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# Determining factors of motivation in companies

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## Abstract

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Figuring out the motivating factors of employees is increasingly important in companies. This is due to it becoming popular to switch jobs more frequently. If the company was able to raise the motivation levels of its employees, it could lower the turnover of employees in the company, which in turn can save valuable resources. In this paper we choose one company and interview their employees to get a first-hand look into the motives of its works and what they really value in their employer and the company they work in. A total of six people are interviewed for the results of this paper. Former and current employees are interviewed to receive fair results. Through this research we find that salary, the colleagues and the relationship with superiors are the main contributing factors to motivation and have the most effect on motivation.

Keywords: Motivation, Management, Work, Company,

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## **Glossary**

WLB            Work Life Balance

SDT            Self-Determination Theory

All acronyms and abbreviations featured in the thesis should be listed here in alphabetical order, as shown above.

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# 1 Introduction

Motivation is a well-researched, but at the same time extremely complex topic. Every individual is motivated by different things and reacts differently to other individuals to different environments. This is what makes motivating employees so difficult and why it has been chosen as the topic for this paper. According to research done by Dr. Dhruva Lal Pandey, "job-hopping" has become increasingly more common to the young generation entering the job market (Pandey, D., 2019). Job-hopping is a term, that means switching jobs before being in one company for less than two years (Pranaya, D., 2014). In this paper the objective is to figure out the factors affecting motivation in a company. For this a company has been chosen as a case example and all of the research will be done of that company and the motivating factors of its employees. By findings these factors of motivation and through them raising motivation, the company will be hopefully able to decrease job-hopping within their company. The company will remain anonymous in this paper because is not of relevance regarding the purpose of this paper. The company could have been any company, the purpose of this paper is to focus on the motivating factors and not the company itself.

This paper aims to answer: What are the motivating and demotivating factors of an employee in the company. Even though the research is done for one particular company, the results aim to be relevant for other companies to learn from as well. The research will be done with the guidance of preliminary research done on motivation and utilize existing theories on motivation. This research will determine what will be the best way to find out the motives of the employees.

In the literature review aspects of motivation will be analysed and existing theories reviewed. The aspects of generational differences, cultural differences and motivational theories will be analysed for the research. Following the preliminary research, preliminary conclusions will be made and a hypothesis on what the primary research results will be. Following this will be the primary

research portion of the paper and present its results. The results will also be analysed critically and ideas for improvements in how to motivate employees will be made based on the results. The limitations and recommendations for improvements for future research of the paper will be presented.

## 2 Defining motivation

Motivation is a large concept with many different nuances. It is important to define the term before it is explored further. Motivation has been extensively researched through time especially in the context of work because it has been found to have a considerable effect on the productive output of an individual. Companies want to know what motivates their employees to get the most out of them at work. Motivation is such a complex concept that it does not have any one definition because there are so many different aspects and perspectives in which motivation can be assessed. Since the topic of motivation will be explored in the context of work, Craig Pinder, who wrote a book on work motivation in *Organizational Behaviour* described motivation as such: "Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behaviour, and to determine its form, direction, intensity, and duration" (Pinder, 2014).

Analysing this definition, it says "energetic forces that originate within as well as beyond and individual's being", meaning that there is internal and external motivation. The internal motivation is what an individual comes up with themselves. For example, a person is motivated to eat more healthily because they want to get into better shape physically. External motivation is the source of which motivation comes from outside the person. An example of this in the work environment can be a person's salary.

The next part of the definition discusses the purpose of work motivation and why it is such an important topic for the leaders of the company. "...to initiate



work-related behaviour...”, means that the purpose of motivating people at work is to affect their behaviour. Motivation ensures that the employees complete the tasks given to them at the top of their abilities as well as capabilities.

The last part of the definition goes on to discuss the complexities of motivation. “...to determine its form, direction, intensity and duration.” Goes to show the many different levels and dimensions of motivation. This shows why motivating employees is so hard, there are many different forms, directions, levels of intensity and durations motivation has. The concept of motivation can be simple to understand, but to actually motivate someone is much more easily said than done in actuality.

### **3 Company description**

The company that is being analysed in this paper acquires its own clients by meeting C-level executives to talk about their current pain points and provide consultation and perspectives on how their situation can be helped. One of these services is new customer acquisition, which is handled by a subsidiary company, which the company owns. Any client of the company that needs help acquiring new customers is forwarded to the subsidiary company.

#### **3.1 Subsidiary company**

The subsidiary company specializes in new customer acquisition. Their clients are companies that need help in acquiring new customers. The subsidiary does this in various different ways, the first way is prospecting. Prospecting as defined by Amine, “is the process of identifying and qualifying sales leads” (Amine. 2022) In this case, leads are the companies which the client wants to contact. The next step is to find the correct person within the company who is in charge of finances allocated for your product. As an example, let’s say a

company is selling software. In this case, the company needs to find the Chief Information Officer and contact them. The final part of the process is to book a business meeting between the client and the company that they wish to meet. The meeting is a business meeting, meaning that the objective of the meeting is to sell their product and acquire the other company as their client. This booking of the meeting is called cold calling. The Cambridge Dictionary defines cold calling in the following manner: "To phone or visit a possible customer to try to sell them a product or service without being asked by the customer to do so" (Cambridge Dictionary., 2023). The only way that the definition of cold calling is different for the subsidiary is what is being sold in the phone call. In the above definition what is being sold is the product, but the subsidiary is selling the meeting. The objective of the company is to book the meeting between their client and the company they are attempting to acquire as their customer.

The simplest way to explain the service is to use a concrete example of companies A, B and C. Company A is the company that the marketer works for, company B is the client of company A and company C is the company that company B desires as its client. The job of a marketer is to book meetings between company B and company C. Company B pays company A for these services, which is how company A makes money. This upcoming figure will better illustrate how a company providing cold calling for other companies operates and makes money:

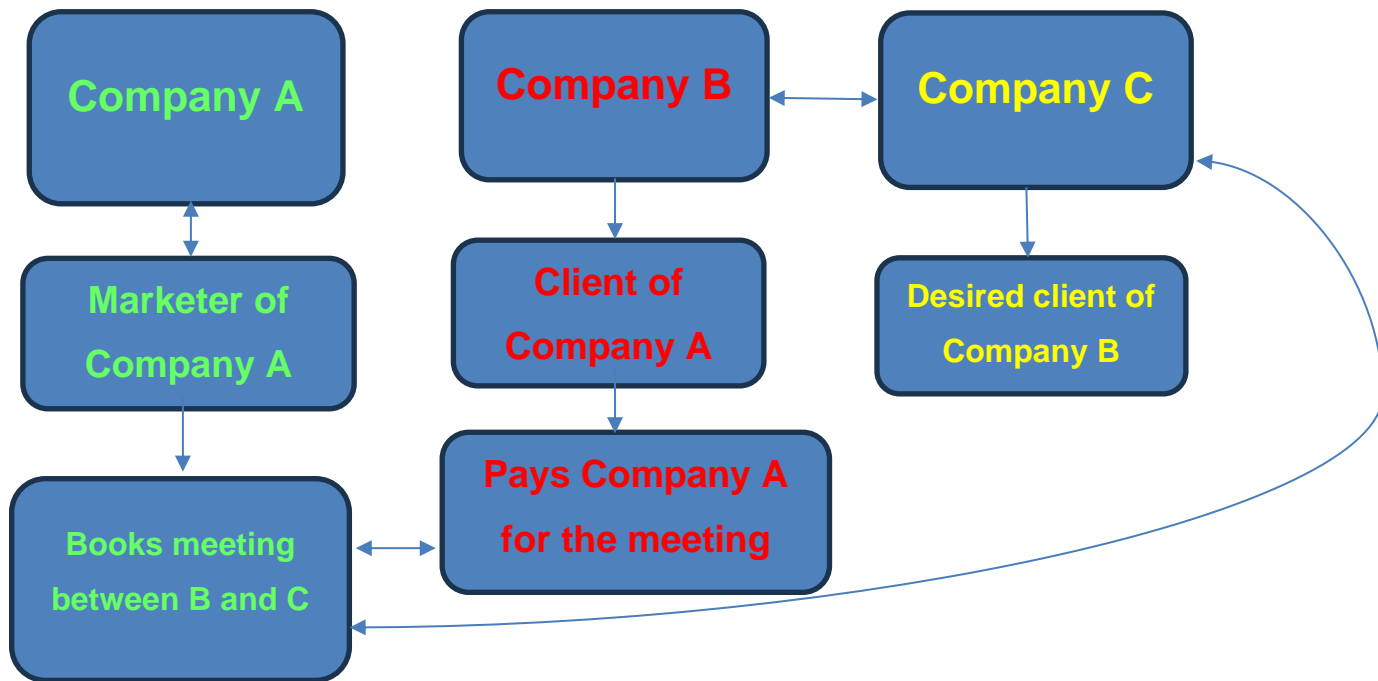


Figure 1. Visualisation of how a company in the business of cold calling operates.

In Figure 1, Company A is the company that this thesis will be looking into and analysing the motivating and demotivating factors of its workers.

This subsidiary company is what the thesis will be focused on. The interviews held will be interviewing current and former employees of the subsidiary company. The reason for this is that new customer acquisition is the first step of the sales process and also the place where most people with an interest in sales and marketing start their careers. The company also has a way of operating where all of its employees start out working at this subsidiary company. Due to this, the most accurate results on motivation can be found from this subsidiary company where most of the company's employees exist.

### Roles in the company

It is important to understand the different roles within the company and what each role does to get a clear understanding of the upcoming interviews and what the employees are discussing.

### *Marketer*

The job of a marketer is cold calling. Every single employee in the company starts from this role and throughout their career advance into different roles. The job of a marketeer is to book meetings between companies.

### *Assisting Consultant*

The job of an assisting consultant is exactly the same as a marketer. The only difference is who the person is booking the meetings for. An assisting consultant is booking the meetings for the company they are working for and their desired clients.

### *Project Manager*

The job of a project manager is to be in charge of the clients of the company. A project manager is in charge of the partnerships with the clients. One project manager normally has multiple clients they are in charge of. They oversee that everything runs smoothly within that project. A project manager makes sure that promised requirements are met. These requirements can be for example how many meetings the client wants to be booked, what companies they want to meet and what profile, for example Chief Financial Officer or HR Director they want to meet. A project manager also retains the tasks of a marketer, meaning that they still need to cold call, but now a portion of their day is spent managing projects as well.

### *Consultant*

A consultant is the person within the company who goes to the meetings that the assisting consultant books. The job of the consultant is to sell the service, which in this case is new client acquisition. A consultant can also be described within the company as the salesperson.

## Hierarchy

It is important to understand the progression of an employee between the different roles within the company. Every single employee starts off as a marketer. After that the typical route to advance is either as a project manager or an assisting consultant. The lines between these roles are very blurred because a person can simultaneously be an assisting consultant and a project manager. From an assisting consultant you can eventually become a consultant.

## Sales funnel

To simplify the process further, a funnel of the sales process illustrates the roles and the hierarchy within the company.

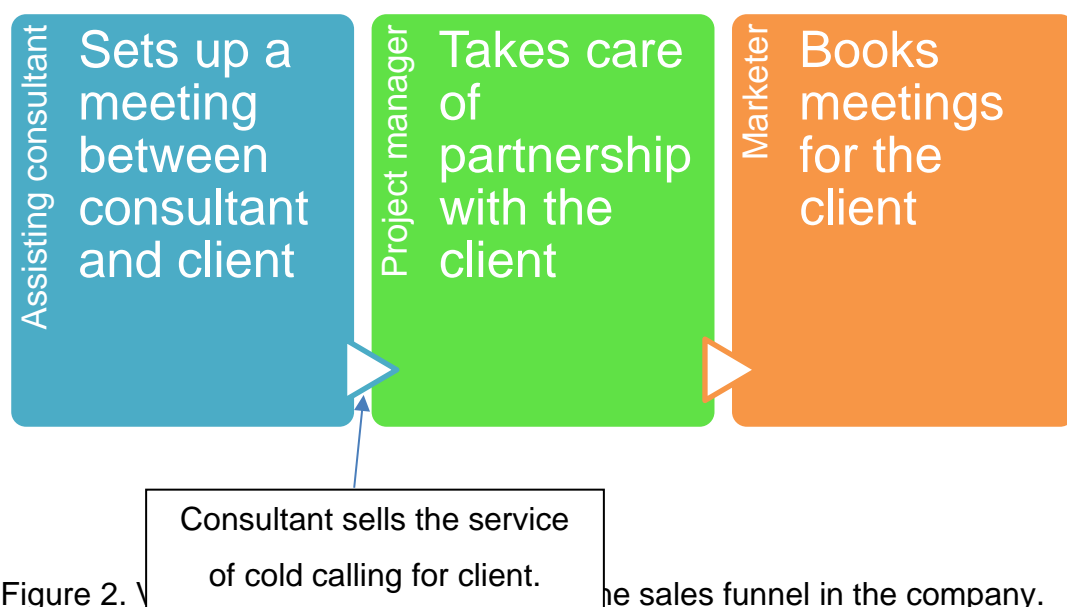


Figure 2. The sales funnel in the company.

## 4 Current literature

This chapter will discuss the current research that has been done on work motivation. Aspects that will be looked at will be generations and should they be taken into when talking about motivation and whether there are differences between generations regarding motivation. Since the thesis is examining a Finnish company, the effects of cultural differences need to be taken into account and how much the location of the company plays into the motivation of its employees needs to be taken into consideration. Lastly, motivational theories will be analysed and considered when making a final assessment. After going through this current literature, a preliminary conclusion will be made on the basis of this literature about the results of the research that will be made in this thesis.

### 4.1 Generational differences

When talking about motivation, a vital factor to consider is the effect of age and generations. The question whether there is a difference between how people from different generations, such as Baby Boomers, Millennials or Generation Z react to the same motivational factors, must be looked into. The aspect of generations in the first place will be critically analysed and the results of which will affect the research methods of this thesis.

#### The term and definition

Generations are widely talked about and widely accepted as a term. When taking a closer look and critically thinking about what a generation is and what divides generations from each other, the term actually becomes quite complex. Firstly, it is important to understand what the term “generation” even means because there are multiple different uses for the word. In a family, a generation can mean people who are the same age. For example, your grandparents are

one generation, your parents another and you therefore represent the youngest generation of your family. Generation can also mean a period of time, normally the amount of 25-30 years. For this thesis, the first definition, Cambridge Dictionary is used which has described generations as, “the people of about the same age within a society or within a particular family” (Cambridge. 2023).

Within one family it is easy to see the generations, it is obvious that your grandparents are one generation, your parents one and then you also represent a generation. Looking at generations in the larger scale of a whole society, the idea of generations becomes more difficult. When you find people of all different ages, how do you decide where one generation starts and another one ends. To determine the cutoff points between each generation, there are no clear rules for it. Michael Dimock, the president of Pew Research Centre, has been studying different generations for decades. According to Dimock, generational cutoff points have no clear rules to them. Dimock goes on to say that when it comes to generations: “They should be viewed primarily as tools, allowing for the kinds of analyses detailed above. But their boundaries are not arbitrary. Generations are often considered by their span, but again there is no agreed upon formula for how long that span should be” (Dimock, M., 2018). The reasons behind cutoffs mostly have to do with factors, which have somehow altered society. These factors are normally political, economic, or social. As an example, most of the millennials were 5 to 20 years old when the 9/11 terrorist attacks happened. They were at an age where they were able to comprehend the significance of what had happened, and it influenced them.

The use of generations as a term is one that has been debated by many. Pulitzer Prize winner and decorated author Louis Menand wrote a whole article about the fact that the term should not be used altogether (Menand, 2021).

Menand argues that the problem with the term is that today the word is used as a way of generalizing groups of people too much. As an example of this Menand uses a claim made by Charles Reich in the 1960s and later published in book Reich wrote called "The Greening of America" (Reich, 1970, cited in Menand,

2021). In the summer of 1967 Reich was in San Francisco, which is historically also called “Summer of Love”. At the time of which, it is important to note that Reich himself was 42 years old. Summer of Love is known as the hippy movement and explained by the newspaper, The Guardian as a time when the young people of America gathered in San Fransisco, abandoned their conservative social values and experimented with new ideas freely (The Guardian. 2007). Based on the Summer of Love, which was led by the young generation, Reich in his book claims that, “There is a revolution under way . . . It is now spreading with amazing rapidity, and already our laws, institutions, and social structure are changing in consequence. Its ultimate creation could be a higher reason, a more human community, and a new and liberated individual. This is the revolution of the new generation” (Reich, 1970, cited in Menand, 2021). The problem of this quote is that Reich generalized the whole generation by the actions of this one group In San Francisco. In reality, the group of youth gathered in San Francisco was only a small section of the generation when looking at the whole of America. Most of the youth in America at that time actually though in the opposite way. Most young people in that time did not want to abandon social values and experiment with anything. This generalization of generations happens way too often today.

A review made by Dr Andrew Clements (2023) also takes a look at generational cohorts and analyses whether there is valid evidence which suggests that such cohorts are valid to exist. Clements looks into claims that there are distinct differences between generations. Clements (2023) focuses on a few key traits that claims have been made regarding existing evidence of generational differences. The traits are:

- Narcissism
- Commitment and job satisfaction
- Work motives
- Work values

The studies made on these factors showed their slight differences when comparing generations with each other. The major finding however was that



there are much larger differences within generations than there are between generations. The results of Clements' findings are inconclusive. It is hard to tell if there are differences between generations because there is an unlimited number of reasons for differences between people. What can be said is that no substantial findings have been made on the difference between generations. Clements raises concern over the fact that most people believe in generational cohorts existing and the subsequent stereotyping that happens because of it (Clements, 2023).

## 4.2 Cultural dimensions

A key factor to also take into account are the effects of culture on motivation. In this chapter we will be looking at Finland and the cultural effects it can have on people. The world is becoming increasingly global day-by-day due to the access the internet gives us. Geography has a huge part to play in a person's motivation. As tools to analyse the effects, Trompenaars' 7 Dimensions of Culture and Hofstede's 6 dimensions will be used.

### Trompenaars 7 Dimensions of Culture

In this section, we will look at a book written by Charles M. Hampden-Turner and Fons Trompenaars titled *Building Cross-Cultural Competence*. The dimensions work by placing cultures on a scale between two different extremes and seeing where they fall between the extremes. For the results Trompenaars gathered data from 46 thousand managers from over 40 different countries where at the end of it he came up with six different dimensions. Later a seventh dimension was added in by Trompenaars. The initial six dimensions in question are:

1. Universalism vs. particularism.
2. Individualism vs. communitarianism.
3. Specific vs. diffuse.
4. Achievement vs ascription.
5. Internal direction vs. external direction.
6. Sequential time vs. synchronous time.

7. The last dimension, which was later added is: Neutral vs. Affective

We will look at Finland as a culture and assess how the TH at the time of writing has four offices, three of them are in Finland and one is in Spain. Trompenaars' dimensions will not be looked at for the Spanish culture because the only thing that is different with the Spanish office is its location. People working at the Spanish office have the exact same schedule than Finnish offices and does the same work. The only difference with the Spanish office is that it is used as a coaching centre to develop motivated employees. In this thesis interviews will be made with people who have previously worked in the Spanish office and this aspect will be taken into account. In regards of culture though, it will not because the work culture is the exact same as in Finland.

### *Universalism vs. Particularism*

Hampden-Turner and Trompenaars in their book say that Universalism values rules, codes and laws. Particularism looks for unique and exceptional differences. To illustrate this, Trompenaars used the analogy of universal normal eggs compared to one beautiful fabregé egg. For context a fabregé egg is a large, jewelled egg which stands out from the rest. (Hampden-Turner, C., Trompenaars, L. 1997)

From the view of TH and looking at Finland as a country, it sways more the universalist culture. In Hampden-Turner and Trompenaars' book Finland placed 3rd on their scale as having the most universal culture. This is mostly because Finland's whole society is based around rules and regulations. You can see that they are important because you can see how strictly everything is monitored. The government keeps a digital record of everything that is important to keep the society running and you will be punished instantly if you do not follow the laws set by them. (Hampden-Turner, C., Trompenaars, L. 1997)

### ***Individualism vs. Communitarianism***

Individualistic cultures believe that competition is good, every individual should look out for themselves, be able to provide for themselves and as a result everyone achieves personal growth and satisfaction. The viewpoint of the communitarian culture is that working in collaboration, being concerned about others will make the whole society function better and thus improving everyone's life that lives in that society. Individualistic cultures can still believe in charity and communitarian cultures can still be very proud of their individuals. Therefore, it is important to note the true difference between these two cultures comes from the origins of their beliefs. Individualistic cultures let individuals make their decisions voluntarily and communitarian cultures believe that the best way to make decisions is by sharing knowledge, making decisions in mutual agreement and following common values set for everybody. (Hampden-Turner, C., Trompenaars, L. 1997)

Based on Trompenaars' and Hampden Turner's research Finland placed 8th highest in individualism and 64% of the respondents chose statement one. A great example of this is Finland's school system. The only mandatory portion of school is primary and secondary school, which lasts typically from the age of six to fifteen. After that you are free to choose your own path in life and Finland makes sure to provide the individuals with a large variety of options. There is a portion of communitarianism represented by the mandatory nine years of school but then ultimately in Finland the final decision is left to the individual on what they ultimately want to do. (Hampden-Turner, C., Trompenaars, L. 1997)

### ***Specific vs. Diffuse***

Trompenaars and Hampden-Turner describe the difference specific cultures to diffuse cultures as similar to simple and complex. Specific cultures represent the side, which keeps things simple and diffuse cultures complicate things more.

On this scale Finland is not on either extreme of the spectrum. It does fall in the top third on the specific side. Finnish people prefer to keep things separated between work and private life, but still some overlap between work and private life exists because only around 70% of the Finnish respondents chose specificity over diffuse (Hampden-Turner, C., Trompenaars, L. 1997). This might sound quite surprising especially because a common stereotype about Finland is that its inhabitants are antisocial and introverted. In an article written by Jessica Woods analysing the Finnish antisocialism, the conclusion is actually that Finnish people do in fact like to talk. Finnish people are not antisocial, small talk is just not a norm in Finland and silence is welcomed much more than in other countries. The cultural norms in Finland make the people seem antisocial when in fact those are the ways in which Finns are used to operate in. There is a time and a place to talk and when Finns are very open, such as the sauna or while sipping coffee. Finns just choose a time and a place to do it. (Woods, J., 2018)

### *Achievement vs. Ascription*

Cultures that function through achievement place value on a person on the basis of what they have accomplished. For example, you receive promotions or salary increases in your job based on your performance in set job. Ascription cultures do not value achievement but rather you are rewarded on your ascribed status. This can for example be through a person's social connections. Ascribed status in most of the time seen as someone advancing because of their privileged position they are in and seen as unfair and unwarranted. A good depiction of ascription is beauty because you mainly are born to the body you are in and can not change it. An achieved status can be for example an elite level athlete. You can not get to be an elite level athlete if you do not work extremely hard and through that hard work you become extremely good at your chosen sport. There is a certain level of ascription in sports though a person's genetics that they are born with but to reach the top level, you have to work for your achievements.

Hampden-Turner and Trompenaars' work does not place Finland on this scale, so other sources must be found to put Finland on this scale. Camille Walker wrote a thesis where she studied the differences of Finnish and American working culture and through her studies found that Finland values ascription over achievement. Walker wrote that "Being able to gain expertise and perform well and efficiently is prized over any inherited status or traits." (Walker, C., 2021)

### *Inner Direction vs. Outer Direction*

This section says a lot about where the motivation for a culture comes from because it discusses the origins of motivation. According to Trompenaars and Hampden-Turner inner direction believes that virtue comes from inside of us. It believes that our morals, souls and convictions shape us. Outer direction believes that virtue comes externally. "Outer direction conceives of virtue as outside each of us in natural rhythms, in the beauties and power of nature, in aesthetic environments and relationships" (Hampden-Turner, C., Trompenaars, L. 1997).

Regarding these dimensions Finland does not fall on either side and remains fairly neutral on the matter. Internal cultures tend to be more selfish and external cultures believe that you are not able to change your surroundings. Finnish people always have their own self-interests but are simultaneously grown up in a culture where teamwork is key to succeed. There is a fine balance of wanting to succeed together because that in turn also advances the persons own goals in the most optimal manner.

### *Sequential time vs. synchronous time*

This section explores the relationship time plays in the culture. Sequential time cultures follows time very strictly. It is extremely important to follow the schedule set and everything operates through schedules. Synchronous time does not

follow schedules as strictly and time is malleable. Schedules change much more and it is not a big deal to miss a deadline for example if something more important comes up.

Finland scores high on sequential time. Everything is done on a strict schedule and following them is the most important thing. The whole society functions through placing time restraints on tasks and completing them in that set time.

### *Neutral vs Affective*

Neutral and affective dimensions explore the realm of emotions. Neutral cultures keep emotions to themselves and do not share them. On the other hand affective cultures are very open about the way they are feeling and express it openly.

In the Finnish culture it is not the norm to share your emotions. On this scale Finland falls under the neutral category. As discussed in a previous section about the specific cultures and diffuse cultures about the Finnish norms, this is also the reason why Finland is a neutral country. The norm is to not show your emotions to strangers, you do that in a private environment with your family and close friends.

### **Hofstede's cultural Dimensions**

This section will analyse the different cultural dimensions of Hofstede from Finland's perspective. There are six different dimensions Hofstede uses: Power Distance, Individualism, Masculinity, Uncertainty Avoidance, Long Term Orientation and Indulgence. Each section will be explained in their own section.

Here is where Finland places on all of the before mentioned categories:

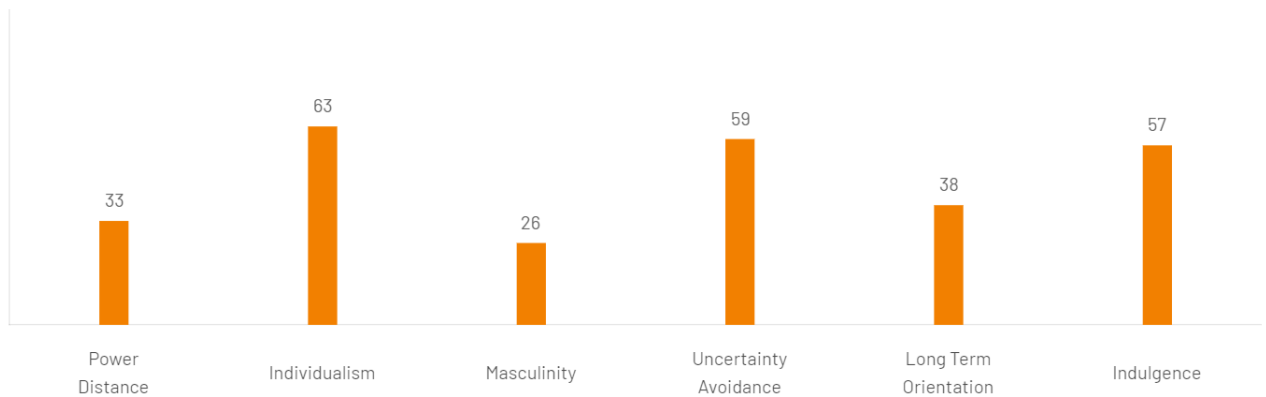


Table 1. Finland's scores on Hofstede's cultural dimensions.

### *Power Distance*

The power distance dimension analyses how equal individuals in their societies. The higher the score for a country is, the larger the inequality in that country is. Hofstede insights defines it as, "Power Distance is defined as the extent to which the less powerful members of institutions and organisations within a country expect and accept that power is distributed unequally." (Hofstede Insights, 2023)

The score Finland received was 33, which shows that Finland is not very hierarchical. In Finland the power is decentralized, and much trust is placed upon employees. The relationships between managers and employees are more informal and communication is more direct. (Hofstede Insights, 2023)

### *Individualism*

Individualism explores the factor of how interdependent people are of each other. Are the people in the society in interaction with each other, or do people keep to themselves more.

Finland scored 63 meaning that they are more individualistic than most countries. People are expected to take care of themselves and their immediate family. In work context this can be seen in promotions for example. They should be based on merit only, not any outside factors. Management is based on dealing with the individuals at work and not them as a group.

### *Masculinity*

Masculinity measures what fuels the society. Masculine countries are fuelled by winning, achievement and competition. Feminine cultures focus more on caring about others in the society and having a good quality of life. Masculine countries are any which score over 50 and feminine are in turn the ones scoring lower than 50.

Finland scored 26, which places it as a feminine society. In these societies people value enjoying their working life and equality. Managers strive for having an understanding and clarity between them and the employees.

### *Uncertainty Avoidance*

Uncertainty avoidance measures with how a society handles the fact of the future being unknown. Does a society let this happen naturally or try to control the future? The score is based on the amount of how much an individual is threatened by factors that are unknown to them. The higher the amount of threat felt, thus higher the score.

Finland scored a 59 here, which means that they try to avoid uncertainty. This shows that the Finnish society does not live people who break rules and act in an unpredictable manner. According to Hofstede Insights, “people have an inner urge to be busy and work hard, precision and punctuality are the norm, innovation may be resisted and security is an important element in individual motivation.” (Hofstede Insights, 2023). An analysis can be made on the basis of this that management is not open to new ideas.



### *Long Term Orientation*

Long term orientation measures how much a society keeps hold of the traditions they have. Societies that score low prefer to maintain their traditions and view change as a negative thing, whereas high scoring countries prefer modern solutions to grow and evolve.

With a score of 38 Finland prefers their traditions. People in these societies focus on getting quick results and want to know the truth. They also tend to not save too much for the future and rather spend in the present.

### *Indulgence*

Indulgence explores the self-restraint of the individuals in that society. How well are the people able to control their impulses and desires.

A score of 57 shows that Finnish people lack the level of restraint to some extent. People in these societies want to have fun and enjoy life. The society places a higher degree of importance to leisure time and spend money more frivolously. The people also tend to have an overall more positive attitude and are generally more optimistic.

## 4.3 Other motivational theories

Motivation is such a complex topic, with many dimensions. This means that other theories than cultural dimensions must be considered when looking at motivation.

### *Frederic Herzberg's Two Factor Theory*

The Motivation-Hygiene Theory or Dual Factor Theory was written by Frederick Herzberg in 1959 and appeared in his book ``Motivation to Work''. Herzberg

was a clinical psychologist and one of the most influential writers in management and motivational theories. The American psychologist was interested in the motivation and job satisfaction of people. He carried out the investigation by asking a group of people about their good and bad work experiences. He was surprised as the group answered questions about their good experiences in a very different way from their bad experiences. (Deseret News, 2000)

Based on this, he developed the theory that people's job satisfaction depends on two kinds of factors. Satisfaction factors (motivating /satisfying) and dissatisfaction factors (hygiene factors /things that generate dissatisfaction).

### *Hygienic factors*

Hygienic factors are the factors that don't cause motivation but if these factors are missing or inadequate, they cause dissatisfaction. These factors are essential for the existence of motivation at work because if these factors do not exist there will be dissatisfaction, which means there is no possibility for motivation to exist. More simply put, these factors enable the motivation factors to exist. These factors are for example: Salary, relationships with colleagues, your status and job security.

### *Motivation factors*

Satisfaction is the result of the motivational factors. These factors help to increase individual satisfaction, but it has no effect on dissatisfaction. These factors produce superior results from the workers. Hygienic motivators get the workers to perform on their normal level, but motivation factors get them to exceed them. These factors are for example: Growth, learning, meaningfulness and appreciation.

According to Herzberg's theory there is a base line of factors, which must be met before any other aspects regarding motivation even matter. According to Herzberg if the hygiene factors were not met, the motivating factors did not even matter because the person was already demotivated from the hygiene factors not existing.

## Self-Determination Theory

Self-Determination Theory (SDT) was developed by Richard Ryan and Edward Deci. The theory was developed to better understand motivation through personality, social behaviour and psychological needs. This theory differs from other theories by recognizing that there is autonomous motivation and controlled motivation. Autonomous motivation is motivation that happens naturally and is not forced. Controlled motivation is motivation that has external forces, for example a promise of a reward or getting punished if something is not done. Similarly to Herzberg's Two Factor theory, this theory acknowledges the existence of basic needs that must be met for motivation to exist. These needs are competence, autonomy, and relatedness. If these aspects are not met, this will result in loss of motivation (Ryan, R., Deci, E., 2022).

Competence need relates to the feeling of being good and is met when the person receives positive feedback on the work they do. Autonomy relates the need of having a choice and being acknowledged. Autonomy also affects intrinsic motivation in a positive manner. Relatedness relates to the feeling of being a part of something and the feeling of belonging (Ryan, R., Deci, E., 2022).

When all these three factors are supported in an environment, it will result in better well-being as well as more efficiency. When the opposite happens and the three factors are not supported, the result will be less effective functioning and ill-being (Ryan, R., Deci, E., 2022).

## 5 Preliminary conclusions of the literature review

Based on the preliminary research made in the previous section a method of research will be chosen as well as how the research will be implemented in practice. The following section will analyse the main findings and how they will impact the primary research of this paper.

## 5.1 Generations

Looking at the points raised by Clements' and Menad's research on generations it does not make sense to consider generational gaps in terms of reasons for change in motivation. The first issue with assessing motivation and accepting generations as factors is obtaining inaccurate results. By explaining a reason for demotivation with generational difference, people might miss the real reason for demotivation. It is also impossible to put the reason down to a generational difference because no solid study has proven the concrete existence of these differences between generational cohorts. The last problem with generations is their cutoff points. Generational cohorts assumes that a millennial born between 1996, the last of their generation has more in common with someone 15 years older than them, than a person born a few days later in 1997.

## 5.2 Cultural factors

Looking at Finland as a society based on the research done by Hofstede and Trompenaars some analogies can be made and predictions of what will be found in the primary research portion of this thesis.

Finnish people avoid uncertainty, which means that creativity is often seen as a bad thing. This can also be seen from Trompenaars' dimensions where Finland is the 3rd highest in terms of Universalism. Rules and regulations are a huge part of the culture, so the aspect of how they affect motivation must be taken into consideration.

Finland is not hierarchical, so the relationship between the employee and their manager is more informal and personal. This relationship will therefore have a higher level of importance regarding the motivation of the individual.

The femininity of Finland is extremely high, placing high importance on the actual enjoyment of the work. If the day-to-day does not fulfil the individual, this will instantly result in demotivation. Therefore, the quality of work will be an aspect that will be explored in the interviews.

Finland being individualistic culture must also be taken into account in the research portion. The factor of the work either being done by yourself or in a group plays a major role on the motivation of the employee.

### 5.3 Motivational theories

Herzberg's Two Factor Theory and the Self-Determination Theory show that motivation must be explored in a on a wide scale. There is a set of base needs that must be met and then factors that play into motivation. These factors will be taken into consideration when conducting research. The existence of these factors existing will be analysed.

### 5.4 Hypotheses

Based on the research that has been done on motivation and explored in this paper a few predictions can be now made and these predictions will be analysed in the conclusion of the paper.

The present paper attempts to answer the question of what motivates and demotivated employees at a company. Based on the previous research and literature reviewed we know that there basic needs, which must first exist for motivation to exist. If the needs exist, the factors providing motivation are going to involve around the feeling of being valued, developing new skills and having a certain amount of freedom at work.

Looking at Finland as a culture and what is valued in this society, there are a few things that effect motivation. The relationship between an employee and a superior is extremely important to employees. The enjoyment of the work has a higher value than for example financial drivers. This means that employees would rather be paid a little bit less and work in a pleasant atmosphere than the other way around and choose better pay and unpleasant working environment. Finland being an individualistic country will mean that the employees enjoy working by themselves more than in a group setting.

## 6 Research method

The reason for this thesis is to figure out what motivates and demotivates the employees of a modern company. To do this a qualitative research method of data collection was chosen. Qualitative research as defined by Professor Ronald L. Jackson II is, “primarily concerned understanding human beings’ experiences in a humanistic, interpretive approach” (Jackson, R et al. 2007). This is the method of data collection most suited to accomplish the objective of the thesis, which is to understand the motivating factors of the employees of a company.

The method used is one on one interviews. Six different people from the company were chosen to be interviewed about their motivations. To get an accurate picture of motives, both former and current employees were interviewed, three current employees and three former employees. It is important to note that none of the former employees left on their own accord and were not fired by the company. There was no ill will from the former employees and they wanted to participate in the interviews to help the company improve for the future. This gives balanced and fair results because there is variety in the respondents working at different times within the company. Additionally, their employment had to have lasted more than one year. If the employment lasted under one year, the person would not have a good enough perspective on the true motives while working in a company. The more experience the employee has had in the company, the more reliable the findings of the interviews will be as a result. Other than these two factors the interviewees were chosen at random.

### 6.1 Reliability and validity

To receive accurate and honest responses in the interviews, the respondents will remain anonymous. This will ensure truthfulness from the interviewees because there will not be any negative consequences for their answers to the

interviewer's questions. This also enables the writer to write freely and not having to alter the responses in any way.

All of the interviews have been fully transcribed and sent to the authority in charge of checking of the thesis. A full template of the questions asked in the interviews can be seen from the appendix. The questions were based on the research done in previous chapters and the findings from motivational theories and cultural dimensions. Key aspects were chosen from the research that were proven to have a significant effect on motivation at work, The Interviewees were allowed to speak freely of their motivating factors and not lead to answer in a specific manner.

The structure of the interviews was semi-structured due to additional questions being asked in the interview. Semi structured Interview is a cross between an unstructured and a structured interview. It allows the possibility to explore new questions as unexpected topics emerge (Wilson, C. 2014). It was not possible for the interviewer to be prepared for all the possible motivating factors which were to come up in the interviews, hence some unexpected topics emerging. Because of these new motivating factors and additional questions regarding them, the interviews were semi-structured. All of the same questions were asked of all the interviewees, meaning there was structure to the interviews, but additional questions arose within the interviews.

## **7 Research results**

Before we begin to discuss the results of the interviews, the interviewees should be introduced. All of the people interviewed had a minimum of one year and four months of experience. All of the interviewees started out as marketeers in the company. Most of the interviewees had received promotions to new roles within the company. All of the interviewees had received salary increases during their time at the company. This is said to give the reader a perspective on

where the interviewees are internally and that they have sufficient perspective on the subjects discussed within the thesis.

In the following all of the different questions asked from the interviewees will be analysed and the respondents answers will be condensed. Also the role of motivation and how important each aspect was for each person will be analysed in the upcoming sections.

## 7.1 Motivation to apply

At the start of every interview the aspect of why they wanted to work at the company was explored. All of the interviewees were studying business at the time of them starting work and for most the motivation was to get practical experience of their field of study. Four out of the six interviewees were also recruited to the company through a representative of the company going to talk to their school about the job, which then made them apply.

This makes sense as cold calling is often seen as the first step a person takes in their career when they want to learn about sales. It is an entry-level job, which means that a lot of students apply for it because no previous experience is needed.

## 7.2 Current level of motivation

The next aspect that was explored was their current level of motivation. Two out of the two interviewees that were current employees had very low motivation. One respondent gave a detailed reasoning, "There are no roles which I can advance to inside the company at the moment. Then the salary is also very low compared to what I am actually doing at the moment. The value I bring to the company is not reflected in my salary at all, of course, that demotivates me. In general, the style that the company is run at the moment is much tighter than it



was two years ago and there is much more micromanaging happening.” From this response it is possible to extract three demotivating factors: no possibilities to advance, low pay compared to performance and management style.

On the other hand, the one responder who is a current employee with high motivation did not agree and answered very differently, “I’m happier than I’ve ever been. I would say the reason is that my sense of control of my own work has increased.” They identified the feeling of control in their own work as their major source of motivation. They also identified another major factor, “My relationship with my superiors. This is quite important to me...”

For the people who were no longer employed a similar theme arose of two of them being quite unhappy towards the end of their employment. One of the former employees describes their time in the following manner, “I really enjoyed working there. My colleagues were great and the atmosphere there is really nice. But at the end, when I moved on to a new role, I knew that I would probably be in that role for 30 years. When the reality sets in that you can't really move forward from the role, to add to that the fact that you don't have a commission-based salary model, you start to wonder if the job is really worth it. The job required you to put a lot of your time into it, but you get nothing in return no matter how hard you work. You start to feel really bad that you're not valued that much.” Here reoccurring themes from previous interviewees developing. The factors that demotivated this employee was not being able to advance further and salary in terms of not receiving money for better performance.

Overall, most interviewees said that they were happy during their time as a whole at the company. One former employee responded like this when asked if they were happy during their time at the company, “Yes, for sure, and it was really quite an experience. Of course, some days were tough but it was overall a good experience. It was my longest employment so far and I learned a lot.” This was the general consensus amongst the respondents.

### 7.3 Relationship with superiors

Before delving into this topic, it is important to note what is meant by the term superior. In this context a superior is a person within the company that is higher ranked than the person in question. Also, the superior is someone in charge of managing you. In the research done on motivation a key factor on motivation is thought to be the relationship with superiors in the company. Due to the research, it was chosen to be one of the key aspects asked about from the interviewees.

What arose from the interviews was a similar conclusion made on the basis of the preliminary research for this thesis. It is one of the most significant factors of motivation for an employee. One of the interviewees replied on the importance of a relationship with superiors working in the following manner, "If it didn't work, I wouldn't be able to stay here. Your superiors are the ones who support you, the one who help you in difficult everyday situations and are the people you can open up to when something frustrates you. Your superior listens and that also leads to the experience of being seen and heard. That is one of the basic human needs." Another interviewee weighed in saying, "yes it does play a significant role because a bad superior can directly destroy a person's motivation."

This relationship played a key role in all of the respondents' level of motivation. When asked freely to tell about the factors that affected their mood and level of motivation, many of them said their relationship with their superiors. One of the interviewees said their level was quite low and when asked about the reason behind it, they said, "it's a direct example of how my superiors see the leadership at the moment. There is a clear pressure there put on them and it is reflected in what we do on a day-to-day basis."

The thing that the interviewees needed most from their superiors was clear and open communication as well as no micromanagement. Micromanage is used as a term in working life when a superior is controlling every detail of your work

even including small details that are not necessary for the superior to supervise (Cambridge Dictionary. 2023). One interviewee said when talking about micromanaging that, "It feels that way because the superiors check in constantly on every little thing that are they being achieved. That lack of trust at the moment is the thing if you could sum up in one thing, that currently least motivates or what takes motivation away from the everyday." In this case micromanagement plays a big role in the demotivation of this employee.

## 7.4 Daily tasks

Another key factor that was found from Hofstede's dimensions was the importance of enjoying your day-to-day tasks at work. Finland is a feminine country, which means that they place high importance on enjoyment. This is the reason it was chose to be a key factor explored in the interviews.

Regarding day-to-day tasks, they did not seem to have as much importance as other aspects asked about in the interviews. One interviewee analyses the importance of the tasks on motivation, "I feel they are good and I work with nice people. I have good jobs, especially working with our customers is great. The cold calling work also varies a lot, but overall, it's good. This has a lot to do with the motivation itself, and I would say that when you have a good environment, when I am having a good day, then actually any kind of work task feels good." The tasks themselves do not have as much meaning as the environment the person is working in. Here an important aspect seemed to be the working colleagues.

Another aspect that was important with the daily tasks was having variety in the tasks a person is doing, "I am motivated by the new things I can learn, not by things I am already good at. I now enjoy days when I have a variety of different tasks to do, rather than just one thing all day. Variety really does make work much more interesting for me." Also not having variety could severely demotivate an employee, one interviewee who was only cold calling describes

the experience, “Just cold calling was terrible, because it was so boring. It was really monotonous all the time. I wasn't learning much anymore either, so when that learning stopped, so did my motivation.”

## 7.5 Work-Life Balance

Absolutely crucial for a person is to have a balance between work and private life. According to studies in order to be productive at work, you must be able to recover on your free time. It is important that a separation between private life and work life exist because if an individual thinks too much about work in their private life, they will not recover sufficiently and what will happen as a result is that they will not be as happy and motivated at work. In a study done by Khaled Bataineh researching the effects of Work-Life Balance (WLB) on happiness at work his results show that, “employees with good feeling and only small degree of stress at work and at home show more likelihood to experience satisfaction with their work. The results are also showing that individuals who feel that there is interference of work roles with family roles show less likelihood to feel that they possess work-life balance” (Bataineh, K., 2019).

An important aspect to know is that for this particular company that the interviewees worked for, employees are allowed to work as much as they want. A typical workday lasts from 8:00 to 16:00, but you are allowed to work after that as well. As an example, project managers are in charge of their own project management tasks and when they complete them. This means, that they could cold call from 8:00 to 16:00 and then choose to stay after work to complete project management tasks or they could schedule the management tasks within the 8:00 to 16:00 work day. Also, an employee can be allowed to work anywhere between two to five days a week. This has to be agreed with management though and an employee has to inform the management a month in advance of any changes they want to make. They are not free to work absolutely whenever they want, but there is a level of freedom regarding work.

This topic seemed to divide opinions within the interviewees regarding the fact of their current employment. Some felt that they had a great WLB saying that “I don't feel that I have to work from home. I don't stress too much about work at home. My problem is that I work really long hours, but it's my own decision. We can work as much as we want, so no one has come to me and said that I should stop working. I have had to develop that balance in a better direction, and here too an important component has been the feeling of control that if I stay at work for a longer period of time, it is my own decision.”

Many interviewees brought up that as they advanced the balance got worse, some saying, “As I progressed into new roles though, I had to think a lot more about work in my free time as I learned to become a consultant. Back then, the balance wasn't necessarily so good.” Some felt stress about what to do with the free time, “When I am not at work, I feel that I need to relax completely and that's when things get out of hand. I can't really enjoy my free time, because I feel that when I have free time, I have to make the most of it. I get terrible stress on the content of my free time”.

## 7.6 Group work and individual work

This was an aspect where all the interviewees had a unanimous opinion. This was that the company there was a lot of working in groups and that was a big positive for everyone. A factor that came up here was the cohesion between offices. In one project there can for example be 5 marketeers calling that particular project. Now the company does not put any restrictions on which offices the marketeers are working at, so the five marketeers could all be in different offices. This keeps the group working fun for the employees, one saying that, “It was nice to work between different offices as well because regardless the communication was still good. I also think there was a good team spirit in general if you think about the teams in each office. There is a good team spirit in the whole office. The whole organisation is part of a cohesive team.”

As mentioned before, variation here is also an important factor. A balance between some work being individual and some being in a group setting is important. "It's nice that it varies. There's also the fact that you get to work in a group, that I think is quite well balanced here." Another interviewee also mentioned the good balance at the company, "Yes, I much prefer working in a group. In a group you can't do certain things, for example, tasks to do with managing a project are done much quicker alone than in a group setting." This quote goes on to show the necessity for the balance of group work and individual work. Some tasks are done faster in a group whereas others are more efficient without any distractions from the group setting.

## 7.7 Financial gain and gain in experience

An aspect that had to be explored was how much the interviewees valued money and gaining knowledge and expertise. Here what was important was to figure out which do the interviewees value more and how does it reflect on their motivation and the job itself. This was important because the company is an entry-level job and the employees seek to gain knowledge and typically this is also reflected in receiving lower pay. In the following section we will see that money was a big factor in what lead to the former employees leaving and it is also a big factor for the current employees. A term that needs to be defined when talking about salaries for people in the sales business is commission. Cambridge dictionary defines commissions as such, "a payment to someone who sells goods that is directly related to the amount sold, or a system that uses such payments" (Cambridge Dictionary., 2023). What is typical with a person selling products is that they have a base salary and then a commission for making sales and bringing in revenue for the company.

In this company that is being analysed, there is no commission for anyone. The company does have its reasons behind it though saying that due to no commission, the quality of the work is higher. No-one is trying to book irrelevant meetings to get a commission. This is important to understand when

interviewees are talking about the pay model and whether or not it should be changed or not.

In general it is normal for employees to not be pleased with their salary and in this company it was no different.

Two out of the six interviewees were completely happy with their salary and the experience gained. "I am happy with my salary. I am happy with the fact that I have been able to talk about my salary quite well when there were no opportunities for advancement. I have to say that's one thing I'm actually happy about here at the moment." Another employee who was happy valued the experience more saying, "So far, I have definitely given more weight to experience. I do know that those who change jobs every 2 or 3 years get better pay. Of course, as your responsibilities increase, you hope that your salary will also increase. Yes, there has been so much personal development in this company that would not have happened in other companies. If the alternative is to take a job with another competing employer, I would not have developed there as much as I have here."

The other respondents valued the money more. They did all say that they were able to gain a huge amount of experience, which they appreciated, but at the end of the day money was the deciding factor. One interviewee saying that, ". I do not think that you must change the pay model of the company, but to pay more in general to people who are here for a long time and committed long-term. I can understand not paying a lot to entry-level employees, but then again if we have a marketer who has been in the company for a year and a half, who has expressed an intention to stay with the company for a long time, why can we not pay them more for their contribution?"

## 7.8 Reasons for departing the company

A question that was asked from each of the former employees was that what made them leave the company and what could have been done so that they have stayed.

A factor that arose from all of the three former employees was the salary. “Yes, so it was the salary that maybe was the big thing really.” This particular person also felt demotivated by the lack of personal development going further to say, “I was also very stressed about the new role because I knew that I was going to be in this role for quite a long time. The idea that my own career development would end there also started to get a bit depressing.”

Another one of the former employees also was frustrated when advancing into new roles. “Here, when you progress to a new role, you may not even get a pay rise at all. You get more responsibility, but it's not reflected in your salary, which I don't think is fair.”

The last person also brought up money as the reason they decided to leave, “The main thing with the money for sure. I simply received a better offer from another company. At the company I received some pay rises, but they were quite slow. Then in the new company it happened like at least twice a year. The company could have more frequent salary discussions. Also, if someone is doing really well in their work, then you should offer them better pay.”

## 7.9 Future improvements

The last aspect discussed was that if the interviewees could change something to motivate the employees better, what would it be. Here a plethora of different dimensions of the company were brought up, but the conversation mainly was involving the main aspects already discussed in the interviews. The key points made were to do with superiors' leadership styles, supporting committed employees and the salary.

Regarding the support for employees one interviewee suggested that, “When you start talking about starting to move forward for a second time into a new role, I think that's where the company should develop concrete development plans on how you're going to move forward.” Another interviewee said that they



would wish more support when starting a new role, "there's quite a short orientation for new roles when advancing. Especially for the role of consultant, I would have liked to have had a slightly longer orientation period where I am taught the role properly. In my opinion, anyway, in the company it would be best to get a change, that would be a week's orientation or something similar."

Many different aspects arose when talking about leadership and their management style, some of which have already been discussed. Many wished for less micromanaging because it made them feel a lack of trust. They wished for more freedom, "One very clear area for development is to leave the pointless little micromanaging out of the daily routine. There is a limit to everything, and I think in some ways the limit has been crossed in certain areas." Another interviewee wished for more appreciation from the superiors, "You also have to be more appreciative of the things that are considered important. Selling the product should be appreciated more than booking the meetings because the other one brings much more money into the company."

The salaries were already discussed in the previous portion, but the suggestions that the interviewees gave were centered around giving higher pay to well-performing employees. One interviewee suggested adding commission in some instances, "The company could put a lower monthly salary and on top of that you could put a commission based on performance, I think that would be a really good model really. For marketeers who perform really well, you could also offer a bonus, so that if you make a certain number of meetings booked a month, you get a certain bonus. As a project manager, if you overview a project really well, you don't get any reward. All the congratulations go straight up the chain of command to other people. You really need to acknowledge the effort a bit better."

## 8 Analysis of results

The results from the research were similar to the preliminary conclusions made after second-hand research. The aspect brought up most often, when talking about things that motivating employees, were the relationships with colleagues, leadership styles, money and having variety in the day-to-day tasks. These were the things at work that when done correctly, motivated the most and simultaneously when not done right demotivated the employees. It is important to provide context for this that what did it mean to do these aspect correctly.

With relationships with the colleagues, it was important that there was a good amount of group work to be able to interact with their colleagues. Another part was to have a positive atmosphere amongst the work. With some interviewees this was brought up as the most important factor as to why they still were at the company. This means that it plays a huge role in motivation.

With leadership styles the most important thing employees needed from their superiors was clear communication and more freedom to do the work. The term micromanagement arose from two different employees and it was a big factor in making them feel demotivated. Feeling trust from your superiors is very important and with micromanagement that trust disappears. Some interviewees brought this aspect up as the most important reason for them being demotivated to work, when the management was being done poorly.

Money was also a factor which most interviewees brought up. Some were satisfied with it and some were not. Many would have hoped that them and their colleagues would have been better rewarded when doing good work for the company. They did not expect to be well compensated financially in the beginning, but when experience and their results got better, when they were not compensated well in their opinion, their motivation dropped.

Variety during the workday came up from a few employees. For some it had been done well and was a motivating factor and for one the lack of variety was

a demotivating factor. The interviewees said that when their workday only consisted of one thing, which in this case was cold calling, after a while it got very repetitive and even boring sometimes. Employees with differing work tasks during the day enjoyed their work more.

## 8.1 Recommendations for the Company

Based on the interviews a few aspects can be found to be pain points for the company and should be focused on to keep employees motivated.

A general theme with the interviewees is that they all were very satisfied in the beginning of their employment. Somewhere along their career for one reason or another they started losing the motivation. As discussed, there are a multitude of reasons for this and everyone is an individual, therefore it is understandable that there is no one way to fix this. One suggestion could be to give more focus to these long-term employees. By having discussions with them and figuring out their motivating factors on a more personal level and adapting to them could raise the motivation.

As mentioned previously the feeling of trust and the feeling of the being in control of your own work is important to the employees. It is important for the company to understand this and to provide this to the employees. These feelings are achieved by giving more freedom for the employees to prove themselves. When employees prove themselves to be a good contributor, it can be rewarded by showing trust in them.

The employees were really happy with the colleagues and the positive working environment, so that should be kept the same and not changed. It currently provides the employees with a lot of joy and motivation. Another aspect is that especially in the beginning, employees are really happy with their development. They are constantly learning new skills and that is providing them with a large amount of motivation as well.

## 8.2 Limitations

A problem with the research is that the sample size of the research was quite small in only conducting interviews with six people. Even though all of these interviewees had a sufficient amount of experience at the company and had valid perspective to be able to answer the questions, more interviews would have provided more validity. For more valid results, it would have been necessary to gather more data from the employees in constructing a few more interviews.

More validity could have been achieved also by implementing a quantitative research portion in the way of a survey. This survey would have been sent to most employees in the company and therefor gathered much more data. This survey would have received responses from over 50% of the companies employees and would have provided a larger perspective of the motivating factors across all employees.

## 9 Conclusion

The results of the research can help companies to manage their employees in the future. This research provided an in depth look into not just the aspects that motivate the employees, but also provided reasoning why those aspects motivated them. In today's working environment, motivation is not just amount money. It does play a big part as seen by many of the former employees interviewed leaving because of money, but it is not the only thing. This was something that was not expected, money played a bigger role than predicted, being the biggest reason for people who had left the company. What was predicted correctly was that a large part of motivation is the enjoyment of the work. What played a big factor here were the actual colleagues and employees enjoyed working in groups immensely and did not prefer to work alone. This was an aspect that was wrongly predicted with research indicating that Finland is an individualistic culture and prefers individual work. The findings of this work

indicate that salary, the colleagues and the relationship with superiors are the main contributing factors to motivation and have the most effect on motivation.

The present paper contributes to a vast amount of already existing research on motivation at work. Even though there is quite a lot of research conducted, this paper approaches this from a slightly different angle. There was more in depth research done in the form of in depth interviews which provided honest and accurate data because of the respondents remaining anonymous. This data was not possible for the company themselves to gather because of the lack of anonymity which would provide skewed responses to the same questions. The reader received an look inside a Finnish company and got to see how they are handling motivation and how it is seen through the eyes of their employees.

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## Appendix

### Interview Questions

1. How long have you worked/ did you work for the company?
2. What is the reason you applied to work for the company?
3. Did you have any expectations about the work before starting and how were they met after starting work?
4. Were/are you happy currently/while working at the company?
5. What were the main components that made you enjoy working at the company?
6. What was your relationship like with your superiors?
7. Do you value experience over financial needs regarding employment?
  - a. How big of a role did it play in your motivation to do work?
8. Did you enjoy your day-to-day tasks?
9. How did you find the balance of working by yourself and in a group setting?
10. How did you find the balance of free time and work?
11. What other factors motivated you at work?
12. What could the company do differently for you to have stayed at the company?
13. What improvements you would make to raise motivation of the workers?