

American University Kyiv

A Capstone Project

MOTIVATION TOOLS IN COMPANIES WITH DIFFERENT
LEVELS OF INNOVATION

МОТИВАЦІЙНІ ІНСТРУМЕНТИ В КОМПАНІЯХ З РІЗНИМ
РІВНЕМ ІННОВАЦІЙНОСТІ

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ABSTRACT

The topic of the research is to analyse the impact of motivational tools on the innovative development of companies in the context of the countries' positions in the Global Innovation Index. The main question of this study is how innovative companies use motivational strategies to stimulate creativity and innovative development. The participants are companies from countries that currently rank high in the innovation rankings (Switzerland, Sweden, the United States, Singapore, and the United Kingdom), as well as from countries that currently rank low in the innovation rankings (Nigeria and Nepal). For each country, two companies were selected: one large and well-known company engaged in innovation or technology development, and one medium-sized or local company. The method of data collection was based on content analysis of official materials, including corporate websites, HR policies, reports and media publications. The results of the research show that Self-Determination Theory is an effective tool for stimulating innovation in both high and low ranking countries in the Global Innovation Index. Potential implications of the study include recommendations for companies to develop effective incentive strategies that promote innovation. Future research could be focused on creating universal incentive models that consider global and local specifics.

Keywords: motivation tools, innovations, Global Innovation Index, employee benefits, Self-Determination Theory.

INTRODUCTION

Innovation is one of the key factors determining the competitiveness of companies. The adoption of new technology by innovative companies is associated with a 16% higher median return on invested capital and 52% better financial results compared to industry competitors (McKinsey, 2023). According to numerous research studies that show the impact of intrinsic motivation on innovation development (Sajjad et al., 2020; Steele et al., 2017), this issue remains underdeveloped, as there is no specific motivation theory that can be applied to increase employee's innovation. The central question is whether innovative companies are attempting to attract new talent by publicising the advantages and practices that foster innovation. The objective of this study is to identify how companies in countries with different Global Innovation Index (GII) scores use motivational tools and strategies to recruit and retain talented employees who can contribute to the advancement of new ideas and technologies.

The current state of literature is deficient in that there is no modern motivation theory that focuses on employee's innovation, taking into account the different aspects of motivation in a rapidly changing technological environment. Despite a number of numerous studies on motivational theories, the majority of them tend to concentrate on more general aspects of motivation, with the classical theories developed in the 20th century representing a significant area of focus. One such theory is that of Abraham Maslow's hierarchy of needs (1943), which structures needs in a manner that progresses from basic physiological to self-actualisation needs. Additionally, McGregor's Theory X and Theory Y (1960) posit that employees may exhibit avoidance behaviours and require external control, whereas Theory Y suggests that individuals are inherently self-motivated and driven by a desire for self-expression and creativity. Vroom's expectancy theory (1964) places significant emphasis on the perception of a relationship between effort and results. However, these traditional theories of motivation do

not take into account the specific needs that arise in the context of innovative companies, where employees must generate new ideas, be creative and adapt to rapid change.

This research will analyse the motivational tools used by companies with different positions in the Global Innovation Index to gain insights into how motivational tools and strategies can contribute to the development of innovation in modern companies. For this purpose, a comparative methodology will be applied to study the motivational strategies of companies operating in countries with different levels of innovation, as indicated by the Global Innovation Index. A sample of large and medium-sized companies from the top and bottom of the ranking will be selected. Motivational tools will be identified through content analysis of official websites, materials and reports of the companies. This will allow us to assess different approaches to motivation, depending on the size of the company, its resources and cultural context. In addition, it will help to identify the motivation theory currently used by innovative companies to attract and retain employees.

LITERATURE REVIEW

The study of motivation dates back to antiquity, with notable contributions from philosophers such as Aristotle and Plato, who reflected on the underlying factors that govern human behaviour and motivation in the workplace. The study of motivation has its roots in psychology, which has been developing for more than a century and continues to evolve, adding new discoveries and approaches.

The contemporary study of motivation began with William James, who in 1890 explored the connection between instincts, desires, and behaviour, asserting that actions are guided by instincts essential for survival. His work laid the foundation for understanding motivation, though debates on the definition of "instinct" persisted (Spielman, Jenkins, & Lovett, 2020). In the mid-20th century, Abraham Maslow introduced the hierarchy of needs, emphasizing that motivation stems from satisfying needs, from basic physiological ones to self-actualization (Maslow, 1954). Concurrently, Frederick Herzberg's two-factor theory distinguished between intrinsic motivators and extrinsic factors affecting job satisfaction (Herzberg, 1959). In the 1940s, Clark Hull developed the drive theory (Hull, 1943), which states that motivation is caused by desires that arise from physiological discomfort. Subsequently, in the 1970s, Victor Vroom's expectancy theory (Vroom, 1964) and Richard Ryan and Edward Deci's self-determination theory further advanced the study of motivation (Souders, 2019), confirming the importance of intrinsic and extrinsic factors that influence human motivation.

Many scientists have researched and defined various aspects of motivation, thereby providing their own approach to understanding this phenomenon. Bech (2007) describes it as a driving force for action, while Kolot and Tsymbalyuk (2012) emphasise its role in aligning individual and organisational goals. Shynkarenko and Kryvoruchko (1999) emphasised

motivation as a managerial function that includes identifying needs and designing incentives. Synthesising these views, motivation is a complex and dynamic process that combines external and internal factors that drive a person to act, including the satisfaction of personal needs and the achievement of organisational goals.

Motivating staff

The modern concept of employee motivation goes beyond simply rewarding performance to include incentives to increase productivity. Organisations recognise the importance of creating a motivating environment that includes professional development, flexible working hours, team support and comfortable working conditions. According to Pink (2016), intrinsic motivation is enhanced by job meaningfulness, autonomy and achievement, which increase employee engagement and productivity.

Motivational processes are based on needs that drive behaviour. Aligning individual needs with company goals increases engagement, promoting efforts that positively impact productivity and quality. Satisfied employees show lower turnover, improve product quality and help companies gain competitive advantage.

Companies can implement a variety of incentive programmes, including performance-based bonuses, employee recognition and development programmes that help to improve the skills of employees. In addition, creating a positive corporate culture and encouraging teamwork are important motivational factors. Involving employees in processes that meet their needs helps to create a performance-oriented culture. Studies have shown that employees who feel supported by their colleagues and management are more likely to demonstrate productivity and loyalty to the company. Thus, creating an optimal team environment is directly related to employee motivation. The employee motivation function is a key element of effective human resource management, as it reveals the basic mechanisms by which employees perform their

professional duties. Motivation has a direct impact on three key outcomes of an organisation: productivity, job satisfaction and overall success. Motivation can be categorised into a number of basic functions that play different roles in the organisational context. The main functions of employee motivation can be identified as follows: the stimulus function, which encourages action; the orientation function, which helps employees understand what is expected of them and what results they should achieve; the social function, which takes into account the influence of the team; the regulatory function, which helps focus on priorities; and the support function, which emphasises the importance of support from others.

Types and factors of motivation for innovation activity

Motivation is a key factor that determines the efficiency and productivity of employees in any organisation. In the contemporary business environment, where innovation is of paramount importance, it is crucial to gain insight into the various forms of motivation and their influence on employee conduct. The two principal types of motivation are intrinsic and extrinsic, which encompass all motivational factors. Intrinsic motivation can be defined as any aspect based on intrinsic rewards, such as personal satisfaction, interest and self-actualisation. In contrast, extrinsic motivation is associated with external rewards, which may include financial compensation or bonuses.

The term “intrinsic motivation” is most accurately defined as any factor that motivates an individual to pursue an intrinsic reward. Such activities are performed for personal satisfaction or simply for the sake of enjoyment, without expectation of external praise. A multitude of daily activities are subject to the influence of intrinsic motivation. Such activities may include going to the gym, learning new languages, adopting new habits, or helping someone because one feels good or has a specific goal (Andreev, 2024).

Intrinsic motivation encompasses various forms, each influencing individual behaviour and initiative in unique ways. Five primary types of intrinsic motivation have been identified: attitudinal, competence, achievement, creative, and physiological. Attitudinal motivation is driven by the aspiration to foster positive emotions, both in oneself and others (Tarver, 2020). For example, an employee volunteering at a nonprofit seeks to create a welcoming atmosphere without expecting tangible rewards. Competence motivation, also known as learning motivation, is characterized by a desire to expand knowledge for its own sake rather than for external recognition (Andreev, 2024). Professionals attending workshops or seminars exemplify this, aiming for self-improvement and skill enhancement. Similarly, learning a new language for career advancement also reflects competence and motivation. Achievement motivation closely aligns with competence motivation but emphasizes the fulfilment derived from personal success. For instance, an athlete striving for a personal best embodies this motivation, finding satisfaction in the process despite challenges (Andreev, 2024). Creative motivation, on the other hand, stems from the need for self-expression. Writing a book, playing an instrument, or launching a business often results from an internal drive to share ideas or emotions (Tarver, 2020). Lastly, physiological motivation addresses fundamental needs, such as hunger. While often overshadowed by psychological motivations, it remains essential for survival. For example, the act of seeking food to satisfy hunger highlights this form of motivation (Cherry, 2023).

Extrinsic motivation is defined as a motivation that is caused by factors external to the individual. When an individual engages in an action with the intention of receiving a reward or recognition, this can be classified as extrinsic motivation. In this instance, personal interests or internal desires do not represent the primary motivating factor. Extrinsic motivation encompasses a variety of incentives, including financial remuneration, commendation,

recognition, and social status. The principal categories are reward, power, fear and social motivation. Reward motivation is driven by the anticipation of an external benefit rather than the intrinsic value of achieving a goal (Tarver, 2020). For example, an employee may pursue a promotion for a higher salary or bonus, rather than for the fulfilment of new responsibilities. Power motivation reflects an individual's desire to influence others, often seen in leadership roles where the aim is to inspire and drive change. For instance, a leader may seek to reshape their team dynamics to achieve better results. Fear motivation, also called “negative motivation”, relies on consequences to drive behaviour, encouraging individuals to avoid punishment or negative outcomes. Unlike reward motivation, fear motivation focuses on maintaining performance by mitigating risks or avoiding penalties (Tarver, 2020). Social motivation stems from a sense of belonging and encourages collective action toward shared goals. By fostering a community atmosphere built on trust and support, social motivation enhances cooperation and teamwork (Andreev, 2024).

The concept of employee motivation can be further delineated into two distinct categories: financial and non-financial. The most prevalent form of motivation is financial, encompassing various elements such as salary, bonuses, social benefits, insurance, and other forms of remuneration.

Nevertheless, it is not feasible to attain a considerable degree of employee motivation through the mere provision of salaries. Salaries are designed to meet the physical needs of employees and, as a result, can satisfy a higher level of desire through the provision of non-material incentives. Intangible systems that motivate employees include career development, training, flexible working hours, favourable working conditions, recognition from management, gym or subscription for sports activities, lunches and taxis at the expense of the organisation, and openness and constant dialogue between management and staff.

Classification of innovations

Innovation is the result of a process that leads to a new or improved product, service or technology that offers advantages in use, design, production and marketing, while providing social benefits. Innovation can include new or improved technologies, products, services and organisational solutions that improve the quality and structure of production. They also drive systemic change, delivering favourable business outcomes.

Innovations are divided into product and process innovations. Product innovations are related to new materials, components or completely new products, while process innovations introduce new production methods, technologies and organisational structures (Lavrova, 2012). In addition, innovations can be classified by scale. Local innovations affect one department with minimal resources. Systemic innovations affect the entire organisation or key processes. Finally, strategic innovations fundamentally change the direction of the company or business model, affecting the industry. Innovations also differ in their degree of novelty. Radical innovations create completely new products or services that transform markets. Combined innovations combine existing technologies to create new solutions, while incremental innovations improve existing products or processes without fundamental changes.

The innovation process is divided into three stages: idea, commercialisation and implementation (Farr, 2019). The idea stage involves generating, testing and developing ideas. In the commercialisation stage, these ideas are turned into real products, leading to inventions. The implementation phase begins when the product enters the market and continues until. Innovations are defined as a significant factor that affects not only the success of individual enterprises and organisations, but also the socio-economic development of countries in general. Indeed, innovations are regarded as a crucial element in driving positive change across a range of domains, facilitating the integration of new insights into routine practices.

Theoretical approaches to employee motivation: the main theories of motivation

Motivational theories play an important role in understanding what drives employees to improve productivity and efficiency. It provides managers with the tools they need to better manage their employees and helps them understand the factors that influence people's motivation in the workplace. Therefore, understanding motivation theory is not only a useful tool, but also an important element in creating an effective environment where employees feel supported and have opportunities for professional and personal development.

One of the fundamental concepts in the field of motivation that explains how people's expectations influence their motivation and behaviour is Vroom's Expectancy Theory suggests that motivation is determined by the belief that one's effort will lead to a desired outcome, emphasizing the role of perceived effort-result relationships (Vroom, 1964). Barnard and Simon's Theory of Incentives and Contributions posits that motivation depends on the balance between what employees invest in their work and the incentives they receive in return, such as recognition or rewards (Barnard & Simon, 1947). Skinner's Reinforcement Theory (Skinner, 1953) stresses that past experiences and the consequences of actions shape employees' behaviours through positive or negative reinforcement. Porter and Lawler's Model integrates expectancy theory with equity theory, underlining the importance of effort, rewards, results, and satisfaction in determining motivation (Porter & Lawler, 1968). Adams theory of equity (Adams, 1965) suggests that employees assess their contributions and rewards relative to others, which directly affects their motivation. The theory of job characteristics by Hackman and Oldham, which links motivation to task characteristics, is also important (Hackman & Oldham, 1976). Abraham Maslow's hierarchy of needs, which structures needs from basic physiological to self-actualisation needs (Maslow, 1943). Maslow depicted this in the form of a pyramid, where lower levels serve as a foundation for higher levels. According to the

classification, these needs have the following meaning: physiological (basic), needs for security (existential), needs for belonging and love (social), need for respect and recognition (self-esteem), need for self-expression (self-actualisation). Herzberg's Two-Factor Theory (Herzberg, 1959) categorizes motivators and hygiene factors, emphasizing that both play a role in employee satisfaction. David McClelland's theory of acquired needs focuses on three basic needs that influence human behaviour: the need for achievement, the need for power, and the need for participation (McClelland, 1961), while Alderfer's ERG Theory modifies Maslow's model, categorizing needs into existence, relatedness, and growth (Alderfer, 1983). McGregor's Theory X and Theory Y (McGregor, 1960) contrast beliefs about human nature, with Theory X assuming employees avoid work and require control, and Theory Y suggesting people are self-motivated and seek self-expression.

A majority of the foundational motivational theories that emerged during the 20th century, including Maslow's Hierarchy of Needs (1943), Herzberg's Two-Factor Theory (1959), and McGregor's Theory X and Theory Y (1960), concentrated on the stimulation of employee motivation to fulfil their routine responsibilities and meet the expectations associated with their roles. The objective of these theories was to gain insight into the influence of internal and external factors on employee satisfaction and productivity in a stable work environment. However, these early theories did not address the role of innovation and creativity as part of the motivational process. In contrast, these theories placed significant emphasis on the necessity of meeting fundamental needs and performing routine tasks in order to achieve organisational goals.

The research on organisational innovation potential, initiated by Burns and Stalker (1961), encompassed a multitude of academic disciplines but failed to elucidate clear pathways through which organisations could enhance their innovative capabilities (Reisch, Birkinshaw,

Probst and Tushman, 2009). Consequently, it was only in the late 20th century, particularly after the 1980s, that motivation theories began to integrate elements of creativity and innovation. These theories endeavour to elucidate the manner in which intrinsic motivation can be harnessed to stimulate creativity, encourage innovation and enable organisations to adapt to rapidly changing markets. For example, Deci and Ryan's Self-Determination Theory (1985) and Amabile's Component Theory of Creativity (1983) place greater emphasis on intrinsic drives, autonomy and mastery as critical factors in motivating individuals to engage in creative problem-solving.

Self-Determination Theory (SDT; Ryan & Deci, 2000) is a metatheoretical framework that provides a comprehensive understanding of human motivation and personality development. It is regarded as a metatheory in that it comprises a number of 'mini-theories' that, taken together, provide a comprehensive account of human motivation and functioning. The fundamental premise of CBT is that individuals strive to enhance and comprehend their own identity by integrating novel experiences, nurturing their needs, aspirations, and interests, and forging connections with others and the external environment. CBT is predicated on the notion that an individual is perpetually engaged in a state of dynamic interaction with the social milieu, striving to satisfy their needs while simultaneously responding to environmental stimuli that either facilitate or impede the fulfilment of those needs. The six mini-theories that comprise the core components of SDT provide insights into human behaviour in a variety of domains, including work (Fernet, 2013), relationships (La Guardia & Patrick, 2008), and education (Reeve & Lee, 2008), religion (Soenens et al., 2012), health (Russell and Bray, 2010), sport (Pelletier et al., 2001), and stereotypes and prejudice (Legault et al., 2007). Each mini-theory is predicated on the concept of basic psychological needs.

The initial mini-theory, Cognitive Evaluation Theory (CET), pertains to intrinsic motivation, which is defined as motivation that is based on the satisfaction of behaviour. This type of motivation influences perceptions of autonomy and competence. CET specifically addresses the influence of social contexts on intrinsic motivation, or how factors such as rewards, interpersonal control, and ego involvement affect intrinsic motivation and interest. The second mini-theory, Organisational Integration Theory (OIT), addresses the topic of extrinsic motivation in its various forms, including an examination of their properties, determinants and consequences. The degree of intrinsic extrinsic motivation is positively correlated with the level of autonomy exhibited in the execution of behaviour. The Causal Orientation Theory (COT) represents the third mini-theory, which describes the individual differences in the tendency of people to navigate the environment and regulate their behaviour in different ways. The theory describes and assesses three types of causal orientations: an autonomy orientation, in which individuals act out of interest and appreciation of the situation at hand; a control orientation, in which the focus is on rewards, achievement, and approval; and an impersonal or motivated orientation, characterised by concerns about competence. The fourth mini-theory, the Basic Psychological Needs Theory (BPNT), examines the influence of basic psychological needs on health and well-being. This theory posits that all three needs are crucial and that the denial of any one of them will result in varying functional costs. Furthermore, it delineates the ways in which social environments may fail to meet, impede, or fulfil individuals' fundamental psychological needs. The Goal Content Theory (GCT) is concerned with the influence of intrinsic and extrinsic goals on health and well-being, as well as the differences between the two. Extrinsic goals, such as financial success, physical appearance, and popularity/fame, have been specifically contrasted with intrinsic goals, such as community, close relationships, and personal growth. The former has been found to be more likely to be associated with lower well-being and greater ill-health. The Relationship

Motivation Theory (RMT) places emphasis on the necessity to cultivate and sustain intimate connections. The theory describes how optimal relationships assist individuals in meeting their fundamental psychological needs for autonomy, competence, and relatedness.

Amabile's Component Theory of Creativity is a well-established conceptual framework for the study of creativity developed by Teresa Amabile. This theory posits that creativity is the result of an interaction between three key components: domain-relevant skills, creativity-relevant processes, and intrinsic motivation to perform tasks. The component outside of the individual is the environment, in particular the social environment (Amabile, 1983). Industry-relevant skills are defined as the knowledge, experience and technical abilities that a person possesses within a particular industry. These skills are fundamental to generating ideas and solving problems effectively (Amabile, 1996). In the absence of domain knowledge, creativity can be limited or misdirected. The processes associated with creativity include cognitive processes and personality traits that facilitate creative thinking, such as problem solving and risk taking. These processes help people to think in new ways, look for innovative solutions and persevere in the face of challenges (Amabile, 1996). In addition, the ability to reframe problems and generate new solutions is a necessary attribute. Task motivation is perhaps the most important element of Amabile's theory. This concept refers to the personal motivation that arises from the interest, enjoyment, or satisfaction gained from engaging in a creative task. Individuals who are intrinsically motivated are more likely to push the boundaries of creativity because they are invested in the task because of its intrinsic value rather than extrinsic rewards (Amabile, 1996). The social environment is used to describe the workplace or the surrounding context that influences creativity. It has been proven that a favourable work environment encourages creative thinking, while a negative environment, on the contrary, inhibits it. Positive factors, such as support from management, autonomy in performing tasks, and

cooperation between team members, contribute to the development of creativity. Conversely, work environments characterised by harsh criticism, political issues or excessive pressure can inhibit creativity (Amabile, 2012). Based on the latest theoretical developments in the field of creativity and innovation, the model was updated (Amabile and Pratt, 2016). It has been supplemented with new research findings, such as synergistic extrinsic motivation and a focus on creativity and innovation.

These theories of motivation provide not only a deeper understanding of how traditional motivation works, but also new opportunities to drive innovation in organisations. The connection between motivation and innovation is becoming increasingly important for businesses that want to stay competitive in a fast-changing environment.

METHODOLOGY

The analytical part of this paper uses a comparative methodology based on ranking countries according to their positions in the Global Innovation Index (GII). For each of the leading countries (the top five) and countries with positions above 100 (e.g. Nigeria - 109 or Nepal - 113), companies were selected that demonstrated different levels of recognition, scale and innovation. This approach allowed us to analyse a variety of motivational strategies. The main objective is to identify and analyse the motivational tools that companies use to stimulate innovation.

The companies were selected using a comparative method based on their positions in the Global Innovation Index (GII). For each country, two companies were selected: one large company active in innovation or technological development, and one medium-sized or local company less known internationally. This approach allowed us to ensure a representative sample and compare different incentive strategies depending on the size of the company, its resources and cultural context. Additionally, for countries with a low level of innovation, we studied companies that still demonstrate a certain level of innovation activity, which allows us to assess the impact on motivation in conditions of limited resources.

The main research method used was content analysis. Official company materials were analysed to identify available tangible and intangible motivation tools, including salaries, bonuses, training opportunities, corporate culture and measures to support employee well-being. The case study method was used to analyse motivation strategies in a number of large and small companies. This approach made it possible to compare real-life practices in different contexts and draw conclusions about the effectiveness of various tools. Documents were also analysed, including official documents such as corporate reports, HR policies and materials describing corporate culture.

In line with the literature review and motivation theories, special attention was paid to examining whether the companies' websites mention motivational tools that promote innovation. In particular, based on theories such as self-determination theory (Deci & Ryan, 1983), expectancy theory (Vroom, 1964), and the model of the component approach to creativity (Amabile, 1985), it is investigated which of these tools are mentioned in the materials on the companies' websites. This will allow us to evaluate the extent to which specific motivational strategies contribute to the development of innovation and creativity among employees.

One of the goals is to find out which motivational tools are favoured by countries with a high level of innovation and which modern motivational theory promotes innovation. The countries at the top of the ranking are rich countries. Therefore, for reliability purposes, we will also consider innovative companies from countries at the bottom of the ranking.

This study will help to determine the effectiveness of motivational tools for stimulating innovation in companies from different countries, and to identify the relationship between a country's innovativeness and motivational strategies.

ANALYSIS OF MOTIVATIONAL TOOLS OF COUNTRIES WITH DIFFERENT POSITIONS IN THE GLOBAL INNOVATION INDEX

Innovation is a key driver of modern economic growth and a key factor in the competitive advantage of companies, as evidenced by numerous studies in the field of economics and human resource management. In the context of global competition, countries with a high level of innovation seek to create conditions for the development of human capital and stimulate the creative activity of employees. This is achieved, in particular, through various motivation models. The Global Innovation Index (GII) is an annual assessment of the level of innovation development of countries, reflecting their ability to generate and apply new ideas. The GII data shows that a country's level of innovation affects the preferences of tangible and intangible incentives used by companies to attract and retain staff. This study aims to analyse how a country's level of innovation affects the approach to motivation by examining the effectiveness of different types of motivation in the context of a country's innovation potential. It will also examine how countries with different levels of innovation differ in their approaches to motivation, and look at examples of motivation tools used by the Global Innovation Index leaders.

A research survey conducted in 2009 found that three non-monetary incentives, namely praise from direct supervisors, management attention (e.g. one-on-one conversations) and opportunities to lead projects or work groups, are as effective or more effective motivators than the top three financial incentives, namely cash bonuses, base salary increases and stock or share options. In addition, the top three non-financial motivators in the study are important for creating a sense of value in the organization, concern for their well-being and a desire for career advancement (McKinsey Quarterly, 2009).

Another very important study, which covered more than 15,000 people, analyzed the relationship between salary, job satisfaction and intrinsic motivation. The results showed that the correlation between salary and job satisfaction is very weak, with a correlation coefficient of $r = 0.14$, indicating that only 2% of the total variation in satisfaction can be explained by changes in salary. Furthermore, the correlation between salary and pay satisfaction was even higher ($r = 0.22$), highlighting that salary satisfaction is not a determinant of job happiness (Tomas Chamorro-Premuzic, 2013).

In contrast to these researches, there are a number of others that show that there is a positive correlation between remuneration and work motivation. In other words, bonuses or surcharges have a significant impact on enhancing employee motivation. There is a positive correlation between remuneration and employee productivity. This is due to the fact that labour productivity depends on the level of remuneration received by the employee. As remuneration increases, employees become more convinced that they have the necessary skills to perform their duties satisfactorily. The study uses one independent variable (salary) and two dependent variables (work motivation and employee productivity) (Darmawan, 2020).

Consider the Global Innovation Index 2024, which captures the performance of the innovation ecosystem of 133 economies and tracks the latest global innovation trends. It offers a comprehensive analysis of the current state of global innovation. The study highlights the achievements and obstacles encountered at four key stages of the innovation process: investment in science and innovation, technological progress, technology adoption, and the socio-economic impact of innovation. After a period of growth in 2020-2022, investment in research and development (R&D) experienced a marked decline in 2023. Globally, R&D expenditures by corporations with the highest R&D expenditures showed moderate growth of

around 6% in real terms in 2023. This growth rate is lower than the long-term average observed over the past six years, which is approximately 7%. This represents a decline from peaks of 10-13% between 2019 and 2021 and is significantly lower than the pre-pandemic growth rates observed (WIPO, 2024).

For the 14th consecutive year, Switzerland has retained its top spot in the Global Innovation Index (GII), demonstrating remarkable stability in its innovation performance. It was ranked first in science, technology and creativity, reflecting its significant contribution to these areas and its status as a world leader in these fields. In addition, Switzerland was ranked in the top five for all other GII criteria, with the exception of infrastructure, where it was ranked seventh (WIPO, 2024).

Sweden and the United States of America retained their second and third places, respectively, reflecting their continued commitment to innovation. For example, Sweden was ranked first in such categories as infrastructure, business environment, knowledge and technology, and third in human capital and research (WIPO, 2024). The country performs particularly well in terms of the number of researchers and intellectual property income, reflecting its strong commitment to research and development.

The United States, in turn, performed exceptionally well in nine of the 78 GII 2024 indicators, ranking second behind Singapore. The United States leads the way in the quality of university education, the impact of scientific publications, software spending, and intellectual property income (WIPO, 2024).

Singapore, ranked fourth, has also made significant progress, becoming one of the five countries with the highest number of GII indicators. For the first time, the country ranked first in the world in 14 out of 78 indicators, surpassing the United States in some criteria (WIPO, 2024). Although Singapore has demonstrated an ambitious approach to investing in

innovation, achieving a top three position is still a challenge due to the significant gap in innovation and creativity compared to the top three countries in the ranking.

The United Kingdom, ranked fifth, has demonstrated impressive results in research, technology and infrastructure. London and Oxford are the main centres of innovation, contributing significantly to the country's overall research and development (R&D) productivity. The UK has a strong educational record, particularly in terms of world-class universities and collaboration between academia and industry. This is reflected in the country's ranking among the world's best in terms of intangible asset intensity and its significant impact on scientific publications.

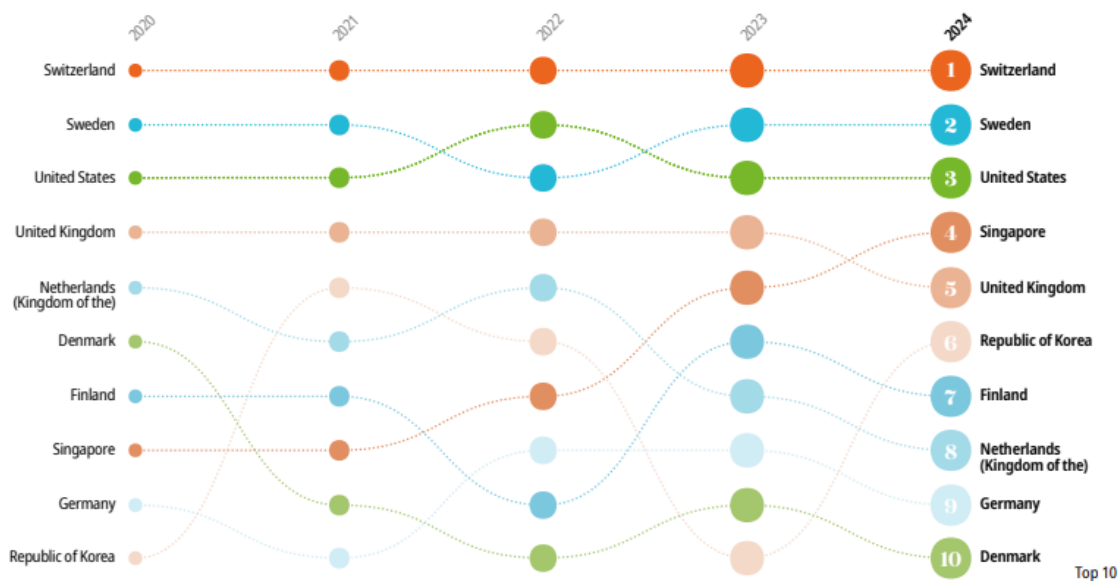


Figure 1. Top 10 countries of the Global Innovation Index 2020-2024.

Source: Data reprinted from (Global Innovation Index 2024. Unlocking the Promise of Social Entrepreneurship, 2024)

After considering the positions of the Global Innovation Index leaders, it is now appropriate to consider the motivational tools used in the companies of these countries. Each

of them has a special approach to building motivational systems that not only increase employee productivity but also foster an innovative culture.

Switzerland

Switzerland, with its strong economy and high level of innovation, is an example of effective motivation methods, including flexible working hours and a focus on employee well-being. Companies here actively use financial and non-financial incentives to increase employee engagement, including professional development programmes and investments in training and health.

Novartis is a company that makes innovative medicines. They are working to redefine medicine to improve and extend people's lives, so that patients, healthcare professionals and society are better equipped to face serious illness. Novartis Careers focuses on creating an inclusive, motivating and supportive work environment. The main parts of the website include career search sections, an overview of business functions such as R&D careers, operations, commercial, sales and the global function. Additionally, there are early career programmes, company benefits, benefits and rewards, as well as a career centre to help develop skills, prepare for interviews and find mentors. Novartis attaches great importance to the importance of providing employees with the resources they need to maintain their well-being. Providing tools to support employees' physical and mental health contributes to their well-being, both in the context of their private life and in the workplace. This includes comprehensive social programmes, pension plans, health insurance for employees and their dependents, and financial protection in the event of illness or accident. In addition, Novartis offers innovative social protection programmes to new employees, including 14 weeks of paid parental leave for new parents, whether biological, adopted or through surrogacy. The company actively promotes the social integration of its employees through its Spark

recognition programme, which allows them to express gratitude to each other and accumulate points that can be redeemed for personal needs or charitable donations. For employees travelling on business, the company provides specialised insurance coverage that covers all business travel and includes access to an international emergency assistance service. The company also offers a Share Purchase Plan, through which employees can purchase shares at a discount, thereby strengthening their long-term commitment and sense of ownership in the company's success. The company pays special attention to the development of professional skills and career opportunities and offers its employees a variety of training programmes, certifications and mentoring opportunities to enable them to achieve their personal career goals within the organisation. In particular, Novartis offers flexible schedules that allow employees to combine learning with work. The company strives to create an inclusive and diverse work environment that encourages mutual respect and collaboration. A key aspect of non-financial motivation is work-life balance. In 2018, they became the first global pharmaceutical company to endorse the UN Standards of Business Conduct on Combating Discrimination against Employees who are Lesbian, Gay, Bisexual, Transgender, Queer and Intersex (Novartis Life Handbook, 2024).

Coop, one of Switzerland's leading retail and wholesale companies. The Coop Jobs website provides comprehensive information about employment opportunities at Coop, one of Switzerland's leading employers, which offers a wide range of career paths and favourable conditions for employees. The company pays considerable attention to creating a favourable working environment, developing talent and ensuring work-life balance. Coop offers attractive employment conditions, including certified equal pay and a pension savings plan in which two-thirds of contributions are covered by the company. Employees also have the option of early retirement from the age of 58 through a flexible VAP programme. Key

financial benefits include discounts on Coop products, which allow for cost-effective shopping, as well as access to discounts on fitness programmes, free participation in sports events and in-house sports offers. Employees are provided with 18 weeks of paid maternity leave and three weeks of paid parental leave, which demonstrates the company's commitment to families. Flexible working arrangements, including part-time and home working, allow employees to combine work and personal needs. Coop writes that it actively invests in the professional development of its employees, offering around 600 internal training courses, talent management programmes and support for external training (Coop Jobs, 2024). Flexible working arrangements, including part-time and home working, facilitate work-life balance. In addition, the company provides discounts on fitness programmes, free participation in sports events, and internal sports offers. To improve working conditions, Coop implements health promotion programmes, including individual ergonomic assessments and annual vaccination campaigns.

Based on the content analysis, we can conclude that Novartis applies the principles of Self-Determination Theory (Ryan & Deci, 1985), giving employees autonomy in choosing their own schedule and development, which stimulates intrinsic motivation. The company creates conditions to support the well-being of employees, which helps to meet their needs for competence and interconnectedness. Coop integrates the Theory of Expectancy (Vroom, 1964) by providing financial rewards and benefits that increase motivation through a clear perception of the relationship between effort and results. Both companies also apply the principles of the Component Theory of Creativity (Amabile, 1983), investing in the development of skills and processes that stimulate innovation and creativity.

Sweden

Sweden, which came second in the GII rating, is known for its culture of openness and trust in organizations. Companies show a strong commitment to integrating feedback and employee participation in decision-making. Motivational systems in Swedish companies often include elements of teamwork and leadership development among employees, which is a key factor in high productivity and job satisfaction. To ensure a high level of employee engagement and satisfaction, a company like **Spotify** implements a number of motivational tools. One of the main goals is to create an inclusive environment where all people feel valued and belong. According to the company itself, belonging to a group has tangible benefits that go beyond simply providing a free Spotify Premium subscription. ‘The rewards we offer reflect the inclusive values we embrace and are applicable to all members of the group, regardless of geographic location or length of service’ (Spotify, 2024). This emphasizes the importance of equality and accessibility. In the meantime, Spotify provides comprehensive training opportunities through its GreenHouse team. The programme provides employees with the resources and knowledge they need to grow professionally. In addition, employees are offered flexible incentives that allow them to choose how they contribute to the company's success. This increases their motivation and engagement. An important aspect of Spotify's organizational culture is providing support for parents. The company offers a global parental leave scheme that lasts six months and is fully paid for all new parents. This demonstrates a deep understanding of the needs of employees and their families.

Mentimeter stands out as an innovative company not only because of its interactive presentation software, but also because of its commitment to meeting the needs of employees through a number of competitive advantages. The company places great emphasis on the importance of achieving a healthy work-life balance and employee well-being. This is evidenced by a comprehensive benefits package that has been designed to meet a variety of

needs. A leave policy that offers employees 30 days of paid leave annually (Mentimeter). This policy of supporting rest and recuperation reflects an understanding of the importance of rest and re-energisation, allowing employees to return to work refreshed and more productive. In addition, the company recognises the importance of health and wellbeing by providing comprehensive medical insurance that ensures employees have access to essential medical services. Another key aspect of the benefits offered by Mentimeter is financial security. The company offers a private pension plan that gives employees the opportunity to plan for their future financial security. This outlook illustrates Mentimeter's commitment to providing comprehensive support to its employees that goes beyond their employment with the company and extends to the long term. Recognising the key role of professional development in fostering individual and organizational growth, Mentimeter allocates an annual budget of €2,000 for learning and development initiatives. This allows employees to continue their education, including courses, seminars and other learning opportunities, which helps to enhance their skills and advance their careers. This investment in employee development has a double benefit: it enriches the individual and contributes to the overall success of the company. In addition, Mentimeter supports a healthy workplace culture by providing free meals four days a week and free breakfasts on Fridays. This focus on nutrition and well-being fosters a sense of community and encourages employees to interact over meals, thereby strengthening social capital in the workplace. Employees receive a €500 grant each year, which allows them to invest in health-related initiatives or join clubs outside of work. Mentimeter attaches great importance to the role of the family. The company offers substantial support to new parents by providing remuneration during parental leave in the amount of up to 90% of the employee's salary. This initiative is an example of the company's commitment to creating a family-friendly environment and recognising the challenges of parenthood. An interesting instrument is the annual excursion to a European metropolis,

where the entire team can join in the work together for about one month. This opportunity allows employees to interact with each other in an alternative environment, thus fostering collaboration and creativity. Such initiatives foster stronger relationships between colleagues and encourage innovative thinking and problem-solving (Mentimeter, 2024).

Based on the content analysis, we conclude that Spotify is driven by Amabile's Component Theory of Creativity. The company focuses on creating an inclusive environment that fosters creativity and innovation. It encourages employees through flexible incentives and intrinsic motivation, which allows them to be involved in the innovation process. Mentimeter is based on the Self-Determination Theory, as the company actively supports flexibility, autonomy and personal development of employees by offering various opportunities for professional growth, health and work-life balance.

The United States

The United States, which ranks third, uses a variety of incentive strategies, including generous compensation packages and innovative programmes to support start-ups and entrepreneurship. The effectiveness of incentive schemes in attracting and retaining talent is demonstrated by tech companies such as Google and Facebook, which have been able to create a dynamic work environment by implementing such systems.

Google motivates its employees with flexibility, free benefits, health and wellness perks, and the 150 Feet from Food Rule. The rule is that wherever Google employees go, they don't have to walk far to get food - less than 150 feet for Google's East Coast headquarters. By offering a completely unique way of working, the tech giant has become one of the most popular and favourite employers in the world. The company strives to devote as much time to meeting the needs of its employees as it does to product research. Google offers a number of benefits that most companies do not provide to their employees, including:

free meals; gym membership; wellness programmes; transportation to and from work; additional leave and expenses for new parents to welcome new family members; hybrid work arrangements; health insurance; and payment for classes and training programmes that employees take to achieve their positions. Google pays close attention to the health and well-being of its employees and is constantly looking for new ways to improve working conditions. One of the most exciting aspects of this commitment is the availability of workplace healthcare. Doctors and nurses can come to the office and provide employees with the necessary medical services (Vidishovska, 2023). In addition, convenient healthcare services and comprehensive healthcare services are available, allowing employees to maintain their health without leaving the workplace. The company has its own G2G (Google-to-Google) network, with more than 6,000 members. On the basis of this network, Google employees organize thematic lectures, mentor, and help colleagues develop new skills. Special attention is also paid to ensuring that employees have access to healthy food. There are rules in place to ensure that employees always have access to food in the immediate vicinity of their workplace (150 feet - 45.72 meters). These can be either micro-kitchens or large cafeterias where food is provided free of charge (Benson, 2023). Such an initiative is not only convenient, but also a strong motivator for employees, giving them energy and strength to work productively. Some offices are equipped with green roofs, which helps to reduce air conditioning costs and create a comfortable climate in buildings. Such innovations show how the company cares not only about its employees but also about the environment.

Sweetgreen is an American restaurant chain specialising in healthy salads and bowls with ingredients sourced from local farmers. The company provides its employees with comprehensive health insurance that includes medical, dental and vision coverage, as well as access to mental health programmes. This demonstrates the company's commitment to the

holistic well-being of its team. Paid holidays and flexible working arrangements help to ensure a healthy work-life balance, which is particularly beneficial for parents taking parental leave. In addition, Sweetgreen offers training programmes and career development opportunities, which helps to develop employees (Sweetgreen). It is also worth noting that the company encourages employees to participate in social initiatives and sustainable development, which allows them to contribute to society and support local communities.

The content analysis suggests that Google is based on Amabile's Component Approach to Creativity Model. The company focuses on creating an environment that stimulates innovation through intrinsic motivation and support for creativity. Flexible working hours, training opportunities, access to healthcare and support for employee well-being help to increase their creativity and engagement. Sweetgreen is dominated by Self-Determination Theory. The company creates an environment that supports employee autonomy and professional development through flexible working conditions, social initiatives and training programmes.

Singapore

Singapore, which was ranked fourth, is distinguished by a combination of incentive strategies and a culture of rapid growth and adaptation. Companies in this country use technological solutions to monitor employee productivity and motivation, and implement programmes that combine innovative approaches to human resource management and training.

As a leading e-commerce and digital entertainment company, **SEA** strives to create a collaborative and dynamic work environment for its employees. The company's careers page describes a variety of benefits, professional development opportunities and initiatives aimed at ensuring work-life balance. One of the key benefits of working for SEA is its commitment

to creating a supportive work environment, including comprehensive healthcare benefits. The company offers its employees comprehensive medical insurance, including dental and eye care, reflecting its commitment to the physical well-being of its employees. In addition, SEA recognises the importance of mental health and offers resources and support programmes to address this issue. It also promotes a culture of continuous learning and professional development. Employees are also encouraged to achieve their career goals through various training programmes and mentoring opportunities. The company offers flexible working arrangements that allow employees to balance their personal and professional lives more effectively. This flexibility is crucial to maintaining high levels of job satisfaction and reducing burnout. SEA recognises the importance of inclusion and diversity in the workplace. The company is committed to building teams that represent a diverse global population and to developing an inclusive culture where all employees feel valued and respected. Employees are given the opportunity to volunteer and contribute to social causes that align with their personal interests and values (Sea Careers). This not only supports the local community, but also increases employee satisfaction and gives them a sense of purpose.

Foreword Coffee pays significant attention to social inclusion and sustainable development, which provides significant benefits to employees. By offering people with different abilities the opportunity to get paid work, the company promotes an inclusive work environment where everyone's unique contribution is valued. Comprehensive training provided to employees for personal growth and self-confidence. In addition, Foreword Coffee pays special attention to the well-being of its employees by creating a favourable working environment and a supportive atmosphere (Foreword Coffee). This approach contributes to increased job satisfaction and staff retention, as employees feel that their abilities are valued and supported. In addition, the company's commitment to ethical procurement strengthens its

ties to the community, inspiring employees to take pride in their work and its wider impact on society.

SEA is guided by the Self-Determination Theory, as the company provides its employees with opportunities for personal development and professional growth through flexible working conditions, training and mentoring programmes, and emphasises the importance of mental health. This allows employees to feel autonomous and engaged in the work process, which drives innovation. Foreword Coffee is also dominated by the Self-Determination Theory, as the company actively promotes inclusivity and provides employees with opportunities for personal growth through training, support and development of their abilities. Recognition of each employee's contribution and ethical procurement increase motivation and job satisfaction

The United Kingdom

The UK, which is ranked fifth, offers a variety of programmes aimed at developing talent and supporting diversity in teams. Motivational strategies in UK companies are often focused on engaging employees in the corporate culture, providing them with opportunities for career growth and participation in socially important projects.

Unilever is one of the largest companies in the world that strives to create a positive and supportive work environment for its employees. The main advantage of working at Unilever is the focus on career development and learning opportunities, as this is a top priority. The company offers a variety of programmes designed to help employees improve their skills and realise their professional aspirations. There are separate blocks on their website with all the details and benefits for each offer: The Future Leaders League, the Global Early Career Programme, the Future Leaders Programme and Careers with Experience. In particular, Unilever provides access to learning on an online learning platform

with over 100,000 units of content available 24/7 and in 20 languages, developed by Unilever, leading business schools and various external partners (Unilever, 2024). In addition, Unilever maintains a culture of flexibility and inclusivity, and actively promotes diversity in its workforce, ensuring equal opportunities for all employees, regardless of their background or experience. This includes programmes to help women in business and special initiatives for people with disabilities, which contribute to a more inclusive and supportive work environment. Unilever offers its future employees the opportunity to work in an international environment, giving them the chance to broaden their horizons and gain invaluable international experience. From the moment of employment, employees are given the opportunity to perform various roles in the company, which facilitates career growth and transition between different departments. The company also recognises the importance of work-life balance and has introduced flexible working hours that allow everyone to tailor their working day to their personal needs. This contributes to a healthy environment in which employees can effectively balance their professional responsibilities with their personal interests. Another important benefit is the comprehensive support for employee well-being. Unilever runs a variety of health and wellbeing programmes that include health insurance, mental health and physical wellbeing. Their website states: ‘We are committed to creating an environment that enables our people to be the best versions of themselves’ (Unilever, 2024). These initiatives not only improve the health of employees but also increase their productivity and job satisfaction.

Orderwise is a UK-based technology company that provides software solutions for business process management, including inventory, order management and data processing. The company has a strong commitment to training and professional development, offering a range of training and mentoring programmes. The company focuses on the opportunity to

develop in an organisation that values engagement, influence, meaningful connections, innovative ideas and real impact. Feedback from current employees highlights a number of intangible benefits, including support from management, opportunities for career growth and continuous learning, the opportunity to work with people from different countries and cultures, and the opportunity to work with highly talented people. The company offers a number of training and mentoring programmes on its website. These opportunities contribute to career growth, which is an important factor for many employees. Orderwise offers competitive remuneration and benefits, including a pension scheme (5% employer contribution) and health insurance (4 times annual gross salary). In addition, the company offers flexible working hours, which allows employees to balance their professional and personal commitments more effectively (Forterro). This is especially important in today's work environment, where achieving a healthy work-life balance is becoming increasingly important. There are also various social programmes aimed at strengthening team spirit and improving professional interaction between colleagues. Orderwise actively develops a corporate culture based on cooperation and mutual respect, thus motivating its employees. An important aspect of Orderwise's organisational spirit is its commitment to innovation. The company creates an environment where employees feel empowered to suggest improvements to business processes, thereby fostering a sense of belonging and contribution to the team (Lobel, 2021).

Unilever is based on the Self-Determination Theory, as the company provides great opportunities for professional development through various training and career development programmes. By offering flexible working hours and support for employee well-being, Unilever maintains the autonomy and competence of its employees, which motivates them to achieve high results. Orderwise uses elements of Vroom's Theory of Expectations to provide

employees with opportunities for development and training, clearly linking their efforts to career progression and rewards such as competitive salaries, pension plans and insurance.

Compared to the previous companies, there is no mention of psychological support or sports subscriptions on the website.

Table 1. Analysis of motivational tools in companies from the country leading the global innovation index

Company	Flexibility	Insurance	Education programmes	Maternity /paternity leave	Psychological support	Other benefits
Novartis	Yes	And for families	Mentoring, certification	14 weeks	Mental health programmes	Pension plans, Spark: mutual recognition, insurance for business travel
Coop	Yes	Yes	600 internal courses	18 weeks, 3 weeks of parental leave	Free social consultations	Early retirement (from the age of 58 and 2/3 covered by the company), discounts on goods, discounts on fitness programmes and participation in sporting events
Spotify	Yes	Yes	GreenHouse : training	6 months	Yes	Inclusive environment, flexible incentives for participation in projects
Mentimeter	Yes	Yes + health grants (€500 per year)	Budget €2000 for training	Up to 90% of the salary during parental	-	Free meals, 4 days a week, an annual excursion to a European city, 30 days of paid holiday, pension plans, discounts for the gym
Google	Yes	Yes (including in the office)	G2G (knowledge exchange, training)	Additional support for parents	Access to mental health apps	Free meals, 150 Feet from Food Rule, green roof, on-demand fitness, and cooking classes, volunteering
Sweetgreen	Yes	Yes	Trainings, career development programmes	Paid parental leave	Mental health programmes	Social initiatives and community support
SEA	Yes	Yes	Training programmes , mentoring	16 weeks, 2 weeks of parental leave	Mental health support	Inclusiveness, volunteering
Foreword Coffee	-	Yes	Training for professional development	16 weeks, 2 weeks of parental leave	-	Inclusion of people with different abilities, promotion of sustainable development
Unilever	Yes	Yes	Online platform with 100,000 courses	Paid parental leave	Yes	Programmes for inclusion, support for people with disabilities, pension plans

Orderwise	Yes	Yes	Education, training, mentoring	-	-	Social programmes to strengthen the team, pension plans, focus on innovation
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Source: Data adapted from (Novartis Life Handbook, Coop Jobs, Spotify, Mentimeter, Google Careers, Sweetgreen, Sea Careers, Foreword Coffee, Unilever, Forterro).

The analysis of the motivational tools presented in the table allows drawing some important conclusions about current trends in employee benefits. Work flexibility: All companies offer flexible working hours or remote work, as in recent years they have started to focus more on the results of work rather than the number of hours employees spend in the office. It also reduces the stress associated with long commutes and allows employees to spend more time with their families, health and relaxation, which has a positive impact on their well-being. Medical insurance for employees: Almost all companies offer comprehensive health insurance (including medical, dental and vision insurance) to their employees and sometimes to their family members. Education programmes: Another common benefit is training and professional development, which is mentioned by all companies. These programmes are designed to help employees move up the career ladder and acquire new skills to keep up with technology. Maternity/paternity leave: The length and pay for parental leave varies considerably from company to company. For example, Coop offers 18 weeks of maternity leave and 3 weeks of paternity leave, Spotify - up to 6 months, but interestingly, it is in Singapore companies that no information is given about parental leave is a nationwide policy regulated by law, and many companies do not list it separately in the lists of corporate benefits, as it is mandatory for all employers. Mental health and well-being: Many organisations have recognised the importance of mental health by offering resources such as employee assistance programmes, mental health days or therapeutic support. Additional benefits: Companies offer various fringe benefits such as discounts, sports programmes and even free lunches, social benefits and retirement plans. For example, Google

provides free lunches and snacks, Mentimeter offers an annual trip to a European city, and Novartis provides business travel insurance. Coop offers discounts on goods and early retirement, and Sweetgreen supports social initiatives and the community. There is also a growing focus on diversity, inclusion and social responsibility. For example, SEA and Foreword Coffee support inclusion and sustainability initiatives, while companies such as Unilever focus on supporting employees with disabilities. Such bonuses motivate employees and promote their engagement.

In all countries, both types of motivation are considered important, but in large and developed companies, intangible rewards are valued more than bonuses, as companies seek to create a balance that will promote long-term employee engagement. Four categories of rewards - compensation, career growth, development opportunities, and recognition - remain the main pillars of an effective performance management and employee engagement system (McKinsey & Company, 2024).

This proves that intrinsic motivation is a more significant predictor of employee engagement than extrinsic rewards such as monetary incentives. A number of studies have shown that when employees focus on salary as the main motivator, they lose interest in their tasks and, as a result, in developing new skills. This, in turn, negatively affects their productivity. According to the researcher, extrinsic rewards have the potential to reduce intrinsic motivation rather than increase it (Tomas Chamorro-Premuzic, 2013).

Nigeria

With a rapidly growing population of around 223 million, Nigeria is the most densely populated country in Africa, covering 923,768 square kilometres (Statista, 2023). For this reason, among others, the burden of unemployment has been prevalent for many years, resulting in a projected labour force participation rate of 2.1% in 2023 (Doris Dokua Sasu,

2023). The total labour force is estimated to grow to over 75 million by 2023 (WorldBank, 2023). Even though Nigeria ranks 113th in the Global Innovation Index it is known for its vibrant culture and diversity, and is also a home to a thriving tech ecosystem among African countries.

In general, in Nigeria, remuneration and benefits programmes are aimed not only at financial support, but also at social security for employees. Many companies offer competitive salaries that are commensurate with market standards and the skill level of their employees. Organisations are introducing goal-oriented reward systems that help to improve performance (Remote.com, 2023). Companies such as Dangote Group and Stanbic IBTC provide employees with access to healthcare services, including treatment, prevention and regular check-ups, which improves overall well-being and staff loyalty (Remote.com, 2023). Additional benefits include paid holidays, days off, and professional development programmes. Investing in education, training, and internships helps to improve employee skills and job satisfaction (RiverMate, 2023). Such initiatives allow companies to remain competitive while supporting their employees' long-term career goals.

Flutterwave, a prominent financial technology enterprise, espouses the view that an interdisciplinary team is instrumental in the development of an innovative and useful product. The company is dedicated to recruiting highly skilled professionals who are prepared to operate in a dynamic environment and facilitate opportunities for millions of users globally. The website outlines five fundamental values that underpin Flutterwave's operations. The company's approach is customer-centric, with a focus on fostering trust, loyalty, respectful communication, and continuous innovation. These principles inform the company's operational style, which fosters the formation of a unified team capable of achieving high-performing outcomes collectively. Additionally, the website features a section dedicated to

the teams responsible for developing innovative solutions that benefit both individuals and organisations utilising the company's products and services. Furthermore, the company provides its employees with the requisite tools to enable them to work effectively, and offers competitive salaries. Flutterwave's social benefits encompass all essential aspects of employee well-being. The company offers comprehensive health insurance for employees and their dependents, as well as life insurance, thus enhancing their financial security. Each employee receives a monthly remuneration package that includes compensation for internet costs and an entertainment allowance that covers the cost of streaming services, music, or other forms of entertainment. All team members are entitled to 20 days of paid vacation each year, as well as a pension plan that supports their financial future. Furthermore, a flexible approach to workflow organisation enables employees to perform their duties efficiently while allowing for sufficient time for rest, family, and self-development.

Babban Gona, which means "Great Farm" in the Hausa language, is a social enterprise organisation that provides support for smallholder farmers in Nigeria with the objective of enhancing their profitability. The company's website outlines a range of distinctive working conditions, with a particular focus on the well-being, professional growth and work-life balance of its employees. One of the key benefits is the flexible approach to the accrual and utilisation of paid holidays. In addition to the aforementioned benefits, employees are entitled to annual paid leave, as well as days off for national holidays. It is evident that quality rest is beneficial for employees, as it allows them to recuperate and enhance their performance. Furthermore, the company makes regular contributions to the employees' pension plan, which serves to enhance their sense of financial security and future prospects. Furthermore, affordable health insurance provides coverage for not only employees but also their dependents, encompassing medical, dental, and eye care services. Furthermore, the

benefits package includes life insurance, which provides additional protection for employees and their families. The company's approach is often compared to the so-called 'carrot experience', which symbolises a comprehensive approach to employee care. Additionally, the company allocates a budget for education, training, and participation in conferences and workshops. Employees are provided with access to leading industry experts through participation in training and conferences, which facilitates knowledge sharing and the expansion of professional contacts.

Our analysis suggests that Flutterwave is more influenced by Vroom's Expectancy Theory due to its emphasis on providing high salaries, competitive benefits and opportunities for professional development. This reward system for certain achievements and investment in employees' career development confirms the principles of this theory, where employees are motivated by the expectation of being rewarded for their performance. At Babban Gona, the Self-Determination Theory can be observed as the company focuses on employee well-being by providing opportunities for professional development, work-life balance, and financial security through social benefits. This helps to develop employees' intrinsic motivation by supporting their needs for autonomy and personal growth.

Nepal

Nepal covers an area of 147,181 square kilometres in the South Asian region. In 2021, the population of this country was approximately 29.7 million people, and the current GDP was approximately USD 34.2 billion (Statista, 2023). By 2022, the total workforce is estimated to have grown to over 9 million (WorldBank, 2023). The country's economy depends on agriculture, tourism and handicrafts. It is ranked 109th in the Global Innovation Index. Despite the economic challenges, Nepal remains a unique destination with hospitable people and beautiful nature. A review of the career sections of numerous company websites

in Nepal reveals a predominance of vacancies with detailed job descriptions and candidate requirements. These sections tend to prioritise functional aspects such as experience, qualifications and skill sets and lack information on the benefits offered by the companies.

Himalaya Airlines is one of the fastest growing multicultural private international airlines in Nepal. It has developed an inclusive corporate culture which provides a favourable environment for the personal and professional development of its employees. The company offers a comprehensive benefits package, including a five-day working week and official holidays, which facilitates the maintenance of a healthy work-life balance for employees. A total of 21 official days-of leave are granted per annum, comprising 14 fixed days and 7 optional days. This allows employees to select the periods of rest that are most convenient for them. Furthermore, employees are entitled to 18 days of paid vacation and 12 days of sick leave, which contributes to stability and helps maintain high levels of motivation and productivity. Furthermore, Himalaya Airlines facilitates personal and professional growth through the advancement of skills and training, thereby enhancing employee competencies. This is a crucial element for a multinational team operating in the challenging environment of the aviation industry. The company offers medical insurance and accident coverage, which is a pivotal aspect in ensuring the health and safety of employees. Additionally, employees are entitled to 12 discounted airline tickets per year, enabling them and their families to travel at reduced rates (Himalaya Airlines Careers).

MeroJob is the leading career management platform in Nepal. MeroJob focuses on corporate culture, teamwork, and career development in the Life at MeroJob tab. Among the company's key benefits are leadership development programmes (LDPs) that promote creative and professional development. The company is actively implementing measures to reduce stress among employees, organising various activities that help create a positive

corporate atmosphere and strengthen team spirit (Career in Merojob). MeroJob offers social packages that include health insurance, an employee social security fund (SSF), life insurance, maternity leave and other forms of support. In addition, there are compensations such as fuel allowances, communication, festivals, and work-life balance programmes. Employees have the opportunity to take part in training and professional development initiatives. There is a supportive work environment, access to cutting-edge technology, and teamwork that aims to bridge gaps in Nepal's labour market.

Here we can say that Himalaya Airlines applies the Self-Determination Theory, focusing on the autonomy, development and support of employees' psychological well-being through training programmes and social benefits. MeroJob follows Amabile's Component Approach to Creativity Model, focusing on leadership development and stress reduction through active activities and programmes to support employee creativity and motivation.

CONCLUSIONS

In a context of market dynamics and technological change, the capacity for innovation has become a critical factor in the successful development of modern companies. The implementation of innovative activities enables companies to maintain their competitive advantage, facilitate market entry, enhance productivity, and develop new products and services. The implementation of innovative projects is contingent upon the availability of human capital, specifically the interest and motivation of employees who generate new ideas and bring them to fruition. The primary research question was to identify the extent to which motivational tools contribute to the innovative development of companies in different countries that differ in their positions in the Global Innovation Index. The hypothesis that was initially proposed was that innovative companies utilise a specific contemporary motivational theory to engage their employees and encourage them to generate novel ideas that contribute to innovation. Nevertheless, no research has yet identified which theory is most effective in stimulating employee innovation. The results of the research confirm this hypothesis, indicating that the Self-Determination Theory is an efficacious motivational instrument for fostering innovation in both countries with a high level of innovation and countries with lower ratings on innovation. The theory is based on the premise that employees' basic psychological needs - autonomy, competence, and social connection must be satisfied in order to foster intrinsic motivation. This approach has been demonstrated to be effective in both highly developed countries (Switzerland, Sweden, The United States, Singapore and The United Kingdom) and countries with lower GII rankings (Nigeria and Nepal). In particular, companies in countries with lower levels of innovation are more likely to prioritise professional development programmes and social support, whereas in highly developed

countries, there is a greater emphasis placed on autonomy and support for physical and mental health.

One of the main practices observed in both high and low performing organisations is the creation of a favourable working environment, including flexible working hours, professional development and social support. Companies in leading countries are looking more and more to mental health programmes for their employees. Adding to the benefits, initiatives such as mental wellbeing programmes and psychotherapy counselling help reduce burnout and stress, which in turn improves employee productivity and creativity. More and more companies are introducing inclusion and equal opportunities policies, including measures to support diversity in teams. It is therefore imperative for organisations aiming to enhance their innovation to prioritise not only the professional development of their employees, but also the provision of psychological support and the development of an inclusive corporate culture.

In addition to Self-Determination Theory, other motivation theories were identified as being employed to a lesser extent. For example, Vroom's Expectancy Theory is used to ensure a clear link between employee efforts and rewards, which increases motivation to achieve results. Amabile's Component Approach to Creativity, in turn, focuses on providing the right conditions for the creative process, such as appropriate resources, stimulation of interest and support from colleagues and managers. Nevertheless, it is the Self-Determination Theory that is most frequently integrated into the corporate culture of companies, as it provides a long-term effect and contributes to the creation of powerful domestic drivers of innovation.

Future research could focus on developing specific models of motivation that take into account not only Self-Determination Theory, but also other modern motivation theories, such as Vroom's Expectancy Theory or Amabile's Component Approach to Creativity Model. This would enable the creation of more comprehensive approaches to stimulating innovation in companies.

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