies for the compensations in the whole company. Like defining for example health insurances, salary increases, defining the budget. We must define the rewards.*

- What are the good things about your work?

*My work is very diversified. It's not just people related, but every day I perform very different tasks. I'm able not to work from Portugal's offices only if I want, but I can work with many other offices from other parts in the world because the HR department in Lisbon is who defines the rules for the whole other departments.*

- Are you motivated? What is making you motivated or demotivated? WHAT INSPIRES YOU TO BE SUCCESSFUL?

*Yes, I am motivated, and what motivates me here is that I can increase my responsibilities throughout the time. I'm in here for 4 months and already increased responsibilities. I started by doing basic tasks, but now I'm giving formation/training employees, talking with Business Partners, and teaching them how to perform the activities.*

*Each time I'm deeper in a subject, I can have more autonomy in that specific one. However, there are certain things that put me back – it's a very traditional company. HR teams collaborate a lot, but the management team/superior levels on the company are very distant and cold. I'm mostly motivated by my team mostly, but the management level is not so open to establish a communication and relationship with the employees.*

- What role does your manager/superior has on your motivation? Or team, or other people. Let me know.

*The role of my manager is really good, she puts me very comfortable, and sometimes I forget she's my boss because we have a very close connection. She gives me a lot of constructive feedback.*

→ Do you think that your manager is enough to motivate you, or you think the higher levels if they were less distant, it would be better for you?

*The management is very cold, but they have not much impact on my role, so my manager is enough to motivate me. All the managers and herself below the management area are very collaborative. The problem is when the higher level of the company has a more direct impact on other team's performance.*

- Which work environment makes you more productive or innovative? What can make you more successful in your role?

*The perfect environment to be innovative for me is to be funny and relaxed, having the possibility to say things without looking weird, and have the ability to fail. I would like to be given tasks where I can experiment new things and try them, try to implement new ideas, even if those ideas don't work.*

→ What does the company have to offer for you to be motivated?

*The company should have flexibility, online work, an environment where I can be productive. The company should offer the resources that I need to perform my tasks and even go beyond them. Also, benefits such as lunch subsidy, health insurance and so on are valued.*

- How would you describe the openness of the company for you to talk about your problems or non-motivation? or to your superiors/to your work environment? Do you feel comfortable speaking your mind?

*I have no issue regarding that because people are most of the time available to listen. The company is making a lot of efforts in that sense, they even created a platform called the "well-being system" for people who usually do not talk much, to have the possibility to express themselves on this platform. However, it is something that was not intrinsic in the company, thus employees are not that much receptive because they don't believe 100%. In my own department I don't have any problem in talking but in the whole company, it is not like that.*

→ How would you make it differently? For people to be more receptive?

*As the company, I would prove results that we are getting things in mind the problem and give the needed attention and valuing it and solve the problem. I would display the results – in an anonymous way – of the problem to show evidence that it was being taken care.*

- What could they change (to motivate you better)?

*For motivation: I would create more events where you are with the company to bond with employees. There are two offices in Portugal, so I would try to better connect the two offices that exist. This year I've been in both and there is no connection in between, and they are from the same company and same country.*

- If I would offer you a job right now that would give you the double salary that you are getting right now. Would you take it?

*It really depends. Probably Yes, I would accept. Because of my age and because I would like to change and experiment new things, I'm doing a very specific job, and I don't want to do this during my whole life. For example, in consulting you get paid to experiment a lot of areas.*

→ If I would offer you a job with double the salary in an area that you don't like?

*No. I really need to like the area where I am. To do it every day I really have to like it.*

→ Are there other things that you would value or have in mind when changing job?

*The environment, she must feel welcomed in the company. Not a huge difference between newcomers and big bosses. Not much hierarchical levels. She's looking for a job that allows her to work in different areas to understand what she likes.*

- How important do you think motivation is to be more innovative in a company?

*I rate it as being really important, if you're not motivated you go to the company and do your normal tasks and you do just what you're supposed to do, and you go home. If you're motivated, you ask questions and go further in your job.*

- What aspects do you believe are crucial for more innovative work behaviors from employees? You told me what you value, what do you think others value?

*I think they must be involved in the environment and in the culture. I think that is everything. Also, there has to be consistency in the company. If the company is known for something, employees have to feel that. A balance between financial rewards and no financial such as flexibility and environment.*

- Lastly, I would like to know how the company is involving you in the innovation processes? Did you have any situation where you had an innovative idea, and you were able to implement it? If so, how were the steps to it?

*I think so. They try to listen to the ideas of employees because she was invited to do a circular economy project, which is something that would be feasible in the company and it's interesting how they are looking for general opinion and work to start from somewhere. They are seeking for everyone's opinion and understand if they are feasible. They have become more interactive with the employees; thus I have the ability to create tools. For example, the company gives the budget and they create with that budget.*

### 3) Interview guide 3

#### INTERVIEW GUIDE

##### EMPLOYEES INTRINSIC MOTIVATION TO INNOVATE IN THE WORKPLACE – THE PORTUGUESE REALITY

###### Research question

- How are Portugal's companies developing employee's intrinsic motivation to innovate in the workplace?
  - Are they just extrinsically motivating their employees?
  - What are the things employees mostly value?

First, would you allow me to record the interview?

It will be just for academic purposes, and it will have total confidentiality meaning that no one will have access to the recording or know your name. Thank you for accepting my request. This interview will be developed for academic purposes and has the aim to understand if Portuguese employees are motivated, why, what do they value in the workplace, and if they are involved in the process of innovation in a company.

1. Could you briefly explain to me your role in the company and how do you contribute to the growth of the company or to the company's goals?

What I do in my company is being a business developer. I help the company to get new partners every day and by getting them, it's the only way the company can grow! Grow in the concept of being a marketplace, what I'm doing is really important in this stage of the company once they are willing to grow nationally wise. Once I get a new partner, I can see right away that my effort gives something new to the company.

2. What are the good things about your work?

In my work I feel good when I close deals, because I can see the direct impact of my work. It's also very tough sometimes, because all of my work is based on results, but I really like that pressure. I like to have good results, and to analyze them.

3. Are you motivated? What is making you motivated or demotivated? WHAT INSPIRES YOU TO BE SUCCESSFUL?

I feel motivated when I see the results, and I get confident with that. I really like the atmosphere as well! I feel that there is mutual help. I feel demotivated sometimes because I feel my work is repetitive. But I know I'm not going to be here for the long term, it is just to gain experience.

4. What role does your manager/superior has on your motivation? Or team, or other people. Let me know.

I think my motivation comes from myself and from my teammates. We help each other. Our team leader also motivates us but he is not the main source. He is more about putting pressure and pushing results.

5. Which work environment makes you more productive or innovative? What can make you more successful in your role?

I really like my manager, but maybe he should be more present. I feel it's okay - since this is not a job for a long term - the way he behaves. Maybe they should give me a car because I need one to perform my activities. Maybe less pressure also as well. I like the pressure but not that much.

6. How would you describe the openness of the company for you to talk about your problems or non-motivation? or to your superiors/to your work environment? Do you feel comfortable speaking your mind?

Since it's a very young team, they are very open to listen to my problems. The company does a lot of input inquires to understand our needs, for example each month.

→ Do you think they act on the surveys?  
Yes, I think so.

7. What could they change (to motivate you better)?

8. If I would offer you a job right now that would give you the double salary that you are getting right now. Would you take it?

It would depend on the company, the people that work there, and the concept. But I would not change just for 200€.

9. How important do you think motivation is to be more innovative in a company?

I feel when people are motivated and confident, they can come up with better ideas. Being happy in the workplace gives an improvement with mental health. And they become more productive.

10. What aspects do you believe are crucial for more innovative work behaviors from employers? You told me what you value, what do you think others value?

- Having a good atmosphere in the work place.
- Promoting brainstorming for people change ways of think
- Team building.
- Promoting being with other companies
- Webinars and conferences

11. Lastly, I would like to know how the company is involving you in the innovation processes? Did you have any situation where you had an innovative idea, and you were able to implement it? If so, how were the steps to it?

Actually yes, since I'm in the company I already presented two marketing ideas and the first one is already taking action. They are also analyzing currently another idea I gave, so yes, I have the freedom to present new ideas and they will value them in some way.