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### **NON-NATIVE EMPLOYEES' OPINION ON MOTIVATION FACTORS OF GERMAN COLLEAGUES WORKING AT MULTINATIONAL COMPANIES**

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#### **Abstract**

This study contributes to the identification of factors that motivate German employees working at multinational companies. A structured questionnaire was used to collect data from respondents. The questionnaire is the result of the qualitative research, which used primary and secondary sources. The author has conducted the primary research between 1st of January, 2016 and 31st of March, 2017 in various countries. In this period 14 different cultures, twelve Europeans and two Asians, were discovered during 258 one-on-one interviews. Secondary data were collected from books, textbooks, scientific magazines, online articles, presentations and speeches. This paper presents the latest results of an ongoing quantitative research on the field of motivation factors of employees working at multinational companies. The major implication of the study is that setting standards and defining HR policies taking into consideration the evaluated motivation factors help strengthen employee's motivation and create sustainable bonds between employee and company. Motivation is in the centerpiece of HR policies of multinational organizations. Many companies are strong at attracting talents, but many fail to retain new hires. Digital transformation disrupts the workplace and motivation of talented employees becomes critical for the sustainable future of the companies. As of 20<sup>th</sup> November 2018, 101 people evaluated the 16 motivation factors identified in the German profile. This article presents the respondents' feedbacks and thus contributes to the search for scarce "Industry-4.0-minded talents", where companies need to build new understanding of motivation factors of their own and their future employees.

**Keywords:** Cross-Cultural Communication, Human Resource Management, Motivation, Motivation Factors, Multinational Companies, International Project Management

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#### **1. Introduction**

Recently there has been a dramatic proliferation in the number of multinational companies. However, little is published about how employees see motivation factors of other employees coming from a different culture. Brislin and Yoshida (1994) posited that culture can be defined as any framework of expectations and values. Bennett (1998, p. 2) defined culture as 'learned and shared patterns of beliefs, behaviors and values of groups of interacting people'.

Technologies related to Industry 4.0 are evolving and relatively easy to exchange, but the workers capable of using them and wanting to stay with companies for long years will be scarce.

The latest definition of available resources of organizations are: financial, human, physical and information resources (Banfield *et al.* 2018). Companies should respond to this challenge by building new understanding of motivation factors of their employees. To do so, in one hand, they must understand who the potential employees are, where they can be found and how they can be attracted and keep in the organization. We introduce a methodology to identify motivation factors thus contributing to develop HR policies resulting in higher retention rate of existing employee base.

Companies must bring the entire organization in line with motivating ethic values and inculcate in their employees a deep understanding of these guiding principles. In addition, social media platforms, connected devices, cheap travelling put employees' private life also into the multicultural arena. We should mention migration as a factor, which significantly increases the possibility of interaction between cultures both in private and in professional life. After World War II, nearly all European countries became multinational, multicultural societies.

Understanding of employees' motivation helps managers to become leaders. A leader is somebody, whom everybody respects, and people follow him or her. He or she helps people to go beyond their limits. The biggest chunk of leader's job is to motivate people to achieve certain objectives. Leaders make companies a place, where people are ready to spend a significant part of their life. They lead by example and make employees credible, reliable and confident.

The author has conducted a qualitative research between 1st of January, 2016 and 31st of March, 2017 in various countries. This research was based on one-on-one interviews. In the aforementioned period, 258 interviews have been organized and documented. Secondary data were collected from books, textbooks, scientific magazines, online articles, presentations, speeches, etc. 126 motivation factors have been identified in 14 different cultures. The research currently covers twelve European and two Asian cultures. There are a few factors, which are unique in a given national profile. On the other hand, many factors are shared among two or even more cultures. To test the hypotheses, an online survey was conducted. It used a Google Forms questionnaire. Data analysis was done through various statistical tools, mainly through Google Stats, Excel and SPSS.

This paper presents the latest results of the ongoing quantitative research on the field of motivation factors of employees working at multinational companies. As of 20<sup>th</sup> November, 2018, the online survey yielded 80 responses related to the German profile. This article presents the respondents' feedback concerning motivation factors of German employees working at multinational companies. The key contribution of this study is to identify the factors that motivate German employees working at multinational companies. The participants of this research are not native Germans and they have a work experience in multinational organizations. These boundary conditions make the results easily adaptable into the HR policies of multinational organizations.

The paper is organized as follows: Section 2 overviews the existing literature related to employee motivation. Section 3 presents the data of the running research and introduces the methodology. Section 4 introduces the results of the ongoing research and highlights the main trends. Section 5 concludes the status of the research and proposes the enlargement of the participants' scope.

## 2. Literature Review

A precise definition of motivation factors of people working in multinational companies cannot be found in the existing literature. Publications, books, coaching sessions, cross-cultural trainings, for instance, speak about motivation factors. Thousands of coaching and mentoring services offer their own definition. The majority of books, articles and papers written about motivation factors in a cross-cultural context focus on the differences. They do not really describe the similarities among, for example, Celtic Britons, Germans, French and Hungarian people.

This literature review summarizes the already available definitions of motivating factors. Furthermore, it presents motivational theories most used by multinational and global organizations. At the end of this section, we give our own definition on motivation factors of people working in multinational companies.

Intrinsic motivation results in pleasure and satisfaction derived from performing a

behavior (Deci and Ryan, 1987), while extrinsic motivation emphasizes performing a behavior to achieve specific goals, objectives and rewards (Vellerand, 1997). Csikszentmihalyi (2013) has also researched the individual motivation. He concluded that people can be motivated only in the flow. Parreno *et al.* (2015) define flow as an optimal experience, which is the mental state of operation in which a person performing an activity is fully immersed in a feeling of energized focus, full involvement, and enjoyment in the process of the activity.

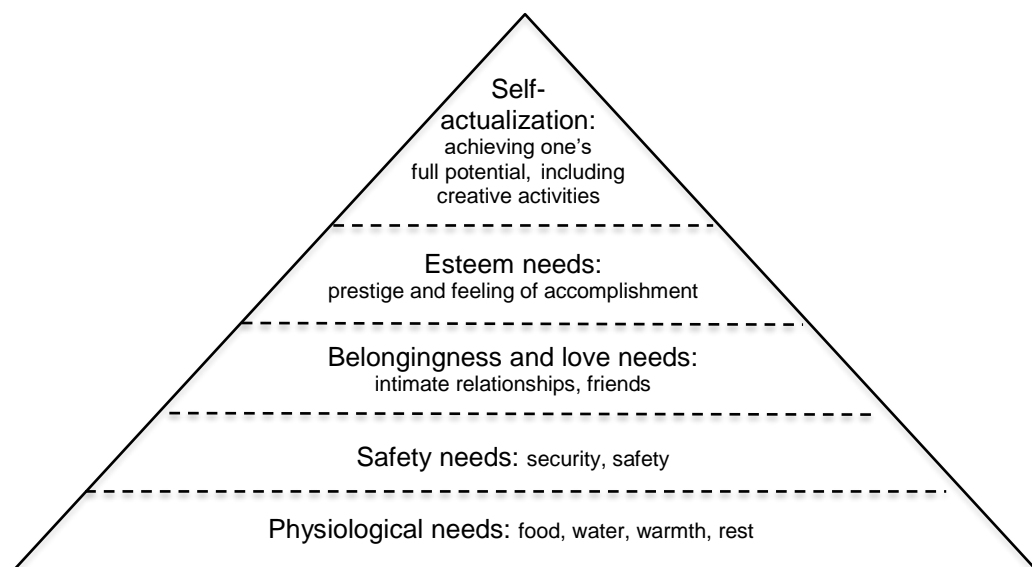
Elliot and Covington (2001) place motivation in the time. In accordance to their “approach-avoidance motivation” theory, motivation can be defined as one’s direction to behavior, or what causes a person to want to repeat a behavior. The aspect of repetitiveness is very important for global companies. These organizations are looking for long and sustainable growth. This sought growth can be delivered by motivated employees. Ajzen (1991) provided the theoretical bases for a relation between social norm and user behavior. Ellis and Fisher (1994) posited that norms and roles are commonly accepted standards for group members’ behavior.

A norm is considered an individual’s behavior, whilst a role is the basic unit of socialization. When employees work in an organization, they identify themselves with the role and also assume a role. Through group action, they develop a perception of membership in a group. Multinational organizations define a new community, whose identification may increase when people of the company recognize themselves as members and treat each other as kindred spirits.

## 2.1. Special focus on Maslow’s (1987) and Herzberg’s (1966) motivational theories

According to Maslow’s (1987) theory, people are motivated by unsatisfied needs. Maslow’s hierarchy of needs belongs to the content theories and is one of the most frequently and widely discussed theories of motivation. Figure 1 shows Maslow’s hierarchy of needs consisting of five hierarchic layers, listed from basic to most complex as follows:

- Physiology (hunger, thirst, sleep, etc.)
- Safety / Security / Shelter / Health
- Social / Love / Friendship
- Self-esteem / Recognition / Achievement
- Self-actualization / achievement of full potential, which can never be fully accomplished.



**Figure 1. Maslow's Hierarchy of needs**  
Source: Maslow (1987)

Herzberg (1966), in his two-factor theory, belonging to the content theories, concluded that job satisfaction and dissatisfaction were the results of the effect of two separate factors:

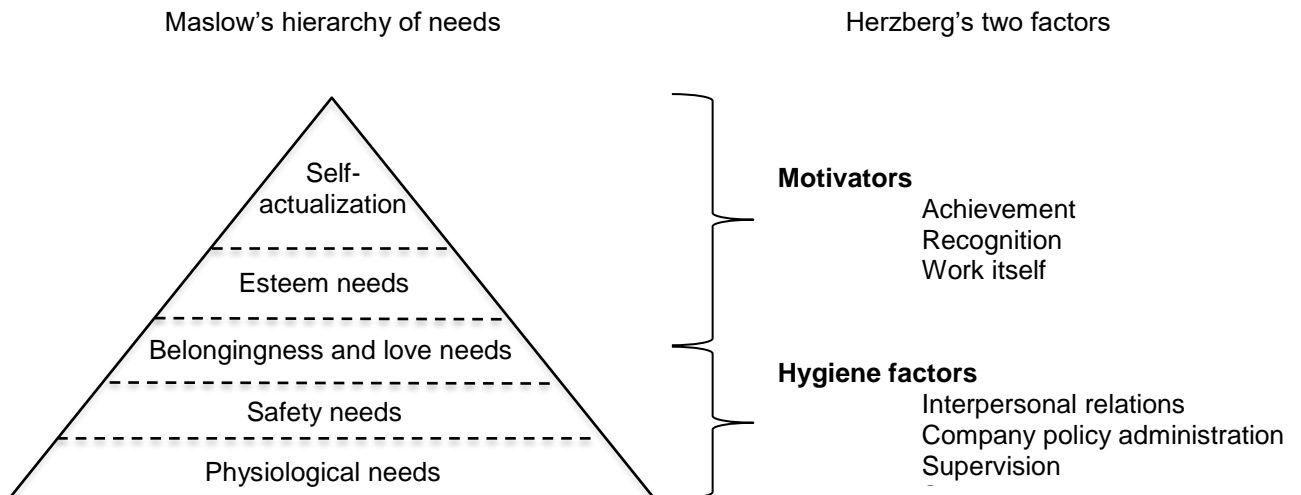
motivating factors and hygiene factors. Motivating factors are: recognition, achievements, advancement, responsibility, work itself, growth, etc. Herzberg (1966) declares that satisfaction and dissatisfaction are not on the same continuum. (0) Because they are not on the same continuum, they are not opposites. As a consequence, motivation factors can cause both satisfaction and dissatisfaction. On the other hand, the absence of hygiene factors causes dissatisfaction. However, the presence of hygiene factors does not cause satisfaction.

**Table 1. Herzberg's Two-factor theory**

Motivators	Hygiene factors
Work itself	Relationship
Autonomy	Job security
Authority	Work conditions
Responsibility	Salary / Wages
Recognition	
Achievement	

Source: Herzberg (1966)

These two theories are the two most frequently used ones by multinational companies, they can be easily combined, which help their adaptation to local HR policies. Figure 2 presents the combination of Maslow's and Herzberg's theories.



**Figure 2. The combination of Maslow's and Herzberg's theories**

Source: Business Case Studies (2017)

## 2.2. Special focus on Hofstede & Hofstede's model (2005)

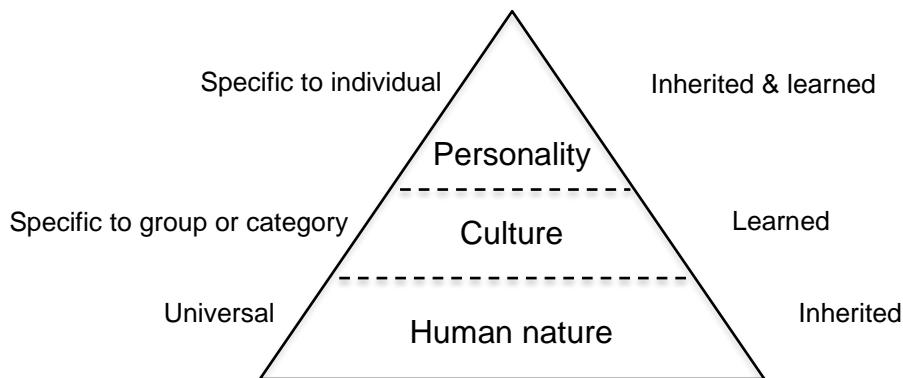
One can interpret the model by Hofstede and Hofstede (2005) as follows. Each human being has a separate, distinct cultural profile consisting of three elements. Figure 3. visualizes these three layers.

- The basic layer of inherited instincts varies little from one cultural group to another, its very universality suggesting that it is genetically determined. These inherited values are: anger at injustice, wants to be liked, love of young, gratitude for favors, survival (fear,

bravery, etc.), procreation, etc.

- The middle layer – that acquired through the teaching and "programming" of a nation state or cultural group – will differ markedly from the tenets held by other cultures, but the individual will tend to conform dutifully within his/her own society.
- The third (top) layer of individuality will complete the cultural profile and specific to the individual.

No person behaves in an identical manner to another, but the degree of deviation from the national norm may vary from insignificant (May, Merkel, Macron or Trump) to substantial (Stalin, Churchill) or transformational (Attila King of the Hun Empire, Emperor Meiji, Nelson Mandela, Kemal Ataturk).



**Figure 3. Hofstede's model**  
Source: Hofstede and Hofstede (2005)

The superficial first impressions and the obvious differences in physical appearance make people think that employees coming from different cultures, having different values and core beliefs automatically possess different motivation factors. If the hypothesis in the sentence above was true, there would not be any global, multinational companies, which can benefit from a sustainable growth. Many researchers identified factors, which deliver value to very different type of people. On the other hand, indeed, there are some unique characteristics, which are typical for a given culture. e.g. a unique motivation factor of English people: "They like, when they receive orders as a hint, an opinion or a suggestion. E.g. "What if, we...?" or "My humble opinion is that..."

### 2.3. Defining motivation factors of people working in multinational companies

Till the end of 1960s, most of the companies were working only in one country and their teams were monolingual and monocultural. The 1970s changed this situation and the first global companies were born. Before the 1970s, just a few people talked about globalization. Adjectives like 'multinational' or occasionally 'transnational' were most frequently used, when referring to companies operating in various parts of the world. Multinational companies have been around for many years. Even if we ignore the East India Company, which started in the early seventeenth century, modern corporations like Unilever, Nestlé, and Procter & Gamble were operating all over the world at the end of the nineteenth century. They are known as multinational companies, but nobody would have called them global. The global concept appeared in the early 1970s (Lasserre, 2003).

Today, in 2018, our world became global and connected. Thanks to the higher number of global, international companies, more and more people are working in a multicultural environment. The management of these firms, the value creation with these diverse teams and the insurance of a sustainable operation on the international market are the main challenges in our era. If global companies fail this exercise, they can easily find their names on the list of also-ran organizations.

Motivating employees is a difficult task. The existing literature does not define the motivation factors of people working in multinational companies. The actual definitions give a general, helicopter-view on these factors. The main findings of the literature overview make clear that motivation factors are the products of the interaction of individual traits and the companies' values.

We define motivation factors of people working in multinational companies as follows: People working in multinational companies should identify themselves with the values of the company, its leadership principles, working and business environment. Motivation factors develop intrinsic motivation and as a consequence make employees capable of creating long-term bonds with the company. They facilitate the acceptance of company's values and help people to work in the flow. Multinational companies using this definition can earlier capture signs of demotivation and can define HR strategies resulting in sustainable employee motivation.

### **3. Data & Methodology**

#### **3.1. Research problem**

Two facts necessitated this study on motivation factors of employees working at multinational companies. Once the lack of awareness of objectively assessable motivation factors at multinational companies could jeopardize achievements, undermine leadership, reduce motivation and increase absenteeism, resulting in higher unnecessary fluctuation. This can have a negative effect on the prosperity of these organizations. Second the majority of the existing literature analyses motivation of the respondents.

In the current research, respondents cannot evaluate their own native culture. They can only evaluate another culture, which they are acquainted with. Furthermore, the qualifying session of the questionnaire ensures that only people working or having worked at multinational companies can participate in the research.

#### **3.2. The objective of the study**

First, the study aims to find out the main factors that have an impact on employees' motivation. These factors are linked to the cultural barriers of multinational companies and prevent these organizations from being agile, quicker to market and more profitable. Furthermore, the research also analyses how gender, age, experience and native culture influence the judgement of the researched motivation factors. Besides the well-known studies, including but not limited to Maslow (1987), Herzberg (1966), Hofstede and Hofstede (2005), Lewis (2006), etc., this research delivers important elements to the codes of conduct and to the HR policies of multinational companies.

#### **3.3. The importance of the study**

Little efforts have been devoted on investigating factors that affect employees' motivation seen by other employees being born in a different culture. This study will try to identify the motivation factors of employees working at multinational companies seen by other people coming from a different culture. Understanding these factors would expand the researchers' horizon in employees' motivation and allow multinational organizations to integrate these facts into their HR policies to increase efficiency and sustainability of operation.

#### **3.4. Research questions and hypotheses**

We test the following hypotheses.

*H<sub>1</sub>: Non-native employees' gender, age and experience do not impact their opinion on motivation factors of native-German colleagues working at multinational companies.*

*H<sub>2</sub>: The researched motivation factors are relevant to the German culture.*

### 3.5. Research methodology

The main objective of this paper is to identify the factors that motivate German employees working at multinational companies. The paper used both types of data, primary and secondary. We have conducted the primary research between 1st of January, 2016 and 31st of March, 2017. 14 different cultures, twelve European and two Asian ones, were researched during 258 one-on-one interviews. Secondary data were collected from books, textbooks, scientific magazines, online articles, presentations, speeches, etc.

After having deployed the data, a structured questionnaire has been created and an online survey were used in order to collect data from respondents. Questions were supposed to confirm or refute the motivation factors found by the qualitative research. Data analysis was done through various statistical tools, mainly through Google Stats, Excel and SPSS. The questionnaire starts with some qualifying questions. If the respondent is qualified for participating in the research, then we document his or her attitude towards the evaluated culture. After this, we ask the respondent's opinion about the identified motivation factors.

### 3.6. Qualifying questions

The qualifying questions help us to collate information from experts in cross cultural issues working in multinational environment. Furthermore, we can ensure that participants cannot evaluate their own cultures. 0 presents the qualifying questions.

**Table 2. Qualifying questions**

Qualifying question	Type	Comment
What is your gender?	Multiple choice	
How old are you?	Multiple choice	
Where do you work?	Multiple choice	
In which country do you work?	Free text	
What is your job role?	Multiple choice	
How many companies did you work at (including your current one)?	Multiple choice	
How many multinational companies did you work at including your current one?	Multiple choice	At least one is requested for qualification
What is your native culture?	Multiple choice	
What is the culture you know and want to evaluate?	Multiple choice	Participants cannot evaluate their own native culture

### 3.7. Questions related to the German culture

0 presents that the qualitative research has identified 16 motivation factors in the German culture. Each of the motivation factors is measured on a five-level Likert scale (Strongly disagree, Disagree, Neutral / Neither agree nor disagree, Agree, and Strongly agree). After the qualification, we raised multiple-choice questions, which can be found in Appendix.

## 4. Results

### 4.1. Results of the qualitative research

The qualitative research has been conducted between 1st of January, 2016 and 31st of March, 2017 in various European countries. In the aforementioned period, 258 one-on-one interviews have been organized and documented. This was the primary data source. Secondary data were collected from books, textbooks, scientific magazines, online articles, presentations, speeches, etc.

The qualitative research covered 14 different cultures, twelve Europeans and two Asians. 126 motivation factors have been identified in 14 cultures. 0 presents the number of factors and the number of unique factors found in the different cultures. We consider a factor as unique, if we have identified it only in one culture.

**Table 3. Number of motivation factors per culture**

	# of motivation factors	# of unique motivation factors
Austria	13	0
Belgium - Flemish	15	0
Belgium - Walloon	10	0
Czech Republic	19	1
France	21	1
Germany	16	3
Hungary	17	1
Italy	22	5
Japan	37	12
Korea	23	6
The Netherlands	28	2
Poland	24	2
Portugal	14	0
The United Kingdom	27	3

We have also found many common motivation factors between two cultures. 0 presents the number of common motivation factors per culture.

**Table 4. Number of common motivation factors per culture**

	AT	BE-F	BE-W	CZ	FR	DE	HU	IT	JP	KO	NL	PL	PO	UK
Austria	-	2	3	7	3	2	5	2	4	2	1	7	2	3
Belgium - Flemish		-	9	5	4	2	2	2	3	1	8	3	3	4
Belgium - Walloon			-	5	4	2	2	2	3	1	2	4	3	2
Czech Republic				-	7	2	5	1	3	3	1	9	1	3
France					-	2	3	3	8	3	4	7	1	4
Germany						-	0	0	2	0	8	0	1	2
Hungary							-	5	0	3	3	3	3	3
Italy								-	2	1	3	2	7	1
Japan									-	5	5	6	2	6
Korea										-	4	7	1	3
The Netherlands											-	3	4	8
Poland												-	3	8
Portugal													-	2
United Kingdom														-

## 4.2. Results of the qualitative study

### 4.2.1. Respondents' profile

The participants of this research are not native Germans and they have a work experience in multinational organizations. However in Figure 4, we can see that 11 participants declared that they were German. We have contacted these participants and found out that all of them were born in immigrant families and considered themselves as non-Germans, but in the questionnaire they had only one option for declaring their nationality. That is why we decided to take their answers into consideration in the final evaluation.

One participant defined himself as Szekler. Szeklers are a subpopulation of Transylvania,



who were born in Romania, but their cultural heritage is closely related to Hungarian, they speak the Szekler dialect of Hungarian.

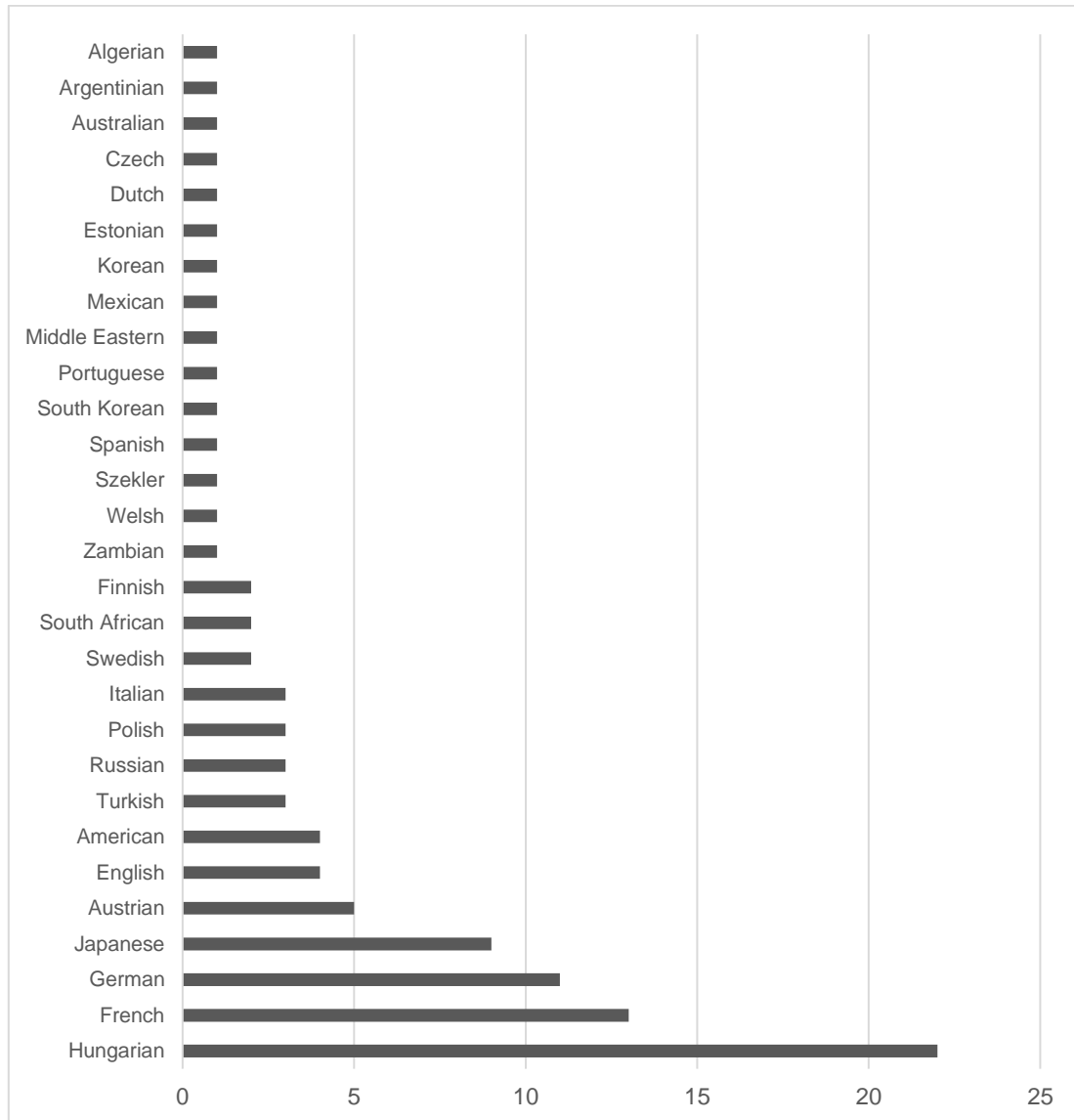


Figure 4. Respondents' native culture

Among the participants, there are 63 men and 28 women. 8 of them are younger than 30, 64 of them are between 30 and 50 and finally 29 of them are older than 50. 82 respondents work in Europe and 39 of them in Germany. 38% work as individual contributor, 37% work as manager, 25% work as director or above. 64% worked already at three or more companies, 16% worked at two companies, 20% work at their first organization. 54% worked already at three or more multinational companies, 18% worked at two multinational companies, 28% work at their first multinational organization. 46% feel good in the German culture, 42% have neutral feelings and finally 12% feel bad.

#### 4.2.2. Measurement development

The questionnaire were developed from the findings of the qualitative research. Each of the 126 identified motivation factors was measured on a five-level Likert scale, ranging from "Strongly

disagree” to “Strongly agree”. Before conducting the main survey, we performed a pretest in order to validate the instrument. In general, time spent on a questionnaire can be a show-stopper. The pretest confirmed that our questionnaire can be completed efficiently in about 6 minutes.

The research focuses on motivation factors of employees working at multinational companies. More precisely, how these factors of a given national profile are seen by people, who were born in a different culture. In the frame of this paper, it means that how German motivation factors are seen by Austrian, French, Hungarian, etc. employees. Further analyses should be done to find out similarities and/or differences between how native and non-native respondents judge the correctness of hypotheses of a given culture.

#### 4.2.3. Final Results

At this stage of the research, we can say the following about the participants’ attitude towards the German culture. 50% of them feel good in the German culture, 42.2% have neutral feeling and 7.8% feel bad. The qualitative research discovered 16 motivation factors in the German profile. Three of them are unique (among the 14 researched cultures), i.e. can only be found in the German culture.

The first results of the running quantitative research confirmed the correctness of the unique German motivation factors. The three unique German motivation factors have been confirmed by at least 64% of the respondents. These factors are covered by Questions #2, #3 and #4. Please note that these motivation factors can be considered as unique only in the 14 researched cultures. Furthermore, in this paper we consider that a hypothesis is confirmed, if the sum of the respondents who “Strongly agree” and “Agree” is at least 60% of the total of respondents and the share of “Disagree” and “Strongly disagree” is less than 15%.

**Table 4. Analyses of respondents’ feedback**

Question	Strongly agree	Agree	Neutral / Neither agree nor disagree	Disagree	Strongly disagree
# 2	41.7%	48.6%	8.3%	1.4%	
# 3	22.2%	48.6%	19.4%	8.3%	1.5%
# 4	22.2%	54.2%	18.1%	4.0%	1.5%
# 5	9.7%	45.8%	27.8%	15.3%	1.4%
# 6	8.3%	45.8%	27.8%	16.7%	1.4%
# 7	19.4%	47.2%	20.8%	9.7%	2.9%
# 8	29.2%	55.6%	9.7%	5.5%	
# 9	49.2%	41.5%	7.7%	1.6%	
# 10	26.4%	62.5%	8.3%	2.8%	
# 11	20.8%	48.6%	18.1%	11.1%	1.4%
# 12	29.2%	59.7%	11.1%		
# 13	13.9%	48.6%	30.6%	6.9%	
# 14	30.6%	62.5%	5.5%	1.4%	
# 15	20.8%	40.3%	33.3%	4.2%	1.4%
# 16	13.9%	66.7%	18.1%	2.3%	
# 17	44.4%	51.4%	4.2%		

#### 5. Conclusion

The results of this research should be both a challenge and a stimulus to multinational companies who strive to better understand their employees’ motivation. The qualitative research has revealed 16 motivation factors in the German culture. Three of them are unique, i.e. these factors are valid only for German employees working in multinational organizations. The research covers 14 cultures, which means that our definition of uniqueness is justified only in this frame.

The first results of the still-running quantitative study confirmed the correctness of the three unique German motivation factors. These are covered by questions #2, #3 and #4 in Appendix. Motivation factor (covered by question #2) has been confirmed by 90% of the respondents. Motivation factor (covered by question #3) has been confirmed by 71% of the respondents. Motivation factor (covered by question #4) has been confirmed by 76% of the respondents. The percentage represents the weight of respondents who "Strongly agree" or "Agree" with the hypothesis.

There are two motivation factors, which have been refuted by the running quantitative survey. 56% of the respondents confirmed the motivation factor (covered by question #5). In addition, 17% of them disagreed or strongly disagreed with this statement. 54% of the respondents confirmed the motivation factor (covered by question #6). The 54% rate of "Strongly agree" and "Agree" respondents can be considered as low compared to the confirmation rate of the other motivation factors. In addition, 18% of the respondents disagreed or strongly disagreed with this statement.

Here we can see a clear change in German cultural profile. In the literature written in the second half of the 20th century, there are many statements being in line with our identified motivation factors (e.g. Lewis, 2006). As a matter of fact, the first results of the quantitative study delivered a finding, which highlights a new trend. We need to continue the research and to collate more feedback in order to be sure that we could identify a change in the German cultural profile.

This research will deliver valuable results about motivation factors of employees working at multinational companies. The quantitative study collates feedback from participants, who evaluate a culture, which is different from their native one. These two boundary conditions restrict the number of participants, yet make the results very reliable.

Multinational companies apply a very well-defined selection process. The selection, the onboarding and the corporate HR policies filter out people, who are not in line with the code of conduct and with the values of these organizations. This results in a similar profile of the employees working at multinational companies. That is why  $H_1$  is confirmed.  $H_2$  is partly confirmed. Our research has already found two motivation factors, which are not relevant to the German culture anymore.

Limitations of this study were a low sample size, the coverage of only 14 cultures and the participation was limited to people working or having worked in multinational organizations. In future research, it would be beneficial to involve employees working at national companies having international connections. In many industries, e.g. in the pharmaceutical industry, we can predominantly find big national companies, doing international business. With this enlargement of the scope of respondents, we can measure the difference between the opinions of the two target groups on the same culture. This would bring further knowledge about motivation factors of people of a given culture judged by employees working at multinational and at national companies.

This enlarged-based study could bring us valuable knowledge about motivation factors of people working in international projects of national or multinational companies. In the dawn of artificial intelligent and internet of things, beside the traditionally big mononational companies, there are more and more small startups being involved in big multinational projects. We believe that the results of this second study would bring deeper understanding about motivation factors. We could better understand how we can create value in international work environment.

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## Appendix

List of multiple-choice questions raised after the qualification.

1	How do you feel yourself in this culture? Please describe your attitude towards the people representing this culture.
2	In business their strong points are competitive pricing, quality of goods and reliable delivery dates. Your own efforts must reflect these features.
3	Whatever you promise them, you must deliver. If you fail in some respect, apologize immediately. They like receiving apologies, it makes them feel better. Then you must compensate.
4	When they criticize your actions, it is to help you avoid making mistakes. Accept their criticism as being constructive.
5	Things are often agreed between meetings, so be prepared to talk business during socializing.
6	Do not tell jokes during business meetings. They always raise serious questions, so one should answer them seriously. They become rigid, when confronted with disrespect, impudence, inappropriate humor, or flippancy.
7	Use surnames and academic titles with new acquaintances.
8	Be willing to discuss topics and projects at great length. They hate misunderstandings, therefore you should strive to avoid them. They wish to see things from every angle.
9	They are punctual.
10	You may also point out their errors frankly, but make sure you are right.
11	Put as much in writing as you can. You can be as wordy as you like, they will read it. They like confirmation of agreements, minutes of meetings, thank-you notes and informative memos.
12	Demonstrating professional competence is a must. They are impressed by bottom-line achievement. Once you have established your status (qualifications, competence, dress, reputation) then live up to it.
13	They like people to conform, therefore do not display too much eccentricity. Show some frugality. They dislike extravagance.
14	Be factual and back up all you say with corresponding data or actions. You should be well prepared and well-informed. They usually are.
15	Be enthusiastic about Europe. They need it.
16	Common sense is a major success factor with them.
17	Show good planning.
18	Have we covered all motivational factors in this culture? Should we miss any factors, please share it here below.