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HOW TO MOTIVATE EMPLOYEES

– What Science Knows And The Consulting
Industry Does



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Companies are spending yearly an estimated 50 billion US-dollars on the improvement of their leaders. Especially the question how to motivate the employees has been researched a lot. However famous organisational behaviour researchers like Daniel Pink (2009) highlight that “there is a mismatch between what science knows and business does”, meaning that even though companies are spending tremendous amounts of money for employee motivational training programs and coaching, they will not imply this newly gained knowledge within their companies' cultures. Therefore a research was conducted to investigate the available knowledge about employee motivation critically and inspect to which extent companies are really using their knowledge and involving it within their companies. Because of the researcher's personal experiences the research focuses on the global consulting industry.

The theoretical framework is based on literature review of five of the most acknowledged theories of employee motivation. Abraham Maslow's Hierarchy of Needs model, Frederick Herzberg's Two-Factor Theory, Victor Vroom's Expectancy Theory, Edwin Locke's Goal-Setting Theory and Daniel Pink's ideas about motivation including Autonomy, Mastery and Purpose were critically reviewed and discussed.

For the research the researcher gathered empirical data in form of an online survey, sent to employees of major global consulting companies. The participants were asked questions related to the theories of Frederick Herzberg and Daniel Pink. The goal was to determine how well the companies are implementing those theories in their own company cultures.

Various discoveries have been made through the research. The results presented that most of the theoretical knowledge about employee motivation have been very well applied within the companies' cultures. However the findings also displayed that there is room for development of certain motivational incentives that would lead to an increased overall performance of the employees.

Implementing other motivational theories within the research and increasing the target group could conduct possible future research and increase the focus on possible cultural differences.

KEYWORDS:

Employee motivation, human resource management, hierarchy of needs, two-factor theory, expectancy theory, goal setting theory, Daniel Pink, consulting industry

CONTENT

1 INTRODUCTION	6
1.1 Research Background	6
1.2 Research Motivation	7
1.3 Research Objectives	8
1.4 Research Structure	9
2 LEADERSHIP / MOTIVATIONAL THEORIES	10
2.1 Motivational Theories	11
2.1.1 Abraham Maslow: The Hierarchy of Needs Theory	12
2.1.2 Frederick Herzberg: The Two-Factor Theory	17
2.1.3 Victor Vroom: The Expectancy Theory	22
2.1.4 Edwin Locke: The Goal-Setting Theory	27
2.1.5 Daniel Pink: Autonomy, Mastery and Purpose	30
3 CONSULTING INDUSTRY	36
4 RESEARCH METHODOLOGY	40
4.1 Introduction	40
4.2 Research Method and Data Collection	40
4.3 Research Design	41
4.4 Validity and Reliability of the Research	42
5 DATA ANALYSIS	43
5.1 Introduction	43
5.2 Questionnaire results	43
5.2.1 Personal Facts	44
5.2.2 Intrinsic Incentives according to Frederick Herzberg	45
5.2.3 Extrinsic Incentives according to Frederick Herzberg	48
5.2.4 Ranking of Intrinsic and Extrinsic Rewards	52
5.2.5 Questions regarding Autonomy, Mastery and Purpose	54
6 CONCLUSION	58
6.1 Outline	58
6.2 Conclusion	59
6.3 Future Research	63
6.4 Limitation	64

APPENDICES

- Appendix 1. Letter of Participation
Appendix 2. Questionnaire

PICTURES

- Picture 1 The Candle Problem: Initial Situation (Checkside, 2012) 31
Picture 2 The Candle Problem: Solution (Checkside, 2012) 32

FIGURES

- Figure 1 Maslow's Hierarchy of Needs (Maslow A., 2014) 14
Figure 2 Factors affecting job attitudes (Herzberg, 2003) 19
Figure 3 Victor Vroom's Expectancy Theory (Schmidt, 2002) 25
Figure 4 An illustration of Locke's Goal-Setting Theory (Mullins, p.273, 2007) 28
Figure 5 A hierarchy of consulting purposes (Turner, 1982) 36
Figure 6 Age Distribution (Raulf, 2014) 44
Figure 7 Growth impact on motivation (Raulf, 2014) 47
Figure 8 Salary impact on motivation (Raulf, 2014) 49
Figure 9 Job Security (Raulf, 2014) 50
Figure 10 Choices of Projects (Raulf, 2014) 55
Figure 11 Time Related Decisions (Raulf, 2014) 56

TABLES

- Table 1 Work related and personal development (Raulf, 2014) 46
Table 2 Job security and its impact on motivation (Raulf, 2014) 51
Table 3 Ranking of Motivational Incentives (Raulf, 2014) 53

LIST OF ABBREVIATIONS

BCG	Boston Consulting Group
ERP	Enterprise Resource Planning
HRM	Human Resource Management
MF	Motivational Force
MT	Management Today
RAVE	Respect, Appreciate and Value Everyone
ROWE	Results Only Work Environment
SDT	Self-Determination Theory
US	United States of America

1 INTRODUCTION

1.1 Research Background

Today not many factors are as important for a company's success as the results of good leadership approaches. Leadership approaches are the main indicators in terms of employee satisfaction and have a tremendous influence on the overall performance since employees are one of the most important resources of almost every company. Especially companies with a high number of knowledge workers profit from leadership research.

The Finnish researcher Perttu Salovaara goes even one step further in his book "From Leader-Centricity Toward Leadership - A hermeneutic narrative approach" describing leadership as a "*hailed and major explanatory factor for organizational performance*". (Salovaara, 2011)

There have been drastic changes in the business world over the past years and business processes will most likely continue to change on a fast pace. Globalisation, steadily changing competitive environments, technical development, and change of values are just some of the difficult challenges that leaders and managers have to face over and over again. (Hernez-Broome & Hughes, 2012)

There are various theories of different leadership approaches and the influence of motivated employees on the overall performance of a company. However especially through changes of employees' values over the past years motivation-enhancing techniques had to be changed. In today's world, many employees do not just focus on their careers and a high status but on factors like the work-life-balance or a challenging work environment. These changes in employee motivation also have to be adapted by the leaders in order to create new motivation techniques to serve those new found values.

Leadership has been heavily researched during the last 50 years. Especially our constantly changing environment is forcing us to create new theories and approaches in order to successfully motivate employees. In fact, according to Fulmer and Conger as well as Burke over 15,000 articles and books have been published and organizations spend an estimated \$50 billion a year on the development of leaders. (Fulmer & Conger, 2004) (Burke, p.91-92 2006)

Even though there is an extensive knowledge about leadership, employee motivation and what characteristics a good leader should have, many organizations claim to have a shortage of good leaders. Hogan and Hogan (2001) for example are claiming that the number of ineffective and poorly performing leaders can be estimated between 50 and 75 per cent.

The industry that has one of the biggest impacts on leadership development and research concerning leadership is the consulting industry. With the knowledge they acquire they are trying to help others (consultants and clients) to exceed their own expectations in order to achieve astonishing results and raise the performance of the whole company. (McKinsey & Company, 2014) This and the personal experience the researcher was able to gain within the consulting industry led the focus of this research towards the motivational incentives used by leaders within the consulting industry.

1.2 Research Motivation

The research is inspired by Daniel Pink's TED video "The puzzle of motivation" and his famous quote "*There is a mismatch between what science knows and what business does*". (Pink, 2009)

Especially when considering how much money companies are spending yearly for the research and training of new leaders, the researcher became very curious of the truth of Daniel Pink's statement. Within this research paper, he attempts an analysis of how the quote applies to the consulting industry, an

industry that is specialized in improving its clients' performances while using the newest research results and applying them to every case individually.

The researcher has been an intern in a small consulting agency himself and was able to gain many experiences within this industry. Further, he was able to broaden his network and got in touch with other consultants, also of the big five consulting companies, like Bain, BCG and McKinsey and Company, and was able to share a lot of experiences with them. This is a major reason why he chose to do the research based on the global consulting industry.

1.3 Research Objectives

Daniel Pink's quote from his TED talk "*What science knows and business does*" is influencing the objectives of the research tremendously. (Pink, 2009)

The research is following two main objectives. There are many scientific sources of different leadership approaches and the importance of employee motivation. To fulfil the first main objective the researcher starts the paper by defining some of the most important terms of leadership like general motivation or the difference between extrinsic and intrinsic incentives defined by Herzberg and analyses those approaches critically.

After defining "what science knows", he analyses his survey findings in an attempt to investigate "what business does". Therefore he analyses the findings of an online questionnaire he sent to a target group of ten consultants of major global consulting companies in order to see if the companies are actually using the knowledge they gathered correctly.

Statement of research objectives:

1. A critical overview of the most acknowledged and well-known theories of employee motivation.

2. To which extents are global consulting companies using their knowledge about employee motivation within their own companies?

The researcher tries to investigate if the global consulting companies are using their knowledge about employee motivation successfully and whether or not possible problems, for example due to different cultural backgrounds of the employees, might occur.

1.4 Research Structure

The researcher does not have any knowledge about previous employee motivational studies that are linked to the consulting industry. Yet, it is assumable that the consulting companies' own HRM departments are investigating their employees via various feedback forms and interviews in order to improve the companies' overall performances. This knowledge however was not available for this particular research paper.

This thesis proceeds in the following structure. Within the first chapter the research background, the research motivation, and the research questions are displayed. Chapter two gives an outline of the most acknowledged leadership theories of employee motivation and critically reviews them as a first part of the theoretical framework. Chapter three provides an overview of the global consulting industry. The research methodology and preferred method of data collection is explained in chapter four. Chapter five displays the findings of the questionnaire and provides analysis of the data. Chapter six, the last chapter of this thesis, provides the conclusions that are resulting from the collected data within the previous chapters.

2 LEADERSHIP / MOTIVATIONAL THEORIES

Leadership becomes more and more important in today's business world. Like mentioned in the previous chapter companies are spending yearly billions of dollars for the research of leadership and coaching as well as training programs for their leaders.

Maccoby (2009) states that there are many brilliant scientists and engineers with great ideas. Most of their inventions usually will not fulfil their promises but if they do they could become real game-changers. Often those products might still fail due to the lack of leadership skills. With great leadership on the other hand those ideas might become innovations and be able to change the world and create whole new markets, giving the company a great advantage to dominate those new created markets for a certain time. This example shows that *“leadership will be needed to transform an invention into a competitive product”*. (Maccoby, 2009)

Meindl and Ehrlich made another interesting discovery. They were observing people that were giving a certain task, having a person in a leadership position. After the people finished their work they should evaluate their performance and their work outcomes. Afterwards they had to do the same task without an announced leader. Even though the performance was the same, almost all of the participating people evaluated their performance and their outcomes lower than before. This shows the influence a leader can have into the work satisfaction of the employees and the importance of a leader. Meindl and Ehrlich referred to this experiment with the term *“The romance of leadership”*. (Meindl & Ehrlich, p.78-102, 1985)

From the researcher's point of view *“the romance of leadership”* is a good example of the importance of good leadership. Security needs of the employees can be satisfied with a strong leader in charge who takes responsibility for the

whole project and especially the motivation that comes from good leadership can have a tremendous impact on the employees' performances.

Motivation of the employees is in fact one of the most important factors of leadership and has been researched intensively.

Kanfer (1990) defines work motivation as the "*psychological forces within a person that determine the direction of a person's behaviour in an organization, a person's level of effort and a person's level of persistence in the face of obstacles*".

DeCharms (1979) goes even further by describing motivation as a mild form of obsession.

Motivation can have a really big impact on the overall work performance of employees and is therefore extremely important. Orr (2004) even claims that it might be of an advantage to have a highly motivated team member with an average skill set instead of a brilliant skilled member who does not have any motivation to achieve the wished results.

Because of the importance of employee motivation this research focuses on some of its most acknowledged theories. Within the next section of this chapter the researcher focuses on motivational theories and discusses them critically. Differences of the theories' validities, which might occur through variances of the cultural backgrounds of employees, are highlighted as well. Those cultural dissimilarities are also part of the analysis of the empirical part of this paper and it is clearly mentioned whether or not cultural differences led to alternative survey results.

2.1 Motivational Theories

Within this chapter of the thesis the researcher explains some of the most influential and most appreciated motivational theories. Abraham Maslow's Hierarchy of Needs model, Frederick Herzberg's Two-Factor Theory, Victor

Vroom's Expectancy Theory, Edwin Locke's Goal-Setting Theory and Daniel Pink's ideas of motivation including Autonomy, Mastery and Purpose are discussed and critically reviewed within this chapter.

All of the above mentioned researchers have been born in North America, four of them in the US. Therefore it is highly likely that most of their theories are based on the cultural backgrounds and psychological needs of US citizens. The US culture contradicts a lot from the more collectivistic Asian cultures with high levels of Power Distance. According to Geert Hofstede (2014) it is one of the most individualistic cultures in the world with an individualism score of 91. Further, the US-Americans' high Masculinity score is an indicator that their culture is very success oriented and the citizens are driven by competition and high achievements. Out of this reason the researcher assumes that it is highly likely that the theories might not be applicable in all cultural environments and that cultural differences might have an impact on the theories' validities. The researcher highlights also these possible impacts critically within the next sections of this chapter.

2.1.1 Abraham Maslow: The Hierarchy of Needs Theory

One of the most popular and most referred motivational theories is Abraham Maslow's Hierarchy of Needs Theory. It was first published in 1943 and is ever since highly appreciated. (Maslow A., 1943)

His basic idea suggests that humans are individuals that constantly have an urge to want more than they currently have. What they want is depending on their current property and current level of satisfaction. These needs of the humans can be shown in a so-called "hierarchy of importance", organized in a certain series of levels. Maslow's initial theory included eight levels of human needs but usually just the five most significant are displayed. (Mullins, p.258, 2007) Those are:

1. Physiological needs:

Physiological needs usually refer to the homeostasis, needs that are physical requirements for the human survival such as breathing, eating and sleeping. But also physical needs such as maternal behaviour, sensory pleasures and sexual desires can be included into the level of physical needs. (Maslow A., 1943)

2. Safety needs

Safety needs include security and safety from all physical and psychological threats towards the human. Further safety needs also include job or financial security as well as the security of people that are being close to the individual (this can include family and near friends). (Mullins, p.258, 2007)

3. Love needs and sense of belonging

Love and a sense of belonging are social needs that most people will aspire to. Friendships, family and the belonging to a group (work team, sport groups, etc.) can be important factors to give the individual a feeling of belonging, allowing it to give and receive affection and love. (Maslow A., 1943)

4. Esteem needs

These needs, also referred to as “Ego needs” can be split into two major categories. The first category contains self-respect and the desire of independency achievement and confidence. Second there is the esteem of others involving status and recognition from the individual’s surroundings. (Mullins, p.258, 2007)

5. Self-actualisation needs

Self-actualisation needs are describing the individual’s development towards the goal of the realisation of its full potential. Maslow explained it with the words “*What humans can be, they must be.*” (Mullins, p.258, 2007) (Maslow A., p.91, 1954)

According to Maslow levels of needs that have been satisfied can no longer act as a strong motivator for the individual, and the next level within Maslow's hierarchy has to be targeted. This he explains with the idea that just unsatisfied needs are able to motivate a person. (George & Jones, p. 192, 1999) (Mullins, p.258, 2007) The researcher agrees with Maslow's idea that just unsatisfied needs are able to motivate a person. An example might be a starving person that would be extremely motivated by receiving a delicious meal as a reward. However after finishing the whole meal and loosing her or his appetite, the person will most likely not be motivated by the possibility of receiving food as a reward anymore. For a manager this knowledge is important and displays that she or he should constantly change her or his rewards according to the employees' actual levels of needs.

The above-mentioned levels Maslow created are usually displayed in form of a pyramid like in "Figure 1 Maslow's Hierarchy of Needs" to imply the "*thinning out of needs as people progress up in the hierarchy*". (Mullins, p.258, 2007)

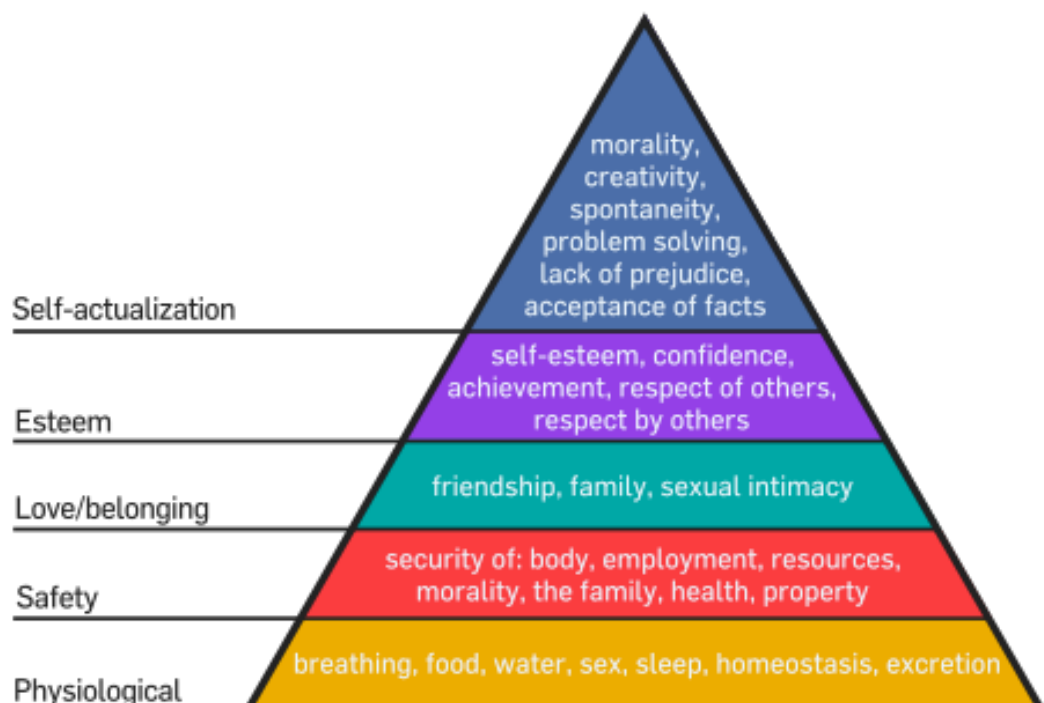


Figure 1 Maslow's Hierarchy of Needs (Maslow A., 2014)

Despite its long reputation there has been a lot of criticism of Maslow's Hierarchy of Needs Theory.

George and Jones highlighted that one of the major problems of Maslow's theory is that Maslow assumes his fairly small levels of needs would apply to all human beings in similar ways. Further they pointed out that it is highly idealistic, if not almost naïve, to assume that all people would gain their motivation in a set order. According to Maslow the "*satisfaction of higher needs is just possible if lower needs have been satisfied before*". They are arguing that it is possible to gain motivation out of various factors at the same time, that the order does not have to be given and that it is not tied to the strict regulations of Maslow's levels. (George & Jones, p.195, 1999) The researcher agrees with them that it is highly unlikely that all humans would gain their motivation through Maslow's fairly narrowly defined levels of needs. Especially their statement that humans are able to gain satisfaction out of various causes at the same time confirms the researcher's thoughts. He, too, believes that this is possible and especially considers that those various factors do not have to be within the same, by Maslow defined levels. Instead those motivational factors can come from various levels at the same time. An example case might be an employer that just closed a very important business contract with a client that lets both sides profit. In this example the employer might feel very confident and might also gain the feeling of accomplishment. Further he would have been able to strengthen an important relationship with the client, and after closing an important business deal for his company, he might feel more secure about his job, too. In this little example case the employer would most likely gain motivation from four of Maslow's defined levels simultaneously. Those are: Self-actualization Needs (feeling of accomplishment), Esteem Needs (feeling confident), Belonging Needs (strengthening of the client relationship, as well as his own position within the company) and Safety Needs (by becoming more valuable for the company).

Critics also claim that different cultural complications with Maslow's theory might occur. Adler (2002) believes that the Hierarchy of Needs Theory applies to many Western cultures and focuses especially on the US. He agrees that human needs contain several shared and universal aspects but that their importance may vary a lot within different cultures. Especially people that are coming from more collective oriented cultures will have many problems with Maslow's theory because it is based on the more individualistic Western mind-sets. (Adler, p.176, 2002) The researcher shares Adler's assumption that The Hierarchy of Needs Theory would not be applicable in collectivistic countries and believes that the love and belonging needs would be much more important within those cultures than self-actualization. This thought is also similar to the findings of Cianci and Gambrel (2003), which have made similar cultural criticism of Maslow's theory while researching its impacts in collectivistic societies. They claim that especially the needs of love and belonging will outweigh the self-actualization by far in collectivistic cultures.

There has been also a debate whether Maslow positioned the sexual desires within the right level. According to Maslow's theory the sexual desire is part of the first group, the physiological needs. However critics claim that sex might also belong into the third group of love and belonging since it can also be a display of emotion. (Kenrick, Griskevicius, Neuberg, & Schaller, p.292, 2010) Especially couples and people within a deeper relationship might share the opinion that the sex might increase the feeling of love and the sense of belonging instead of being a simple physiological need of procreation.

Wahba and Bridwell who were not able to find evidence of the existence of Maslow's rankings of needs have researched Maslow's theory 1976. (Wahba & Bridwell, p.212-240, 1976)

14 Years later Kanfer came to a similar conclusion as Wahba and Bridwell. While researching Maslow's theory also he was not able to support it with the findings of his research. (Kanfer, 1990)

The researcher is not convinced that following Maslow's Hierarchy of Needs Theory will give leaders a great tool in order to increase their employees' motivations. It is one of the first theories, that includes many intrinsic factors instead of just focusing on extrinsic incentives such as a pay raise. The researcher does agree with George and Jones that it is highly unlikely that all humans would react in the same way to Maslow's considerably small levels of needs. Especially the fixed order the needs have to be satisfied in does not sound correct. Further, he believes that the usefulness of the theory will decrease even more in the future due to the steady globalisation and various mixes of cultures. Global companies with employees from different cultural backgrounds will face difficulties when applying Maslow's theory because of the differentiation of the employee's needs.

The above-mentioned criticism of Maslow's Hierarchy of Needs Theory has convinced the researcher to not include it within the empirical part of this research paper.

2.1.2 Frederick Herzberg: The Two-Factor Theory

Frederick Herzberg discusses in his article "One More Time – How do you motivate employees", published in the Harvard Business Review, various ways of enriching the employees jobs by applying motivational principles in order to enhance the overall performance of a company. (Herzberg, 2003)

First Herzberg presents the way of motivating the employees through KITA ("Kick the audience") approaches that are still in use in many different companies. KITA techniques can be either negative or positive. Negative KITA pressures the employees either physically or psychological. Positive KITA on the other hand like offering a promotion or a bonus for good work is another approach in order to enhance the employees' motivation. Further the author gives examples of various positive KITA techniques that have been developed over the years like reducing time spend at work, spiralling wages, fringe

benefits, communications, human relations training, etc. All of these KITA techniques will most probably raise the motivation of the employees over a short duration of time. The problem is that no long-term motivation of the employees can be reached with these techniques. This is because the motivation has to come from the employees themselves instead of outside stimulation. (Herzberg, 2003)

With his Two-Factor Theory, also called the Motivation and Hygiene Theory, Herzberg tries to differentiate two major groups of human needs.

The first set of human needs (hygiene factors) focuses on the avoidance of dissatisfaction. Those are for example administration, supervision, interpersonal relationships, working conditions, salary, status, and security. (Herzberg, 2003) An example of this could be an employee who receives an average salary. This salary might not necessarily increase his motivation, yet in case it would be decreased it might most probably lead to dissatisfaction and result into demotivation of the employee.

On the contrary there are growth or motivator needs like achievement, recognition for achievement, the work itself, responsibility, and growth or advancement. (Herzberg, 2003)

An employee survey of over 1685 employees clearly proofed that most of the factors that caused satisfaction for the job have been of motivational nature instead of being hygienic (like for example the KITA techniques). Torr described those hygiene factors as *“Things that get in the way of working harder, like undrinkable coffee and the noise of hundred telephones ringing all at once in your new designer open-plan office space.”* (Torr, p.130, 2008)

This knowledge allows the managers of an organization to manipulate those motivational factors through job enrichment in order to improve the overall performance of the whole company. The graphic display in “Figure 2 Factors affecting job attitudes” will help understanding the impact of the outcomes of the survey (Herzberg, 2003). Still, it is important to mention again that the theory is most likely established on the cultural values and beliefs of US citizens. This is

especially displayed within the motivational impacts of achievement and recognition, values that are extremely significant within highly masculine cultures.

EXHIBIT 1
Factors affecting job attitudes as reported in 12 investigations

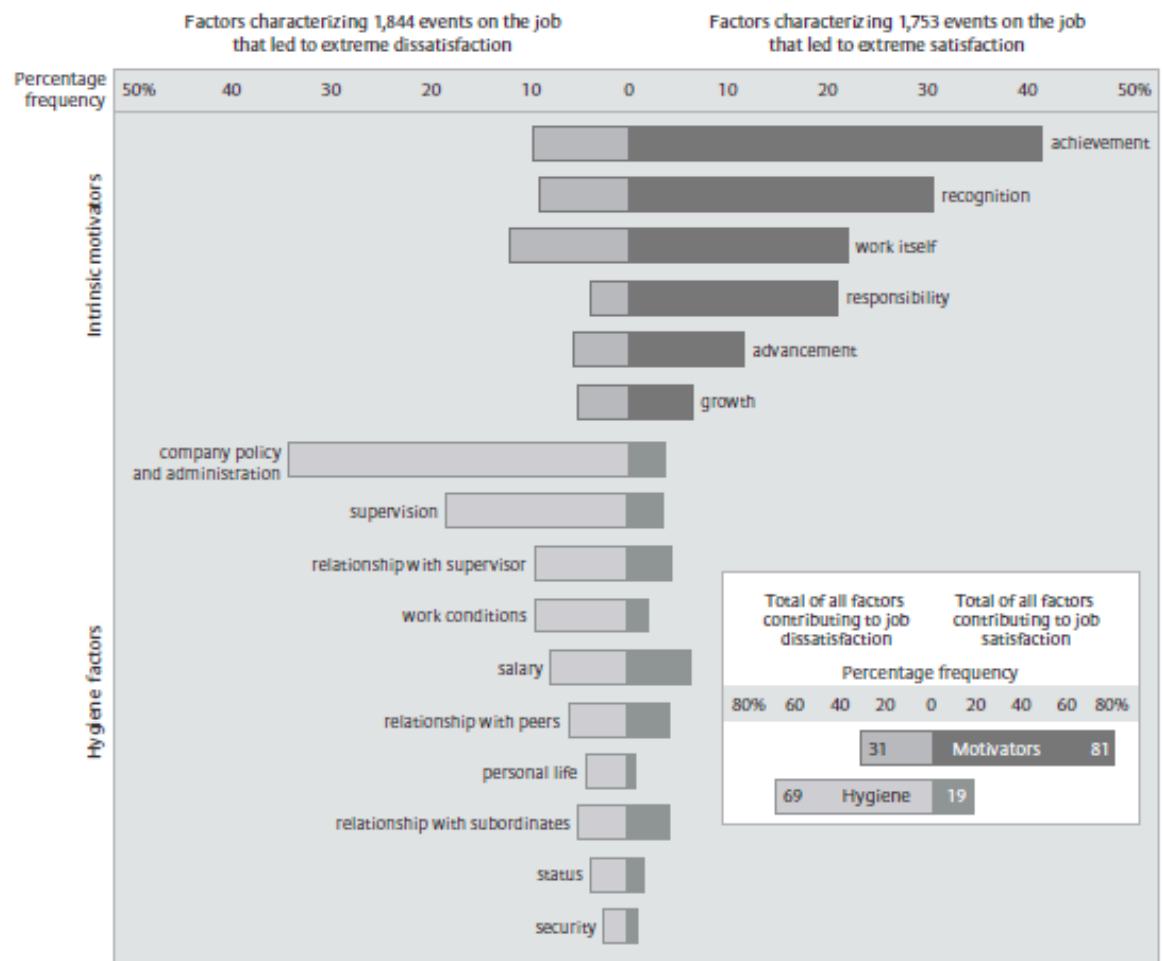


Figure 2 Factors affecting job attitudes (Herzberg, 2003)

Successful job enrichment can be done for example by following the steps that Herzberg suggests in his article. Those are:

1. Identify jobs that can be improved through motivation

2. Approaching those selected jobs with the persuasion that they can be improved
3. Brainstorming
4. Eliminate hygiene factors
5. Screening for generalities
6. Eliminating horizontal loading suggestions
7. Direct participation with the employees' jobs that have to be enriched has to be avoided, etc.

By following all the steps of Herzberg's vertical job loading a drop of motivation during the first period of this program is highly likely to occur, like also shown in the example case Herzberg referred to in his article (Herzberg, 2003). However, this is most likely due to the change of managing approaches and the fear of new responsibilities and over time the motivation tends to rise to new heights and will increase the performance of the organization in the long run.

Herzberg's Two-Factor Theory has many followers and is highly praised by many leaders and researchers. Also Kellerman agrees with Herzberg's opinion of different impacts of intrinsic and extrinsic factors. Kellerman especially highlights the impact of intrinsic factors such as the quality of employees' interpersonal relationships with their superiors, for instance, or their passion for the organization's mission as being more important and more influential than the impact of extrinsic rewards. (Kellerman, p.87, 2007)

Still, there has been also criticism against Herzberg's Theory. Adler for example claims that the theory is created for the psychological needs of the average United States of America citizen. Due to the cultural differences the initial findings of Herzberg's theory could not be confirmed when the study was tested and researched in New Zealand. (Adler, p. 178, 2002)

Further Adler gives examples of people that have made prior public commitments to their jobs and continue working within the same job because it

is still rewarding for them. (Adler, p. 178, 2002) From the researcher's point of view this could be the case for someone working voluntarily for a foundation. Even though the person might not get any salary for the job or might not even like the tasks she or he is doing, the job might be rewarding through the public attention it might create for the person and the polished public image. While working for a foundation it might also be rewarding enough to see the results of someone's own work by helping others.

Similar findings have been made by Robbins who is criticizing the lack of overall measures of satisfaction, claiming that there are many workers that may dislike certain parts of their jobs but still share the opinion that the dissatisfaction is overall acceptable. (Robbins, p.175, 1996) This could be for example an employee working in a high management position that requires a lot of overtime working and leads to a lack of free time. Despite the lack of free time, the employee might still find her or his job acceptable due to various other rewards like growth opportunities through great career developing programs or the recognition of the work through good leadership.

Adler claims that many people that gain satisfaction through intrinsic motivators are afterwards explaining that the root of their motivation is based on extrinsic rewards like their salary or a bonus payment. (Adler, p. 178, 2002) This is especially the case when employees are not aware of their own motivation through intrinsic incentives. By this the researcher believes that employees often argue that they like their jobs because they allow them to drive nice cars or live in a big houses, without being aware that those are just positive side effects and their real motivation mostly relies on intrinsic motivators such as great opportunities for development and acknowledgement of their work.

The researcher agrees with Herzberg and Kellerman and believes that the Two-Factor Theory is a great achievement in terms of leadership research and that it is a significant and useful tool in order to improve a company's performance.

Cultural differences will always occur due to the totally different mind-set of people from for example Western countries compared to Asian countries. It will

be very difficult, if not impossible to find a theory that will apply to all cultures similarly.

Robbins and Adler do have a point when criticizing a lack of overall measures but from the researcher's point of view this is acceptable and can be tolerated since their example cases mentioned above are usually exceptions or very specialised and will occur in almost every theory.

Even though cultural differences might occur the researcher was willing to use the theory for his research. Due to similar characteristics and features of the target group he did not think that the cultural differences would have a too big impact on the survey results.

2.1.3 Victor Vroom: The Expectancy Theory

Victor Vroom believes that the source of work motivation is based on the desired satisfaction of an outcome that has to be achieved. Therefore he designed a motivational theory based on his believes, the Expectancy Theory. (Vroom, 1964)

Victor Vroom's theory focuses on the answers of two major questions of motivation:

1. Is the individual convinced that her or his contribution at work would lead to a desired performance level?
2. Does the individual believe that her or his current level of performance will result into achieving the desired outcomes?

The first question assumes that an individual's motivation to contribute to the organization will not increase unless she or he is convinced to achieve a certain level of performance. Question two focuses on the satisfaction that the individual might get from her or his current performance level. (Vroom, 1964) From the researcher's point of view this means that Vroom believes that individuals get motivated when they are good in what they are doing.

Only if both questions can be answered with a “yes”, it can be assumed that the individual’s motivation will be high enough to result into the wished contribution at work and so into a raise in performance. (George & Jones, p. 190, 1999)

The theory is based on the belief that humans are constantly seeking for pleasure and will be motivated to gain satisfaction from achieving a preferred outcome as well as they will be motivated to avoid negative consequences. (George & Jones, p.196, 1999)

Three key variables that determine an individual’s motivation are valence, instrumentality and expectancy. (Vroom, 1964)

1. Valence

Valence refers to the anticipated satisfaction of an outcome and determines how desirable the outcome might be for the individual. The desirability of an outcome can vary in size and magnitude and be either positive or negative. (Campbell & Pritchard, 1976) (Mullins, p.266, 2007)

Mullins (2007) highlights the distinction between valence and value and claims that it is an often-made mistake to confuse value with valence. Value is the “*actual satisfaction*” that can be gained from an outcome. Valence on the other hand defines the “*anticipated satisfaction*” that the individual assumes to achieve for her or his performance.

2. Instrumentality

Vroom describes Instrumentality as the connection between the job performance and the preferred outcome. Instrumentality defines the perception of the individual whether or not the influence of her or his work performance at a specific level will result into the satisfied outcomes. (George & Jones, 1999)

Instrumentality is strongly influenced by the trust of the individuals towards their leaders. Controlling factors and policies like special contracts, for example for bonus payments or the height of a commission for the individual, are able to increase the workers’ instrumentality as well. (Schmidt, 2002)

Like the Valence also the Instrumentality may vary in size and magnitude and can be displayed either positive or negative. On a scale from -1 till +1 it is measured, where -1 stands for the individual's perception that the desired outcome can definitely not be obtained by individual's work performance, and +1 equals the definite belief that the work performance will conclude into the satisfied results. (George & Jones, 1999)

3. Expectancy

The Expectancy is the clarification of the connection between the individual's effort and her or his work performance. It defines an individual's perception of whether or not her or his effort is enough to meet a certain level of performance that is necessary for the achievement of a goal. (George & Jones, p.199, 1999)

Past experiences and self-efficacy can have a big impact on an individual's Expectancy. Furthermore, it is important that a leader's performance expectations of his staff are not set too high or too difficult. The goals have to be achievable in order to increase motivation. Also the individual's perceived control over its own performance is important and can increase the Expectancy. (Schmidt, 2002)

Expectancy is measured on a scale from 0 till +1 and reflects the individual's perception whether or not a determined amount of effort will lead into a specific performance level. (George & Jones, p.199, 1999)

The above mentioned three key variables Valence, Instrumentality and Expectancy result when combined into the individual's Motivational Force (MF), the individual's motivation for a given form of behaviour. This is also displayed below within "Figure 3 Victor Vroom's Expectancy Theory". (Mullins, 2007)

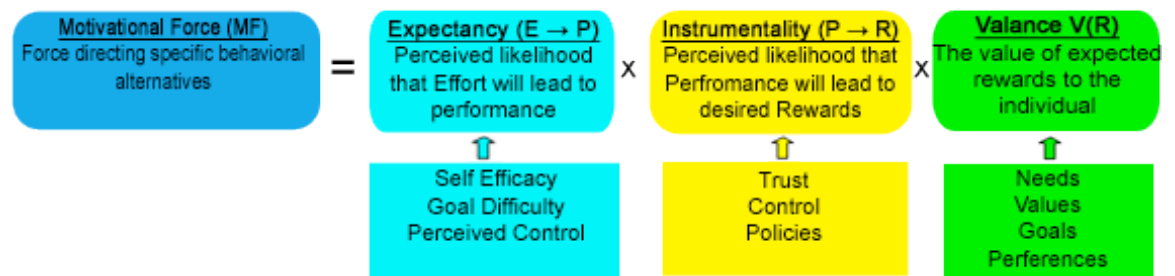


Figure 3 Victor Vroom's Expectancy Theory (Schmidt, 2002)

The Expectancy Theory helps to understand how individuals will most probably decide when they face a variety of alternatives. Usually an individual will always choose the alternative with the highest MF. (Schmidt, 2002)

Only for the case that Valence, Instrumentality and Expectancy result into a great MF, the individual will work motivated and perform at a high level with the greatest effort. (George & Jones, p.200, 1999)

Victor Vroom's theory has gained a lot of recognition and encouraged other scientific researches to even develop his theory. The probably most acknowledged expectancy theory is Porter and Lawler's (1968) developed version of Vroom's theory. They share the opinion that MF does not necessarily lead straight to performance and they also introduced rewards as a new key-variable.

However there is also a lot of criticism towards Vroom's Expectancy Theory. George and Jones for example claim that, according to the theory, many motivational problems would occur since highly valent outcomes are rare in the normal work life. (George & Jones, 1999)

Also Buchanan and Huczynski (2004) are criticizing the Expectancy Theory. Even though they admit that the theory assists by trying to explain individual variations in behaviour and motivation, which is a major improvement towards Maslow's Hierarchy of Needs Theory, they also mention a lot of flaws within the theory.

They are arguing that it would be highly questionable that humans would consider every work related situation with such detailed calculations. Further it would be unnecessary to even offer rewards that are not valued by their employees and would have no impact on their MF. Another critical factor is that they are claiming that rewards may have a change in value over time. This can be for example money that loses value due to inflation or free time for a young father who first enjoys every single minute of his newly gained father hood with his family but after a year tries to flee the family life at work. Buchanan and Huczynski (1985,2004) claim as well that problems might occur if workers get instructed for different tasks and also receive different rewards for them. That would lead to the fact that the workers would just focus their attention on completing the tasks that result into the biggest satisfaction for them. As a possible consequence it would be highly likely that tasks, which result into low satisfaction, would be neglected.

From the researcher's point of view Victor Vroom's Expectancy Theory is a useful tool in order to understand human decisions concerning their behaviour. Especially when it comes to important decisions like the choice whether or not to take on one project over another one might be influenced by the processes explained in Vroom's theory. However the researcher agrees with Buchanan and Huczynski that it is highly unlikely that individuals undergo such a complex calculation with every work related behavioural decision they make. Further he concurs with George and Jones on the fact that most outcomes on a daily bases would not be highly valent for the employees. According to Vroom's theory, that would result into a low MF of the individuals during most of their work life. This cannot be acceptable and the researcher refuses to believe that there is no better way to motivate employees. He believes that Herzberg for example showed with his Two-Factor Theory that there are superior and more straightforward ways to improve employees' motivation. Therefore he decided not to use Victor Vroom's Expectancy Theory for further research within this thesis.

2.1.4 Edwin Locke: The Goal-Setting Theory

Edwin Locke's Goal-Setting Theory concentrates on the identification of goals that increase the employees' work motivation and result into a higher performance of their work. (George & Jones, p.239, 1999)

Locke (1990) defines a goal as the final achievement, which the individual tries to realize through certain behavioural actions.

The goals are influenced by two major characteristics that will influence the intensity of the employees' motivation. Those are the goal's specificity as well as the goal's difficulty. Specific goals have been proven to increase the motivation of the employees. The specificity of the goal can be increased by a set deadline or by the use of specific data like numbers. An example would be to set a minimum limit of items to sell instead of vague statements like "sell as much as you can". As mentioned also the difficulty of a goal can lead to an increase of motivation. For most workers it has been proven that goals, which were hard to reach, led to an increased performance of the workers. (George & Jones, p.240, 1999) (Locke & Latham, p. 474- 483, 1986)

Locke adapts the importance of the perceived value that has been mentioned in Victor Vroom's Expectancy Theory and is convinced of its positive influence of the individual's emotions and desires to fulfil goals and feeling accomplished after receiving the perceived feedback. (Mullins, p.273, 2007)

"Figure 4 An illustration of Locke's Goal-Setting Theory" elucidates Locke's theory and displays its structure:

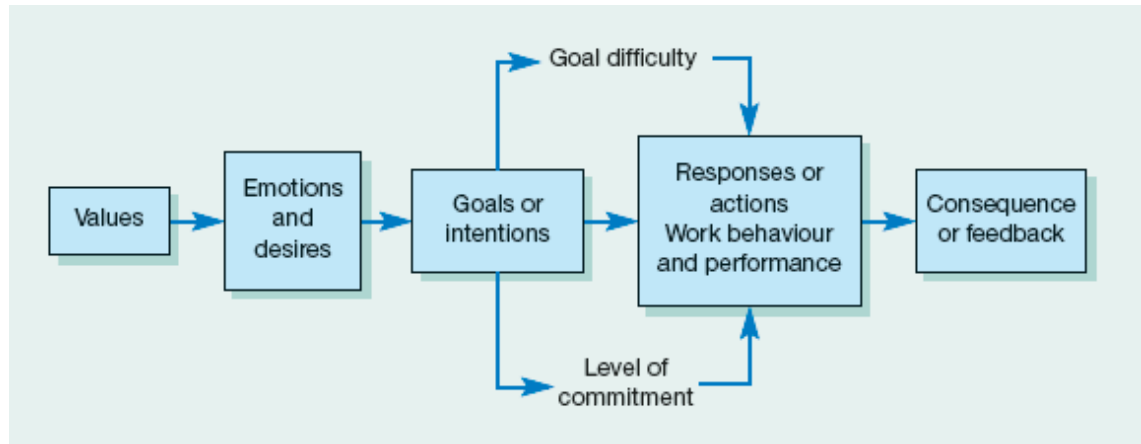


Figure 4 An illustration of Locke's Goal-Setting Theory (Mullins, p.273, 2007)

As shown in Picture 4 Locke believes that the individual's perceived value will influence her or his emotions and desires to fulfil the goal and receive a perceived feedback. The individual's behavioural actions and motivation are strongly depending on the difficulty of the goal and its specificity.

Locke himself refers to his theory by mentioning that it should be used like a motivational technique rather than a motivational theory like the works of Maslow or Herzberg. (Locke E. A., pp. 457-480, 1975)

The Goal-Setting Theory is one of the most influential theories of work motivation. Especially Hannagan praises Locke's theory and speaks of the major advantage towards other motivational theories; he claims it is applicable to all cultures. (Hannagan, p.363, 2005)

On the other hand there are also many critics about Locke's theory. George and Jones for example highlight its limitations. Those are problems that might occur if the workers lack certain abilities or specific skills that would be necessary for the achievement of the task and for a certain level of performance. Further they claim that employees that would face very difficult assignments would have to focus most of their attention for this particular task and would also need a certain amount of their time just for learning and training in order to perform successfully. (George & Jones, p.242, 1999) The researcher does agree with

their first thought but he has to disagree that the training and learning might be a disadvantage. Sure the employees would lose a certain amount of time for training or learning new skills to achieve the goal but he believes that the learning of new skills could be an advantage for future assignments and should not be understood negatively.

Nissinen also criticizes the amount of learning that is needed for the achievement of difficult goals. He claims that if all goals are very difficult the employees might be able to gain new knowledge and perform well on the task, but they will most probably not be able to store all the newly absorbed knowledge and be able to use it for future tasks. This would lead to a lack of knowledge recourses. (Nissinen, p.137, 2006) The researcher agrees with Nissinen that it is important to give the learner a certain amount of time to learn and also store the knowledge. This might become a problem if the goals are too difficult and new knowledge would be needed for most of the tasks. Nevertheless, the researcher also believes that this problem might be avoidable when the leader would assign his employees for goals that might be difficult but require similar skill levels as previous goals. This would prevent the workers from losing their skills and deepen their knowledge for the future, making them more valuable for the company.

Wood, Mento and Locke himself found out that the theory does not apply to all tasks. They came to the conclusion that also many simpler tasks are able to raise the employees' performance levels, instead of the assumed more complex tasks. (Wood, Mento, & Locke, p. 416-425, 1987) This is contradicting with the theory of Locke and questions its creditability.

Robbins (1996) proved Hannagan's assumption that the Goal-Setting Theory is applicable to all cultures wrong. According to his research, Locke's theory is just applicable in countries with low power distance and low uncertainty avoidance; countries such as the US. However in countries where almost opposite values are important, like Chile or Portugal, the theory is not achieving the results it should and Robbins' research could not find evidence on the validity of Locke's theory.

The researcher does agree with Locke that the theory is more like a motivational technique, rather than a motivational theory. Furthermore, it would be rather difficult to prove the theory's applicability within the consulting business with the limited amount of resources the researcher has. Out of this reason he decided to not use Locke's Goal-Setting Theory for further research within this thesis.

2.1.5 Daniel Pink: Autonomy, Mastery and Purpose

Daniel Pink is convinced that the common believe of the assumption of money being one of the biggest motivators for employees is wrong. Instead intrinsic motivators such as the ones proposed in Frederick Herzberg's Two-Factor Theory will lead, in most cases, to a much bigger increase of motivation and result in better performance levels. Further, he even claims that higher monetary rewards can lead to poorer performance levels. (Pink, 2010)

Pink justifies his comments about monetary rewards with the studies that have been made by Edward Deci in the 1970's and Sam Glucksberg. (Choi, 2013) Especially Deci's and Richard Ryan's work on the differentiation of intrinsic and extrinsic motivation influenced Daniel Pink's research tremendously. Their Self-Determination Theory (SDT) highlights the importance of the three psychological needs competence, autonomy and psychological relatedness. (Deci & Ryan, 2002) Further Deci investigated the effects of extrinsic rewards on intrinsic motivation with a variety of experiments and came to the conclusion that once extrinsic rewards are offered they will decrease the intrinsic motivation of the employees. (Deci, pp.105-115, 1971)

Deci's findings have been supported by the scientist Sam Glucksberg who works now at the Princeton University. (Pink, 2009) Glucksberg's research about the influence of extrinsic rewards on intrinsic motivation is often mentioned in Daniel Pink's speeches as well as in his book "Drive: The

Surprising Truth About What Motivates Us”, usually simply referred to as “The Candle Problem”.

For the research study of the Candle Problem Glucksberg decided to split the participants into two different groups. The first group was told that they would be timed in order to establish norms and averages on how long it takes to solve this kind of problem. The participants of the second group on the other hand were promised to receive monetary rewards if they would belong to the 25 per cent of the fastest to solve the problem within their group. After being divided into the groups all participants were offered the materials shown in the below picture 5: A candle, a box of tacks and a pack of matches.



Picture 1 The Candle Problem: Initial Situation (Checkside, 2012)

To complete the task the participants were asked to attach the candle with the help of the given tools and materials to the wall and prevent it from dripping wax on the table. Many of the contestants would try to melt one side of the candle and attach the melted end to the wall but they were not able to prevent the wax from dripping on the table. Yet, there is just one known solution for the problem as displayed in the below picture 6. To find the right solution the participants

had to overcome their “*functional fixedness*” (Pink, 2009) to see the box simply as a container for the tacks and instead of seeing its potential as a tool that is needed to achieve the right solution.



Picture 2 The Candle Problem: Solution (Checkside, 2012)

Against the general assumption that monetary rewards might have enhanced the speed of the participants, the result of the study was that the group of participants that was promised the reward for being one of the fastest of the group needed on average three and a half minutes longer than the group that was not promised any rewards. According to Pink, the same results have been confirmed by many researchers, which tested the study themselves. (Pink, 2009) From the researcher’s point of view this study is a great example of the negative effects on motivation and it evidentially proves that extrinsic incentives may reduce creativity and problem solving thinking by narrowing down the employees mind-set.

Based on the scientific research on intrinsic motivation, Daniel Pink eventually created his own theory of intrinsic motivation by revising Deci and Ryan’s SDT.

Pink's version of the SDT includes the key factors autonomy, mastery and purpose. He is convinced that they will influence the individual's intrinsic motivation tremendously and lead the individual to a maximum performance when extrinsic incentives are not totally neglected. (Choi, 2013)

Below the researcher explains the key factors of Pink's theory more detailed:

1. Autonomy

According to Daniel Pink autonomy at the workplace will encourage the employees and will lead to higher job satisfaction. By giving employees more control over their work and assignments they will improve their work performance. (Pink, 2009) Autonomy may be provided by giving the employees control over the timing of their work (for example ROWE), the choice how to solve a problem (there may be various ways, but guidance by the superiors should still be offered) or by giving them the opportunity to build their own teams.

2. Mastery

Mastery describes the humans' inner urge for steady development and personal growth. In order to achieve mastery it is important that the leadership of the company provides the employees with so called "*Goldilocks tasks*". (Choi, 2013) These specific tasks are neither too easy nor too difficult for the employees but provide the workers with little challenges in order to increase their current skill levels and capabilities, allowing them to grow.

3. Purpose

The purpose mentioned in Daniel Pink's theory equals the highest level of motivation. It means that the employees are able to connect to something bigger and greater than themselves, the connection to a higher cause. Integrating the employees even deeper within the company culture and explaining them the company goals instead of just the financial goals might increase the chances of giving them a purpose to go motivated to work the next day. Another example might be to show pictures of healthy and cured patients

to the employees of a medical equipment producer in order to demonstrate the good cause of their work.

By enhancing the three key factors of Daniel Pink's theory the employees' inner drives to direct their own lives, the urge for growth and development and the need to belong to something greater than themselves can be stimulated and will lead to an immense increase of their intrinsic motivation and overall performance.

Due to the fact the Daniel Pink's theory is fairly new, there has not been any significant criticism so far. The researcher agrees with Daniel Pink's ideas. The only criticism he has is that he does not think that the drive through autonomy will motivate the employees with cultural backgrounds of highly collectivistic societies and societies with a high level of Power Distance to the same extent as the employees of cultural backgrounds of most individualistic Western cultures. As mentioned in chapter 2.1 the US culture is very masculine and individualistic. These are indicators that most citizens are driven by achievement and their own success. Autonomy has a strong impact on these beliefs. On the contrary there are collectivistic cultures that value family much more than their own success. Many of them share as well a high level of Power Distance, such as China (Hofstede, 2014). Within these societies the people have high respect of authorities and tend to accept their own position within the hierarchy. According to the researcher's opinion these are valid reasons that their drive for autonomy and self-fulfilment is most likely much lower than within the more Western cultures.

Further it is important to highlight that this theory has been created for the intrinsic motivation of workers in environments that require a lot of thinking as well as problem solving and finding, rather than for workers doing a great amount of physical work. Apart from the theory's main focus on knowledge workers, the researcher assumes that its validity would be evidentially clarified within the next years.

Due to the fact that he is convinced of the theory's validity and the fact that the target group of this research mostly consists of employees with Western cultural backgrounds the researcher decided to use the theory within further research.

3 CONSULTING INDUSTRY

Within this chapter the researcher explains the main objectives of consulting companies and refers to the promises they provide for their employees.

Consulting companies' main goal is to increase their clients' overall performances. Various different services and activities are offered by the consulting companies to achieve this goal.

Turner (1982) arranged the main objectives of the consulting companies within a hierarchically order as displayed in Figure 5 below:

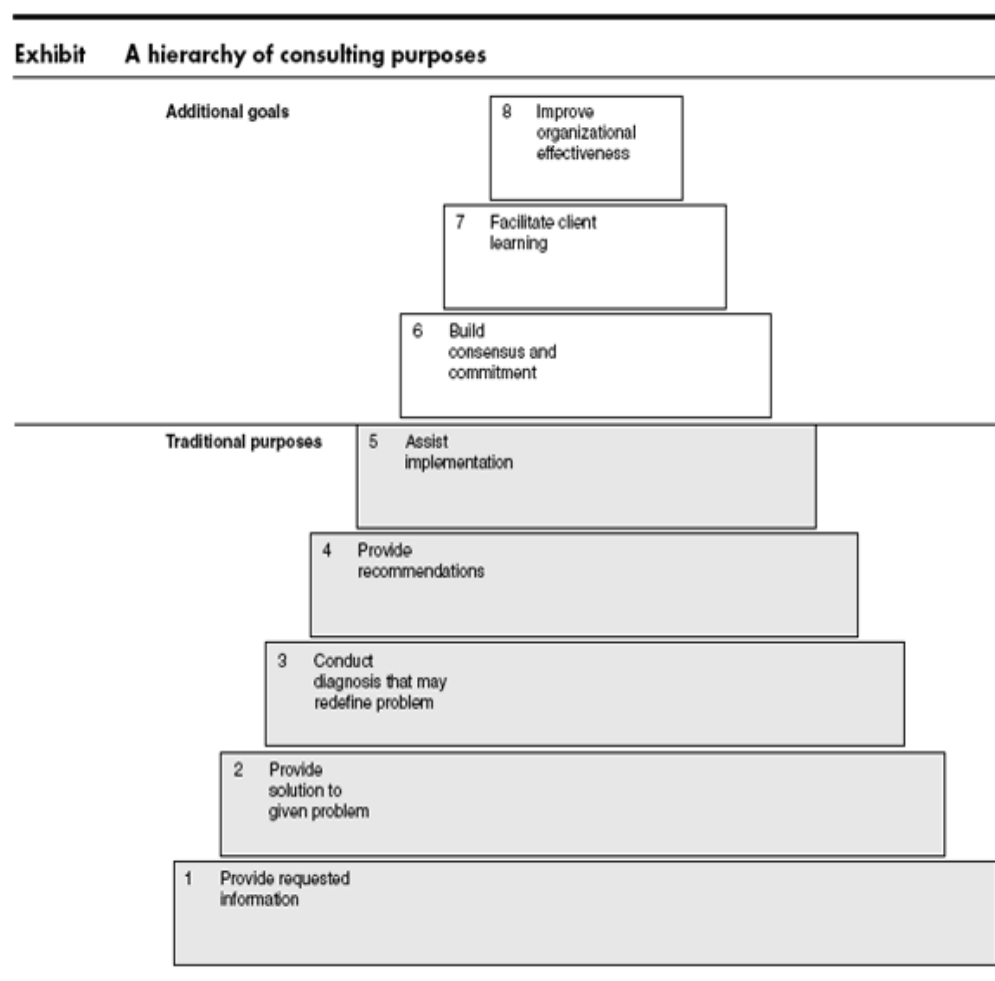


Figure 5 A hierarchy of consulting purposes (Turner, 1982)

The first purpose of Turner's hierarchy of consulting purposes is the providing of information. This could be for example a market research for a client's company.

Providing solutions for given problems may include a broad range of different services that could be offered to the clients. Solutions for problems may range from the outsourcing of certain divisions of a client's company, over upgrading its ERP software, up to selling company shares and really depends on the case itself.

Redefining a problem is the third step of Turner's hierarchy of consulting purposes. From the researcher's point of view this could be the case if a client claims to have too many unmotivated and non-efficient employees and is seeking help from a consulting company in order to recruit better-suited employees. The consultants may have a different view on the case and might point out problems within the leadership. By redefining the problem and focus on the improvement of the leadership the employees will most probably get motivated again and improve their efficiency.

Consultants also provide recommendations to their clients. These recommendations may include launch dates for a new product, or whether or not to buy shares from another company and vary a lot depending on each case individually.

Assist implementations can require to many different services. Consultants offer their expertise and their knowledge to their clients. An example might be the coaching of the clients' employees or the offering of information for the clients' market research departments.

The building of consensus and commitment refers from the researcher's point of view to strengthening the bonds with the clients and create strong relationships in order to profit from possible future projects. Further it is important for the consultancies' reputations to appear committed to every case with the same devotion.

The facilitation of client learning increases the possibility of the projects success. Further it also strengthens the relationship with the clients by evidentially proving the strong commitment to the clients' well being.

Improving the client's effectiveness can be achieved by providing knowledge and resources to the clients like mentioned in the previous purposes of Turner's hierarchy. If the clients implement the services provided by the consultancy correctly they will be able to improve their companies' efficiency.

Sometimes all steps of Turner's hierarchy can apply to a single case. However it is also possible that companies just seek the consultants' help for a very significant problem or service; an example might be a market research study.

Turner does not relate to a certain industry or field with his hierarchy model, nor does the consulting industry itself. Moreover there are consultancies for nearly every industry and their services range from competitive analysis, over operations management solutions, to human resource management approaches.

In chapter 1 of this paper the researcher mentioned that companies are spending yearly over 50 billion dollars for human resource and leadership enhancement. Consulting companies provide many of these services. This includes the research and creation of new and enhanced leadership approaches as well as the offering of training and coaching programs.

The global consulting companies like McKinsey and Company, BCG and Bain and Company are well aware of the importance of employee motivation. This knowledge is also displayed on the companies' websites when they are describing the work environment within their own companies.

McKinsey and Company (2014) for example mention phrases like "*exceeding your own expectations*", "*the toughest challenges*", "*developing ground-breaking knowledge*" and praise the "*uniqueness of every leadership path*". All these quotes relate strongly to the motivational theories displayed in the last chapter. The personal development and growth is mentioned by Herzberg and also

relates to Daniel Pink's Autonomy, the tough challenges might refer to the Goal-Setting-Theory of Locke or Daniel Pink's "*Goldilocks tasks*" and the uniqueness of each leadership path might relate again to Herzberg's mentioned recognition.

Also BCG (2014) is highlighting the "*respect and desire for personal growth*" and mentions the importance of every single one of their employees.

Undoubtedly the global consulting industry is profiting from the research of the fields of leadership and especially employee motivation. At least the big consulting companies are claiming to use latest leadership research and by the above-mentioned quotes on their websites they might have implemented their knowledge as well. From the researchers point of view this is a really great indicator that the global consulting industry may offer very relevant results for this research.

This is clearly in contrast with the consulting industry's high employee turnover rate. Dominic Barton, CEO of McKinsey and Company, mentions in an interview with MT that the annual employee turnover rate equals almost 25 per cent, which is very high, compared to many other industries. (Gwyther, 2013)

The question this contradiction raises is whether or not the companies are able to make use of their knowledge about employee motivation and how well they are implementing it into their own company culture.

4 RESEARCH METHODOLOGY

4.1 Introduction

There have been two major objectives of this research and within this chapter the research methodology used in order to answer these objectives will be presented.

Within the first part of the research the study investigates critically several of the most acknowledged and well-known theories of employee motivation. Further there has been an introduction of the global consulting industry in Chapter 3. The information collected for those previous sections is based on literature review.

The second objective aims on answering the question to which extent the global consulting companies are using their knowledge about employee motivation within their own companies. Primary data in form of a questionnaire, that has been send to employees and ex-employees of top global consulting companies, has been used by the researcher to answer this objective.

The research might provide an answer whether or not there really is a *“mismatch between what science knows and what business does”*. (Pink, 2009) The findings of the research may be able to provide a clearer understanding of motivational theories and enhance the actual usage of them.

4.2 Research Method and Data Collection

Already during the proposal stage of this research the author selected a variety of topic related literature. These included especially literature on the topics of employee motivation, organisational behaviour and leadership as well as lecture materials from the Turku University of Applied Sciences' HRM related courses.

The literature chosen by the author has been carefully inspected and used accordingly.

Within the empirical part of this thesis, the researcher's goal is to analyse which intrinsic and extrinsic incentives are motivating the target group and to which extent the employer succeeds or succeeded to satisfy the target group's motivational needs. A quantitative research method seemed to be the best fit for this kind of research. Because of the fact that the target group consists of consultants and ex-consultants working in Hong Kong, various European cities and the US the researcher decided to collect and utilize the data with an online-questionnaire. Due to the very specific information gathered from the questionnaire, the researcher decided that the use of qualitative data would not be needed for the empirical part, although it is usually improving the results of a research.

4.3 Research Design

The data for the empirical part was collected via questionnaires. The questionnaire (see appendix 2) was created with the online survey software esurv.org. (Survey-Software, 2014) It was designed for a selected group of employees and ex-employees of major global consulting companies such as McKinsey and Company or BCG. The design of the questionnaire is closely aligned to the theoretical part of this research. After a quick introduction of personal factors including age, gender and the location of the work place the questionnaire focuses especially on the motivational theories of Frederick Herzberg and Daniel Pink. The goal was to analyse the impact of the motivational incentives, displayed in both of the theories, on the individuals and the extent to which their employers were successfully applying the theories within their work life.

The targets group's size consists of ten people. The size of the sample is limited because of its specificity and the limitations of the researcher's network.

Especially due to the limited time consultants have because of their incredible time schedules it is very hard to approach them in order to help a student's research.

The questionnaires have been sent to these ten consultants during week 17 in 2014. All the questionnaires have been answered completely by all the participants, ultimately resulting in an answer-rate of 100 per cent.

4.4 Validity and Reliability of the Research

The validity of the theoretical framework is very high due to the fact that just highly academic and carefully chosen literature was used.

To ensure the validity of the questionnaire, the author discussed the survey questions beforehand with his supervisor and received suggestions for possible modifications by a befriended consultant. Further the researcher pilot-tested the questionnaire to ensure its successful usage.

A limitation of the study is the size of the target group. There are global consultancies all over the world and there might be drastic changes within certain company cultures. Especially validity of cultural differences within this research might be limited because it will be fairly difficult whether or not a clear distinction from other survey results relies on an individual's personal preference or on her or his cultural backgrounds. However even though cultural differences might occur during this research most of the survey results are highly reliable and do not depend on the participants cultural backgrounds.

The analysis as well as the following conclusion will be based on the collected data and the researchers own interpretation of the data.

5 DATA ANALYSIS

5.1 Introduction

This chapter presents the data collected from the online survey. The online survey was sent to ten employees and ex-employees of the global consulting companies McKinsey and Company, Ernst & Young, BCG and Mercuri International. To save the survey participants' privacies the researcher decided not to display their names within this research and present the survey results anonymously. However personal factors like the age, work experience, and the location of their work place will be presented within the first section of the survey. Further the questionnaire results focus on the topics concerning extrinsic and intrinsic incentives according to Herzberg's Two-Factor Theory as well as on Dan Pink's motivational theory including questions related to the impact of autonomy, mastery and purpose.

The above-mentioned online survey software e-surv.org (2014) allowed the researcher to extract the results into an excel file. This enabled the researcher to graphically display the results via graphs and tables within the following sections of this chapter.

5.2 Questionnaire results

Within this part of the paper the results of the survey will be discussed according to the different sections of the questionnaire and critically analysed by the researcher.

5.2.1 Personal Facts

The first stage of the questionnaire was designed to collect personal data of the respondents. Gender, age, work experience and the office location have been asked. Three of the participants were female, whereas seven were male. However the researcher could not find any relation between the participants' genders and their answers and does believe that there is no relation between the participants' genders and their work motivation, at least not within this study.

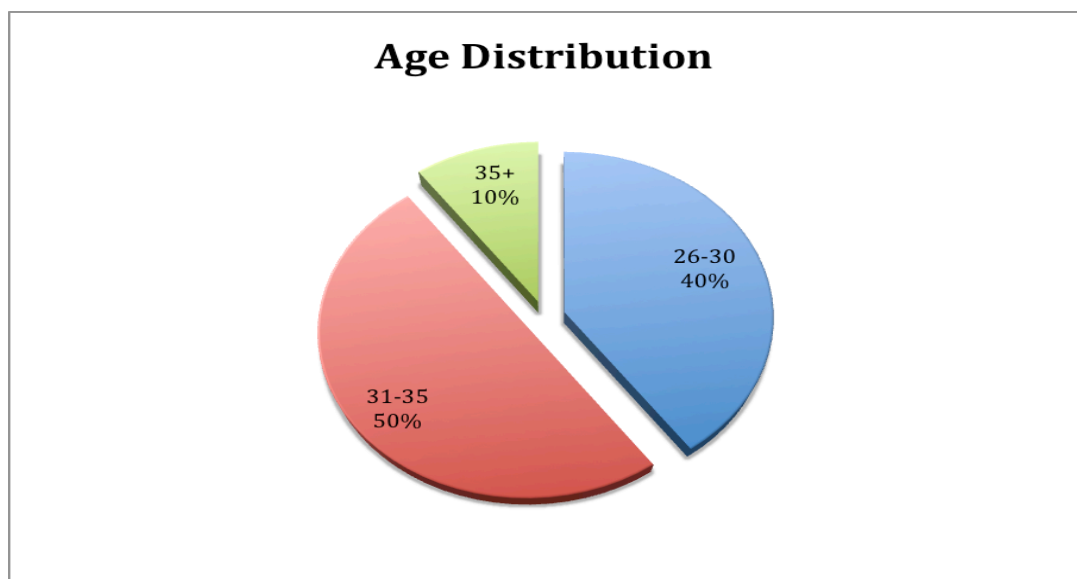


Figure 6 Age Distribution (Raulf, 2014)

The age distribution of the participants can be seen in Figure 6 above and strongly relates to the participants' length of work experiences. The younger the participants, the less work experience they have. On average most of the 26-30 year old participants have worked between 4-6 years, three of the 31-35 year olds have worked 7-9 years and the oldest respondent has worked already over ten years within the consulting industry. If the age of the participants influenced their survey answers will be discussed within the later sections.

The office locations where the participants have been working for the longest time of their consulting careers are in Hong Kong (two participants), Atlanta and Søborg. The rest of the participants were located in Germany, especially in Hamburg (three participants), Frankfurt (two participants) and one participant is working in Munich. The researcher decided to ask for the office locations because he wanted to find out if there would occur cultural differences with the later answers concerning the motivational theories. Possible differences that might have occurred will be discussed within the following chapters individually.

5.2.2 Intrinsic Incentives according to Frederick Herzberg

The questions in this section of the questionnaire strongly relate to Frederick Herzberg's Two-Factor Theory. The researcher decided to focus on the two intrinsic motivators recognition and personal growth and development.

All of the participants agreed that the recognition of their work is strongly influencing their work performance. Further, all participants feel or felt very appreciated by their superiors after completing a task or project. With the exception of two employees, that felt neutral about the extent of recognition they receive by their managers, all of the other participants agreed that they are or were receiving enough recognition of their work. This is a marvellous result and displays that the global consulting companies understood the importance of the recognition of their employees' work and that they are very well able to implement it accordingly. Further it is significant that there were no dissimilarities between the participants' answers even though they have different cultural backgrounds.

In question 2.4 the participants were asked whether they agree or disagree that they have been able to improve their work skills and gain significant work related experiences during their consulting careers. 60 per cent of the participants agreed that they were able to gain a lot of work experience during their careers and the rest even strongly agreed to the statement given in the

question. The following question has gained similar results. In Question 2.5 the participants were asked whether or not they were able to grow as a person during their consulting career. The questioned consultants that strongly agreed with the participants also agreed to this question with the same answers. This is also displayed in the Table 1 below.

Participant	2.4 "My work as a consultant allows/allowed me to improve my work-skills and gain a lot of work-experiences."	2.5 "I am/was able to grow and develop as a person during my work as a consultant."
1	Agree	Agree
2	Agree	Agree
3	Agree	Agree
4	Agree	Agree
5	Strongly Agree	Strongly Agree
6	Strongly Agree	Strongly Agree
7	Strongly Agree	Strongly Agree
8	Agree	Agree
9	Strongly Agree	Strongly Agree
10	Agree	Agree

Table 1 Work related and personal development (Raulf, 2014)

It seems that work related growth and personal development are very much connected with each other, at least according to the survey results received from the participants.

The last question of this section included the following statement: "My personal development and growth at work has a big impact on my motivation". Again the participants were asked either to agree or disagree with the statement. As displayed in Figure 7 below 17 per cent of the participants agreed to the statement, 20 per cent of them even strongly agreed with it. Nevertheless one of the distributors did not agree with the statement. This clearly contradicts with the assumption of Herzberg that the personal growth and development would have a big impact on the employees' intrinsic motivation. After reviewing the results the researcher saw that the answer came from one of the participants that is working for a consultancy located in Hong Kong. As previously discussed in chapter 2.1.2, Adler (2002) claimed that Herzberg's theory would not always

apply due to cultural differences. Especially in collectivistic cultures he could not find evidence for the support of Herzberg's Two-Factor Theory. According to the dimensions of Geert Hofstede, Hong Kong has an individualism score of just 25, meaning that the culture of Hong Kong is very collectivistic. (Hofstede, 2014) From the researcher's point of view this clearly shows that the theory might not be applicable to all cultures. However the other participant, located in Hong Kong, agreed with the statement. Therefore it cannot be assumed that all individuals living in collectivistic societies will disagree with Herzberg's theory.

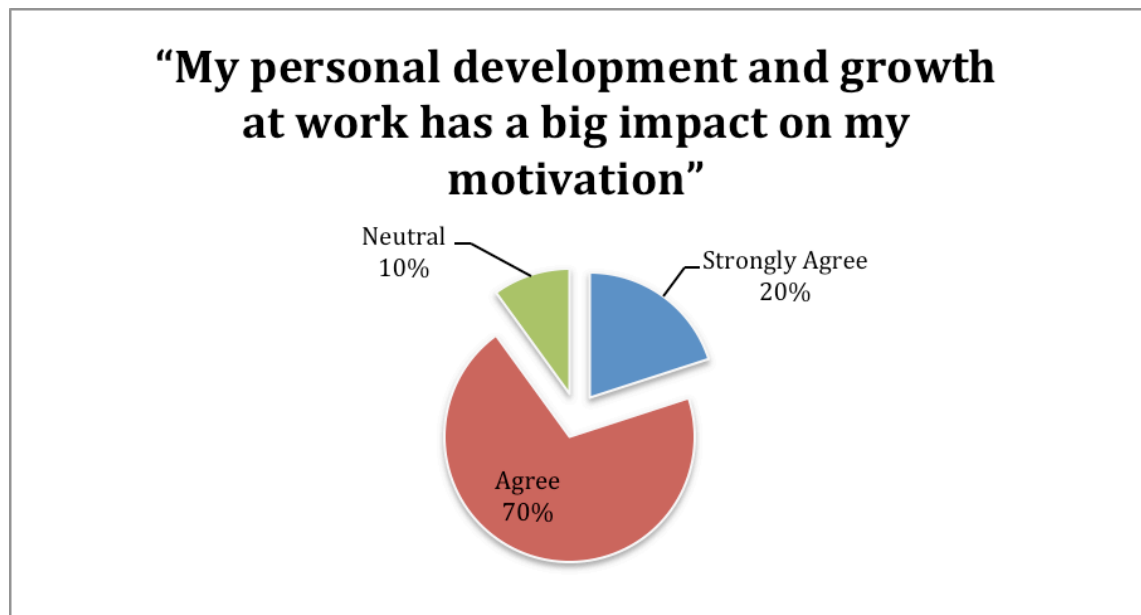


Figure 7 Growth impact on motivation (Raulf, 2014)

Also the age seemed to have an impact on the importance of the distributors' motivational impact. According to the results received, concerning the personal development and growth, all the participants that strongly agreed with the statements were also the youngest. The researcher believes that this is due to the fact that, especially during the first years of working within a new field or industry, the learning curve is extremely steep and the amount of personal development and growth opportunities will be the highest. However after a few

years of working the learning growth rate might decrease due to learned routines and similar projects.

Overall the researcher believes that the consulting companies are able to provide great growth opportunities for their employees and are able to continuously motivate their employees through new challenges and projects.

5.2.3 Extrinsic Incentives according to Frederick Herzberg

This section of the questionnaire focuses on the extrinsic motivation. The researcher chose to investigate the extrinsic motivation gained from the participants' salaries as well the motivation gained through job security.

Half of the participants agreed that their salaries are appropriate for the work they are doing. The other half did not disagree with the statement but stated that they share neutral feelings about their salaries.

The next question focused on the satisfaction gained from the salary the participants are receiving for their work. 40 per cent agreed with the question's statement and admitted that they are very satisfied with their salaries. The other 60 per cent of the participants stated that they have neutral feelings, meaning they do not gain any satisfaction from their salaries but neither are they dissatisfied. This result supports Herzberg's assumption that hygiene factors like the salary do not necessary motivate an individual, but they are able to prevent them from being demotivated if the leadership applies them correctly.

The third question concerning the participants' salaries has been answered as displayed in Figure 8 below. The statement "My salary and bonus payments have a big impact on my motivation" has been answered by 70 per cent of the participants with an agreement. One person even strongly agreed with the statement. Still, there were also two participants answering that they would gain just a neutral satisfaction from their salaries. By further investigating the two participants, the researcher found out that the first one already answered the

previous salary related questions with “neutral”. This participant is the youngest and does have the least work experience. Therefore he most probably receives a lower salary than many of the other participants of this survey and it would explain why he does not get motivated from his financial rewards. However, the other participant stated in the previous question that he is very satisfied with his salary, meaning that even though he is satisfied with his salary he does not get any motivation from it. When approaching the participant via a phone call, he told the researcher, that he believes that his work life balance is much more important to him than extrinsic money rewards. He agrees that his salary is good for the work he is doing but his salary does not motivate him. This strongly relates to Herzberg’s assumption that extrinsic rewards or hygiene factors are more or less necessities that do not automatically motivate but can cause dissatisfaction when they are missing.

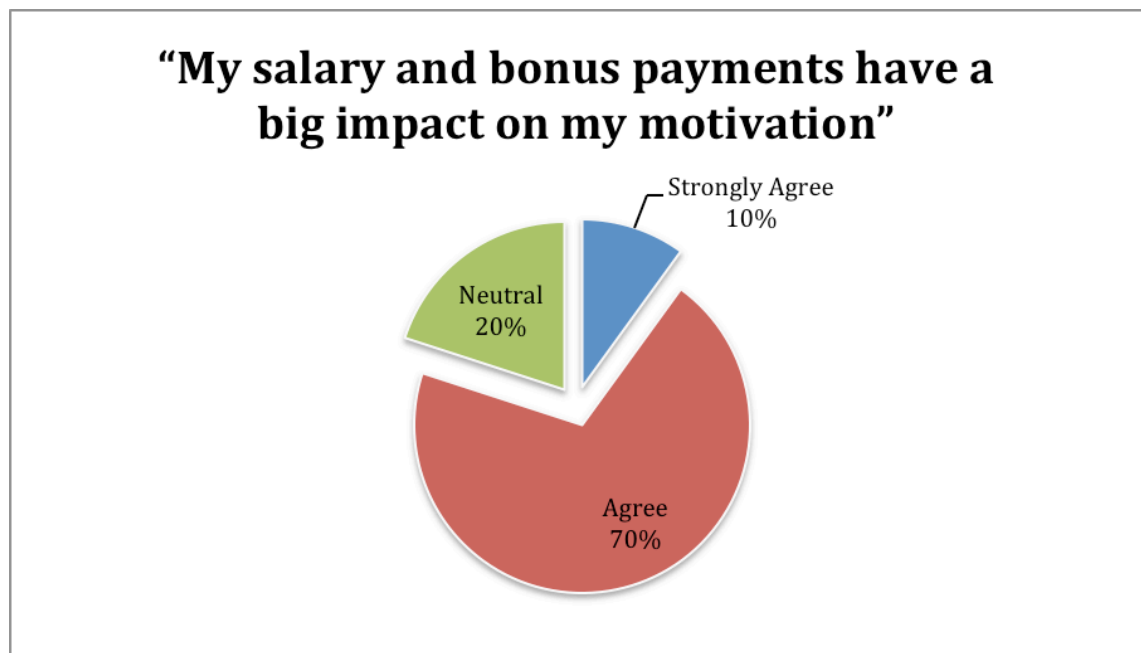


Figure 8 Salary impact on motivation (Raulf, 2014)

Overall the results concerning extrinsic monetary rewards are very positive which leads to the assumption that the global consulting companies are well

aware of the importance of a reasonable salary in order to avoid dissatisfaction that might lead into demotivated employees.

The following three questions of the survey were linked to the extrinsic motivation related to job security. With just one exception all participants agreed or strongly agreed to work in a very safe environment. The exception can be explained that the participant is mainly consulting companies from the construction industry and is visiting many construction sites as well. Because of this environment he may not necessarily feel unsafe but he is well aware of possible risks.

Apart from the safety within the job, job security also implies the security of the job itself. The fear to be laid off for example can have a big impact on an individual's perception of job security. Therefore the researcher asked the participants whether or not they feel that their job is secure. The results of the survey answers can be seen in Figure 9 below.

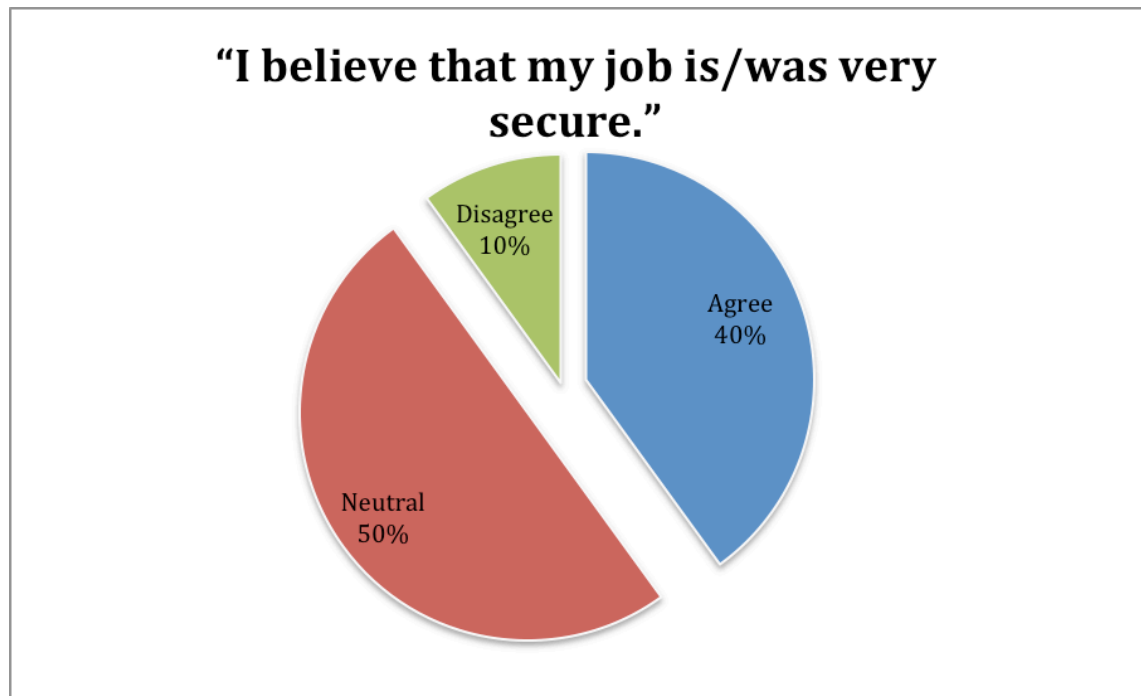


Figure 9 Job Security (Raulf, 2014)

The responses clearly show us that 60 per cent of the participants do not feel secure to keep their jobs. 50 per cent might share neutral feelings towards their job security. Still according to Herzberg the discontinuation of hygiene factors might lead to dissatisfaction and result into demotivation. The participant, disagreeing with the statement, is working within the US in an Atlanta office. The researcher believes that his loss of job security can be explained with the high employee turnover rate within the consulting industry combined with the much lower governmental protection of employees in the US. Within most European countries strict labour laws protect employees and it is not as easy to be laid off by an employer. This leads to the general assumption that the job security of most employees living within these European countries would be automatically higher compared to employees working in the US.

60 per cent of the survey participants agree that job security has a big impact on their motivation. The other 40 per cent however claimed to share neutral feelings towards the motivational influence of their job security. When comparing the answers with the previous question the researcher was able to make an interesting discovery. The table 2 below displays the answers of the two questions:

Participant	3.5 "I believe that my job is/was very secure."	3.6 "Job security has a big impact on my motivation"
1	Neutral	Agree
2	Agree	Agree
3	Neutral	Agree
4	Neutral	Agree
5	Disagree	Agree
6	Agree	Neutral
7	Agree	Neutral
8	Agree	Neutral
9	Neutral	Agree
10	Neutral	Neutral

Table 2 Job security and its impact on motivation (Raulf, 2014)

As displayed in the above table 2 three of the participants that share a feeling of having a very secure job do not believe that the job security has a big impact on

their work motivation. However, the participants that were not able to agree with the first question almost all agreed that the job security has a big impact on their motivation. These answers of the participants relate strongly to Herzberg's Two-Factor Theory. As mentioned in chapter 2.1.2 Herzberg compares extrinsic motivators with hygiene factors like food. They are necessities and are even able to cause motivation for a short period of time. Yet, when they are missing they can lead to tremendous dissatisfaction and demotivation. This seems to be the case within the sample group as well. Having a secure job does not necessary motivate the employees. The fear of losing ones job on the other hand might influence the motivation of the employees.

Summarizing of this section of the questionnaire the researcher assumes that the consulting companies are well aware of the importance of extrinsic rewards and by paying high salaries and giving other monetary rewards they are very able to motivate their employees. Still, he believes that according to the sample group there might be a slight deficit when it comes to giving their employees the feeling of having a very secure job and that there is room for improvement. Especially through the use of intrinsic rewards like the recognition of the employees' achievements for the company they would be able to increase the job security enormously.

5.2.4 Ranking of Intrinsic and Extrinsic Rewards

Within the next section of the questionnaire the researcher attempted to determine the importance of the motivational incentives discussed in the previous sections. Therefore he inquired the participants to rank the motivational incentives according to their influence, starting with the greatest motivational incentive in place 1 and continuing accordingly. The Table 3 below presents the results received:

	1	2	3	4	Responses	Total
Work Recognition	3	6	0	1	10	25%
Personal Growth & Development	7	2	1	0	10	25%
Salary	0	1	9	0	10	25%
Job Security	0	1	0	9	10	25%

Table 3 Ranking of Motivational Incentives (Raulf, 2014)

The table can be read as follows: The first row of the results displays that three of the participants voted work recognition as the highest motivating factor into rank one. Six participants voted work recognition as the second strongest motivator into rank two. Nobody ranked work recognition into rank three and just one participant ranked it into the last rank, four. The other motivational factors and their rankings can be read in the same way.

Most of the results received from the participants were according to the Two-Factor Theory. So it can be seen in the above table that all of the participants voted conclusively intrinsic motivators in place 1 and none of the participants chose extrinsic incentives to be the biggest motivators. The only difference expected was the balance between work recognition and the personal growth. As displayed within table 3 seven of the participants perceived that the impact through growth and development is higher than the impact through work recognition. This contradicts with the findings of Herzberg, claiming that recognition should motivate the employees much more intensively than the personal development. This is shown within Figure 2 presented in chapter 2.1.2.

Not surprisingly the majority voted the other intrinsic motivator in place 2, followed by the salary and the job security in the last place.

There have been other interesting findings. The American participant for example, claimed to be much more motivated by his salary than by his personal growth and development, voting the salary in place 2 and the personal growth accordingly into place 3. The researcher believes that this is due to the cultural differences between the American participant and the rest of the target group. In the US status and high achievement is very important. The display of status with a high salary and luxury goods might be a much higher motivator within the American society than it would be in Europe or Asia.

Another interesting result was that one participant voted the job security in place 2 and the recognition of the work in the last place. Therefore the researcher wrote an email to the participant, inquiring if he or she could explain her or his choice. The answer came quickly and the researcher was notified that this participant's family would soon receive a baby. This is in most cases a life-changing event, also changing personal priorities. Most likely it is through the cultural differences because this participant is working in Hong Kong. Due to the collectivistic culture in Hong Kong especially the importance of the family has a much higher value than within individualistic cultures. This might also explain why the participant ranked these motivational incentives different compared to the other participants.

5.2.5 Questions regarding Autonomy, Mastery and Purpose

This section of the questionnaire focused on the theory of Daniel Pink. Goal of the section is to determine how well the consulting companies are able to apply Pink's theory within the work life of their employees.

Autonomy is in the focus of the first question of this section. The participants were asked if they have any possibility to choose the projects or tasks they would like to work on. Figure 10 below presents the results of the survey:

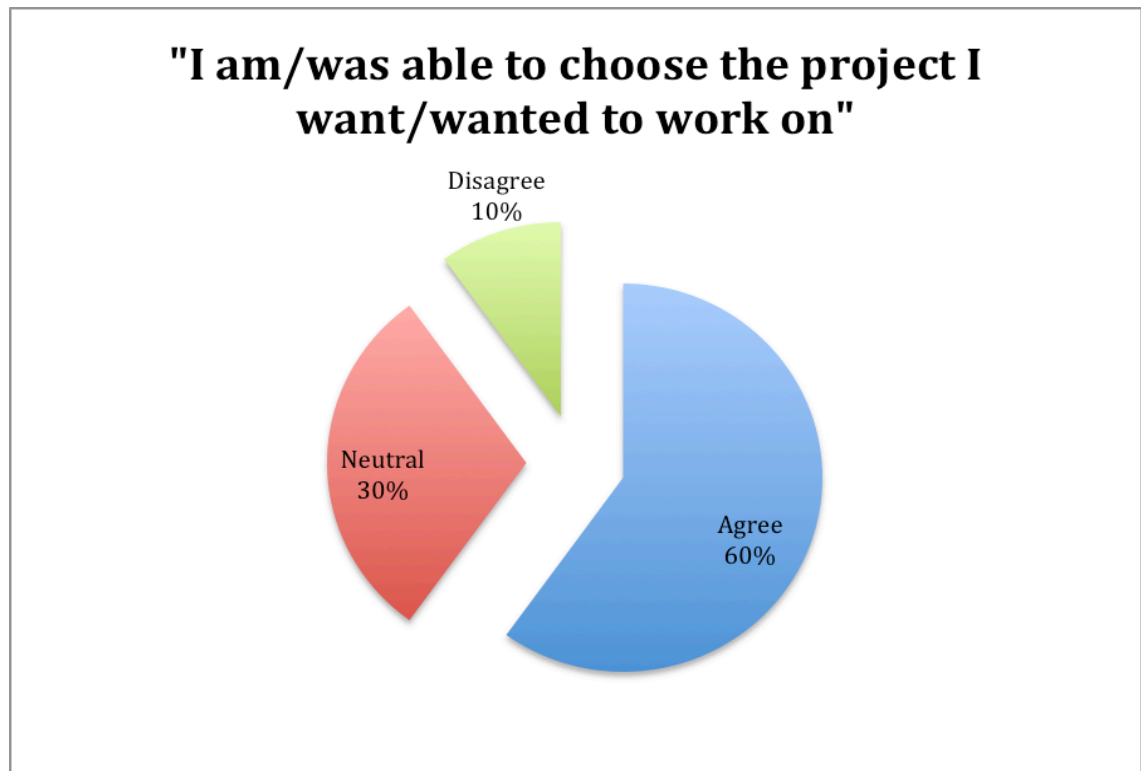


Figure 10 Choices of Projects (Raulf, 2014)

60 per cent of the participants claimed to be able to choose their own projects. This is a very good result and shows that the companies are willing to improve their employees' autonomy. Further 30 per cent answered the statement with "neutral", meaning they are able to choose projects to a certain extent, but the choices are limited. By reviewing the results the researcher investigated that the employee disagreeing with the statement was the youngest person of the target group with the least work experience. Therefore the researcher assumes that it is acceptable that the participant's choices are limited because most probably supervision of a more experienced employee has to be guaranteed.

The next autonomy related question focused on the question whether or not the participants are or were able to decide their own working hours. The answers can be seen in the below Figure 11:

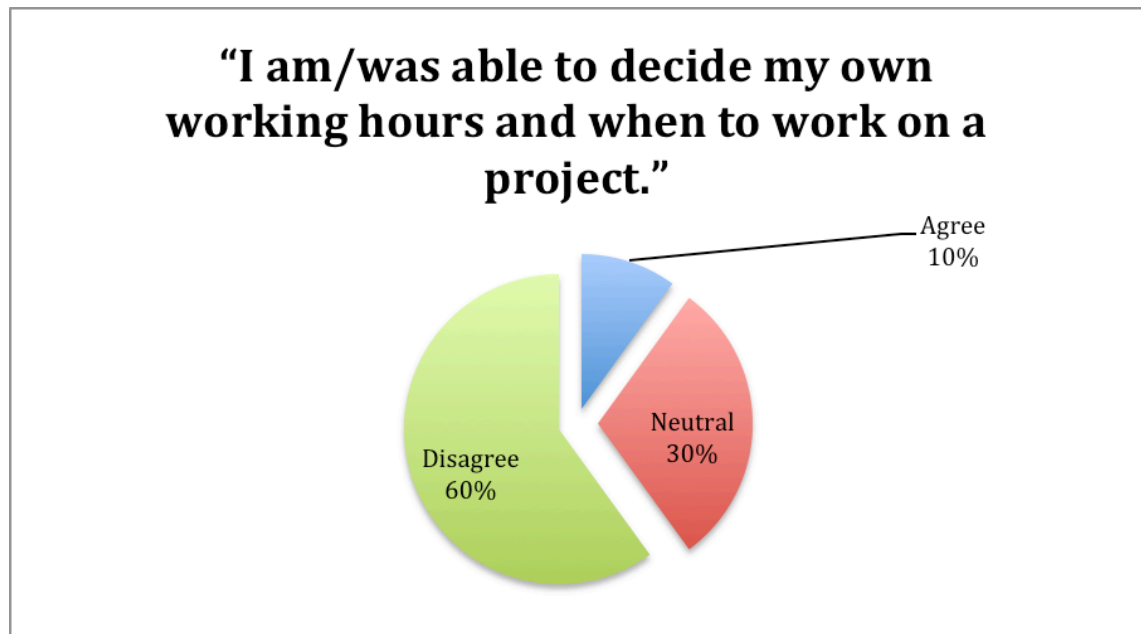


Figure 11 Time Related Decisions (Raulf, 2014)

The Figure 11 clearly displays that 60 per cent of the employees are not able to influence their decisions regarding the timing of their own work schedules. Just one participant agreed with the statement and 30 per cent shared neutral feelings concerning their influence of their work schedules. This is a very negative result and undermines the employees' autonomy a lot. When approaching two of the participants that disagreed with the statement the researcher received in both cases similar answers. Both of the participants claimed that officially they do have the opportunity to decide when to work on a project. Still, the deadlines are usually very short and the workload expected by the employers is tremendously high. Therefore it is very common that the participants would have to work ten to twelve hour shifts in order to meet the expected deadlines, which limits their involvement on timing their work significantly.

The researcher believes that the consulting companies are trying to increase their workers' autonomy. By giving them influence on the decisions regarding

their projects they are able to increase their employees' autonomy. Still there is a lot of improvement regarding their employees' workload and timing. By hiring more employees the overtime work of the current employees could be decreased and they would have more autonomy regarding the scheduling of their working hours.

Question 5.3 of the survey is based on Daniel Pink's Mastery. By asking the participants whether or not they were able to steadily increase their knowledge and abilities with every new project they worked on the researcher intended to determine their coverage of Pink's Mastery. Overall the results were very positive. Just two neutral answers were given and the rest of the participants agreed with the question's statement, the youngest participant even strongly agreed. From the researcher's point of view this is a fantastic result and shows that the consulting companies are enabling their employees to grow and develop on a steady bases.

The last question of the survey strongly relates to Daniel Pink's definition of purpose. The participants were asked to answer the statement "I feel/felt to be part of something bigger, something important while working as a consultant." Half of the participants agreed with the statement, which is a very positive result for the consulting companies. The other half of the respondents claimed to have neutral feelings towards the statement. This is not a bad result either but it also shows that there might be room for improvement for the consulting companies. Possible solutions would be a better integration within the company culture as well as a display of successfully completed projects and their consequences for the clients.

6 CONCLUSION

This chapter of the thesis includes an overview of the thesis' outline, the conclusions drawn from the research as well as possible suggestions for future research and limitations concerning the study.

6.1 Outline

The research was strongly influenced by the researcher's personal interest in organisational behaviour and the motivation of employees. Especially the previous mentioned quote by Daniel Pink (2009), "*There is a mismatch between what science knows and what business does*", persuaded the researcher to investigate the truth behind this statement. A tremendous amount of employee motivational research has been done and there is a lot of knowledge available. Still there are many companies that still believe in the old and traditional leadership approaches like the rewarding especially through extrinsic incentives.

There are numerous different industries and so the researcher decided to narrow down his research and focus on just one target industry. Further many motivational theories are designed for the motivation of knowledge workers. Because of the researcher's individual working experience within the consulting industry, he made the decision to use his own experiences and his network in order to gain a deeper understanding of the consulting companies' knowledge and implementation of employee motivational theories.

The research was carried out with the hope that it might be helpful for consulting companies to get an overview of their employees' real work motivation. The knowledge is available and there is still a lot of on-going research concerning motivational theories. However, the implementation of the

theories might be difficult and this study might help to focus on the improvement of certain motivational incentives.

The theoretical framework of this research focused especially on the available knowledge about certain employee motivational theories and a brief introduction of the consulting industry. By approaching consultants of the global consulting companies the researcher tried to link the knowledge about motivational theories with the actual working conditions of the consultants to draw conclusions over the concrete implementation of the theories into the participants' working life. These conclusions are displayed within the next section of this chapter.

6.2 Conclusion

Main objectives of this research were displayed within the first chapter of this paper. The two research objectives were as followed:

1. A critical overview of the most acknowledged and well-known theories of employee motivation.
2. To which extents are global consulting companies using their knowledge about employee motivation within their own companies?

The first research objective focused on the available knowledge about employee motivational theories. Due to the limitations of this research the researcher was not able to focus on all motivational theories and instead had to limit the research down to five. The researcher chose the theories according to his personal preferences and the knowledge he received through his HRM related courses at the Turku University of Applied Sciences. It is clearly displayed within the second chapter of this research that there is much criticism for and against each theory and it is evidentially that each theory has advantages as well as disadvantages that are often resulting from cultural differences. This could also be discovered as well within the results of the

survey when for example the participant located in Hong Kong claimed not to be motivated by personal development and growth opportunities.

Other acknowledged researchers have made similar findings. Perttu Salovaara for example writes in his book "From Leader-Centricity Toward Leadership - A hermeneutic narrative approach" the following statement:

"There is no universal agreement on motivation and its nature. Academic scholars state that almost as many definitions of motivation and leadership exist as there are writers (Yukl, 1989); that there is no individual approach to leading (Kempster, 2009) that after numerous studies and books we do not understand motivation and leadership very well (Barker, 1997); and that we know little about motivation and too much about leaders (Burns, 1978)." (Salovaara, p.83, 2011)

Further Salovaara (2011) states that employee motivation strongly relates to the environment and that variation of situations, actors, and goals and countless other factors will have a big impact on theories' validity.

Similar findings have been confirmed by McNulty (2002), Hershey and Blanchard (1988), and Hernez-Broome and Hughes (2012). All of them agree that employee motivations as well as other leadership approaches strongly relate to various situational factors and that there is not one single theory that could be applied to all situations with the same level of success.

A very metaphorical, yet excellent, comparison has been given by Goleman (2009) who compared motivation with parenthood. He claims that there is research to help psychological and behavioural components that help parents understand certain aspects of raising a child. Still, there are too many aspects influencing every single family's life that comparisons could just be made on certain aspects and not on the whole process of raising a child. Similar conclusions can be made towards the research of employee motivation. On the one hand there are many connections in similar work environments of comparable companies, however there are always dissimilarities occurring

based on for example cultural differences or sometimes also personal preferences of individuals.

A critical overview of five of the most popular employee motivational theories has been given.

The second objective focused on the consulting companies and their implementation of employee motivational theories into their employees' working life.

The conclusions drawn from this research are based on the survey results presented within the previous chapter.

The importance of intrinsic motivational incentives has been recognized and very well implemented by the consulting companies. All the survey participants agreed, that they receive recognition from their superiors after completing tasks and projects successfully and almost all participants were able to grow personally and learn additional skills within their working life. The ranking also displayed that most of them gain a tremendous amount of work motivation from these intrinsic incentives. This evidentially shows that the companies are aware of the importance of growth opportunities as displayed by Herzberg and Daniel Pink, and that they are very able to apply them into their employees' work life. Still there has also been an interesting discovery based on cultural differences when the Hong Kong participant claimed not to be motivated through work recognition. It is important that the companies are able to detect this kind of dissimilarities with existing theories themselves, in order to respond accordingly. For example by focusing more on other extrinsic incentives like monetary rewards or supervision. According to the age of the contestants and their working life, their growth rate will also slowly decline over the years. This is naturally and can be discovered within all industries. However the consulting companies might be able to slow down this decrease by providing constantly new projects and new career opportunities for their employees.

Also extrinsic monetary rewards have been implemented concurring to Herzberg's theory. Overall the rewards through salary and bonus payments

have gained excellent results and from the researcher's point of view they have been integrated very well. Extrinsic incentives by providing job security on the other hand would need improvement. The results display very well the importance which job security might get and the increased impact on the employees' motivation when it is not implemented correctly. By focusing on intrinsic rewards, like the recognition of achievements, the consulting companies might be able to increase their employees' feelings of job security. An example might be a consultant, feeling unsecure about his job. If the leaders now focus on praising his work achievements, they might be able to show this employee, how valuable she or he is for the company and that she or he is an important individual for the whole team. Most likely this would increase her or his feeling of job security as well.

The ranking question of the survey displayed once more that cultural differences might occur. Therefore it is highly important that the companies act accordingly and focus on the right incentives fitting to the employees' cultural backgrounds.

By providing the employees with the opportunities to make important decisions and giving them choices, related the projects they would like to work on, the consulting companies are increasing their employees' autonomies enormously. This shows a clear understanding of Daniel Pink's idea of autonomy. However the consulting businesses undermine their employees' autonomies by providing extremely tight deadlines that require a tremendous amount of overtime work and almost make it impossible for the employees to plan their own schedules. From the researcher's point of view there is a lot of room for improvement concerning this matter. Possible solutions might be the hiring of more employees to lower the amount of working hours for the employees, like mentioned already within the previous chapter.

Feeling to be part of something bigger, something important is the key element of Daniel Pink's idea of purpose. The consulting companies however do not seem able to give all their employees this feeling of a higher purpose. By integrating them stronger within the company culture and showing them the

results of previous and past achievements they might be able to improve this factor.

Overall the survey results displayed that most of the theoretical ideas of Herzberg and Pink are very well implemented within their employees' work life. Yet, there is also a lot of room for improvement. For example by decreasing the employees' working hours and integrating them better into the companies' cultures they might be able to increase their employees' motivation through higher feelings of autonomy and purpose. As a result their overall performance levels would rise. However it is very important to consider the employees' cultural backgrounds and of course also their personal preferences. Therefore a good communication within the companies is a key priority.

Inclusion is a very worthy way to create a good work environment, too. Cockerell's approach of inclusion is as follows:

“Create an environment that welcomes members of every culture, religion, gender, race, ethnicity, physical condition and sexual orientation and showing them that every one of them is important.” (Cockerell, p.35 2008)

Cockerell established whole theories of achieving inclusion within the work environment. His approach is called R.A.V.E. (Respect, Appreciate and Value Everyone).

The researcher agrees with the ideas of Alldredge (2003) that motivation of employees must be an on-going process and cannot be a single event or program. Otherwise it would most probably end into failure comparable to the descriptions of Gurdjian, Halbeisen and Lane (2014).

6.3 Future Research

Because of the limited time, scope and resources of this research, not all theories could be covered. There is still a lot of noteworthy research on the topic of employee motivation and new theories will always occur. Therefore the

researcher suggests that future research could be conducted on other motivational theories, as well as on the theories not used for the survey like Maslow's hierarchy of needs. Further with more time there could also be a deeper research of the theories discussed within this paper.

Additional the research could be extended to a broader target group, including even more employees from various cultural backgrounds. With a bigger size of the target group possible errors might decline and especially cultural differences might be detected more clearly. Further more participants from Hong Kong could be questioned in order to verify the results of this research and enable researchers to make generalizations based on their findings.

Another question, which was raised during this research, is how many global consulting companies can have such a high employee turnover rate when the motivational incentives and leadership approaches within this industry are on such a high level. This could be a really interesting topic for future research.

6.4 Limitation

The findings of this research were able to provide useful knowledge and often strongly related to the theories as well as to the theories' criticism. Due to the limitation of the sample size of the survey the researcher admits that it could not be entirely proofed that the results are not based merely on personal preferences of the individuals. Especially when it comes to the cultural differences this might not be clear. Therefore a bigger sample size would have been appreciated.

Further the research focused just on a small variation of theories related to employee motivation. Each theory has been discussed briefly but the research did not allow a too detailed analysis of each theory.

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Invitation Letter

Dear Ms./Mr.,

My name is Frederik Raulf and I am studying International Business at the Turku University of Applied Sciences.

Currently I am writing my Bachelor's thesis on the topic of leadership motivation. Therefore I am trying to determine whether or not the global consulting companies are using the theoretical knowledge about motivational incentives in order to increase their employees' motivation.

I would be very much appreciate if you would fill out the online survey that can be found by clicking the link below:

Link: http://eSurv.org?s=OBELHL_ff7f062e

The survey is based on the motivational theories of Frederick Herzberg and Daniel Pink and consists of a total of 21 questions, 4 being personal factors (gender, age, etc.) and 17 questions are focused on extrinsic and intrinsic incentives within your work life. Your responses will help me tremendously and I guarantee that your participation will be completely anonymous.

Thank you in advance for considering your participation in my research.

With kind regards,

Frederik Raulf

Questionnaire

Page 1 of the questionnaire

Dear participant,

My name is Frederik Raulf and I am studying International Business at the Turku University of Applied Sciences.

I am currently writing my Bachelor's thesis on the topic of leadership motivation. Therefore I am trying to determine whether or not the global consulting companies are using the theoretical knowledge about motivational incentives in order to increase their employees' motivation.

The research is based on the motivational theories of Frederick Herzberg and Daniel Pink and consists of a total of 21 questions, 4 being personal factors (gender, age, etc.) and 17 questions are focused on extrinsic and intrinsic incentives within your work life.

Thank you in advance for considering your participation in my research.

Sincerely yours,

Frederik Raulf

1. Personal Facts

1.1 Gender

Male

Female

1.2 Age

20-25

26-30

31-35

35+

1.3 Work experience in years

1-3

3-6

7-9

10+

1.4 Location of the office (city)

In case you have worked in more than one city please write down the name of the city where you have worked the longest

Page 2 of the questionnaire

2. Intrinsic Incentives

Do you agree with the following statements?

2.1 "I feel/felt very appreciated after completing a task/project."

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

2.2 "I receive/received adequate recognition from my superiors after completing a task/project."

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

2.3 "The recognition of my work has a big impact on my motivation."

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

2.4 "My work as a consultant allows/allowed me to improve my work-skills and gain a lot of work-experiences."

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

2.5 "I am/was able to grow and develop as a person during my work as a consultant."

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

2.6 "My personal development and growth at work has a big impact on my motivation"

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Page 3 of the questionnaire

3. Extrinsic Motivators

Do you agree with the following statements?

3.1 "The salary I receive/received is appropriate for the work I do/did."

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

3.2 "I am/was very satisfied with the salary I get/got."

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

3.3 "My salary and bonus payments have a big impact on my motivation"

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

3.4 "I work/worked in a safe environment"

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

3.5 "I believe that my job is/was very secure."

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

3.6 "Job security has a big impact on my motivation"

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Page 4 of the questionnaire

4.

Please drag and drop the following terms according to their influence on your work motivation. Term 1. Should motivate you the most while term 4. Should give you the least motivation.

Work Recognition	→	1. _____
Personal Growth & Development	→	2. _____
Salary	→	3. _____
Job Security	→	4. _____

Page 5 of the questionnaire

5. Autonomy, Mastery and Purpose

Do you agree with the following statements?

5.1 "I am/was able to choose the project I want/wanted to work on."

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

5.2 "I am/was able to decide my own working hours and when to work on a project."

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

5.3 "I am/was able to steadily increase my knowledge and abilities with every new project I worked on."

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

5.4 "I feel/felt to be part of something bigger, something important while working as a consultant."

- strongly disagree
- disagree
- neutral
- agree
- strongly agree

Thank you very much for filling out my questionnaire and supporting my thesis research.

With kind regards,

Frederik Raulf